

PACIFIC DEFENDER

94th Army Air Missile
Defense Command



★ FIRST LINE OF DEFENSE ★



U.S. ARMY

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94th AAMDC HQ moves to
**JOINT BASE PEARL
HARBOR-HICKAM**

PACIFIC DEFENDER

94th Army Air Missile
Defense Command



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94th Army Air Missile Defense Command

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Aloha.

I continue to be amazed by the professionalism of the Soldiers, NCOs, officers and civilians of this command. The 94th AAM-DC is truly one of the best units in the United States Army and I am proud to serve as your commander.

As Secretary of the Army, Mr. John M. McHugh recently stated, "We have long known our Army is the best trained, best equipped, and best resourced force in the world; going forward, our Army should also be the 'most resilient' force in a world with ever-increasing challenges."

This edition of the Pacific Defender will highlight how the Sea Dragon team builds resiliency everyday through training, community relations activities, and programs uniquely organic to the 94th AAAMDC. It will also focus on the efforts to increase integration and interoperability with the missile defense community, as well as our joint and international partners, to strengthen our capacity and ability to implement the Pacific integrated air and missile defense strategy.

You will read about how our command headquarters moved from Fort Shafter to Joint Base Pearl Harbor-Hickam allowing us to better integrate with the Pacific Air Force and the 613th Air Operations Center. Our Army continues to produce high caliber

leaders and Soldiers that are able to continue the mission without missing a beat as evidenced by the change of command in Task Force Talon and our headquarters battery, as well as the turn-over of authority for the THAAD homeland defense mission from Alpha Battery, 2d ADA to Delta Battery, 2d ADA.

We hosted the Chief of Staff of the Army, had the governor of Guam as the keynote speaker at our St. Barbara's Day Ball, and we even had a Leader save the life of another Soldier.

This Pacific Defender will offer a glimpse into why our Army is the best in the world.

I consider myself blessed and look forward to coming to work every day because of the Soldiers, civilians and Families that make up our Sea Dragon Team.

First Line of Defense - Focus Forward!

A handwritten signature in black ink, appearing to read "Eric L. Sanchez".

BG Eric L. Sanchez
Sea Dragon 6





Sea Dragon 7



Aloha, Konnichiwa, Annyeung Haseyo, Hafa Adai and Hello,
The year 2015 has been a great year for the Sea Dragon Team! We achieved a milestone as we integrated into the Pacific Air Force Headquarters, during our move to Joint Base Pearl Harbor-Hickam.

I would like to thank every Officer, Noncommissioned Officer, Warrant Officer, Soldier, Civilian, and Contractor for your continued unwavering commitment to success and excellence in all areas. You worked flawlessly through every challenge and your hard work did not go unnoticed, you help make this happen!

This edition of the Pacific Defender will focus on the importance of Resiliency. The Army has combined multiple efforts and initiatives to improve the readiness and resilience of the total army through several programs, to support the Ready and Resilient Campaign.

The 94th AAMDC has consolidated all of these initiatives and established the Ready and Resiliency team, which was established to serve as a one stop shop to our Sea Dragon Team. The Sea Dragon team has had great training opportunities on Resiliency through our Applied Suicide Intervention Skills Training program and our quarterly SHARP training as well. Great embodiment by Units and Directorates as you operationalized the focus and compliance to SHARP with creative and insightful “outside the box” training scenarios. Through these programs we were able to create dialogue amongst our ranks and ensure that every Soldier understands the importance the “Not in My Squad” initiatives, as we take a stand in supporting each other.



I am impressed with the training and mission accomplishment that our Team has achieved throughout the year, from our impact in exercise Key Resolve to integrating into the Pacific Air Force Headquarters, the Sea Dragons continue to excel in all areas and lead by example. You truly embrace the importance of maximizing Joint Relationships and training opportunities to ensure PACOM success.

I’m sure you will enjoy reading the various exciting stories inside our fifth edition of “Pacific Defender” highlighting all of the Sea Dragon Soldiers in the 94th AAMDC, not only here in Hawaii, but all throughout the Pacific Region.

Thank you to the Families that support our Sea Dragon Soldier throughout the year. I consider it a privilege to serve with the best Soldiers and leaders in our Army. Always remember TEAM = Together Everyone Achieves More! Thank you for all that you do!

First Line of Defense!

CSM Finis A. Dodson
Sea Dragon 7



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Guam Governor visits 94th AAMDC Soldiers

FORT SHAFTER, Hawaii—Governor Eddie Baza Calvo, governor of the United States territory of Guam, was the guest speaker for the 94th Army Air and Missile Defense Command St. Barbara's Day Ball, Dec. 5, 2014. During his visit he spoke with Sea Dragon Soldiers, who were native to Guam.

Calvo is the eighth elected Governor of Guam and was re-elected to his position in November.

"These past four years as a governor, I have had the opportunity to go to many different parts of the nation and different U.S. bases," said Calvo. "I have had an opportunity to meet with our Guam Soldiers. I must tell you how proud I am as an elected public servant from Guam of what I have heard of the quality of the Guam Soldiers, whether it was the Army, Navy, Air Force, Marines or Coast Guard, it is the same story. There is camaraderie, esprit de corps that is amongst our people coming from Guam. A love of Nation, love of flag, love of our people and it is an honor to see you here."

Calvo shared the reason why the Soldiers service and sacrifices are so important to the people of Guam.

"Many of your parents and grandparents were civilians in a time of occupation when Guam was not only bombed but under foreign rule for three years until the liberation in 1944. When the North Korea scare was apparent and things were being put in the media, there were some of our man'amko, our elderly, who were reminded of the early years of WWII and old wounds were reopened."

In 2013, the Department of Defense moved a Terminal High Altitude Area Defense (THAAD) battery to the island



FORT SHAFTER, Hawaii-Governor Eddie Baza Calvo, the eighth elected governor of the United States territory of Guam, stands for a photo, Dec. 5, 2014, during his visit with 94th Army Air and Missile Defense Command Soldiers, who were native to Guam, at Fort Shafter, Hawaii. (U.S. Army photo by Sgt. Kimberly K. Menzies, 94th Army Air and Missile Defense Command Public Affairs)

of Guam. Governor Calvo was very influential in the deployment of this unit and personally sent a letter to the Secretary of Defense, Chuck Hagel, requesting that air defense assets be moved to Guam. As a result, the 94th AAMDC stood up Task Force Talon, the first ever forward deployed THAAD unit at Anderson Air Force Base, Guam.

"It was not only for physical defense of the island but I think for much of our people it also showed the support of the Armed Services of the United States in protecting our people," shared Calvo.

"That is how important your job is here, particularly in the 94th, and what it symbolizes: protection of American assets and American people. So to all of you, I just want to say thank you."

The Soldiers listened intently and were happy to receive greetings from their home.

"It was an honor to have the opportunity to meet with Governor Calvo," said Staff Sgt. Michael Cabanayan, the property book officer noncommissioned officer in charge with the 94th AAMDC and native of Dededo. "It means a lot that he made the trip from Guam to here to meet with Soldiers. It shows that he cares and supports his Soldiers. Many of the Soldiers from Guam have been away from their Families for a long time and this visit definitely helps boost morale."

"It was a great feeling to meet such an influential leader of my island home," shared Maj. John Cruz, an operations

officer with 94th AAMDC and native of Tumon Bay. "Not many Soldiers get a chance to meet with their state governors during the time they serve in the military. For our small group to get a chance to interact with him was a privilege."

The significance of meeting with Governor Calvo went beyond just historic privilege for some of the Soldiers.

"Guam is so far way from any major Army installation and units, that it is important to [Soldiers when the Governor] expresses his gratitude on behalf of the island community at any chance he gets," said Cruz. "If anything I felt like he was a distant Family member making sure his Family is doing okay."

During his visit to Hawaii, Governor Calvo also visited Wounded Transition Battalion Soldiers at Schofield Barracks to lift spirits during the holiday season while they are separated from their loved ones.

Later that evening Governor Calvo spoke at the 94th Army Air and Missile Defense Command's Saint Barbara's Day Ball and was inducted into the Honorable Order of Saint Barbara. Saint Barbara is the patron saint of air defense and Santa Barbara (Saint Barbara) is one of the patron saints to the Dededo Village on the island of Guam.

★★

Story by Sgt. Kimberly K. Menzies, 94th Army Air and Missile Defense Command Public Affairs





94th AAMDC's Shadow the CG wraps up with CSA visit

JOINT BASE PEARL HARBOR-HICKAM, Hawaii -- Chief of Staff of the Army, Gen. Raymond T. Odierno, recognizes Pfc. D'Andre Ward, an information management Soldier, 94th Army Air and Missile Defense Command, U.S. Army Pacific, during his visit to the 94th AAMDC's Headquarters, Feb. 11, 2015, at Joint Base Pearl Harbor-Hickam, Hawaii. Ward participated in a leadership development program, Shadow the CG, which allowed him to follow Brig Gen. Eric L. Sanchez, commander of the 94th AAMDC, for a full day. (U.S. Army Photo by Sgt. Kimberly K. Menzies, 94th AAMDC Public Affairs)

PEARL HARBOR, Hawaii—Soldiers, Sailors, Marines, and Airmen joined together in honor of the 73rd anniversary of the attack on Pearl Harbor, in a commemoration memorial ceremony, hosted by The National Park Service and the U.S. Navy, December 7.

“After reading through the results of my initial command climate survey, it was apparent to me that our junior enlisted Soldiers didn’t fully understand how they contribute to the bigger picture of the command”, said Brig. Gen. Eric L. Sanchez, commanding general of the 94th Army Air and Missile Defense Command. “I felt this was an opportune time to institute a program to allow a select group of junior enlisted Soldiers to gain additional knowledge on how we fit into the Army, Joint, and Combined Team. Additionally, it would allow me to get to know the Soldiers and gain insight on how the unit is operating from their foxhole.”

“The [commanding general] implemented the program for junior enlisted Soldiers to have an opportunity to gain a better understanding of how the military operates,” shared Pfc. Ingrid Mattson, a utilities equipment repairer with the 94th AAMDC. “It is a chance for us to see, firsthand, how a CG impacts the unit and what his work consists of.” Over the period of a month, six 94th AAMDC Soldiers spent their

day shadowing Sanchez through various meetings, site visits and daily responsibilities.

“During my shadow, I accompanied the CG to a meeting with the [brigadier general] of the 32nd Army Air and Missile Defense Command,” said Pfc. Emmanuel E. Miranda, a human resource specialist with the 94th AAMDC.

“The meetings really helped me understand what is really going on behind the scenes of the typical Army lifestyle,” said Pfc. Brandon W. Besser, an administrator for operations force management.

Though many of the Soldiers listened to briefs and attended meetings, they also spent time discussing, listening and sharing Army experiences with Sanchez. “My most memorable conversation with the CG was when we discussed his personal military history and his decisions that led to him becoming a [brigadier general],” explains Spc. Nathan G. Thompson, a 94th AAMDC intelligence analyst.

“We sat and talked about family,” adds Besser. “How he made and continues to balance Family and work. Family is everything to me.”

“We had a conversation discussing where Brig. Gen. Sanchez sees the Army going as far as downsizing,” shares Mattson. “To me, that conversation

was something that broadened my perspective on the military, the changes that are occurring and how that affects me directly. It was very insightful to have an opportunity to experience what the responsibilities of being the CG consists of and how resilient you must be.”

A common sentiment from the participating Soldiers is they now hold a better understanding of the impact that they, as Soldiers, have on the Army. “I learned the importance of junior enlisted and noncommissioned officer Soldiers,” said Thompson. “We provide the expertise needed for officers to make informed decisions.”

“I chose to enlist in the Army because I was not satisfied with the way I was living after I graduated from high school,” shares Mattson. “Finances had always been a continuous struggle in my family, so being able to receive a college education didn’t seem like a possibility for me. I chose to accept it but I always had this underlying feeling that I could do something more to earn a better life for myself. Enlistment in the U.S. Army, a decision that I am grateful for and that has impacted me in so many ways, has given me a better outlook for my future. This program has provided me with an added understanding of how things work which will help me to continue to be the best Soldier that I can be.”

The program was not only a learning experience for the junior Soldiers but also for Sanchez.

“I believe I learned as much or more than the Soldiers did and plan to continue this effort in the future,” said Sanchez. The pinnacle of the shadowing experience for the Soldiers was the opportunity to be present and to be recognized during the overview brief of the Integrated Air Missile Defense Plan from the 94th AAMDC staff directorates to the chief of staff of the Army, Ordierno.

“Meeting the CSA, shaking his hand and being recognized for being selected as part of this leadership development program, is a moment of my life that I will never forget,” expresses Mattson.

★★★★★★★★★★★★★★★★★★★★

**Story by Sgt. Kimberly K. Menzies,
94th Army Air and Missile Defense
Command Public Affairs**





94th AAMDC holds first combined rank SHARP board

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—Soldiers with the 94th Army Air and Missile Defense Command, U.S. Army Pacific, participated in the 94th AAMDC’s first ever combined rank sexual harassment/assault response and prevention board, April 24, 2015, at Joint Base Pearl Harbor-Hickam, Hawaii.

The question and answer board is the first at the 94th AAMDC to be presided over and attended by both officers and enlisted Soldiers.

“The idea of a SHARP board was originally thought up by Sgt. Maj. Woodley, while he was part of Task Force Talon in Guam,” said Chief Warrant Officer 4 Sherrie Campbell, the 94th AAMDC SHARP Program Manager. “For our first official 94th AAMDC SHARP board we wanted to progress to the next level, think outside the box.”

The 12 board candidates, consisting of warrant and commissioned officers, non-commissioned officers and enlisted Soldiers, were asked to submit a traditional board packet, a written essay that described what SHARP means to them personally and to participate in a question and answer session. This portion of the board was preceded over by five board members of varying ranks.

“Sexual harassment and sexual assault affects all of us regardless of our rank,” said Master Sgt. Anthony Wyatt, the 94th AAMDC Sexual Assault Response Coordinator. “It would only be fair if a variety of ranks would be sitting on the board and competing. When Soldiers see their senior leaders,

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—Soldiers with the 94th Army Air and Missile Defense Command, U.S. Army Pacific, participated in the 94th AAMDC’s first ever combined rank sexual harassment/assault response and prevention board, April 24, 2015, at Joint Base Pearl Harbor-Hickam, Hawaii.

officers and [noncommissioned officers], participating, it is leading by example in its purest form.”

“It is a way for all leaders on any level to teach and engage all 94th AAMDC Soldiers on SHARP in an innovative way,” adds Campbell.

The Soldiers were asked several SHARP related questions by each board member. There were policy questions with answers directly from Army Regulation 600-20, Chapters 7 to 8 and situational questions in which Soldiers were asked to give examples of how they might apply their answers.

“This was a great way for our leaders to test true legitimate understanding of the topic,” shared Pfc. Brandon Besser, a force management administrator with 94th AAMDC who participated in the board. “It is important for us to really know what we are talking about.”

“The individual who scores the highest after the conclusion of the board will be able to use their knowledge as a teaching tool for other future board attendees as a member of future SHARP boards,” said Wyatt.

This board also gave the 94th AAMDC Ready and Resiliency Team an opportunity to gain feedback from Soldiers on possible ideas to improve or make SHARP training more effective.

“When Soldiers were asked if they had anything else they would like to share with the board, they took it seriously,” said Campbell. “Soldiers shared their ideas

with us. Suggestions we can implement to make our training more effective for all the Soldiers, at all levels.”

SHARP remains a U.S. Army priority and is also a top priority for the Soldiers of the 94th AAMDC.

“This also shows everyone how serious this subject is to us,” said Besser. “We created a board specifically for this one topic.”

“As much as we talk about sexual harassment and assault, it hasn’t entirely gone away,” shares 1st Lt. Gabrielle Tally, a human resource officer with 94th AAMDC and panel member of the SHARP board. “We take it very seriously and are working to do our part to eradicate it.”

“Yes, we have an understanding that sexual harassment and assault is a moral issue but it is also a danger issue,” Tally continues. “No one wants to come to work and feel unsafe because of the continual possibility of danger. I personally want to do whatever I can to ensure that Soldiers, male and female, do not have to live with the fear for their personal safety. Education is a major component making this positive change possible. It was motivating to be part of that change.”

★★

Story and photos by Sgt. Kimberly K. Menzies, 94th Army Air and Missile Defense Command Public Affairs



KADENA AIR BASE, Okinawa, Japan—The Soldiers of the 1st Battalion, 1st Air Defense Artillery Regiment participated in a health and resiliency fair on Friday, March 6, 2015. The semi-annual fair consisted of three classes and a fun activity to end the event.

Ogden went on to explain the importance of events like this one before releasing the formation and allowing soldiers to spread out across Kadena Air Force Base to attend their classes.

"I liked the different resiliency options we had," said Sgt. Ineako Finney, a 1-1 ADA battalion command group driver from Williamsburg, Virginia. "I attended classes on fitness, nutrition, and marriage. The sports and fitness class was my favorite. The instructor was very interactive with everyone in the class; it was positive and fun."

Specialist Yen Keefer, a 1-1 ADA battalion awards clerk from Austin, Texas attended a class called 'Know

"I think it's especially good for the younger soldiers to learn about resiliency so they can get that experience from leaders who have been in the Army

-30-

*Story by 1st Lt. Amanda M. Arthur,
1st Battalion, 1st Air Defense Artillery
Regiment Personnel Officer*

A full-page photograph of two soldiers in camouflage uniforms grapping on a yellow mat in a large indoor facility. One soldier is on the ground, and the other is leaning over him. In the background, an American flag and a South Korean flag are visible. Other soldiers are standing in the background. The text 'READY ★ RESILIENT' is in the top right corner, and the main title 'Dragon Brigade Soldiers grapple for 'best of the best' title' is in the upper center.

READY ★ RESILIENT

Dragon Brigade Soldiers grapple for 'best of the best' title

A photograph showing a man in a military uniform lying on his back on a light-colored floor. He has his eyes closed and his mouth is open in a grimace, suggesting he is in pain or unconscious. Another person, also in a military uniform, is standing over him, leaning down with their hands near the man's head. The background is slightly blurred, showing other people in military uniforms.



TF Talon supports future of Guam with PIE

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—Bright eyes follow the visitors entering the room. The low murmur of whispers builds into rumbling excitement, as students greet the volunteers who enter with warm smiles and eager anticipation.

“The kids get super excited when they see us arrive,” said Sgt. Rory Garcia, the Task Force Talon Partners in Education liaison for Machananao Elementary School on the island of Guam and the sensory platoon squad leader with Battery A, 2nd Air Defense Artillery Regiment, Task Force Talon, 94th Army Air and Missile Defense Command. “They are hungry for your attention and they all want to work with you.”

“The kids literally swarm to you when you show up,” said Spc. Camden Ash, a command post external workstation operator with Btry. A, 2nd ADA. “They accepted us with open arms and it was easy to tell that they liked having us there.”

“The kids really do enjoy when they come out and the positive effects can be seen in their behavior and participation,” said Divina Leones, a gifted and talented preschooler teacher at the Machananao Elementary School and the school’s PIE liaison.

Partners in Education (PIE) is a unit volunteer initiative with the local elementary school through which Soldiers volunteer their time and help the elementary school’s teachers with various learning tasks or activities.

“We would help with everything from reading to coaching kids for the Special Olympics,” said Ash.

“During their summer break, we helped build benches for the kids to sit on and during the school year we would even help chaperone field trips,” shared Garcia.

A few of the volunteers were apprehensive about the initiative at first but those feelings were dispelled very quickly.

“It was something new for me but I thought ‘give it a chance, it could be fun,’” said Ash.

“Honestly, at first I was very apprehensive because I was worried that it would make me miss my own kids,” shares Garcia. “I soon realized that mentally I was approaching the idea the wrong way ... I started volunteering and found that I thoroughly enjoyed it.”

The volunteers spent much of their free time volunteering and soon found that they had built bonds that were important to not only the teachers and children but also to themselves.

“These kids love them,” said Leones. “Many of these children don’t have stable homes and these Soldiers come to the school and provide a positive role model, someone they can look up to.”

“It is kind of crazy, you think that you are volunteering to have a positive effect on their lives but these kids touch us too,” said Garcia.

“I was chaperoning a field trip and Miss Leones told me she wouldn’t be able to go because she was going to be attending

a funeral for Ethan’s dad [a student with whom I had worked with during volunteering]. I had just recently lost my father also. It was a hard experience for me. I knew what he was going through and I knew he needed support. When Ethan came back to school, we talked about it and bonded. I think we found a lot of healing together. I will be forever grateful for the opportunity to have been able to provide that support when he needed someone.”

For the Soldiers, volunteering was not just about providing things or activities for the kids at Machananao Elementary School, it was about positive life influences.

“This wasn’t just about volunteer hours for an award,” said Ash. “This was an opportunity for me to help bring some happiness and help to the local children—who wouldn’t want to be part of that.”

“This experience wasn’t about charity, it was so much more,” shares Garcia. “It was an opportunity to provide a happier childhood experience, to show that as Soldiers we aren’t here at war, we are here as part of the community and we are here helping make it better from the bottom up.”

“You may think that you have it bad; you may not have an extra dollar to your name. That is okay. One thing you do have that you can give to those in need is your time and caring spirit.”

“I started this experience worried it would make me miss my own kids, but in the end I have built relationships here that I will take with me forever.... it actually makes it hard to want to leave.”

Though Soldiers with Battery A, 2nd ADA, have returned home, their mission in Guam complete, the Machananao Elementary School will not be without volunteers. Battery D, 2nd ADA, the unit who replaced Btry. A, will resume the PIE responsibilities for the next 12 months.

“We can’t even begin to tell you how much this means to these kids,” said Leones. “If you ask them, most of them will tell you that when they grow up, they want to be Soldiers just like these guys. That should tell the world a lot.”

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**Story by Sgt. Kimberly K. Menzies,
94th AAMDC Public Affairs**





Sea Dragon Sensor Managers Compete for Top Honors

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—Sensor managers from the 10th Missile Defense Detachment and the 14th Missile Defense Battery, 94th Army Air and Missile Defense Command competed in the 94th AAMDC Best Crew Competition for Sensor Managers.

The sensor managers of the 10th Missile Defense Detachment and the 14th Missile Defense Battery handle the sensor management duties of the Army/Navy transportable radar surveillance (AN/TPY-2) radars in Shariki and Kyogamisaki, Japan. They also have reporting responsibilities for both the terminal high altitude area defense systems in Guam and the Patriot systems in Okinawa, Japan to the 94th AAMDC Commander. Three-person crews run 24-hour operations seven days a week out of the 613th Air Operations Center on Joint Base Pearl Harbor-Hickam.

The competition has always been challenging and affords air defenders an opportunity to display their all-around Army and air defense artillery knowledge and skills. This year's competition brought a completely new dynamic to the table with the addition of a second battery and a weeklong event comparable to a non-commissioned officer / Soldier of the year competition.

The 2015 version of the best crew competition challenged Soldiers over five grueling days in three core categories – job knowledge, Army knowledge, and physical fitness.

"This was definitely one of the most challenging competitions I've taken part in," said Sgt. Robert Field, 14th MDB,

who serves as the current operator for crew four. "Both the written tests and physical events were tough but fair and at some point they dealt with just about every aspect of our job."

Crew four comprised of Staff Sgt. Joe Chacon, Field and Sgt. Thomas O'Neal accumulated 2,439 of the 3,000 possible points over the course of the week to finish 79 points ahead of crew one – Sgt. 1st Class Rita Luera, Sgt. Thomas Harper and Sgt. Joseph Courtney. Third place honors went to crew two – Sgt. 1st Class Jared English, Sgt. Robert Kibler and Spc. Ryan Radtke.

Regardless of the finishing position, all members of the sensor manager cell agreed that the event brought a new level of comradery to the section and served as a truly unforgettable team-building affair.

"It was a great chance to get out there and compete against all the crews and see everybody for an extended period of time," said O'Neal, the Kyogamisaki sensor manager for crew four. "Our battle rhythm doesn't usually lend itself to that so just getting that opportunity was great. The fact our crew came out on top makes it that much better."

Each day of the competition kicked off with a physical fitness event, challenging the crews' fitness level and fatigue over the course of the week. A standard Army physical fitness test was conducted on day one at JBPHH. Days two and three began with a four-mile run at Schofield Barracks and a 12-mile ruck march on historic Ford Island with scaled scoring based on the Army standards of four hours and 32 minutes. On the fourth day, the crew completed an urban orienteering course

Brig. Gen. Eric Sanchez, Commander, 94th Army Air and Missile Defense Command and CW4 Sherri Campbell, SHARP program manager, 94th AAMDC, pins a teal ribbon on the tree during the 94th AAMDC tree pinning ceremony, in honor of SHARP awareness and Prevention month (photo by: Sgt. 1st Class Jaquetta Gooden, 94th AAMDC Public Affairs)

covering a three-mile square radius on JBPHH. The fifth day included a mystery physical event that found the crews competing in the Marine Corps' combat fitness test at Marine Corps Base Hawaii at Kaneohe Bay.

"I'm not going to lie, the physical portion was a grind," said Chacon, the crew chief and Shariki sensor manager for the winning crew. "Getting to compete at venues around Oahu definitely helped out but the accumulation of activities added to the mental challenge of the event as a whole. Closing out the week with the Marines was a memorable experience and a challenging way to end the competition."

The job portion of the competition accounted for nearly 57 percent of the overall score and featured a mock AN/TPY-2 VIP briefing and a pair of digital training runs. Over the course of the first three days, there were three individual job tests and four group job tests providing the crews opportunities to demonstrate the depth of knowledge for the crew from top to bottom. The final job event of the week was a relay where the crews had to complete 100 commonly used job acronyms in one hour.

The Army knowledge portion of the competition, worth 25% of the final total, was comprised of two individual tests and two group tests. There was also a trip to Schofield Barracks for an M16 range in the EST and a half-day of warrior tasks and drills at Area X.

The 10th MDB/14th MDD Top Sensor Manager Competition ran concurrently with the best crew event. The individual winner was chosen by using the individual tests and event scores from the best crew event. Despite spending the six previous weeks at Advanced Leaders Course, Sgt. Kibler returned to the island and claimed the honor of top sensor manager by finishing in the top three of each core area on an individual level.

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Story and Photos by Sgt. 1st Class James A. Fessler, 94th AAMDC G3 Air Operations Center NCOIC



Joint Base Pearl Harbor Hickam, Hawaii—The Army’s Ready and Resilient Campaign combines multiple efforts and initiatives to improve the readiness and resilience of the total Army.

Initiatives on Sexual Harassment/ Assault Response and Prevention, Comprehensive Soldier and Family Fitness, Master Resiliency Training, Suicide Prevention, Equal Opportunity, and Spiritual Fitness has reached across the ranks as the Army’s top priorities to ensure zero tolerance and maintain Soldier readiness.

The 94th Army Air and Missile Defense Command compiled all of these initiatives and established the Ready and Resiliency Team. The team is comprised of certified trainers in SHARP, MRT, EO, and the command Chaplain for spiritual fitness and guidance.

“The Ready and Resiliency Team serves as a one stop shop uniquely organic to the 94th AAMDC,” shares Chaplain (COL) Ken Revell, 94th AAMDC, Chaplain.

“We are the first line of defense when it comes to issues surrounding these initiatives, our task is to train and educate,” explains Revell.

The Ready and Resiliency Team was created for the command to have a platform to raise awareness and prevention year round. Although April is SHARP awareness month, the 94th AAMDC Ready and Resilient Team’s mission is to ensure that awareness and

Brig. Gen. Eric Sanchez, Commander, 94th Army Air and Missile Defense Command and CW4 Sherri Campbell, SHARP program manager, 94th AAMDC, pins a teal ribbon on the tree during the 94th AAMDC tree pinning ceremony, in honor of SHARP awareness and Prevention month (photo by: Sgt. 1st Class Jaquetta Gooden, 94th AAMDC Public Affairs)

prevention is present every day.

“We want to enforce that every day, 365 days a year, is sexual harassment and sexual assault awareness and prevention day, every day!” said CW4 Sherri Campbell, 94th AAMDC SHARP program manager, during a ribbon tying ceremony held in front of the 94th AAMDC Headquarters and Pacific Air Force Headquarters building, April 1.

The ceremony which consisted of tying a teal ribbon around the trees outside of the headquarters signifies that each Soldier in the command accepts the responsibility to look after one another, and to not be a bystander in the U.S Army Garrison Hawaii’s Take a Stand campaign.

“Our team continues to put together special events and ceremonies like the ribbon tying ceremony to enhance Soldier awareness and knowledge” shares Sgt. 1st Class Philip Wagers, 94th AAMDC Equal Opportunity Adviser and Master Resiliency Trainer.

The Ready and Resiliency Team has made great strides since its launch, from the development of the Applied Suicide Intervention Skills Training or ASIST program, to orchestrating three Equal Opportunity observances alongside U.S. Army Pacific, and monthly MRT and SHARP training to the command.

“Being a part of something that was at

just an idea, and to see that idea transform into a reality, speaks volumes of this great command” explains Master Sgt. Anthony Wyatt, 94th AAMDC SHARP representative.

“This is for the Soldiers, all of us must know our part and do our part in order to eliminate sexual assault/harassment from our ranks and organization,” shares Wyatt.

“We will continue to maneuver forward in our efforts,” said Revell. “It is incumbent upon all of us to get better, get healthier, and to become more adaptable when it comes to engaging the complex challenges of life, and that is why programs like the Ready and Resiliency Team are set in place”.

The resiliency team has been very effective for the 94th AAMDC. They will continue to focus forward on their lines of effort which includes refining policies and prioritizing resources to support Soldiers’ resiliency; building and maintaining Soldier readiness; strengthening Army professionals; and communicating change.

★★★★★★★★★★★★★★★★★★★★

Story by Sgt. 1st Class Jaquetta Gooden, 94th AAMDC Public Affairs



“Mr. Lambert distinguished himself by taking extraordinary steps to ensure that lifesaving medical treatment was provided to an individual in dire need,” said Brig. Gen. Eric L. Sanchez, commander of the 94th Army Air and Missile Defense Command. “This commitment and dedication to fellow brothers and sisters-in-arms must not go unnoticed. Every individual within this organization is a valuable part of our team and Mr. Lambert’s



"You never know what is going on in someone's life," he shares. "Everyone's personal values are different when dealing with suicide. We all share a responsibility to each other when approaching suicide. It is important to understand what the signs are to look for and get the individual the help they need as necessary."

*Story by Sgt. Kimberly K. Menzies,
AAMDC Public Affairs*



Sea Dragon G6 remains SHARP

JOINT BASE PEARL HARBOR-HICKAM, Hawaii -- The Secretary of the Army mandated that all Army personnel will make it their number one priority to stop all forms of sexual harassment and sexual assault. The leadership of the 94th Army Air and Missile Defense Command challenged their leaders and Soldiers to incorporate sexual harassment and assault response and prevention training into their established battle rhythm.

The Sea Dragon communications Soldiers took this directive to heart and have an innovative way to instruct SHARP training. The Soldiers share short vignettes on SHARP, but not in the traditional fashion; they combine teaching with a physical activity.

“The G6 section’s efforts to prevent any sexual assault and harassment incidents are very helpful. We incorporate PT and outings with the SHARP program,” said Spc. Christina Williams, Information Management Officer, 94th AAMDC. “I like the camaraderie that it brings being able to see and enjoy the company of my coworkers outside of work.”

The communications Soldiers meet every first Thursday of the month at a planned location outside of the work place, which takes advantage of the natural setting and many activities that Oahu offers, such as canoeing and hiking.

“We hang up the uniform and participate in a team building event, where SHARP can be discussed very openly, in a very candid manner, with no concern of judgment or rank being involved,” explains Sgt. John Markham, Information Management Officer, 94th AAMDC. “We are offsite and out of uniform, a very comfortable, safe, and open environment is created for the Soldiers, NCO’s and Officers. This is how SHARP should be discussed.”

This method has been an effective way of personalizing SHARP

Soldiers from the 94th AAMDC Communication Section (G-6) hike down Diamond Head trail after conducting SHARP training. The training allows for each Soldier in the section to share their views and ideas on how to enhance SHARP awareness. (Courtesy photo)

and relaying the importance of this subject to the Soldiers.

“I feel more comfortable and that my voice can be heard in this setting. There is no hiding when there is only a small group of us,” shares Williams. “We don’t just discuss the same topics. We come up with different scenarios and make it personal, so that we have to really sit back and think about it.”

The training conducted by the 94th AAMDC communications directorate does not replace the mandatory SHARP training that the Army provides, but augments it.

“I understand that we still have to do our mandatory training with the unit, but I suggest that we continue [the section training],” says Williams. “It is a change of pace.”

The Soldiers of the 94th AAMDC communications section realize the value of the additional training and believe that it has increased their overall understanding of SHARP.

“The G6 has taken a new and efficient approach to attacking the SHARP issue the Army is seeing and has seen for some time,” says Markham. “It [SHARP training] needs to be approached on a human level as opposed to a Soldier, NCO, or Officer level, for in the end we are all human and we are all peers. This training brings out the true person and allows them to present valid opinions, emotions, and observations on the SHARP issue.”

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Story by: Sgt 1st Class Tyler Clarkson, Electromagnetic Spectrum Manager, 94th Army Air and Missile Defense Command Communications Section (G-6)



Sea Dragons Sharpen Intervention Skills in ASIST Training

FORT SHAFTER, Hawaii- Soldiers of all ranks from the 94th Army Air and Missile Defense Command identify intervention techniques during applied suicide intervention skills training, 27-28 January.

According to statistics provided by Living Works Education, in 2012 an estimated fifteen million struggled with thoughts of suicide, and over forty thousand reported suicides were committed; this out of a population of three hundred and thirteen million people in the United States.

“While such statistics may be debatable and elusive to pin down, we can all agree that even one suicide is one too many,” explains Chaplain (Col.) Ken Revell, 94th AAMDC Chaplain.

The training starts off with an in-depth survey that allows the Soldiers to get in tune with their feelings, emotions, and thoughts. The purpose of the survey is to reintroduce the Soldier to their self and open the doorway for dialogue.

Today's topic of discussion, suicide, a focus that is huge on the army front. For years the Army has focused on suicide prevention and awareness through programs such as shoulder to shoulder training; along with the U.S. Army Garrison Hawaii "Take a Stand" campaign that is designed to educate our service members on how to identify warning signs, and how to not be a bystander and take action against suicidal behavior.

In addition to prevention and postvention the ASIST program focuses on increasing the safety of persons with thoughts of suicide.

“ASIST centers on intervention and the application of first aid procedures to the persons at risk,” explains Revell.

“This training is not a run-of-the-mill PowerPoint presentation in which attendees sit still while we instill, it employs a dynamic, engaging, transformational skills-based learning approach, with a focus on training, would-be care givers to effectively perform first aid procedures on persons at risk,” said Revell.

The first aid approach is aimed at providing the care-giver the knowledge and techniques to keep the individual at risk safe-for-now, by helping them out of the suicidal frame of mind.

During training, the Soldiers were introduced to the “Pathway for Assisting Life” module, this part of the course teaches the Soldiers how to connect, understand the story, and develop a safe plan, for the person at risk; while allowing the individual at risk to share their story and be heard.

“This training is really eye opening in regards to suicide, and how what affects one, affects us all,” shares Pfc. Araselis Billini, 94th AAMDC Orderly Room Clerk.

Billini, who had her own encounter dealing with suicide when a battle buddy from basic training displayed some suicidal behavior, explains how this course has expanded her knowledge and she now looks at suicide with a new set of eyes.

“It helped me realize that everyone plays a part when it comes to saving a life,” said Billini. “Although I am not a mental health counselor or doctor, this course has supplied me with the information I need to help someone who is dealing with thoughts



FORT SHAFTER, Hawaii - Chief Warrant Officer Sherrie Campbell gives a class on exploring invitations during applied suicide intervention skills training 27-28 January. The two-day course supplies Soldiers of the 94th Army Air and Missile Defense Command, with the knowledge and skills to identify warning signs for people at risk, and help them out of the suicidal frame of mind. (U.S. Army photo by Sgt. 1st Class Jaquetta Z Gooden, 94th AAMDC Public Affairs).

of suicide, and get them to a safe mind frame, until other resources become available.”

The two day course provides curriculum through thought-provoking vignettes, videos, staged scenarios, guided discussions and a series of carefully-crafted three-dimensional individual and collective exercises to infuse intervention skills and maximize the training effect.

For Chief Warrant Officer 4 Sherrie Campbell, 94th AAMDC ASIST Trainer and Sharp Program Manager, providing ASIST training to the Soldiers helps build a stronger community for the persons who are at risk.

“It takes a community to help a person who is thinking of suicide,” shares Campbell. “Suicide doesn’t just affect the person at risk; it affects everyone who is connected to them.”

“The way to prevention is through education, in this course we stress that if you can keep a person at risk alive for one more day, you have succeeded,” said Campbell.

The Certified ASIST trainers included Chaplain (Col.) Ken Revell and Chief Warrant Officer Sherrie Campbell from the 94th AAMDC and Chaplain (Maj.) Dan Rice, the U.S Army Garrison Hawaii Community South Chaplain. All three are schooled in “Living Works Curriculum” and spearheaded the training as part of the 94th AAMDC resiliency line of effort. Programs that promote resiliency such as ASIST, SHARP, Strong Bonds, and Religious Support are designed to promote comprehensive soldier and family fitness in the 94th AAMDC footprint.

“Ensuring every Soldier is ready, willing, and able at the end of this course, is one of our main goals.”

Brig. Gen. Eric Sanchez, commanding general for the 94th AAMDC views this course as a priority and wants to ensure that all Soldiers from the 94th AAMDC are one hundred percent ASIST trained.

This is the second course that has been given since the commanding general shared his guidance and intent for the training, and will continue on throughout the year with the next class starting in March.

Information about ASIST training and what it provides can be found on these websites <http://www.army.mil/article/142033/ASIST/> or www.livingworks.net

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Story by Sgt. 1st Class Jaquetta Gooden, 94th Army Air and Missile Defense Command Public Affairs



Leaders at Osan talk SHARP



OSAN AIR BASE, South Korea - April is Sexual Assault Awareness Month and for senior leaders at Osan Air Base there is no higher priority than preventing sexual harassment and assault within the ranks.

Senior enlisted Soldiers and officers of the 35th Air Defense Artillery Brigade gathered April 30 during their lunchtime to discuss a very important topic.

“The Army is like an overcrowded apartment complex,” said Command Sgt. Maj. Jose Villarreal, senior enlisted advisor of 35th ADA. “Everyone knows your business. You can stand behind a formation and hear all sorts of personal things and that’s a genuine concern for Soldiers when they have to choose whether or not to report.”

More than 5,000 sexual assaults were reported in the Department of Defense in fiscal year 2013 with over half of those victims reporting that some form of retaliation was taken against them.

"We want our leaders to earn the respect and confidence of their Soldiers so that our Soldiers can feel comfortable in knowing that this issue will not become public information and that it will be taken seriously," he said. "It's got to be our

OSAN AIR BASE, South Korea – Sgt. 1st Class Marcus Robinson, 35th Air Defense Artillery Brigade Sexual Assault Response Coordinator, facilitates a discussion about reasons why a Soldier might choose not to file an unrestricted sexual assault report during a leader's professional development session held at the brigade headquarters April 30, 2015. Robinson has served as the brigade SARC for nearly two years. (Photo by Staff Sgt. Heather A. Denby, 35th ADA Public Affairs)

number one priority.”

The leaders discussed current demographics of sexual assault subjects and victims, contributing factors such as alcohol consumption, and some of the common perceptions that might prevent an unrestricted report.

According to last year's DoD sexual assault report, two-thirds of all reported cases involved alcohol but SHARP experts say that shouldn't be the main concern.

“Leaders should not be paralyzed by statistics,” said Sgt. 1st Class Marcus Robinson, the brigade Sexual Assault Response Coordinator. “Instead they should be used as a call to action and a means to refocus our efforts in eradicating sexual assault.”

In 2009, President Obama recognized the importance of raising awareness on this subject and became the first U.S. president to proclaim April as Sexual Assault Awareness Month.

The SHARP Leader's Professional Development was the culminating event to close out the month but does not signify

the end of the emphasis on its importance.

“While we took the time today to talk about some of the critically important, sensitive subjects that we as leaders need to be cognizant of when it comes to sexual harassment and assault, that doesn’t mean it ends here,” said Capt. Jack Myers, 35th ADA Headquarters and Headquarters Battery commander. “We have to take the tools and knowledge gained here and apply it to our own areas of influence and control. This means leaders knowing their Soldiers, enforcing policy, and creating an environment that is safe through risk mitigation. The challenge is seeing and observing at all times. It’s got to be at the forefront of our minds each and every day we walk into the office and stand in front of our troops.”

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*Story and photos by: U.S. Army Staff
Sgt. Heather A. Denby, 35th ADA Public
Affairs*



Samurais Practice Resiliency



Police Officers from the Tsugaru Police Department instruct Soldiers and civilians from the 10th Missile Defense Detachment on the geographical differences between the west and east side of the main island of Japan and explained how to drive in white out conditions. The Soldiers and civilians of the 10th MDD attended winter driving safety classes enabling safe movement on the hazardous ice and snow covered roads in Tsugaru-shi, Aomori, Japan..

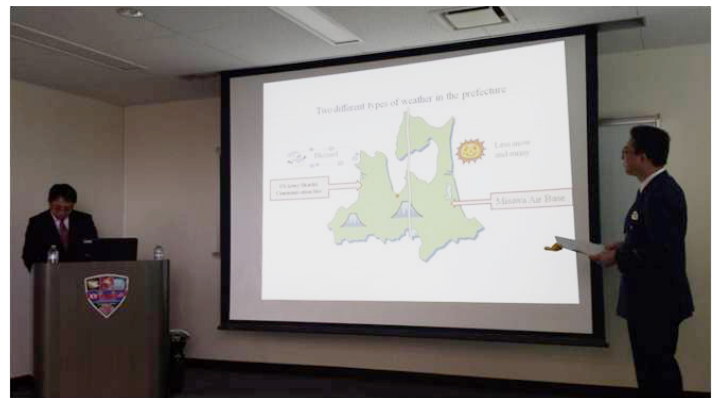
TSUGARU-SHI, AOMORI, Japan—Aomori, Japan and its surrounding areas are renowned for heavy snowfall, the heaviest among all Japanese cities. The average snow fall in December is 23 days, January is 28.5 days, and February is 24 days. In February of 1945 the city recorded a maximum snow cover of 82 inches, with an extreme low of negative 12 degrees Fahrenheit fourteen years earlier.

The Shariki Communications site, which is the headquarters for the 10th Missile Defense Detachment, 100th Missile Defense Brigade, 94th Army Air and Missile Defense Command, is located in Shariki, Japan; a 45 minute drive west of Aomori, right on the Sea of Japan. The north winds off the sea drive snow at you sideways and at times straight up from the ground. The entire north of Japan uses snow blinds along the side of most main roads in order to keep the snow from accumulating on the roads to prevent driving problems and car accidents.

In the extreme winter weather months it is easy to find oneself turning into a hermit. You skip trekking through the deep snow to the gym to exercise; you skip social functions choosing instead to curl up in a heavy blanket snacking on foods that don't provide the body proper antioxidants and nutrition for a well balanced mind. Being on a dependant restricted tour doesn't help during this time of year either. You tend to feel isolated, nostalgic, and worried about money being spent during the holidays.

This year the Soldiers and contractors of the 10th MDD remained resilient by maintaining a schedule of community relationship functions ranging from Orphanage Christmas parties to Japanese End of the Year socials. Site personnel also attended winter driving safety classes enabling safe movement on the hazardous ice and snow covered roads.

The local Tsugaru police department hosted a two-part winter drivers training. The first half was a briefing explaining the uniqueness of the Aomori prefecture. The instructors described the geographical differences between the west and east side of the



Police Officers from the Tsugaru Police Department instruct Soldiers and civilians from the 10th Missile Defense Detachment on how to drive in extreme winter conditions. The Soldiers and civilians of the 10th MDD attended winter driving safety classes enabling safe movement on the hazardous ice and snow covered roads in Tsugaru-shi, Aomori, Japan

island. He also explained how to drive in white out conditions and what to keep in your car in case of being stranded for any amount of time while waiting for visibility to improve. The police officers communicated the seriousness of the winter weather, but also encouraged personnel to get out and about to maintain a resilient mind and body, though be it, safely.

The second part of the training was held on the local Japanese Air Self-Defense Forces' sub-base. Personnel were given the opportunity to accelerate their vehicle down a steep incline, slamming on the brakes to experience what black ice would do in a similar situation. Then they completed a small figure eight course getting a good feel for their vehicles particular handling. The "Slide Training" officiated by the Shariki police department, helped strengthen the bi-lateral relationship between the U.S. and Japanese citizens.

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Story and photos by: 1st Sgt .George Rupprecht, first sergeant, 10th Missile Defense Detachment, 94th AAMDC





Lt. Col. Scott Stephenson, Assistant Chief of Staff, G-4 (Logistics), 94th AAMDC. (U.S. Army photo by Sgt. Kimberly K. Menzies, 94th AAMDC Public Affairs)

Property Accountability is everyone's Responsibility

a FLIPL investigation. The IO has 30 days to complete their investigation and provide it to the appointing authority. The investigation takes priority over all other tasks. In addition, the IO must be a higher rank than that of the person being investigated for liability. If a Soldier senior to the IO is recommended to be held liable, the IO needs to report this immediately to the appointing authority.

A Soldier who is found liable may submit a rebuttal to the findings of the IO. The IO must then state in their findings that either the rebuttal does not change their findings or note what changes have been made after reviewing the rebuttal.

The appointing authority will review the investigation and can either accept or reject the IO's findings and will record their decision on the DD Form 200 and submit the investigation to the CJA for a legal review. Upon completion of the legal review the investigation is either sent back to the appointing authority for corrections or is forwarded to the approval authority for review and final decision.

AR 735-5 states that the investigation must be accomplished within 75 days from discovery of loss, damage or destruction of property to final decision by the approving authority. This is the Army standard and cannot be waived.

Property accountability is a priority in the 94th AAMDC and the Soldiers and officers of the logistics section, G4 and the CJA are ready to assist in any way, shape or form. If you have a question concerning property accountability procedures contact the G4 or CJA for guidance and/or assistance.

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Story by: Lt. Col. Scott Stephenson, Assistant Chief of Staff, G-4 (Logistics), 94th AAMDC

In July 2010, the Army issued execution order 259-10, campaign on property accountability. The COPA order has three objectives—revitalize the command supply discipline program; reestablish a culture of supply discipline; and ensure all materiel and supplies are accountable on a record. The 94th Army Air and Missile Defense Command's Logistics Section is in charge of tracking and enforcing COPA.

Property accountability is everyone's responsibility because it directly affects combat readiness; without having the right items on hand, a unit may or may not be able to accomplish their mission.

We do not have a blank check from the US Government to keep replacing lost, damaged or destroyed equipment. The Army expects Soldiers to be good stewards of the American taxpayer's money and has steps in place to ensure property accountability is a priority. The Army calls this process a financial liability investigation of property loss.

Chapter 13 of Army Regulation 735-5, Property Accountability Policies, outlines

the steps and process to maintain property accountability. The first step is to report the loss or damage to your chain of command and the supply sergeant. The commander will initiate the FLIPL using a defense department form 200. This document allows the commander to provide the facts behind how the item was lost, damaged, or destroyed; the steps taken to find the item; and what controls are in place to prevent the incident from happening again. The commander has 15 days to complete the DD Form 200 and provide it to the FLIPL appointing authority.

Once the FLIPL is submitted, the appointing authority reviews the facts behind the missing, damaged, or destroyed equipment and will either make the FLIPL a short investigation, where he/she recommends financial liability, or appoint an investigating officer to collect more facts prior to making a recommendation of financial liability to the approving authority.

The investigating officer must immediately speak with the command judge advocate to receive guidance on conducting



Getting Familiar with the Army's newest Evaluation System for NCO's



Sgt. Major Gregory Hampton, G-1 sergeant major for 94th AAMDC, joined senior enlisted leaders from across the Army attending a class on the new noncommissioned officer evaluation form at the Human Resources Command, Fort Knox Kentucky. The class trained the sergeants major on the guidelines and the changes in the Army's new evaluation system for NCOs. (Courtesy photo)

Joint Base Pearl Harbor-Hickam, Hawaii—The new noncommissioned officer evaluation reporting system will be implemented on 1 September 2015. Why?

Because the Chief of Staff of the Army and the 38th Sergeant Major of the Army wanted to revise the evaluation system so that it would line up with the Army Leadership Regulation (ADP 6-22), hold rating officials accountable, and determined that a “one-size fits all” rating scheme is not in accordance with today’s Army structure.

In 2012, they started creating the new NCOER forms that include 2166-9-1 (direct report –sergeant only), 2166-9-2 (organizational report, staff sergeant thru master sergeant) and 2166-9-3 (strategic report, sergeant major and command sergeant major). Regardless of the report, there will only be one support form that will be used for all three NCOERs. The NCOER class, held at The Army Human Resources Command (HRC), Fort Knox, Kentucky, made sergeants major across the Army aware of the first changes in the new evaluation system.

The social security number will be replaced by the Department of Defense identification number for the rated individual and rating chain.

A supplementary reviewer will be used when the workforce of the rated individual

is predominately civilian and no one in the rating chain is a captain or above and when a relief for cause is directed. This will assist the rater and senior rater with the completion of the NCOER and will assign the evaluation to the same organization as the rated individual. The exception to this policy change will be when a Soldier is assigned to an Army service school or NCO academy in the grade of command sergeant major or sergeant major and serving as the senior rater.

The rater will only focus on performance and the senior rater will only focus on potential. Failure to follow this guideline will lead to the evaluation being rejected at HRC. This leads to my fourth point, the senior rater will have a profile and the rater will have a rater tendency profile.

Senior raters must manage their profiles for the “most qualified” Soldier. The senior rater cannot exceed 49% of his/her rated population for “most qualified” Soldiers. Additionally, the rater’s “rater tendencies” rating along with the senior rater profile, will be the key to their rated Soldier’s success during future centralized promotion boards. Similar to the officer evaluation profile system, both ratings will be listed on the Soldier’s record during centralized promotion board proceedings. It will provide board members information on how the rater/senior rater rated his staff and whether

or not they have inflated evaluation statistics. With the new system, personnel elected to sit on centralized promotion boards will be briefed on the rater tendency and senior rater profile during their in-brief. Failure for the rating officials to justify ratings may lead to centralized board members overlooking the Soldier’s records for promotion. To fix a rater tendency profile the rater must contact HRC and provide them a memorandum signed by the first major general in his/her chain of command, asking them to reset their tendency rating.

One concern that the class brought up was does the rater tendency prevent the rater from signing the form, if his tendencies are bad...the answer is no, however HRC is already planning to load a change packet that will initiate a tool that will warn the rater if they reach the 49% threshold. My guidance is for the NCO Corp to review ADP 6-22 and use this regulation to prepare, coach, and counsel the rated NCOs before this system comes into effect 1 September 2015. For more information regarding the new NCOER system please email gregory.p.hampton2.mil@mail.mil.

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Story by: Sgt. Maj. Gregory Hampton, 94th AAMDC, G-1 Sgt. Maj.



DCSG-A Integration into the 94th AAMDC

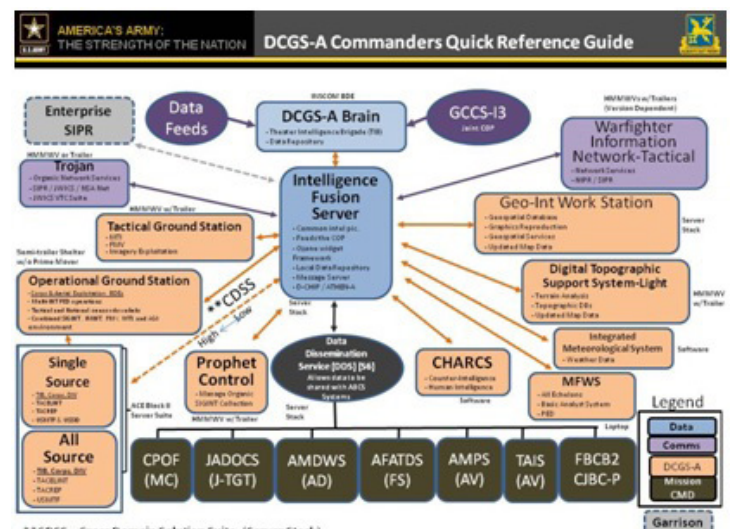


The hardware and quick reference guide on the integration capabilities of the Distributed Common Ground Systems - Army.

The 94th AAMDC is integrating Distributed Common Ground System—Army (DCGS-A) across disparate networks to better conduct intelligence operations in support of the command's mission priorities. DCGS-A is the Army's military intelligence weapon system that supports commanders with intelligence, surveillance and reconnaissance (ISR) tasking, processing, exploitation, dissemination, and information and intelligence about the threat, weather and terrain. DCGS-A supports the operating force through all phases of training, exercise, deployment, and steady-state operations by providing a robust set of traditional and nontraditional intelligence analysis tools for use in stability and support operations (SASO) and conventional environments. It provides access into the DoD and national intelligence community by utilizing associated databases which provides our intelligence analysts with the tools and information required to develop decisive, actionable and real-time or near real-time intelligence that fulfills the commander's information and intelligence requirements.

Throughout the Army, DCGS-A operates over the Army's secure internet protocol router (SIPR) network. For the 94th AAMDC, this poses significant challenges as we operate on an Air Force Base and our classified communication nodes are accessed over Air Force networks. To get DCGS-A into an operational status we've had to overcome several architectural challenges such as; information assurance requirements, network setups, and permissions. Other units faced with similar problems have deferred bringing their DCGS-A into a fully operational status and have opted not to operationalize their systems, but have sought alternative ways of accomplishing their intelligence mission. However, in collaboration with Pacific Air Force, the 94th AAMDC G2 Intelligence section is currently breaking the barriers that have prevented DCGS-A from operating across the Air Force SIPR network. The 94th AAMDC will soon be the only known Army unit that will have successfully integrated DCGS-A onto a sister service's network. We hope our efforts will provide a template in paving the way for other units to mirror. The 94th AAMDC will have two intelligence fusion servers and five multi-function workstations on the PACAF SIPR network that will open access to the greater intelligence community.

The 94th AAMDC G2 intelligence analysts have not operated on DCGS-A for some time and have lost basic knowledge of how to



operate and manipulate the systems. Working with the 500th Military Intelligence Brigade's Pacific Foundry Platform, the 94th AAMDC G2 has coordinated and locked in two separate iterations of the DCGS-A operator's course in early June 2015 to refresh our analyst's capabilities.

This operator's course is timed to support a visit from the U.S. Army Training and Doctrine Command (TRADOC) Capability Manager Sensor Processing's Tactical Engagement Team in late June 2015 to build advanced capabilities and training in support of the very specific and niche mission of the 94th AAMDC.

This team from the United States Army Intelligence Center of Excellence (USAICoE) will conduct a 5-day site visit and training to update the 94th AAMDC G2's intelligence operations by assisting the 94th AAMDC G2 in rebuilding our methods, operations, and capabilities within the DCGS-A umbrella.

The 94th AAMDC G2 also has a topographic engineering capability that is currently operating in a degraded capacity providing minimal topographic analysis and geospatial intelligence. Currently, the G2 is fielded an obsolete non-functioning digital topographic support system-deployable (DTSS-D) that is not allowed on the Army network. DCGS-A, as a system of systems, has enveloped the obsolete system and is currently fielding a replacement system, geospatial intelligence workstation. The 94th AAMDC was originally not scheduled to field this system until late FY16. However, in coordination with 94th AAMDC Force Management, U.S. Army Pacific, and the DCGS-A project manager, the 94th AAMDC has been moved up in the fielding schedule and will conduct a material fielding of the geospatial intelligence workstation in June 2015.

The 94th AAMD G2 has been working nonstop in order to bring intelligence capabilities and capacities to higher standards. Once the DCGS-A integration is complete, the 94th AAMDC G2 will possess a streamlined fully integrated intelligence process enhancing the 94th AAMDC G2's ability to provide the 94th AAMDC, Pacific Air Forces, U.S. Army Pacific, and U.S. Pacific Command with the intelligence picture of the ballistic missile environment within the Pacific.

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*Story by: Maj. Andrew Lee,
94th AAMDC G2 Intelligence Chief of Plans*

ANDERSEN AIR FORCE BASE, Guam—Soldiers, family members and friends joined together in front of the 36th Wing Headquarters to bid farewell to Lt. Col Clyde Cochrane, Task Force Talon Commander (out-going) and welcome Lt. Col. Jeff Slown, Task Force Talon Commander (in-coming), during a change of command ceremony, April 14.

April 4, 2013, marked two years since the order was put out authorizing the

After two years in command Cochrane now passes the colors to Slown as the next commander of the task force.

Cochrane will now head to Alabama where he will be assigned to the Missile Defense Agency.

*Story by 1st Lt. Amanda M. Arthur,
1-1 ADA, Personnel Officer*

Sea Dragons Share IAMD Expertise at Key Resolve 15'



OSAN AIR BASE, Republic of Korea - Maj. Gen. Kim, commander, Republic of Korea Air Force, Air Defense Missile Command, sit with Brig. Gen. Eric L. Sanchez, commander, 94th Army Air and Missile Defense Command, while discussing Integrated Air and Missile Defense opportunities during exercise Key Resolve 15.

Joint Base Pearl Harbor Hickam, Hawaii—Soldiers from the 94th Army Air and Missile Defense Command deployed forward to the Republic of Korea to participate in the annual multi-national scenario based training exercise, known as Key Resolve, March 3-13.

The annual computerized exercise focuses on strengthening the ROK-U.S. partnership, while ensuring the Alliance is well prepared to respond and defend the ROK from any potential threats.

“Working with our allies and partners helps build and strengthen our relationships; this exercise also allows forces to come together to attain the same goal to protect the peninsula against any potential threats” shares Capt. Lee Humphrey, 94th AAMDC Future Operations Planning Officer.

During the scenario based exercise the 94th AAMDC Soldiers work closely with the ROK air defenders to defeat a possible tactical ballistic missile threat.

“The ROK made great strides by working with the U.S. and the other multi-national forces to improve our tactics, techniques, and procedures” explains Humphrey. “We rehearsed scenarios that we have never tried before during this exercise.”

The training event involved computer simulations which allowed senior leaders to exercise their decision-making capabilities and trained commanders from both nations in combined planning, military intelligence, logistics and command and control operations.

“This is a critical exercise to train alongside our ROK and United Nations Sending State partners. It is important to maintain our high level of proficiency on key tasks while exercising different scenarios,” said Gen. Curtis M. Scaparrotti, UNC/CFC/USFK commander.

For Soldiers like Pfc. D’Andre Ward, 94th AAMDC Information Management Specialist, attending an exercise of this

nature for the first time was eye-opening.

“Key Resolve gave me a better understanding as a junior Soldier in the 94th AAMDC, on what our unit actually does when it comes to protecting the peninsula against the ballistic missile threat” explains Ward.

“It also showed me how well we work with our allies. Working with the ROK was a great experience and was cool how we were able to communicate through the translators”

Five United Nations participated in Key Resolve 15 to include Australia, Canada, Denmark, France, and Great Britain.

“Exercising our multi-national force is an important component of readiness and is fundamental to sustaining and strengthening the Alliance” said Scaparrotti.

“The combined team of 94th AAMDC and 263rd AAMDC Soldiers performed exceptionally well during exercise KR15, we’re very proud of them.” shares COL Robert W. Lyons, 94th AAMDC Deputy Commanding Officer.

“Their professionalism, dedication and unparalleled subject matter expertise enables us to accomplish all of our training objectives, effectively synchronize air and missile defense (AMD) operations with our ROK Air Defense Missile Command (ADMC) partners, and provide outstanding support to the area air defense commander.”

Key Resolve is an annual defense-oriented exercise. It is designed to coordinate combined and joint training designed to defend the ROK, protect the region, and maintain stability on the peninsula.

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**Story by Sergeant 1st Class Jaquetta Gooden,
94th AAMDC Public Affairs**





FST-J Allows the 94th AAMDC to showcase IAMD Interoperability

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—The 94th Army Air and Missile Defense Command participated in the U.S. and Japan forces four-day Fleet Synthetic Training-Joint exercise, Feb. 23-27 in Yokosuka Naval Base, Japan.

FST-J is a U.S. Navy hosted exercise that provides training to personnel from Commander, Task Force 70, Army, Air Force, Japan Maritime Self-Defense Force and Japan Air Self-Defense Force in tactical proficiency, operations, joint interoperability and mission rehearsal for ships, aviation, submarine simulators, and ballistic missile defense systems.

“This is a joint and bilateral synthetic training exercise,” said Lt. Cmdr. Phillip Moore, CTF 70’s ballistic missile defense officer. “We’re working very closely with our regional ally, Japan, and are currently practicing and conducting our periodic certifications of ballistic missile defense tactics, techniques and procedures in a realistic, multi-warfare environment.”

Participants in FST-J conduct training exercises using models and simulations to replicate real-world command and control systems. This allows units to develop operator-level proficiency and validation of tactics, techniques and procedures prior to real-world events or joint training exercises

“In the past, FST-J training has been more focused on executing the BMD

YOKOSUKA, Japan (Feb. 24, 2014) Army Capt. Emily Neumann, Air Defense Artillery Fire Control Officer, 94th Army Air and Missile Defense Command, participates in the missile defense exercise, Fleet Synthetic Training-Joint exercise, aboard the Ticonderoga-class guided-missile cruiser USS Shiloh (CG 67). FST-J provides an opportunity for the 94th AAMDC to exercise tactical and operational training with joint and bilateral partners. (U.S. Navy photo by Mass Communication Specialist Seaman David Flewellyn/Released)

mission from a ship’s perspective,” said Moore. “We have expanded BMD training this year to include as many of the players who we have to interact with when we execute an actual mission.”

The Army Air Defense Artillery Fire Control Teams from the 94th AAMDC deployed to different sectors in Japan to conduct fires de-confliction between joint and allied missile defense weapons.

Chief Warrant Officer 2 William Gould, the Air Defense Artillery Fire Control Officer, and Staff Sgt. Timothy Anderson, the Air Defense Artillery Fire Control Assistant, made up the fire control team that integrated with 1st Battalion, 1st Air Defense Artillery Regiment, 94th AAMDC to control Patriot from Okinawa.

The second AADAFCT; manned by Capt. Emily Neumann, the ADAFCO, and Sgt. 1st Class Robert Walker, the ADAFCA; united with the Navy aboard the USS Shiloh (BMD Command Ship) at Yokosuka Fleet Activities to de-conflict upper tier air defense. The upper tier coordinators on the Shiloh worked directly with the Terminal High Altitude Area Defense simulators out of San Diego. Together, they were able

to coordinate engagements efficiently between the different layers of defense. The environment gives the air defense artillery control teams an opportunity to practice their tactical skill and operate within the joint kill chain.

“FST-J allowed for revalidation of multi-tiered de-confliction between U.S. Army Patriot, THAAD, and the U.S and JSDF Navies’ Aegis weapons platforms, while supporting the annual BMD certification for the Aegis Ships,” said SFC Robert Walker, ADAFACA, 94th AAMDC, who operated on the USS Shiloh in the upper tier coordination element

FST-J provides an opportunity for the 94th AAMDC to exercise tactical and operational training with joint and bilateral partners. Ultimately, this exercise improves the ability of the 94th AAMDC to fight tonight, while developing relations with our allied partners and joint U.S. military members.

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Story by: Capt. Emily Neumann, Air Defense Artillery Fire Control Officer, 94th AAMDC





INTEGRATION ★ INTEROPERABILITY

Guam Strong: Enabling Sustained AMD Operations

ANDERSON AIR FORCE BASE, Guam—April 4th, 2015 marks the two year anniversary for the Terminal High Altitude Area Defense (THAAD) mission on Guam. This important homeland defense mission takes incredible dedication from the THAAD Soldiers. However the Task Force Talon enablers set the stage for the first forward deployed THAAD Battery and are vital to the continued success of the THAAD mission on Guam.

The 94th Army Air and Missile Defense Command organized Task Force Talon to be the higher headquarters unit to provide important command and control (C2) and sustainment functions for the THAAD battery. The enablers that compose the Task Force include a signal detachment, security forces and a headquarters element.

“The enablers have been critical to sustaining this important homeland defense mission that Task Force Talon has been executing for the past two years,” said Lt. Col. Clyde Cochrane, Task Force Talon commander.

The signal detachment, composed of 10 to 12 personnel from the 307th Signal Battalion, provides satellite maintenance and communications capabilities which are critical to the mission due to the austere location.

“This has been the most difficult mission as a Signal soldier that I have been part of due to the unique communications requirements of the THAAD battery,” said Sgt. David Torres, 307th Sig. Bn. Soldier. “Despite the challenges our team has done a great job overcoming them to execute the Defense of Guam mission.”

The THAAD battery is not assigned personnel to conduct site security so it requires an augmentation of security forces when it deploys. The SECFOR is responsible for perimeter security, entry control point operations, manning guard towers, site surveillance activities, and providing a quick reaction force.

“The mission has been different from one usually given to an infantry unit, but it has been great to be part of something so important in defense of fellow Americans here on Guam,” said Sgt. 1st Class Chet Aki, First Sergeant of Company B, 1st Battalion, 14th Infantry Regiment, 2nd Stryker Brigade Combat Team, 25th Infantry Division.

Besides providing site security, the SECFOR is still required to conduct regular infantry specific training. Bravo Co. conducts

ANDERSON AFB, Guam- Lt. Col. Clyde Cochran, commander of Task Force Talon, 94th Army Air and Missile Defense Command, receives a brief on an upcoming operational readiness exercise from Sgt. 1st Class Gustavo Arguello, operations non-commissioned officer in charge, TFT, 94th AAMDC, during a headquarters staff meeting. The Task Force Talon Headquarters is composed of 10 to 14 personnel that provide all the functions that would be expected of a battalion staff in support of the Terminal High Altitude Area Defense (THAAD) mission on Guam (Courtesy Photo).

regular live fires, squad movement-to-contact lanes, and jungle warfare training.

“Soldiers in B Co are proud to be a part of supporting a strategic level mission, and being here has given us the opportunity to focus on the development of our Soldiers,” said Captain Daniel Stinnett, Commander, Co. B, 1-14th Inf. Reg. “We want our Soldiers to leave Guam having accomplished the mission, while maintaining their proficiencies and improving themselves.”

The task force headquarters must provide all the functions expected of a battalion staff. The Task Force Talon staff is currently composed of six non-commissioned officers, five staff officers, a sergeant major and a lieutenant colonel.

“The expeditionary nature of this mission and the minimal number of staff has required the junior officers and NCOs to work well above their pay grade. This has provided a tremendous opportunity for leader and staff development, resulting in the ability for continued effective support for THAAD operations,” said Cochrane.

The headquarters staff also handles all site improvements and hosts visitors to the site; which have included the Governor of Guam, Congressional delegations, Defense Department leaders and foreign dignitaries.

“The Signal, SECFOR, and headquarters personnel have clearly been critical to the successful execution of Task Force Talon’s defense of Guam mission,” said Cochrane. The THAAD mission on Guam would not be possible without the enablers that make up Task Force Talon. These enablers demonstrate how future THAAD operations will require a holistic approach to deployment planning.

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***Story by: Maj. Jonathan Stafford, Executive Officer,
Task Force Talon, 94th AAMDC***

THAAD Battery in Guam transfers authority to its sister unit



U.S. Army Capt. Joseph McCarthy (left), the commander, and 1st Sgt. Daryl Powell (right), the first sergeant of Battery A, 2nd Air Defense Artillery Regiment, Task Force Talon, 94th Army Air and Missile Defense Command, case their guidon, March 4, 2015, during a transfer of authority ceremony at Andersen Air Force Base, Guam. The ceremony is an official representation of the battery's completion of a 12-month deployment rotation during which they were responsible for providing tactical ballistic missile defense of the island of Guam against any potential threats. (U.S. Army photo by Sgt. Kimberly K. Menzies, 94th Army Air and Missile Defense Command Public Affairs)

ANDERSEN AIR FORCE BASE, Guam—Task Force Talon’s Terminal High Altitude Area Defense (THAAD) battery, Battery A, 2nd Air Defense Artillery Regiment, passed the defense of Guam mission to Battery D, 2nd ADA, during a transfer of authority ceremony March 4, 2015, at Andersen Air Force Base, Guam.

“The Alpha, 2nd ADA “Gunslingers” have completed the last 12 months of a long-duration critical strategic mission, providing tactical ballistic missile defense of the island of Guam against any potential threats,” said Lt. Col. Clyde Cochrane III, the commander of Task Force Talon, 94th Army Air and Missile Defense Command during his remarks. “This mission has become increasingly important as the United States military continues to rebalance towards the Pacific theater of operations.”

Battery A deployed to Guam in March 2014, the battery maintained a high level of readiness while making critical changes to its procedures and to Site Armadillo.

“Over the past year, we successfully condensed the tactical site to a more streamlined area,” said Capt. Joseph McCarthy, the commander of Battery A,

2nd ADA and native of Bronx, New York. “We also developed and refined many of our tactics, techniques and operating procedures, in order to be ever vigilant in defending Guam from any potential tactical ballistic missile threats.”

During their time deployed to Guam, the Gunslingers accomplished several historic achievements.

The summer after arriving on the island, the battery conducted air battle certification of all its crew personnel and completed a THAAD defense plan. Early in the fall, the unit participated in Valiant Shield, an inter-service, international training exercise in the Pacific region - a first for any U.S. Army unit.

The battery also developed a new training standard for live interceptor pallet constitution, received new interceptors on the island and utilized U.S. Army personnel to conduct the task of pallet construction, again another historic first.

“We updated training procedures and conducted operational readiness exercises in an effort to hone our skills and to continually maintain a high level of mission readiness,” said McCarthy.

Though the changes were direct and immediate for the battery while in Guam,

they would be instrumental in a thorough mission transfer to delta battery while also shaping the future of THAAD.

“The battery continued to refine the tactics, techniques and procedures for forward-stationed THAAD operations and have since passed those TTPs back to their sister units and even the newly established THAAD school house at Fort Sill, Okla.,” said Cochrane.

“We had a really condensed transition when we assumed the mission here in Guam 12 months ago,” said McCarthy. “We wanted to make sure that we were able to provide a thorough change over with Delta, 2nd ADA.... Some of the changes or procedures we put in place allowed us to facilitate a more manageable transition.”

“The procedures that Alpha, 2nd ADA has put into practice, have definitely facilitated positive growth within THAAD but also made this transition into our rotation more efficient and seamless,” said Capt. Candace Hill, the commander of Battery D, 2nd ADA. “Updating the site, making it easier to conduct training, definitely played a part in our proficiency during our mission assumption validation.”

The ceremony signified the official completion of the outgoing unit’s mission and clearance to return home, and acceptance by the incoming unit to continue the defense of Guam.

“We have trained for this mission and we are confident and ready to do our part in providing tactical ballistic missile defense to Guam against any potential threats,” said Hill.

“Delta, 2nd ADA is an excellent unit,” shares McCarthy. “They came in ready to soak up any information we could provide and their dedication and motivation coupled with their tactical proficiency is what will propel them to continued achievements for THAAD.”

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Story by Sgt. Kimberly K. Menzies, 94th AAMDC Public Affairs



Simulation centers may hold the future for Air Defense

SUWON AIR BASE, South Korea—With the proliferation of ballistic missiles into conflict zones across the world, the need for advanced air and missile defense has never been higher. Each air defense operating area, however, comes with its own set of challenges, threats, and unique operating procedures to overcome them. Simply put, air defense units in South Korea fight differently than those anywhere else.

As a result, experienced air defenders arrive at new units at a disadvantage. Much of the training and doctrine they have acquired will need to be relearned and tailored to meet the demands of the new area, delaying the integration of new Soldiers into a unit.

Simulation centers, like the 35th Air Defense Artillery Brigade “battle lab” at Osan Air Base, offer a solution. Using specialized computers that replicate Patriot missile engagement stations and early warning systems, Soldiers get hands-on training without utilizing actual Patriot equipment that is worth millions of dollars and is costly to operate and maintain.

Best of all, Soldiers can receive air battle training on any number of real world locations and scenarios simply by programming them into the simulation.

Breaking new ground for this year’s peninsula-wide Key Resolve exercise, the 6th Battalion, 52nd Air Defense Artillery Regiment, 35th ADA Brigade, fully utilized the new Osan Air Base battle lab to conduct round the clock air defense operations with its sister unit, 2-1 ADA Battalion.

The battle lab consists of several computer systems to simultaneously train crews from each unit, generating simulated air battles encompassing real-life tactical sites across South Korea, all from one central location.

“From the battle lab we could see everyone’s combined efforts, from the early warning system to the firing units to the battalions and up to brigade, all from one place,” said Spc. Matthew Wilke, a

OSAN AIR BASE, South Korea -- Pfc. Shay Walker, a Patriot fire control enhanced operator/maintainer assigned to Headquarters and Headquarters Battery, 35th Air Defense Artillery Brigade, utilizes specialized computers that replicate Patriot missile engagement stations and early warning systems during the peninsula-wide training exercise Key Resolve March 6, 2015. The 35th ADA is the only permanently, forward-stationed Army air defense artillery brigade in the world. (Photo by: U.S. Army Staff Sgt. Heather A. Denby, 35th ADA Public Affairs)

tactical director’s assistant with 6-52 ADA. “Having everything collocated showed us the different perspectives involved in an operation and helped us understand all the moving parts that allows us to fight.”

In addition, the Osan battle lab was linked to the simulation lab at Fort Sill, Oklahoma – home of the air defense artillery – allowing Soldiers across the world to train together and learn about each other’s operating procedures.

“It’s a huge advantage having that connection between labs,” said Chief Warrant Officer 3 Juan Perez, tactical director with 6-52 ADA. “Soldiers going through their initial training at Fort Sill can get a feel for the way we operate in Korea, making them better prepared so they can come here and hit the ground running.”

According to Perez the savings in fuel costs, maintenance support, and logistical planning frees up more resources and time for air battle training, helping to ensure the high level of readiness that is needed when operating in Korea.

“Of course, no simulation can ever fully replace the need for training on actual equipment,” he added. “But battle labs help us stay ready to fight wherever we’re needed.”

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**Story by: Spc. Kendrix Lima,
6-52 ADA Unit Public Affairs Representative**





JOINT BASE PEARL HARBOR-HICKAM, Hawaii—The 94th Army Air and Missile Defense Command completed their move to Joint Base Pearl Harbor-Hickam, January 2015.

The 94th AAMDC is assigned to the United States Army Pacific but in direct support of United States Pacific Air Force. The move to Hickam has provided better engagement opportunities between the staffs of the 94th and PACAF allowing unity of effort and command for integrated air and missile defense operations throughout the region.

The decision to relocate the 94th AAMDC headquarters to JBPHH was made in early 2013 as a result of, then Pacific Air Force Commander, Gen. Herbert “Hawk” Carlisle’s vision for an Integrated Air and Missile Defense Center of Excellence.

The move allows the 94th AAMDC to be an integral part of the IAMD Center of Excellence. The Pacific IAMD Center, when fully operational, will greatly enhance both joint and allied engagements, coordination, synchronization, interoperability and partnerships.

Gen. Lori J. Robinson, the current Pacific Air Force Commander and Senior Area Air Defense Commander, listed IAMD in the Pacific theater as one of her top priorities when she took command of PACAF, affirming she wants to “expand engagement, increase combat capability and improve warfighter integration to achieve success in IAMD.”

Even though the 94th AAMDC already had Soldiers working 24-hour

operations seven days a week out of the 613th Air Operations Center, the move has allowed for more joint interaction and coordination.

“Our move is a physical demonstration of our partnership with the Pacific Air Force,” said Lt. Col. Gina Thomas, the deputy automations officer with the 94th AAMDC. “We exercise that partnership every day. By us being physically in their headquarters building that demonstrates our commitment to air defense, air superiority in the Pacific and to maintain the shaping operation piece.”

The physical move began the first week of January, after months of preparation.

“Around October 2014, the 94th AAMDC chief of staff put me in charge of the move from Ft. Shafter to Joint Base Pearl Harbor-Hickam,” said Sergeant Maj. Kelvin Tomlinson, the G4 (logistics) sergeant major with 94th AAMDC. “Operations laid the foundation by establishing the appropriate points of contacts and by building relationships with the Air Force and the Navy prior to me becoming the lead.”

“Initially our move was a little delayed,” shared Thomas. “Due to the transition of personnel, we weren’t able to move until the current occupants at the time had moved out of the wings we were to occupy.”

The move took the time and effort, and much planning of several leaders.

“I met once a week for a year with various communication professionals from the Air Force, Navy and the Army,” said Thomas. “After we had taken the

JOINT BASE PEARL HARBOR-HICKAM, Hawaii—Soldiers with 94th AAMDC stand ready for visitors to the unit’s new command suite located on Joint Base Pearl Harbor-Hickam, Hawaii. The 94th AAMDC moved from Fort Shafter to JBPHH in early January. (U.S. Army photo by Sgt. Kimberly K. Menzies, 94th AAMDC Public Affairs)

appropriate steps to setup communications and laid out the requirements for the headquarters, we were able to transition from the planning to the execution stage.”

“For me, my responsibilities manifested as scheduling movers, packers, and working with the Air Force and Navy building facility managers,” said Tomlinson.

The move required extensive collaboration between the three services that were involved. “It is never an easy feat to get three different services to agree on the capabilities the 94th AAMDC was requesting,” said Thomas. “The Army, Air Force and the Navy all have their own concepts of what units should receive when it comes to communications in a facility. Once all our disparate concepts were brought together we were able to set up the communications required by the 94th AAMDC.”

Dedicated non-commissioned officers and Soldiers were able to execute the move planned by leaders.

“Every section played a vital part in the relocation of the command from all the working groups lead by operations, to the updates to the deputy commanding officer and the chief of staff, to the members of the NCO Corps and their Soldiers which executed this mission, they were the key to a flawless relocation,” said Tomlinson.

“Our Soldiers really were definitely the heavy lifters,” said Thomas.

The 94th AAMDC already uses the AOC as its main command post during theater level exercises such as Key Resolve and Ulchi Freedom Guardian. Furthermore, during a real world crisis, the 94th command would work out of the 613th AOC. Having the 94th staff collocated with the PACAF staff ensures a joint planning and operations experience and enhances mission command.

“It definitely shows that the Army is engaged throughout the military community, not only at Ft. Shafter and Schofield but here as well,” said Thomas. “It shows the true jointness that exists on this island.”

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Story by Sgt. Kimberly K. Menzies, 94th AAMDC Public Affairs



Integrating Soldiers and Airmen within the 613th AOC

JOINT BASE PEARL HARBOR-HICKAM, HAWAII—As the saying goes, “One Team, One Fight!” The 94th Army Air and Missile Defense Command and the Combat Operations Division, 613th Air and Space Operations Center, formalized their partnership by signing a memorandum of agreement to permanently assign three 94th AAMDC Soldiers to the joint interface control cell within the 613th AOC on Joint Base Pearl Harbor-Hickam.

These members include Chief Warrant Officer 4 Don Wahab, who serves as the 613th AOC Ballistic Missile Defense Joint Interface Control Officer; and Sgt. Anthony Rudd and Pfc. Brianna Kandel, who both serve as the 613th AOC Tactical Data Link Managers.

The primary duties of the 613th AOC Joint Interface Control Cell are to integrate mission command information for the Pacific Air Forces and Pacific Command area of responsibility into the air common tactical picture. The 613th JICC is also responsible for the development, management, and validation of the entire theater multi-tactical data link architecture, and operates 24/7 in support of regional and strategic ballistic missile defense and data link operations. The JICC works directly with its coalition and allied partners to gather information in support of the air common tactical picture.

The 94th AAMDC members provide support for link operations within the PACOM and PACAF AOR along with BMD systems, as well as providing air defense proficiency to enhance operations within the JICC. This support not only

Joint Base Pearl Harbor-Hickam, Hawaii - (from left to right) Airman 1st Class Tori Fryrear, Master Sgt. Alexia Jones, Sgt. Anthony Rudd, Staff Sgt. Elisha Calvo, Tech. Sgt. Robert Dicks, and Pfc. Brianna Kandel are all assigned to the joint interface control cell, 613th Air Operations Center. Soldiers from the 94th Army Air and Missile Defense Command work alongside Airmen from the Combat Operations Division, 613th AOC in the JICC of the 613th AOC at Joint Base Pearl Harbor-Hickam to integrate mission command information from the Pacific Command Area of Responsibility into an air common tactical picture.

provides continuity of operations but also allows the Soldiers and Airmen to learn how the other service conducts tactical data link operations. Previously, the BMD portion of the JICC was managed by Soldiers. Since the integration, Airmen now have a better understanding of the BMD portion and are integrated into the process.

“Having Army Soldiers integrated with the PACAF Interface Control Cell truly enables us to be identified as a joint interface control cell,” explains Mr. Elvis Young, the 613th AOC Joint Interface Control Cell Officer. “More than that, they provide us with a heightened capability to function with the expertise from a joint service perspective while conducting multi-TDL operations within the PACOM Theater of operations. The expertise they provide on Army integrated air and missile defense is invaluable considering the theater threat and the myriad of systems operating in the Pacific Region.” The integration of Soldiers and Airmen enhances the understanding of how each branch operates on all levels whether it is tactical, operational, or strategic.

“I think that having the Army integrated into our JICC has brought a lot of advantages. I think that the Army brings a different wealth of knowledge to our cell and having their presence allows us to work with our distant ends more fluidly,” explains Airman Robert Luster, 613th Tactical Data Link Manager. “I

think that, especially with the more technical side, the Army has a lot of knowledge of field operations that we here in the AOC may not be as in tune with. I also think the perspective that they bring allows us to realize different possibilities while troubleshooting on both our end and with our distant ends.”

The Soldiers and Airmen understand the importance of operating in a joint environment and working with sister services.

“The combination of services working together with other services throughout the theater creates a rich environment for training, exercises, and preparation for real-world events in the event they do occur,” said Young.

While the 613th AOC does not have any Sailors or Marines currently assigned to their organization they do work with them via daily interface operations and recurring exercises.

“Each branch specializes in its own aspect and has its own piece that it brings to the fight. It is always better to see purple rather than just seeing green or blue, this enables us to work together to meet a common goal or purpose more efficiently,” shares Luster.

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Story by: Chief Warrant Officer 4 Don Wahab, 94th AAMDC G3 Joint Interface Control Officer



The First Line of Defense in the Far East



KYOGAMISAKI, Japan—The 14th Missile Defense Battery, 100th Missile Defense Brigade, 94th Army Air and Missile Defense Command was activated Oct. 22, 2014. The members of the 14th MDB have since completed the deployment and testing of the new Army Navy/transportable radar surveillance and control, or AN/TPY-2, radar site at Kyogamisaki, Japan. The next step in providing defense against ballistic missiles is to track and evaluate real world threats. North Korea continues to test fire missiles in the vicinity of Japan and these test fires provide the perfect opportunity for the AN/TPY-2 radar to prove its worth to the homeland defense of both Japan and the United States.

The AN/TPY-2 radar located at Kyogamisaki is unique in that it provides regional defense for Japan while also significantly improving the defense of the United States. It accomplishes this mission by passing highly accurate missile track data to U.S. Northern Command for use in ground based interceptor engagements that protect the United States against inter-continental ballistic missile attacks. These GBIs are intended to protect against limited scale missile threats from nations with limited capabilities, such as North Korea or Iran.

On March 2, 2015 North Korea launched two short range ballistic missiles into the Sea of Japan. This action provided the AN/TPY-2 radar operators with a communication and readiness training opportunity while also giving the missile defense community valuable data used to verify system operational capabilities.

The new trilateral information sharing agreement between the United States, Japan, and South Korea enables better

Google map of the Korean Peninsula and East Sea (Sea of Japan). (Illustration from Voice of America News article – North Korea Fires Rockets in Protest of US-South Korea Drill dated March 2, 2015)

situational awareness to all concerned neighbors of North Korea and highlights the importance of the Pacific Integrated Air and Missile Defense Plan. Linking the Kyogamisaki radar with Japanese Aegis armed ballistic missile defense ships and CONUS based interceptors enables a defense in depth strategy and helps conserve valuable GBIs.

Emerging threats from North Korea include sustained attempts at nuclear armed missiles, improved anti-ship missiles, and alleged testing of chemical weapons. These continued advances by North Korea emphasize the need for continued improvements to the United States' missile defense systems. Kyogamisaki represents a significant step in the right direction.

Operations at Kyogamisaki are made possible through the teamwork of the U.S. Army, the Missile Defense Agency, Lockheed Martin, Raytheon, and Chenega Corp., together with assistance from the U.S. Air Force, the Japanese Self Defense Force and local contractors. This highly diverse team has the important mission of ensuring the continued operation and maintenance of all aspects of the AN/TPY-2 radar and its components.

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**Story by: Capt. Steven Mahoney,
Executive Officer, 14th Missile Defense Battery**





Stop! Hammer Time! 94th HHB Changes Command

JOINT BASE PEARL HARBOR-HICKAM, Hawaii— The Sea Dragons of the 94th Army Air and Missile Defense Command attended the change of command ceremony for the Headquarters and Headquarters Battery on April 3 in front of the 94th AAMDC Headquarters and Pacific Air Forces Headquarters building on Joint Base Pearl Harbor-Hickam, Hawaii.

The ceremony was conducted to signify the end of Capt. Peter V. Bier's tenure (the outgoing commander) and welcome Capt. Jeffrey Scott (the incoming commander) to the position of battery commander.

Bier took command of the "Hammer" Battery on Sept. 4, 2013 and is grateful for his time as Hammer 6.

"You are the most disciplined unit I have ever been a part of ... and made my time commanding HHB the best job I have ever had in the Army!" said Bier when addressing his former Soldiers. "A common saying is that you move on to bigger and better things ... That is not true in my case, I am moving on to other things but not necessarily better, because I am not sure it gets better than being the HHB, 94th AAMDC commander."

He will be moving back to his home state of Wisconsin where he will pursue a Master of Science in Soil Management before heading back to his alma mater, the U.S. Military Academy at West Point, where he will return as an instructor to teach the next generation of young military leaders.

Brig. Gen. Eric L. Sanchez, commander, 94th Army Air and Missile Defense Command, expressed the importance of the HHB mission, "In order to be able to accomplish our enormous and complex task of providing Air and Missile Defense to the Pacific and Homeland, we require a strong foundation and HHB is just that for the command."

He went on to thank Capt. Bier for his leadership and dedication to the 94th AAMDC.

"Pete ... Thank you for always giving it a hundred percent and remembering what we do isn't about us, but the Soldiers and families of this great command."

The change of command ceremony includes the Army's time-honored tradition of handing over the unit's guidon from

JOINT BASE PEARL HARBOR-HICKAM, Hawaii – Capt. Pete Bier stands with the Soldiers of Headquarters and Headquarters Battery, 94th Army Air and Missile Defense Command for the last time, before relinquishing his command. The change of command ceremony for the "Hammer" Battery was held on April 3 in front of the 94th AAMDC Headquarters and Pacific Air Forces Headquarters building on Joint Base Pearl Harbor-Hickam, Hawaii. (U.S. Army Photo by Sgt. 1st Class Jaquetta Gooden, 94th AAMDC Public Affairs).

the outgoing commander to the incoming commander. This symbolizes that Scott accepts the command responsibility from Bier and that he will honor the unit's lineage, values, and Soldiers that the guidon represents.

"The Hammer Battery is a better unit because of Captain Pete Bier," continued Sanchez. "What makes our Army so awesome is there is always someone on the sidelines ready to take the ball and continue to move it up the field. I want to welcome Jeff, Michelle and Rowan Scott to the Hammer Battery."

Capt. Scott has been with the Sea Dragons since July 2011 and was responsible for standing up the Air Defense Artillery Fire Control Officer Element for the 94th AAMDC. He is excited for the opportunity to become Hammer 6.

"I'm really excited and looking forward to building upon the foundation that Captain Bier has established as the HHB commander. I'm honored that I was chosen and I can't wait to work with everyone here," said an exuberant Scott.

Sanchez emphasized the importance of the headquarters battery and made sure to express his gratitude to the Soldiers for their continued hard work.

"Keep up the good work Hammer Battery and thank you for being the foundation that allows the Sea Dragon Team to focus forward!"

The HHB remains in good hands and will continue to support the 94th AAMDC headquarters and allow the Sea Dragons to remain the 'first line of defense' in the Pacific Region.

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**Story by: Maj. Troy S. Frey,
94th AAMDC Public Affairs**



Learning How to ASIST Others

Fifteen million people struggle with suicidal thoughts or ideations at some level according to research conducted by Living Works, a Canadian organization that surveyed 313 million people in the United States (2012). Such thoughts can be fleeting and fading while other thoughts, if allowed to materialize, lead to suicidal behavior. While these statistics may be debatable and elusive to pin down all can agree that even one suicide is one too many.

Consistent with the Shape, Ready, Posture ethic as it pertains to resiliency, the 94th Army Air Missile Defense Command conducted their third two-day Applied Suicide Intervention Skills' Training class on 26-27 March. The Seminar trained some 55 Soldiers, of all ranks, in suicide intervention.

In contrast to prevention and postvention programs, ASIST centers on 'intervention and the application of first aid procedures to the persons at risk.' ASIST is not a run-of-the-mill Powerpoint presentation in which attendees 'sit still while we instill.' The ASIST program employs a dynamic, engaging, transformational skills-based learning approach with a focus on training would-be caregivers to perform effective first aid procedures on persons at risk. This time-tested codified curriculum employs thought-provoking vignettes, videos, staged scenarios, guided discussions

and a series of carefully crafted three-dimensional individual and collective exercises to instill intervention skills and maximize the training effect.

Certified ASIST trainers from the 94th AAMDC and other units schooled in the "Living Works" Curriculum spearhead these two-day workshops as part of the 94th AAMDC's resiliency line of effort. ASIST, along with SHARP, resiliency, Strong Bonds, and religious support, are programs designed to promote comprehensive Soldier and Family fitness in the 94th AAMDC.

The workshop participants have provided consistent positive verbal and written feedback. Most, if not all attendees, see ASIST as an effective leadership development program that is vital and conducive to facilitating leadership's ability to increase understanding of the complex and multi-faceted forces at play in suicidal behavior

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***By Chaplain (Col.) Ken Revell,
94th AAMDC Command Chaplain***



The 94th AAMDC Bid *Farewell to Retirees*

We honor you and salute your service. May we always remember that serving one's country is the ultimate expression of love for family, friends and neighbors.

First line of Defense! One Team! Army Strong!



Major Wayne Kinney poses with his beautiful wife Traci Kinney at his retirement ceremony on JBPHH..



Major Sean Kelleher poses with his lovely wife, Andrea; his two sons, Colton (right) and Cooper (middle left), and his mother, ?????, aboard the U.S.S Missouri during his retirement ceremony.

READY AND RESILIENT



INTEGRATION AND INTEROPERABILITY

READY AND RESILIENT



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