



S M D C / A R S T R A T



LTG FORMICA REMARKS ASMDA LUNCHEON, 31 JAN 2011

RECOGNITIONS (DELETED):

GOOD AFTERNOON. IS THIS A HOOAH DAY IN HUNTSVILLE/MADISON COUNTY OR WHAT?

DEBRA (WYMER), THANK YOU FOR THAT KIND INTRODUCTION AND CONGRATULATIONS ON YOUR ELECTION AND BOB (POLLARD) CONGRATULATIONS TO YOU AND THANKS FOR YOUR SERVICE TO THE ASSOCIATION, WELL DONE.

AS YOU SAW IN MY BIO, I WAS BORN AND RAISED IN CHESHIRE CONNECTICUT. I HAD NO INCLINATION TO JOIN THE ARMY. I JOINED ROTC AS RESULT OF A JUNK MAIL THAT I RECEIVED IN HIGH SCHOOL.

SO, IF YOU WOULD HAVE TOLD ME, 37 ½ YEARS AGO, THAT I'D BE STANDING HERE – IN HUNTSVILLE, ALABAMA AS THE COMMANDING GENERAL OF THE UNITED STATES ARMY SPACE AND MISSILE DEFENSE COMMAND / ARMY FORCES STRATEGIC COMMAND AND COMMANDER OF THE JOINT FUNCTIONAL COMPONENT COMMAND FOR INTEGRATED MISSILE DEFENSE – ADDRESSING A GATHERING OF 400+ GOVERNMENT, CIVIC AND

INDUSTRY LEADERS INTERESTED IN SPACE AND MISSILE DEFENSE – I WOULD NEVER HAVE BELIEVED YOU IN A MILLION YEARS!

BUT, HERE I AM – AND IT’S MY HONOR TO BE HERE TO TALK TO YOU TODAY.

FIRST, I’D LIKE TO THANK YOU AND THE ASSOCIATION FOR ALL THAT YOU DO FOR OUR SOLDIERS AND CIVILIANS – AND FOR THE GOOD THAT YOU DO IN SPACE AND MISSILE DEFENSE. I WAS PARTICULARLY IMPRESSED BY YOUR SCHOLARSHIP PROGRAM WHEN I WAS HERE FOR THE SMD CONFERENCE THIS PAST AUGUST. WE’RE THANKFUL FOR ASMDA’S CO-SPONSORSHIP OF THAT CONFERENCE WITH NDIA, ADA ASSOCIATION, AND SMDC/ARSTRAT. AND, WE ARE LOOKING FORWARD TO THIS YEAR’S CONFERENCE IN AUGUST.

I’D LIKE TO ADD MY CONGRATULATIONS TO THE AWARDEES, GOVERNMENT AND CONTRACTOR, REPRESENTING MDA, NASA, MSIC, SMDC AND OTHERS WHO WERE RECOGNIZED A FEW MOMENTS AGO. I’D LIKE TO ADD MY CONGRATULATIONS FOR WHAT YOU CONTRIBUTE TO SPACE AND MISSILE DEFENSE. CONGRATULATIONS.

TODAY I’D LIKE TO BRIEFLY COVER THREE THINGS – FIRST I’D LIKE TO TALK A LITTLE BIT ABOUT OUR ARMY. SECOND, ABOUT SMDC AND MY VISION FOR THE COMMAND, AND THIRD – A LITTLE OF WHAT’S IN FRONT OF US FOR THE NEXT 12-18 MONTHS OR SO.

ARMY

OUR ARMY IS PERFORMING MAGNIFICENTLY ALONG SIDE OUR NAVY, AIR FORCE, MARINES AND COALITION PARTNERS IN CRITICAL OPERATIONS IN AFGHANISTAN, IRAQ AND ACROSS THE GLOBE.

TODAY THE ARMY HAS SOME 231,000 SOLDIERS DEPLOYED ACROSS THE GLOBE WITH SOME 118,000 IN OPERATIONS IN THE CENTCOM AREA OF RESPONSIBILITY. OUR SOLDIERS ARE FOCUSED – AND THEY'RE MAKING PROGRESS EVERY DAY UNDER TOUGH TACTICAL CONDITIONS.

THEY UNDERSTAND THE MEANING OF SERVICE AND THEY UNDERSTAND SACRIFICE. WHEN I WAS SERVING IN AFGHANISTAN – I WOULD BE AWED TO GO TO SOME OF THE REMOTE LOCATIONS AND VISIT WITH OUR SOLDIERS WHO WERE SERVING THERE OFTEN TIMES CO-LOCATED WITH AFGHAN NATIONAL SECURITY FORCES. AT SOME OF THE MOST REMOTE LOCATIONS, THESE TROOPS WOULD WASH THEIR UNDERWEAR IN BUCKETS FOR THREE WEEKS AT A TIME. THEY'D GET MAIL ONCE A WEEK – IF THE HELICOPTER DROP WAS AVAILABLE – AND EVERY NOW AND THEN, THEY WOULD GET A CHANCE TO GO TO AN AUSTERE FORWARD OPERATING BASE FOR CONVENIENCES; LIKE LAUNDRY AND A HOT MEAL, WASHING THEIR CLOTHES, GETTING TO THE PX. NOT ONE TIME DID A SOLDIER COMPLAIN TO ME WHEN THEY WERE LIVING IN THESE CONDITIONS. THEY FELT GOOD ABOUT WHAT IT IS THEY WERE DOING. THEY UNDERSTAND, AND

UNDERSTOOD SERVICE AND SACRIFICE. AND, IT'S TO THESE SOLDIERS TO WHOM WE COMMIT TO PROVIDING TIMELY, RELEVANT CAPABILITIES.

NO DOUBT THE ARMY IS STRETCHED AFTER A DECADE AT WAR – SUSTAINING TWO MAJOR OPERATIONS WHILE CONTINUING A GLOBAL PRESENCE AND PARTICIPATING IN STABILITY OPERATIONS AND TRAINING EXERCISES AROUND THE WORLD. OUR SOLDIERS AND FAMILIES FEEL THE STRAIN OF MULTIPLE DEPLOYMENTS – YET RETENTION AND REENLISTMENT RATES ARE GOOD; ENLISTMENT GOALS ARE BEING MET; OUR SOLDIERS AND FAMILIES REMAIN FOCUSED ON THEIR MISSION; DWELL TIME IN-BETWEEN ROTATIONS IS INCREASING; MORALE IS GOOD – AND THERE'S AN ENORMOUS SENSE OF PRIDE IN WHAT WE'RE ACCOMPLISHING.

SMDC VISION

LET ME TAKE SOME TIME TO TALK ABOUT THE COMMAND. AGAIN, IT'S AN HONOR FOR ME TO HAVE THIS OPPORTUNITY TO SERVE IN THIS VERY IMPORTANT COMMAND.

OUR OPERATIONAL VISION STATEMENT RECOGNIZES THAT:

- WE ARE A DIVERSE, COMPLEX AND GLOBAL COMMAND THAT PROVIDES CRITICAL CAPABILITIES TO OUR ARMY, TO US STRATEGIC COMMAND, TO THE GEOGRAPHIC COMBATANT COMMANDERS, AND THEIR ARMY SERVICE COMPONENT COMMANDERS. AND THAT WE MUST REMAIN IN SYNCH WITH

STRATCOM'S JOINT FUNCTIONAL COMPONENT COMMAND
FOR INTEGRATED MISSILE DEFENSE (JFCC-IMD).

- IT RECOGNIZES THAT WE ARE ONE COMMAND. WE ARE SPLIT BASED – WITH PART OF THE HEADQUARTERS HERE IN HUNTSVILLE AND PART IN COLORADO SPRINGS – BUT WE ARE ONE COMMAND; AND WE ARE MULTI-COMPONENT - ACTIVE, GUARD, AND RESERVE;

WE'RE DIVERSE – WE HAVE SOLDIERS AND CIVILIANS OPERATING AROUND THE GLOBE IN DISPERSED LOCATIONS – AND WE CONSIST OF A TALENTED AND PROFESSIONAL WORK FORCE OF SOLDIERS, CIVILIANS AND CONTRACTORS – ALL OF WHOM MUST BE PUBLIC SERVANTS

- AS THE ARMY'S PROPONENT FOR SPACE, HIGH ALTITUDE, AND GLOBAL MISSILE DEFENSE AND AS THE ARMY'S OPERATIONAL INTEGRATOR FOR GLOBAL MISSILE DEFENSE, WE HAVE 3 CORE TASKS:
 - FIRST, TO PROVIDE TRAINED AND READY SPACE AND MISSILE DEFENSE FORCES AND CAPABILITIES TO THE COMBATANT COMMANDERS AND TO THE WARFIGHTER
 - SECOND, TO BUILD FUTURE SPACE AND MISSILE DEFENSE FORCES
 - AND THIRD, TO RESEARCH, TEST, AND INTEGRATE SPACE, MISSILE DEFENSE, DIRECTED ENERGY, AND RELATED TECHNOLOGIES

- I DEVIATE FROM THE VISION STATEMENT TO SAY THAT WE ARE UNIQUELY ORGANIZED TO EXECUTE THOSE THREE TASKS WITH RDA – TO DO MATERIEL DEVELOPMENT; FUTURE WARFARE CENTER – TO DO CAPABILITY DEVELOPMENT, AND OPERATIONS GROUP WITH TWO BRIGADES, ONE MISSILE DEFENSE BRIGADE, A SPACE BRIGADE AND HEADQUARTERED IN COLORADO SPRINGS , BUT WITH ELEMENTS AROUND THE WORLD. AND WE ARE GEOGRAPHICALLY WELL-POSITIONED FOR OUR THREE TASKS. HERE IN HUNTSVILLE WE'RE CO-LOCATED WITH MDA, AMC/AMCOM, PEO MISSILES AND SPACE, PEO AVIATION, AND WITH NASA -- AND THE OUTSTANDING TECH BASE HERE IN HUNTSVILLE. IN COLORADO SPRINGS WE ARE CO-LOCATED WITH MDA, WITH NORTHCOM, US AIR FORCE SPACE COMMAND AND WITH AGAIN WITH THE PARTICULARLY SPACE-ORIENTED TECH BASE THERE IN COLORADO SPRINGS.
- OUR VISION STATEMENT ALSO RECOGNIZES THAT WE MUST SUSTAIN CLOSE AND COLLABORATIVE RELATIONSHIPS WITH MDA – AND WITH THE MANY ARMY, JOINT, CIVIC AND INDUSTRY PARTNERS THAT WE'RE COL-LOCATED WITH AND THAT WE COMMIT TO HERE IN THIS COMMUNITY. MANY OF YOU REPRESENT THAT CLOSE COLLABORATION.
- IT ALSO RECOGNIZES TAT WE MUST BE NESTED WITHIN THE ARMY'S ENTERPRISE FRAMEWORK – AND THAT AS A COMMAND WE WILL EMBED SOLDIERS INTO THE

HEADQUARTERS, DEPARTMENT OF THE ARMY'S AIR AND MISSILE DEFENSE (AMD) TASK FORCE.

- WE WILL SUSTAIN A UNIQUE RELATIONSHIP WITH ARMY CYBER, WHICH AS YOU KNOW WAS BIRTHED OUT OF SMDC, – WE WERE TEMPORARILY ARMY CYBER FOR OUR ARMY. WE'VE NOW STOOD THAT ORGANIZATION UP AND WE HAVE AN EXPECTATION THAT WE WILL MAINTAIN A UNIQUE RELATIONSHIP WITH IT, PROVIDING SUPPORT TO THE COMMAND AS IT BUILDS TO AND ACHIEVES FULL OPERATIONAL CAPABILITY (FOC) – AND THEN WE'LL NEED TO RETAIN CLOSE ORGANIZATIONAL LINKAGES WITH IT THEREAFTER.
- OUR ORGANIZATIONAL VISION STATEMENT RECOGNIZES THAT WE WILL BE DISCIPLINED STEWARDS OF OUR GOVERNMENT'S RESOURCES. WE WILL BE ACCOUNTABLE FOR OUR PROGRAMS AND WE'LL REFLECT A COST CULTURE IN ALL THAT WE DO. THIS WILL BE PARTICULARLY IMPORTANT IN AN ENVIRONMENT OF TIGHT BUDGETS AND WITH TODAY'S FISCAL REALITIES.
- WE WILL HAVE PRECISE, CONFIDENT, FIT, DISCIPLINED, AND COURAGEOUS SOLDIERS AND CIVILIANS WHO ARE LED BY TOUGH, COMPETENT, CARING, AND COURAGEOUS LEADERS AND WE WILL BE RESPONSIBLE AND COOPERATIVE TENANTS AT REDSTONE ARSENAL, PETERSON AIR FORCE BASE AND

ON THE INSTALLATIONS ON WHICH WE LIVE AND SERVE. AND WE WILL BE GOOD NEIGHBORS.

- AND FINALLY, OUR VISION STATEMENT RECOGNIZES THAT WE ARE A VALUES-BASED COMMAND – WHICH CARES FOR AND SERVES OUR SOLDIERS, CIVILIANS AND FAMILIES IN THE COMMAND.

NOW WE'RE IN THE PROCESS OF ESTABLISHING OUR COMMAND'S TOP PRIORITIES FOR THE NEXT SEVERAL MONTHS. WE'RE GOING TO REFINE THESE AS WE GO ON, AND WE'LL ADJUST THEM. BUT, I THOUGHT I'D SHARE THEM WITH YOU IN THEIR CURRENT STAGE OF DEVELOPMENT.

SMDC PRIORITIES

OUR PRIORITIES ARE ALIGNED AGAINST OUR THREE CORE TASKS:

THE PRIORITIES THAT ARE ALIGNED WITH OUR FIRST TASK OF PROVIDING TRAINED AND READY SPACE AND MISSILE DEFENSE FORCES:

- FIRST IS TO IMPROVE THE OPERATIONAL CAPABILITY TO SUPPORT COMBATANT COMMANDERS, OUR TRAINING PROGRAMS, AND OUR QUALITY OF LIFE FOR OUR SPACE AND MISSILE DEFENSE FORCES...PARTICULARLY QUALITY OF LIFE FOR THOSE AT KWAJALEIN ISLAND AND AT FORT GREELY, ALASKA

- SECOND, WE'LL PROVIDE SPACE FORCES AND CAPABILITIES TO MEET THE REQUIREMENTS THAT ARE COMING OUT OF THEATER

- AND THIRD, WE MUST TAKE CARE OF OUR DEPLOYED SOLDIERS AND THEIR FAMILIES AND OUR SOLDIERS THAT HAVE REDEPLOYED AND THEIR FAMILIES.

FOR OUR SECOND TASK : BUILDING FUTURE SPACE AND MISSILE DEFENSE FORCES OUR PRIORITIES ARE

- TO CONTINUE THE INTEGRATION OF THE AN/TPY-2 RADARS AND C2BMC SYSTEMS THAT WILL GO INTO OUR FORCE (PART OF THE MDA BMDS SYSTEM) SO THAT WE CAN ENSURE THEY HAVE THEIR DOCTRINE, ORGANIZATION, MANNING AND TRAINING WITHIN THE ARMY ON TRACK.

- WE WILL EXECUTE OUR PROPONENCY FUNCTIONS ACROSS DOCTRINE, ORGANIZATION, TRAINING, MATERIEL, LEADERSHIP, PERSONNEL, AND FACILITIES (DOTMLPF) AS WE CONDUCT OPERATIONAL EXPERIMENTS, FORCE ON FORCE MODELING AND SIMULATION, AND MILITARY UTILITY AND OPERATIONAL ANALYSES IN THE NEXT SEVERAL MONTHS.

- OUR FOCUS FOR THOSE IN THE NEAR TERM IS ON EMERGING SPACE, HIGH ALTITUDE, AND LONG ENDURANCE MULTI-INTELLIGENCE VEHICLE (LEMV) CAPABILITIES, JTAGS PRE-PLANNED PRODUCT IMPROVEMENT (P3I), AND SPACE SUPERIORITY CAPABILITY DEVELOPMENT.

ASSOCIATED WITH OUR THIRD TASK OF RESEARCHING, TESTING, AND INTEGRATING SPACE, MISSILE DEFENSE, DIRECTED ENERGY, AND RELATED TECHNOLOGIES THERE ARE TWO PRIORITIES:

- THE FIRST, TO DEVELOP AND MATURE TECHNOLOGIES TO TRANSITION THE MOST CAPABILITIES, AS RAPIDLY AS POSSIBLE, AT A FAIR AND REASONABLE COST: HIGH ALTITUDE, LEMV, HIGH ENERGY LASER PROGRAM, NANO-SATELLITES, ADVANCED HYPERSONIC WEAPON-PROMPT GLOBAL STRIKE (AHW-PGS), CYBERSPACE, COUNTER-IED, AND SOME OTHER RELATED TECHNOLOGIES ARE ON TOP OF OUR PRIORITY LIST.

- ALSO ESTABLISHED AS A PRIORITY THIS YEAR TO TRANSFER BASE OPERATIONS SUPPORT OF US ARMY KWAJALEIN ATOLL (USAKA) TO THE US ARMY INSTALLATION MANAGEMENT COMMAND. AND THEN, AS THE ARMY'S SENIOR COMMANDER FOR THAT INSTALLATION, OUR ROLE WILL BE TO FOCUS OUR RESOURCES AND ENERGY ON RANGE OPERATIONS AND MISSION TASKS SO THAT WE CAN CONTINUE TO MAINTAIN THE REAGAN TEST SITE AS A PREMIER RANGE FOR SPACE AND MISSILE DEFENSE TESTING.

AND, THEN FINALLY, ACROSS ALL THREE OF OUR TASKS, OUR FINAL PRIORITY IS TO RECRUIT, DEVELOP, AND RETAIN A HIGH PERFORMING CIVILIAN WORKFORCE AND MILITARY TEAM.

NEXT 12-18 MONTHS

- SO, WITH THOSE PRIORITIES GUIDING US - WE HAVE A BUSY YEAR AHEAD. I'D LIKE TO MENTION A FEW OF THE MAJOR EVENTS THAT I SEE ON THE HORIZON:

- FIRST, WE WILL CONTINUE TO DEPLOY SPACE SUPPORT AND COMMERCIAL IMAGERY TEAMS TO MEET THE REQUIREMENTS IN THEATER. WE HAVE OVER 1,300 SOLDIERS AND CIVILIANS IN OPERATIONAL FORCES EITHER STATIONED IN CONTINENTAL UNITED STATES AND ALASKA AS PART OF THE BMDS SYSTEM OR FORWARD STATIONED IN LOCATIONS AROUND THE GLOBE OR DEPLOYED TO THEATER. THIS COMING APRIL TWO MORE OF OUR SPACE SUPPORT TEAMS WILL DEPLOY TO THEATER. THEY'RE IN TRAINING WITH THEIR UNITS THAT THEY ARE GOING TO DEPLOY WITH AT FORT HOOD, TEXAS AND IN THE SECOND MARINE EXPEDITIONARY FORCE, AS WE SPEAK TODAY.

- OUR MISSILE DEFENSE FORCES WILL REMAIN ON STATION AND READY TO EXECUTE BOTH IN CALIFORNIA AND

CURRENTLY IN THE BELOW ZERO TEMPERATURES OF ALASKA.

- OUR WIDEBAND SATELLITE OPERATION CENTERS (WSOC) AND JTAGS ELEMENTS WILL REMAIN ON STATION PROVIDING 24/7 SATELLITE CONTROL AND MISSILE WARNING SUPPORT TO GEOGRAPHIC COMBATANT COMMANDERS. WE RECENTLY MOVED ONE OF OUR WIDE BAND SATELLITE OPERATIONS CENTERS (WSOC) FROM CALIFORNIA TO HAWAII. IT HAS ACHIEVED INITIAL OPERATIONAL CAPABILITY ALREADY AND WILL ACHIEVE FULL OPERATIONAL CAPABILITY BY APRIL.

- OUR ASTRONAUTS WILL CONTINUE THEIR LEGACY OF SUPPORT AND PARTICIPATION IN OUR NATION'S HUMAN SPACE FLIGHT PROGRAMS. LTC ROBERT KIMBROUGH IS ALREADY ASSIGNED TO A LONG DURATION MISSION ABOARD THE INTERNATIONAL SPACE STATION SCHEDULED TO LAUNCH IN FALL 2012.

- WE WILL CONTINUE THE DEVELOPMENT OF OUR NANOSATELLITE SMDC-ONE WHICH IS SCHEDULED FOR ITS NEXT LAUNCH IN EARLY 2012. AND THE FIRST LAUNCH OF KESTREL EYE, ANOTHER NANO-SATELLITE WHICH WILL CARRY AN ISR (INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE) PAYLOAD IS ALSO SCHEDULED DEPLOY IN EARLY 2012.

- THE JOINT HIGH POWER SOLID STATE LASER WILL MOVE FROM CALIFORNIA TO WHITE SANDS MISSILE RANGE BEGINNING IN MARCH, WILL BECOME OPERATIONAL THERE IN AUGUST, AND WILL HAVE ITS FIRST TEST BY SEPTEMBER.

- THE HIGH ALTITUDE LONG ENDURANCE DEMONSTRATION (HALE-D) IS ON TRACK FOR JUNE 2011.

- LEMV DEVELOPMENT CONTINUES AND IS ON PATH FOR ITS FIRST SYSTEM FLIGHT THIS SUMMER WITH A DEPLOYMENT FOR JOINT MILITARY UTILITY ASSESSMENT IN EARLY 2012.

- AND WE HAVE SEVERAL MAJOR ACQUISITIONS PLANNED FOR RELEASE IN THE NEXT FEW MONTHS. SYSTEMS ENGINEERING TECHNICAL ASSISTANCE CONTRACT, OR SETAC, THE DESIGN, DEVELOPMENT, DEMONSTRATION AND INTEGRATION OR D3I, ARMY SPACE AND MISSILE DEFENSE TECHNOLOGY EXPERIMENTATION, RESEARCH, OPERATIONS, IMPLEMENTATION AND DEVELOPMENT CONTRACT (ASTROID). EACH OF THESE ACTIONS WILL PROVIDE A SIGNIFICANT CAPABILITY TO SUPPORT THE DEVELOPMENT OF OUR TECHNOLOGIES.

- WE WILL PARTICIPATE IN 13 MAJOR EXERCISES THIS YEAR. IN APRIL WE WILL PARTICIPATE IN STRATCOM'S GLOBAL LIGHTNING AND GLOBAL THUNDER IN OCTOBER..... WE WILL PARTICIPATE IN 12 OTHER EXERCISES PROVIDING SPACE-BASED COMMUNICATIONS, INTELLIGENCE, BALLISTIC MISSILE

EARLY WARNING, ARMY SPACE SUPPORT TEAMS, AND COMMERCIAL IMAGERY IN SUPPORT OF EACH OF THE GEOGRAPHIC COMBATANT COMMANDERS.

- WE HAVE SEVERAL ENGAGEMENTS WITH JFCC-IMD TO INCLUDE GLOBAL THUNDER/LIGHTENING AND OTHER EXERCISES SUCH AS: NIMBLE TITAN WHICH IS AN INTERNATIONAL MISSILE DEFENSE EXERCISE SERIES; EUCOM'S AUSTERE CHALLENGE; AND TERMINAL FURY WITH PACOM IN MAY.

CONFERENCES

NOW AS YOU KNOW, THERE ARE A LOT OF CONFERENCES IN THE SPACE AND MISSILE DEFENSE ARENA. BUT, IT'S IMPORTANT TO ME THAT THE COMMAND SCRUTINIZES OUR PARTICIPATION IN EACH CONFERENCE – AND FOCUSES ON THOSE WHERE WE CAN ACHIEVE OUR MOST IMPORTANT OBJECTIVES. WE CAN'T AND WON'T ATTEND THEM ALL.

AMONG THOSE THAT WE WILL KEY IN ON, NOT THE ONLY ONE'S WE'LL PARTICIPATE IN, BUT, THE ONE'S WE'LL KEY IN ON INCLUDE MDA'S 9TH ANNUAL MISSILE DEFENSE CONFERENCE IN D.C. IN MARCH; JFCC-IMD'S WARFIGHTER CONFERENCE ALSO IN MARCH; THE JOINT INTEGRATED AIR AND MISSILE DEFENSE (JIAMD) SUMMIT HERE IN APRIL; THE NATIONAL SPACE SYMPOSIUM IN COLORADO SPRINGS; THE ARMY'S FIRES CONFERENCE IN MAY; THE GREATER LOS ANGELES AUSA SYMPOSIUM IN JUNE; OF COURSE THE SMD CONFERENCE HERE IN HUNTSVILLE IN

[AUGUST]; AND FINALLY STRATCOM'S SPACE SYMPOSIUM IN NOVEMBER.

SO YOU CAN APPRECIATE THAT WE HAVE A LOT GOING ON. BUT, OUR VALUE TO THE ARMY CANNOT BE MEASURED BY OUR ACTIVITY LEVEL – IT MUST BE MEASURED BY THE CAPABILITIES THAT WE DEVELOP – AND THAT WE PROVIDE TO THE WARFIGHTER.

AS SUCH, WE WILL REMAIN COMMITTED TO AND FOCUSED ON THOSE SOLDIERS, SAILORS, AIRMEN, MARINES, AND CIVILIANS WHO ARE DEPLOYED AND SERVING IN HARM'S WAY. AND WE WILL WORK CLOSELY WITH YOU AS WE DO SO.

I'VE ONLY BEEN HERE A SHORT FEW MONTHS. BUT, I CAN TELL YOU FROM THE BOTTOM OF MY HEART THAT I VALUE THE PEOPLE AND RESPECT THE CAPABILITIES OF SMDC/ARSTRAT AND I AM TRULY HONORED TO HAVE THIS OPPORTUNITY TO SERVE IN THIS COMMAND. DIANE AND I ARE THRILLED TO JOIN YOU HERE IN HUNTSVILLE/MADISON COUNTY, IN THE TENNESSEE VALLEY.

AND I'LL CLOSE WITH THIS REMINDER, WITH UNITS, SOLDIERS, CIVILIANS AND FAMILIES FORWARD STATIONED AND DEPLOYED ACROSS THE GLOBE, THE SUN NEVER SETS ON SMDC/ARSTRAT – SECURE THE HIGH GROUND – ARMY STRONG-HOOAH!

THANK YOU VERY MUCH!