



TODAY'S AIR DEFENDER

The United States Army Air Defense Artillery Branch's Newsletter

Air Defense Artillery School Leaders Stress PHD -
Pride, Hustle, Desire
32d AAMDC Change of Command

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Purpose: Today's *Air Defender Newsletter* provides past and present Air Defense Artillery leaders with a quarterly update of informational highlights to assist in their individual, collective and professional training efforts, as well as report on activities occurring throughout the Air Defense Artillery community.

Official Distribution: Today's *Air Defender* is distributed by the Commandant of the U.S. Army Air Defense Artillery to key members of the Air Defense Artillery chain of command across the U.S. Army.

Richard A. Harrison
Colonel, U.S. Army
Commandant,
United States Army Air Defense
Artillery School

Richard A. Harrison

RFIs, Notes, and Notices: To submit a Request for Information (RFI), please email the POC listed below.

Points of Contact:

We appreciate those who have provided announcements, notices, articles and lessons learned.

Additionally, if you have a story of interest or wish to initiate a discussion on any topic or issue facing the Air Defense Artillery community, contact Mr. Donald Herrick, Air Defense Artillery Public Affairs Officer, at (580) 442-1820 or donald.a.herrick.civ@mail.mil

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Editor's Note:

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On the Cover:

Members of Bravo Battery, 5th Battalion, 5th Air Defense Artillery Regiment, load a counter rocket, artillery, and mortar system Feb. 20 2020, during a platoon-level field training exercise on Fort Sill, Okla. Loading the C-RAM was a timed drill. (U.S. Army photo by Sgt. Amanda Hunt)

From the ADA Commandant's Desk

It is a great honor to serve as the 44th Air Defense Artillery Commandant and Chief of Air Defense. Originally from a small town in North Carolina, I joined the Army team to be part of something bigger than myself. A role model of mine played an important part in my branching decision for Air Defense Artillery and I challenge all Air Defenders to be a role model for others. I need your help recruiting top talent for the branch by engaging with your Soldiers, Family members, and communities by continually “telling our Air Defense story.”

Maj. Gen. Kenneth Kamper, Commanding General, Fires Center of Excellence, has a list of quotes, the “Fires Fifty”, used to develop and remind leaders of what is essential. “Fires Fifty” #40 states, “Leave the jersey in a better place than you found it.” The ADA School continues to deliver solutions across multiple D-O-T-M-L-P-F domains to strengthen and prepare the branch for our future. I want to share some of the team’s accomplishments from the last quarter.

We continue to develop leaders and drive change in the ADA Pre-Command Course (PCC). The first ADA specific PCC concluded Aug. 14, with seven officers and two Sergeant Majors in attendance; CSM attendance supports our initiative to increase officer/NCO integration. Our PCC programs of instructions focus on modernization efforts within the branch, M-SHORAD growth, leader development, AAMDC deployment and operational updates. Throughout the course, ‘wave top’ discussions are conducted on how and where ADA supports Large Scale Ground Combat Operations.

Through the hard work of Chief Warrant Officer 5 Mitchell Brown, Chief Warrant Officer of the Branch, and Chief Warrant Officer 3 David Hemingway, ADA Proponent Warrant Officer, the ADA Warrant Officer Culture Campaign continues to produce astonishing results. In 2020, the branch increased our accession mission by almost 50%. Due to the dedication of our Warrant Officer Cohort and ADA Command Teams, the branch met our annual accession goal for Warrant Officer Candidates for the first time in over a decade!



The OCADA team continues to plan and adapt personnel considerations into the current and future Air Defense force structure. In addition, OCADA plays a large role in telling the Air Defense story to prospective Air Defenders. The OCADA team conducted numerous virtual branch orientation briefings via the Blackboard Platform to USMA & ROTC cadets interested in branching ADA next year. While using the virtual platform, Col. Dave Shank, former Assistant Commandant, and four additional officers provided an overview of the Air Defense Artillery and answered questions from over 390 interested cadets. Following strict COVID-19 safety measures, the OCADA team and Air Defenders from across the branch participated in USMA’s Branch Week and highlighted our vast career opportunities.

To assist with the recruitment effort of CMF14 occupational specialties, the OCADA team worked with the 5th Recruiting Brigade to identify ways to interest prospective recruits. The team wants to expand its proven local recruiting efforts into a regional campaign to recruit Air Defenders. A great example of this initiative, MOS 14P, was the #3 military occupational specialty highlighted during the

June 30 - July 2, Army National Hiring Days.

We recently conducted the virtual 2020 Fires Conference and what a great event. One of the keynote speakers was Gen. James McConville, 40th Chief of Staff of the Army, who stated, "It is a great time to be in the Air and Missile Defense business." He gave Air Defenders a special shoutout and recognized our Patriot units' hard work and high operational tempo defending critical assets across the globe. Senior ADA leaders from across the branch shared insightful updates on their organizations' missions and valued lessons learned. Although COVID-19 added many challenges this year, the virtual conference allowed Air Defenders to participate and ask questions from numerous devices to include cellphones. This year, our new livestream platform allowed our largest virtual audience to date for Fires Conference. Links to conference videos are featured later in this newsletter.



commitment to the U.S. Army and our community. We wish them the best of luck in retirement and we welcome the new Assistant Air Defense Artillery Commandant, Lt. Col. Douglas Simmons and his wife Stephanie.

It is a great time to be an Air Defender and I challenge everyone to earn your P.H.D., Pride, Hustle and Desire.

First to Fire!



I want to recognize some hail and farewells of great Air Defenders who are part of my squad. We recently said farewell to Command Sgt. Maj. Stephen Burnley and his family. Maj. Gen. Kamper selected him as the FCoE and Fort Sill Post Command Sergeant Major. Command Sgt. Maj. Burnley has done an exceptional job as the ADA Regimental Sergeant Major and we will miss him. After conducting numerous interviews, I selected Command Sgt. Maj. Randy Gray to serve as the new Regimental Sergeant Major and my battle buddy.

We also bid a warm farewell to Col. & Mrs. David E. Shank, Assistant Air Defense Artillery Commandant, and a professional Air Defender with nearly 30 total years of service. We presented Mrs. Myrna Shank the Yellow Rose of Texas Award for her service and



**Col. Richard Harrison speaks at 2020
Fires Conference.
Click here to watch video**



From the CSM's Foxhole

Greetings to our First to Fire Team!

First and foremost, I want to thank everyone for their service as we enter into a month dedicated to veterans and those currently serving at home and abroad. So I ask that when you see those proud veterans that showcase their service through wearing those unit pins, vet hats and t-shirts, show them how much you care by greeting them and saying thank you for your service. We would not be where we are today if it were not for them paving the way to any success that we may claim as an Army that wins!

As always, I am a proud air defender and a stark advocate for all of our Soldiers. We have many great opportunities and plans surrounding the modernization of our current systems with Integrated Air and Missile Defense Battle Command System (IBCS) and emerging capabilities that will prepare us for Large Scale Combat Operations (LSCO). One of the opportunities that are coming on board is the new enlisted marketplace. The new Assignment Satisfaction Key-Enlisted Module, or ASK-EM, goes live Nov. 11, 2020.

Soldiers in the ranks of Staff Sergeants through Master Sergeant will use an assignment process similar to Officers. Still, HRC will select enlisted assignments based on the Soldier's preference, whereas the officer marketplace allows units to do so. ASK-EM will give NCOs more input into where they want their career



to go next by letting them provide other details about their backgrounds and skills that can be used by HR managers during assignment slating. Soldiers also will see how popular an assignment is, giving them insight into how other Soldiers are ranking positions. I recommend that we all reach out to HRC Air Defense Branch to schedule professional development sessions for your units so that you have a better understanding of the concept and how it works.

CSM RANDY GRAY
AIR DEFENSE ARTILLERY REGIMENTAL CSM

CSM Gray talks Broadening Assignments.
Click here to watch video

Regarding retention and the rapid growth in MOS 14P, the ADA branch projects NCO shortfalls through FY26. One of the biggest things we can do to impact future NCO manning levels is to continue improving retention levels throughout the force. Last fiscal year, CMF 14 trailed the Army retention aggregate by 5% and our overall 14T population missed the mark on each of our categories of initial, midterms and careerist. However, after only a little more than a month into the new fiscal year, we are outpacing our glide path from the previous year. Thank you for your continued focus on this area.



FCOE Welcome Ceremony for Colonel Richard Harrison and Command Sergeant Major Randy Gray .
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FCOE Speakers for Virtual FIRESCON 2020, 29 Sep-1 Oct.
[Click here to watch video](#)

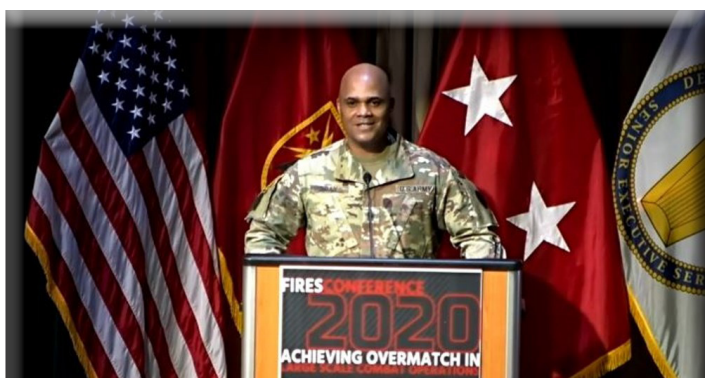
Lastly, we cannot be a winning force without investing in our Soldiers and their Families. As we enter into this holiday season, please reiterate to your people how much we all need them to be healthy, safe, secure and resilient. We all go through a lot during this time of the year and it gets challenging. Engaged Leaders and battle buddies can help by just letting each other know that you got their back. Fires Fifty #45, Life is more fun with great teammates! People First and Winning Matters!

First to Fire!
 CSM Randy B. Gray



COL WILLIAM PARKER
COMMANDER, 30TH AIR DEFENSE ARTILLERY BRIGADE

30th ADA Brigade Commander's Corner Update.
[Click here to watch video](#)



Command Sgt. Maj. Randy Gray, speaks at 2020 Fires Conference.
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ADA Speakers for Virtual FIRESCON 2020, 29 Sep-1 Oct.
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From the CWOB's Corner

It is hard to believe that I'm coming up on a year of holding this position. The time has definitely flown by, but I'm busy as ever and don't expect to slow down any time soon. I have no doubt, with all the transformation and growth the branch is about to go through, all of you are just as busy and probably more so.

Promotions – Congratulations to the 45 new promotable warrant officers in the branch. This year there were 16 140As (11x W3, 4x W4, 1x W5), 18 140Ks (11x W3, 7x W4), and 11 140Ls (8x W3, 2x W4, 1x W5) picked up. A huge congratulations to CW4(P) Dohogn and CW4(P) Rial for making it to CW5.

Each of you that made this list will lead the Army into the future. You must be smart, agile, innovative and a strategic thinker capable of leading change in our branch. For those who make the W3 and W4 lists, you can expect to wear that rank for the next five years. In those five years, our branch will go through a tremendous change due to M-SHORAD growth and Integrated Air and Missile Defense Battle Command System (IBCS) transitions. IBCS is not Patriot 2.0 and it will not fight the same way. You and your peers will lead that change and be the subject matter experts for those new systems and ensure the branch is successful. It is going to be a lot of new learning and teaching, so get ready. If you are not already collaborating on what these new systems' capabilities and limitations are, you need to start today.

Accessions – For the first time in many years, we made our accession goals in all three MOSs. I say we, but it was really all of you. I want to say thank you to everyone out there that is helping to steward the cohort by finding Soldiers and NCOs to develop and grow toward becoming future warrant officers. You did great last year! Even when we increased the required numbers, you still worked to meet the demand.

Do not think this was a one-time goal. Accession requirements have increased again this year to meet our growing demands and to get the force healthy.



Do not expect our accession mission ever to go back to the smaller number in the past. You can expect the branch to need 75 new warrant officers a year to remain healthy from here on. It is now more critical than ever that all warrants begin to mentor and develop the enlisted Soldiers and NCOs. Suppose a senior warrant officer in an operational unit is not actively developing a Soldier or an NCO or assisting the junior warrant officers in their formations. Then they are not stewarding our profession and are part of the reason we have failed the accessions mission in the past.

As we access more candidates, they have to be trained. We are working with TRADOC and HRC to schedule more WOCS and WOBC classes. Who would have ever thought we would be facing a problem of backlog for the WOBC students?

Incentives – The new fiscal year has brought changes to the bonus programs. We are starting to get reasonably healthy on 140L, so I have decided to remove the accession bonus from them. I have baselined the 140K accession bonus to \$20K for all



**ADA School Partners with Local Tech.
Centers**
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accessions. Due to a large shortage of senior ranks, I am expanding the retention bonus for 140L and 140K to a max of \$80K for four years. I'm looking for high-quality senior warrants to stay in a little longer and help propel the branch into the future.

If you missed my brief at the Virtual Fires Conference, I discussed the Senior NCO to CW2 initiative. After considerable analysis and discussion, I withdrew the branch from the pilot program. The cons vastly outweighed the pros and there was a more significant potential of negative impacts on the branch and warrant officer careers. For the sake of brevity, I will not lay it all-out here, but anyone is welcome to reach out to me if you have questions or wish to discuss.

I also discussed the officer to warrant officer program. We are interested in senior first lieutenants and junior captains highly skilled in many of the branch's more technical/tactical aspects. The current strength of lieutenants in the branch is over 200%. There will be a large attrition rate at the Major promotion board. I'm looking to pull the technical savvy ones into our cohort. The program is currently open for 140K and 140L and I am working on the paperwork to add 140A to that list. I know some data link smart lieutenants and captains out there that would love to cross over.

Future of the Branch – I also discussed the branch's future and how the Warrant Officer Cohort plays a part in it. As the branch's portfolio grows to add M-SHORAD (kinetic/non-kinetic) systems, IFPC (kinetic/non-kinetic) systems, C-UAS systems and

IBCS, our knowledge must evolve to encompass these systems. AMD Tacticians and AMD Technicians can no longer be Patriot and THAAD focused. They will need to understand all of these systems. How they fight, how they operate, what their maintenance and logistical requirements are, and how these separate systems work to bolster the principles of Air Defense. IBCS will cause a paradigm shift in how we fight. The warrant officers in the branch are expected to lead this shift and will be looked at as the SMEs, trainers, evaluators, and advisers to push the branch forward into the future. The C2 Systems Integrators will learn how these separate systems work together within the branch and externally to the joint and multinational world. We all have a lot of learning to do, so let's get after it.

As we go into the Holiday season, I want to wish all of you a happy holidays. Stay safe, practice social distancing, wear a mask, and enjoy the holidays as best you can wherever you are in the world. I look forward to seeing all of you, virtually or in-person soon.

CWOB out



**Chief Warrant Officer 5 Mitchell Brown
speaks at 2020 Fires Conference.**
[Click here to watch video](#)

The OCADA Update

OCADA continues to integrate Personnel Domain considerations into a quickly evolving Air Defense force with notable successes this summer. Before diving into that, though, I would like to take a moment to bid farewell to SGM Jeremy Bennett, who is retiring after 23 years of service. Many thanks to SGM Bennett for his dedication to the Air Defense Branch and OCADA team. His contributions have been invaluable. Replacing SGM Bennett as the Proponent Sergeant Major is SGM Jeremy Kagan. Please wish him a hearty welcome!

To support M-SHORAD fielding, the OCADA team developed a Military Occupational Classification and Structure (MOCS) proposal for the inclusion of CMF14 into the Stryker Leader Course. The proposal has been approved, with HQDA G1 issuing the Notification of Future Change (NOFC) on Oct. 1. MOS 14A and 14P personnel may enroll in the Stryker Leader functional course and earn the R2 skill identifier. 30th ADA BDE has begun to enroll instructors to better prepare the institutional training base for the arrival of M-SHORAD.

Additionally, OCADA has submitted a proposal to create a Ranger requirement for some M-SHORAD positions, enabling 14A and 14P personnel to enroll in Ranger School. The MOCS is currently with the Infantry School for concurrence.

To better support the growing ADA force, ADA increased our warrant officer accession mission



for the first time since 2004, increasing the annual accessions target from 47 to 68 new officers. The force rallied around the effort and submitted a total of 87 packets this year, allowing ADA to realize 100% of its accessions target for all MOSs for the first time in years. In FY21, the branch plans to again increase the accessions target to 79 officers (26x 140A / 31x140K / 22x 140L).

Manning projections for MOS 14P indicate a coming shortfall of NCOs between FY21 and FY26 as the branch rapidly grows. The Commandant's office has leveraged retention bonuses and in-service accessions, in part, to address expected shortages. Retention of talented Noncommissioned Officers is a top priority to address future manning needs. Currently, CMF14 trails the Army retention aggregate by 5%. To collect additional data that can be used to inform policy proposals, the OCADA has published a retention survey to the force. The survey is on the Fires Knowledge Network at <https://survey.tradoc.army.mil/EFM/se/0F02746A61464540>.

A significant focus for OCADA every summer is Cadet branch education and accessions. Cadet branch orientation was conducted primarily in a virtual format this year due to the COVID pandemic. To better connect with Cadets, OCADA redesigned its



LTC Mike Yund talks about the importance of branch week and Air Defense Artillery career opportunities.
[Click here to watch video](#)



marketing webpage (<https://sill-www.army.mil/ocada/cadets/>), created a webpage optimized for viewing on mobile devices (<https://spark.adobe.com/page/WeSwuEdku6wrU/>), and recorded video testimonials from junior officers. Between June and July, OCADA coordinated five virtual branch orientation events and two Facebook Live sessions to inform Cadets of the missions, capabilities, and leadership opportunities within the Air Defense branch.

USMA Branch Week was executed in person this September with strict COVID mitigation measures in place. Supported by 31st and 69th ADA Brigades, static displays included a Patriot Launching Station, Stinger, Avenger, and Stinger Troop Proficiency Trainer to give Cadets hands-on familiarity with Air Defense weapon systems. During the week, Air Defense NCOs and junior officers participated in the Superintendent's MX400 Capstone Course for First Class Cadets to discuss the platoon leader – platoon



sergeant relationship. Air Defense officers also participated in USMA's Profession of Arms panels and conducted a mentorship luncheon with Cadets interested in the Air Defense branch. Media coverage amplifying the Branch's messaging to key target audiences was prominently featured in two weekly editions of the USMA Pointer View newspaper, as well as the Redstone Arsenal newspaper and the Fort Sill Tribune.

The final piece of the Cadet accessions cycle is the Cadet file review and Commandant ratings of Cadets. For the first time, the ADA branch convened a 16-officer panel this year to review files and make recommendations to the Commandant. Also for the first time, panel members had access to video interviews to more holistically assess the potential of interested Cadet candidates. As a result of OCADA marketing efforts this year, 506 Cadets volunteered for interviews with ADA.



Air Defense Artillery School Leaders Stress PHD - Pride, Hustle, Desire



*Story by Fort Sill Tribune staff
August 27, 2020*

FORT SILL, Oklahoma (Aug. 27, 2020) -- When Col. Richard Harrison and Command Sgt. Maj. Randy Gray were welcomed as the Air Defense Artillery School and ADA branch command team, it wasn't the first time they had been teammates.

In 2007, Gray was a first sergeant at 3rd Battalion, 4th Air Defense Artillery, and then-Major Harrison was the unit's executive officer, Gray said.

Now as commandant, Harrison interviewed five highly qualified candidates to be his CSM.

Gray said he believes he was selected because his leadership style and management philosophy were a good match with Harrison's.

Over the next couple years, Harrison and Gray will manage the training curriculum of enlisted and officer air defense warriors in almost a dozen courses, and lead the branch during these dynamic times of technological advances.

Commandant

Harrison was most recently the executive officer to the commanding general, United Nations Command,

Combined Forces Command, at Camp Humphreys, South Korea. This is his first assignment at the Fires Center of Excellence and Fort Sill.

The colonel said he was looking forward to working at the schoolhouse.

"I've been away for awhile doing staff jobs, but now I'm excited about being at Fort Sill and this community and being able to impact and influence some of our junior officers, junior Soldiers, and NCOs," he said.

Air defense technologies being tested include the Integrated Battle Command System, Harrison said. Its network of sensors feeds the best data to Patriot missile batteries, so the battery with the best shot will fire during battle.

"It was whispered to me a couple minutes ago that we had two successful shots today (Aug. 20), which ties into the successful shots we had last week," said Harrison, who is also the deputy commanding officer for the Fires Center of Excellence and Fort Sill.

"We're also fielding a Maneuver – SHORAD (Short Range Air Defense) capability, which enables us to provide air defense artillery support to maneuver (ground) commands on the battlefield," he said.



As an ROTC cadet at Elizabeth City (North Carolina) State University, Harrison said he was looking at a combat arms branch.

“I didn’t want to walk, so I didn’t want to be infantry. I didn’t want to ride in tanks, so I didn’t want to be armor,” said Harrison, who was first-generation military in his family. “ADA really fit me.”

As a cadet at summer camp at Fort Bragg, North Carolina, Harrison said he saw the Avenger and Stinger weapon systems demonstrated to him by Lt. Marlon James.

“He was a true inspiration to me, and really motivated me to be air defense artillery,” said Harrison, who has been in the Army for 26 years.

The commandant described his leadership style as P.H.D. – pride, hustle, and desire.

“I take pride in everything that I touch; I move with a sense of purpose, I like to hustle about things; I talk fast, I think fast,” he said. “And, I have a strong desire to do the very best in everything that I do; and to ensure my subordinates do.”

Harrison has been on the job about one month.

“It’s been exciting, it’s been fast-paced,” he said. “I categorize it as a meme of me in front of a (gushing)

fire hydrant, getting information pushed to me.”

CSM

Gray didn’t have to travel far for his new job. He was the CSM for the 30th ADA Brigade here.

“I am absolutely humbled by the opportunity, by my selection, and my ability to serve my Soldiers,” said Gray, who has been active duty for 26 years, plus four years as a National Guard Soldier, all in ADA.

He said being the branch CSM isn’t that much different from being brigade CSM.

“My job is to ensure that the commandant’s policies are fully embraced and executed; to take care of our Soldiers, and be the advocate for the enlisted Soldiers and their families,” said Gray, who graduated from Newbury (South Carolina) High School in 1991.

The CSM said because he’s been here two years, he already knows many of the people he’ll be working with.

“Most of the contacts will stay the same, the additional thing that I’ll do is reach across the other branches as well,” said Gray, who also is first-generation military. “In that regard, I’ll ensure that we are competitive throughout the Army, and the joint force.”

Gray described himself as a servant-leader.

“Whatever my leaders need, that’s exactly what I’m going to do; whatever my Soldiers need, that’s what I’m going to do,” he said.

It’s an exciting time to be an air defender, said Gray, whose older brother was also an enlisted ADA Soldier.

There are a lot of things going on in the branch because of the Army modernization, and the initiatives affecting both enlisted and officers, he said.

Gray said the branch CSM tour is 30 months long. He said he has spoken with Harrison and one of the things they want to do is bring a sense of pride throughout the profession and branch.



32d AAMDC Change of Command

*Story by Sgt. LaShawna Custom
August 13, 2020*

Maj. Gen. Clement S. Coward Jr., commander, 32d Army Air and Missile Defense Command (AAMDC), relinquished command to Brig. Gen. David F. Stewart August 13, 2020, on Noel Parade Field, Fort Bliss, Texas, after a successful two-year tenure as “Blackjack 6.”

Throughout Coward’s command the division supported numerous exercises, executed multiple FORSCOM rehearsal of concept drills in support of contingency mission planning and mission rehearsal exercises for four Air Defense Artillery (ADA) Brigades and several ADA Battalions.

The command has had units participate in exercises held in North America, Europe, the Pacific, and the Middle East. All of these operations culminated in the 32d AAMDC’s capstone exercise, Roving Sands 2019.

The host of the ceremony was Gen. Michael X. Garrett, commanding general, U.S. Army Forces Command (FORSCOM), who gave accolades to the 32d AAMDC for the great strides the organization has made despite an aggressive and relentless deployment cycle.



Command Sgt. Maj. Jerry J. Jacobitz (left), 32d Army Air and Missile Defense Command, passes the unit colors to Maj. Gen. Clement S. Coward, commander, 32d AAMDC, during his change of command ceremony held at Noel Parade Field, Fort Bliss, Texas, Aug. 13, 2020. (U.S. Army photo by Staff Sgt. Mark A. Moore II)



Brig. Gen. David F. Stewart, incoming commander, 32d Army Air and Missile Defense Command, addresses the Soldiers, Family members, and friends who attend the 32d AAMDC change of command ceremony held at Noel Parade Field, Fort Bliss, Texas, Aug. 13, 2020. (U.S. Army photo by Staff Sgt. Mark A. Moore II)

“Since Clem Coward took command two years ago, the 32d has made impressive strides in maintaining readiness and lethality. Under his command, the 32d has embodied its motto ‘Swift and Sure,’” stated Garrett.

Coward thanked Garrett for hosting the ceremony and for recognizing the great men and women of the 32d AAMDC stating “You provide a command climate across all of FORSCOM that empowers commanders to lead under the mission command environment that you establish no matter where they serve.”

He also recognized the major commands, national leaders, and partnered nations who collectively enable the air and missile defense Soldiers to “engage and destroy aerial threats to save and protect the tens of thousands of the Joint Force spread across the entire Middle East.”

Coward concluded his remarks with a simple statement to the Soldiers who he has had the privilege to command, “I hope to have made a difference in at least one of your lives because you have made a difference in mine.”

Stewart thanked the officers, distinguished guests, the El Paso community, family, friends and Soldiers who

were present at the ceremony.

“I am humbled and thrilled to serve in the greatest Army in the world, and looking up at the Franklin Mountains, El Paso is home once again.”

Stewart also thanked Coward for his exceptional leadership, care of the Soldiers, Families of this unit, and concluded his remarks with “Freedoms guardians, swift and sure, people first, and winning matters.”



38th ADA Brigade Changes Command, Responsibility

Story by Sgt. Raquel Birk
July 10, 2020



Col. Patrick M. Costello, outgoing commander of the 38th Air Defense Artillery Brigade “Pacific Guardians,” passes the brigade’s colors to Maj. Gen. Viet X. Luong, commanding general, U.S. Army Japan, as incoming Pacific Guardian commander Col. Matthew W. Dalton looks on. The brigade bid farewell to their command team and welcomed a new one during a change of command and relinquishment of responsibility ceremony here July 10. (U.S. Army photo by Honey Nixon, U.S. Army Japan Public Affairs)

CAMP ZAMA, Japan – The 38th Air Defense Artillery Brigade bid farewell to their command team and welcomed a new one during a change of command and relinquishment of responsibility ceremony here July 10.

Maj. Gen. Viet X. Luong, commanding general, U.S. Army Japan, officiated the ceremony as Col. Patrick M. Costello, the brigade’s outgoing commander, passed the reins to Col. Matthew W. Dalton, and Command Sgt. Maj. Neil H. Sartain relinquished responsibility to acting Command Sgt. Maj. George

S. Rupprecht, S3 operations sergeant major.

The 38th ADA Brigade made history Oct. 16, 2018 when it reactivated at Sagami General Depot, Japan after 37 years of inactive service on the 100th anniversary of its inception.

“This is a great opportunity to recognize one of U.S. Army’s stellar organizations, the 38th ADA Brigade ‘Pacific Guardians’ and the tremendous contribution to the defense of Japan and the security of a free and open Indo-Pacific region,” said Luong in his remarks. “About two years ago, this brigade stood up. It feels like yesterday I went to visit Col. Patrick Costello at Sagami General Depot in an empty building with no furniture, equipment or comms [communication equipment], and although I am a constant optimist, in my estimations at that point, the challenges seemed insurmountable. In just a short amount of time later, I was surprised when Pat [Col. Patrick M. Costello] told me he was near initial operating capability and soon after that he told me, ‘Sir, we are ready to execute Yama Sakura 77,’ a tall task I had given Pat when we first started this journey.”

Costello, a Charlottesville, Virginia native, led the brigade since its reactivation and was responsible



Command Sgt. Maj. Neil H. Sartain, 38th Air Defense Artillery Brigade outgoing senior enlisted advisor, prepares to pass the brigade colors, signifying his relinquishment of responsibility. The Pacific Guardian Brigade bid farewell to their command team and welcomed a new one during a change of command and relinquishment of responsibility ceremony here July 10. Sartain will move on to become the command sergeant major of the 94th Army Air and Missile Defense Command at Fort Shafter, Hawaii. (U.S. Army photo by Honey Nixon, U.S. Army Japan Public Affairs)

for establishing seamless operations, training, and enhancing integrated air and missile defense oversight in the Indo-Pacific region. The unit's readiness was evident with successful participation in multiple bilateral and joint training exercises including Shodan Watch, Orient Shield, Yama Sakura, and Keen Edge.

"Commanding this brigade has been the most humbling and rewarding experience in my career," Costello remarked. "Surrounded by phenomenal leaders, Soldiers and families spread across Honshu, Okinawa, Guam and Hawaii, I stood in awe day after day of the sacrifice, dedication, and professionalism of the entire team. The Soldiers that I have had the privilege to serve are some of the best the Army has to offer. They themselves created the systems, processes, and organization that led this headquarters from nothing to a fully-functional air defense brigade headquarters capable of fully supporting our mission for the mutual defense of Japan."

The 38th ADA Brigade guidon passed from Command Sgt. Maj. Neil Sartain, the outgoing senior enlisted advisor to the brigade commander, to Col. Patrick M. Costello, symbolizing his loyalty to the outgoing commander. Costello then handed the guidon to Maj. Gen. Viet X. Luong, representing his relinquishment of command to a higher authority. Luong then passed the colors to Col. Matthew W. Dalton, symbolizing the transfer of responsibility to the incoming commander, who then handed the guidon to the acting Command Sgt. Maj., George S. Rupprecht, symbolizing that he will serve as the senior enlisted advisor until the brigade receives their incoming command sergeant major.

Sartain, a native of Memphis, Tennessee, recalled serving with Costello 20 years ago at Fort Campbell and Iraq, and appreciating the bond they continued as the Pacific Guardian Brigade command team. He is not going far as his next assignment is command sergeant major of the 94th Army Air and Missile Defense Command, the brigade's higher headquarters.

"Today we build upon the traditions established by



Col. Matthew W. Dalton, commander of the 38th Air Defense Artillery Brigade "Pacific Guardians," gives his welcoming remarks. The brigade bid farewell to their command team and welcomed a new one during a change of command and relinquishment of responsibility ceremony here July 10. (U.S. Army photo by Honey Nixon, U.S. Army Japan Public Affairs)

those before us, celebrate the completion of an era of leadership, and look forward to the future as we welcome a new brigade commander," said Sartain. "Today is not necessarily about individuals, but more about the history of the organization. It is a celebration of success already achieved and those which lie ahead. It is about the colors passed which represent every single Soldier currently serving or that has served in this fantastic brigade."

Dalton comes to Japan from Fort Shafter, Hawaii where he served as the G3 of the 94th Army Air and Missile Defense Command.

Dalton, a native of Portland, Connecticut, expressed his gratitude for the privilege of leading the brigade.

"I would like to thank the Soldiers and families of 38th ADA Brigade," said Dalton. "Soldiers from Kyogamisaki Communication Site [14th Missile Defense Battery], Shariki [10th Missile Defense Battery], the Snake Eyes Battalion [1st Battalion, 1st Air Defense Artillery Regiment], Echo-3 [E-3 Air Defense Artillery Battery], and Guam [Army] National Guard for your continued sacrifices and selfless service. My family is ready to join the team and we look forward to serving alongside all of you."

Costello will move on to serve as the Headquarters Department of the Army G 3/5/7 Department Army Military Operations Fires chief at Washington D.C.



Spartan Shield, the Art of Air and Missile Defense Integration



*Story by SSG. Jasper D. Jones
July 24, 2020*

KAISERSLAUTERN, Germany -- One hears the rationale behind the creation of Army Air Defense Artillery Fire Control Officers (ADAFCO) was to place the human factor back into how Army ADAFCO personnel bridge the gap in integrated air and missile defense. That human factor can be best described as the lifeblood of the Army's Air Defense Artillery (ADA). ADAFCO teams must exist in order to integrate Army Air Missile Defense (AMD) engagement operations into the Joint Integrated Air Defense System (JIADS). The 678th ADA Brigade (BDE) has created the foundation to not only meet the standards of a National Guard ADA BDE, but to exceed those expectations. The brigade participated in the Spartan Shield 20-7 exercise where their ADAFCO's attended the Army's ADFACO Table VIII certification course from July 20 – 23 2020 at the Warrior Preparation Center on Einsiedlerhof Air Station, Germany.

"This training is important because in a real-world situation the service members here can employ patriot missile battalions and defend our maneuvering units and our partners and allies", Army Capt. Brendon Gregory, an Air Defense Officer, assigned to the 10th Army Air and Missile Defense Command, said. "This exercise also helps with deconflicting of fires with a joint and combined kill chain."

For the first time ever, the 678th Air Defense Artillery Brigade completed the Table VIII Air Defense

Artillery Fire Control Officer (ADAFCO) Certification in the European Theater, Gregory said.

Beginning on July 15, 2020 the training started with a classroom portion to orient or refresh the trainees on tactics, techniques and procedures for operating in a joint kill chain, Gregory explained. The class primarily revolved around the use of Patriot Missile air defense assets interlaced with Air Force aircraft for defensive counter strikes.

During the ADFACO Table VIII training Soldiers were exposed to training environments that challenged and developed individuals, crews, and battery personnel to intermediate levels of proficiency in Patriot weapon systems. This is by no means an easy feat- as Soldiers assigned to patriot units at the brigade level and below must be able to successfully pass evaluations through a series of collective events that provide a means for instilling crew integrity, teamwork, and unit cohesiveness. The 678th ADA BDE has two NCOs who were trained to complement their ADAFCO counterparts and are known as Air Defense Artillery Fire Control Assistants (ADAFCA).

With the Theater Air Control System (TACS), the Soldiers, Airmen and Marines served as the primary integration and deconfliction point for fighters conducting defensive counter-air, offensive counter-air, suppression of enemy air defense, and air defense artillery fire control during the exercise, said Gregory. Deconfliction between the control reporting centers and the air defense assets has improved immensely.

“Being able to transition from a background in Short Range Air Defense (SHORAD) to the Patriot missile system allowed me to understand how the air picture can change between the two systems,” U.S. Army Staff Sgt. Matthew Hecko, an air defense artillery fire control assistant, assigned to the 678th Air Defense Artillery Brigade, 10th Army Air and Missile Defense Command.

Air Defense Artillery Fire Control Officer teams were created during Operation Iraqi Freedom in 2003 because of friendly fire that occurred in combat. The ADAFCO Table VIII certification validates the participating units’ ability to operate in combat and mitigate potential fratricides.

“This training is unique because we have a much better opportunity to integrate with our Army Air Defense counterparts,” Air Force Capt. Quincy Whitham, assigned to the 606th Air Control Squadron. “Training together, and knowing how to operate with the different services and realizing that integration is absolutely critical for the defense of Europe and our allies.”



Training with Industry Program Promotes Readiness and Reciprocity

*Story and photos by Dorie Heyer
September 3, 2020*

CHAMBERSBURG, Pa. (August 28, 2020) - The Training With Industry (TWI) program is a one year internship that embeds a selected warrant officer into the Organic Industrial Base. The goal of the TWI program is to develop the Warrant Officer’s experience in advanced managerial techniques and provide insight into the relationship between the warrant officer’s industry and specific functions in the Army and Air Defense Artillery (ADA) community. Chief Warrant Officer 3 Jesus Gonzalez was selected to participate in the TWI program and has spent the past year immersed in operations at Letterkenny Army Depot (LEAD).

As a 140L Air and Missile Defense (AMD) Systems Technician, Gonzalez had a unique partnership with



Chief Warrant Officer 3 Jesus Gonzalez poses at Letterkenny Army Depot (LEAD) where he spent the last year immersed in operations through the Training With Industry (TWI) internship. The goal of the TWI program is to develop the Warrant Officer’s experience in advanced managerial techniques and provide insight into the relationship between the warrant officer’s industry and specific functions in the Army and Air Defense Artillery (ADA) community.

the depot. “This is our first iteration of TWI, which will help us close the gap in regard to the relationship between the depot and the warfighter,” said Gonzalez when asked about his involvement in the program. The Army has multiple opportunities for Military Occupation Specialties (MOS) TWI programs within the civilian sector, but Gonzalez saw a disparity in the availability of internships within the ADA community.

“Our Warrant Officer Branch leadership and Fires Center of Excellence (FCoE) worked relentlessly to establish this position at Letterkenny,” said Gonzalez. “For us, Letterkenny was the ideal host for the Air Defense TWI internship as it will help us develop practices on both sides by amplifying our shared understanding between industry practices and our unit’s Soldiers.”

Gonzalez spent much of the internship embedding himself into the daily operations at LEAD and exploring the capabilities the depot has to offer. “My main focus was to learn as much as I could about the equipment, processes and identify the capabilities of the depot,” said Gonzalez. “I had constant discussions with the artisans and subject matter experts here at Letterkenny to collect as much data as I could to

take back to the force.” A key feature of the TWI program is allowing the intern to focus on areas within the depot that directly correlate to one’s MOS. “I learned how the depot operates under an Army Working Capital Fund, program management, the complex synchronization and planning with Program Executive Office Missiles and Space (PEO M&S), Army Capability Manager (ACM) and Army Original Equipment Manufacturers (OEMs) to ensure successful execution of Depot maintenance support activities,” said Gonzalez in regard to how the experience contributed to his own professional development.

The TWI program offers multiple benefits to the depot through the intern’s experience, skills and qualifications. “Serving as the Battalion Readiness Officer and Brigade Support Operations Officer greatly helped me while performing my duties here at Letterkenny. Those skills I brought with me came in to use when explaining the areas of operations where our equipment is used in the field,” said Gonzalez. Gonzalez also highlights the benefits he encountered by staying connected within the Air Defense community while participating in the internship. “I was able to not only work and learn from the subject matter experts here at the depot, but was also able to assist other warrant officers within the branch when it came to maintenance operations,” said Gonzalez. “It was great being able to provide information about the ADA units and shed light on how [the units] operate, which is something unique I was able to offer to Letterkenny.”

As Chief Warrant Officer 3 Gonzalez departs from Letterkenny, taking a wealth of knowledge and experience with him, LEAD prepares to welcome the next TWI intern, Chief Warrant Officer 3 Robert Brower. “Chief Warrant Officer 3 Brower is a great Warrant Officer; he will bring his own strengths and will continue to develop the program. His experiences in ADA are not identical to mine, but this diverse perspective will benefit the program,” said Gonzalez. “The advice I gave to Chief Warrant Officer 3 Brower was to stay involved. I challenged him to maintain the relationships that I have established and to grow additional ones that will benefit our branch and the depot. I encouraged him to learn as much as he could and to share his experiences as the end user. Finally,



I reminded him to stay focused, motivated and to remember the lessons learned and experiences so he can share them with the operational force and improve our entire 140L and ADA community.”

Chief Warrant Officer 3 Gonzalez enlisted in the Army as a 14E PATRIOT Fire control Enhanced Operator/Maintainer in March, 2000. Gonzalez has served on multiple assignments within the Air Defense community including Systems Analyst/Instructor at the Officer Training Division (OTD) at Fort Bliss, Texas and Fort Sill, Okla. His most recent assignment was as the Brigade Support Operations Officer at 31st Brigade, Fort Sill, Okla. Deployments include Operation Desert Sprint, Operation Enduring Freedom and Operation Spartan Shield.

Letterkenny Army Depot is the Army’s premier professional organic maintenance facility that provides overhaul, repair and modifications for tactical missile air defense and space systems, electric power generation equipment and various military vehicles, support systems and protection programs. Letterkenny Army Depot was established in 1942 and is a government-owned and operated industrial installation located in Chambersburg, Pennsylvania.



Air Defenders Talk Opportunities at USMA Branch Week



*Story and photos by Don Herrick
September 9, 2020*

Once a year, various branches across the Army visit the United States Military Academy at West Point, New York, to participate in Branch Week. Through strict travel safety measures for COVID-19, air defenders participated in the recruiting event Aug. 31 to Sept. 4.

The seasoned air defenders talked about the importance of the branch in today's modern operations. They answered the questions of cadets who are getting ready to finalize their rankings on which branch they want to be assigned. In addition to personnel, the Air Defense Artillery displayed a Patriot and an Avenger Launcher. Cadets had the opportunity to climb into the turret of the Avenger and engage targets with a Stinger Troop Proficiency Trainer.

"The Army's Talent-based Branching Model emphasizes a cadet preference and a good fit between the cadet's talents and the unique needs of individual

A U.S. Army Military Academy cadet operates a training Stinger missile during Branch Week at West Point, New York. Branch Week is conducted once a year at West Point, NY.

branches," said Lt. Col. Mike Yund, Office Chief of Air Defense Artillery director. "For cadets, information is crucial in helping them determine their branch preferences. Branch Week allows us to educate cadets on the roles of the branch and the outstanding opportunities for young leaders in the Air Defense Artillery. I think cadets immediately recognize the unique nature of this branch when they speak with us."

Lt. Gen. Daniel Karbler, U.S. Army Space and Missile Defense Command commanding general, mentored and talked to cadets and air defenders while visiting the ADA equipment displays.

"I had the opportunity to talk to many cadets over the past two days and I emphasized how critically important their role is as a junior officer in an ADA battery," said Karbler. "I talk about the responsibility

that ADA second lieutenants have and how many of them are responsible for the defense on an entire country.”

Maj. Kimberly Kopack is an air defender and is currently assigned at West Point as the assistant course instructor for the Superintendent’s Capstone Course titled MX400, Officer Stuff. Kopack was a battery commander for B Battery, 1st Battalion, 7th Air Defense Artillery and for B Battery, 2nd Battalion, 6th Air Defense Artillery. In addition to her command time, she was an ADA Captain’s Career Course instructor at Fort Sill, Oklahoma.

“ADA gave me a great opportunity to see the value of the geopolitical side of Army operations. I switched branches because the mission we have is so great in responsibility and magnitude that it affects how countries have conversations with each other,” said Kopack. “I wanted to find an opportunity to teach and meet young leaders at the point of selecting a branch. I wanted to help the branch find these leaders with critical thinking skills, who can brief and take on the challenges that lead to these great responsibilities.”

ADA Soldiers participated in one of Kopack’s class discussions on developing an effective platoon leader, platoon sergeant-relationship. Sgt. 1st Class Terry Rhinehart from the Office Chief of Air Defense Artillery, and Staff Sgt. Juan Gonzalez from C Battery, 5th Battalion, 5th Air Defense Artillery, shared their platoon sergeant experiences with cadets on handling leadership challenges they faced throughout their careers. Second Lt. Leara Shumate from 3rd Battalion, 43rd Air Defense Artillery, answered cadet questions on how she interacts with her platoon sergeant and she shared her excitement of being selected as a platoon leader for an Iron Dome Battery.

Second Lt. Vaniah Mack, platoon leader, 5th Battalion, 5th Air Defense Artillery, participated in a Profession of Arms panel offered during branch week.

“I branched ADA primarily because I love the mission statement that we are protecting Soldiers and key-assets from air threats, said Mack. “The branch is growing rapidly, so there are a lot of opportunities for new officers, and I like how females have been integrated for decades.”



U.S. Army 2nd Lt. Vaniah Mack, 5th Battalion, 5th Air Defense Artillery, talks to cadets during a Profession of Arms panel.

Karbler said “The responsibility in the Air Defense Branch is not shared among a lot of the other branches.”

“If you endeavor to take on the role and responsibility of a branch that trusts you, then air defense artillery is the choice for you,” he said.



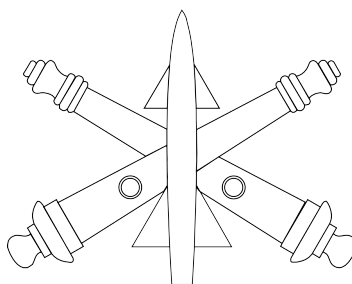
Lt. Gen. Daniel Karbler, U.S. Army Space and Missile Defense Command commanding general, mentored and talked to cadets and air defenders while visiting ADA equipment displays



Air Defense Artillery Senior Leader Retirements



Rank	Name
COL	Chen, Janice
CW4	Body, Kenneth
CW4	Miller, Nathan
CW4	Rice, Kenneth
CW4	Lugo, Kim
CW4	Bailey, Richard
CW4	Hatch, Eric



Rank	Name
CW4	Wood, Kerri
CSM	Suarez, Wilfredo
CSM	Fahie, Noriel
CSM	Enoch, Kevin
SGM	Sargeant, Terrance
SGM	Bennett, Jeremy

**Thank you for your service.
First to Fire!**



AIR DEFENSE
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