

COLORADO ARMY NATIONAL GUARD'S COMMITMENT TO

SPACE

Recently, BG Stuart Pike, Assistant Adjutant General for Space and Missile Defense, Colorado Army National Guard, sat down for an interview with an Army Space Journal reporter. In this interview, Pike gave his thoughts on the Colorado Army National Guard's commitment to Space, and the challenges and successes the Guard has seen and will continue to see in the Space arena. LTC Don Laucirica, commander, 117th Colorado Army National Guard Space Support Battalion sat in on the interview and also shared a few of his own thoughts about the future of Space as it pertains to the Guard. Here is what they had to say:

ASJ: How important is Space to the warfighter and how is the National Guard contributing to this effort?

BG Pike: I think Space makes a tremendous contribution, and not just because it is Space, but because of the larger processes that are going on today in the military. Probably the most central process that we are struggling with along with the warfight is transformation. Transformation is in many ways an information based policy or approach to warfighting. It is a new approach and Space is one of the critical aspects to it in the arenas of provision of information, rapid sharing of information and trying to get inside your enemy's decision making cycles.

Space has a fundamental place at the table right now as we are moving from a legacy force to as transformed force. In the warfight, no one would argue about the importance of Space and what you can get out of Space, especially when you can get Space Support teams down to what we call "disadvantaged units" or users.

Our goal is to get Space information, expertise and products to the commanders in a timely fashion. That is the goal in terms of transformation and that is the goal in terms of fighting in a conflict ... Space is here to stay ... without question, the role of Space is and will remain the provision of information, expertise and products. This will be its key role into the foreseeable future.

The role of the National Guard in Space is a strong one. The Space community is very small, and in terms of force structure, and all the Army's elements, Active Duty, Reserve and National Guard, are competing for

scarce resources. In the Guard, it is difficult to qualify a Soldier in Space because of the required clearances, the technologies and the learning curve.

The men and women who work in Space are critical to the success of the entire process and the National Guard contributes significant numbers of men and women to the field. Those men and women also bring skills to the table that, in many cases, go well beyond what they do in Space and allows many of them to become enablers in a wide range of other, non military occupational specialty related areas as well.

So, I think Space is here to stay ... the National Guard's role is here to stay. I think the issue for all of us is to try to figure out how to make sure that the Guard can be integrated into the larger force and continue to provide constructive support when it is needed, either here domestically, or on the battlefield.

ASJ: So now you have the 117th Space Battalion with its Commercial Exploitation Team deployed, and you are active in the fight.

BG Pike: And we have the 100th (Missile Defense Brigade) GMD if you are talking about the larger Space mission. Also, in the Colorado Guard we have an Air Force Space Warning Squadron. So, just in the Colorado Guard we have those three units. A lot of that has to do with geography and we have several different roles.

ASJ: So, how do you see the Guard positioning itself for a future role in Space?

BG Pike: I am not sure that the Guard is going to position itself. I think that might be a leading question.



NCOs. They are gone now, so there is no dedicated Space representation at the National Guard Headquarters.

Here in Colorado, there are a lot of good reasons why the Colorado National Guard should be associated with Space and can be involved in supporting Space ... and we do get a lot of support. My position is the only general officer position in the Army National Guard solely responsible for Space issues.

A lot of that has to do with the geography and the timing and a few other things. But it also is a reflection of the support that we have here in Colorado. No one in the Colorado Chain of Command would ask the question "What are you guys doing in Space?" That will never happen. They understand the importance to the nation and to the warfighter, and there is a strong domestic role associated with Space as well. Space has many, many uses.

ASJ: *You are the only National Guard General Officer with a Space mission. That is your focus. What are the challenges that you face?*

BG Pike: There are numerous challenges and a lot of them are just Guard specific challenges. One of the most basic challenges I have is that I am not a full time military person. I am what we call a traditional Guardsman.

I also have a civilian job, so, I have competing demands

I think the Guard has always responded to the requirements of the Department of Defense and specifically, to the requirements of our service. So, a lot of that will depend upon what the Army needs and where the gaps are on the active side. And that is where I think the Guard can play key roles, especially now, where the organization of Space is still evolving, so, I think right now the Guard has the ability to respond to the needs of the Army, whatever those needs are. And I think that will be our role for the length of our careers.

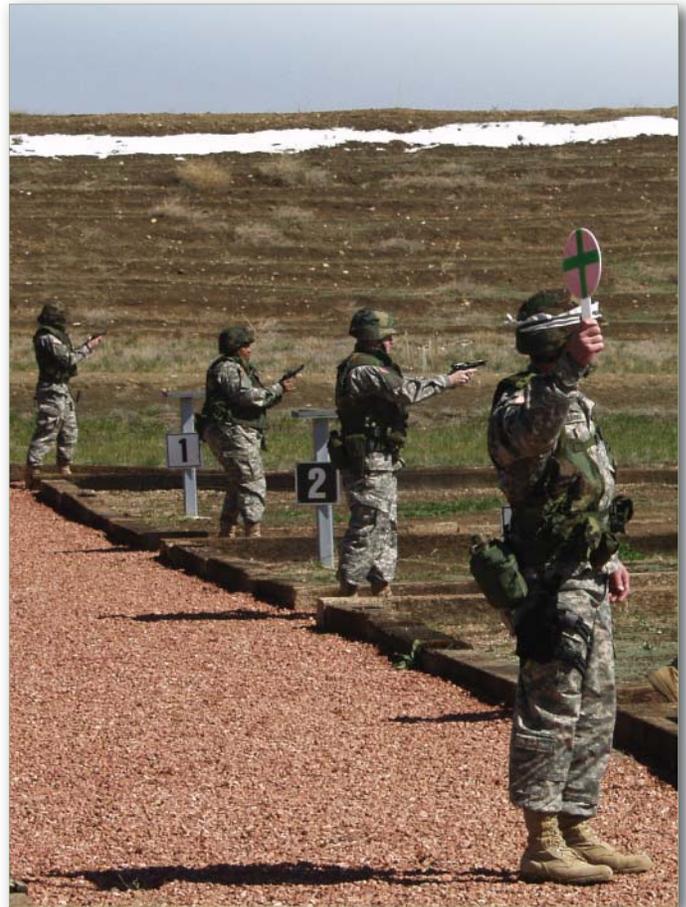
ASJ: *How does the Guard leadership see the Space support that they are providing?*

BG Pike: Like any organization, there are levels of leadership, and from my Guard perspective the leadership starts at the state. That is not everyone's perspective. The National Guard Bureau is a resourcing entity back in DC whose job is to resource the 54 National Guards. Each Guard is really a State's Army.

There are 54 State Armies. We are in the Army of the State of Colorado. When they hear that, Active Duty guys go, "What are you talking about?" because we wear all this stuff (the army ACU uniform) just like they do. But really we are Governor Ritter's militia.

So, when we talk about leadership, the Guard Bureau understands the necessity of Space and our role in Space, but they are faced with the same challenges that any other large headquarters is faced with. They have to balance a large number of very legitimate needs. Right now they are placing a tremendous focus on homeland security for example. They are trying to deal with a lot of domestic issues. They have goals they are trying to reach in terms of creating the Guard of the future. And they just stood down the small Space cell at the Guard Bureau.

It wasn't a big cell. It was a colonel and a couple of



Soldier with the 117th Colorado Army National Guard Space Support Battalion train at the range. Photo by DJ Montoya



Members of the 117th Space Support Battalion Commercial Exploitation Team show their pride. Photo courtesy of the Commercial Exploitation Team

on my time. I am also not located in Colorado Springs. These are a lot of personal issues ... (but) ... as a practical matter, (they are) challenges that many Guardsmen face. I have a very understanding boss in my civilian job who will allow me to do these things, but at the end of the day, my job is where I work and get paid. So, I dedicate about a day a week to the Colorado National Guard.

The biggest challenge for me is gathering information and making sure I have the right information, and then being able to interact with people who can influence certain decisions so that we can get to an end state that the Guard finds agreeable in terms of resourcing equipment and manpower. Facilities are going to start to be an issue for us as well. Whether or not it makes sense for other states to be involved in Space is also an issue.

ASJ: *So, each state has its own chain of command?*

BG Pike: ... Each state has its own chain of command from the governor on down. The Guard is not unlike the Active Army in that it is a political process at a certain level, and it has to be worked in that vein. So, the challenge that I face is that because I am not involved in the fight full time, my issues really become ones of communicating and gathering the right information. Without those two things I can't overcome my part time status. It just doesn't work.

ASJ: *In the same vein of the challenges you have faced, can you talk a bit about the surprises and successes you have had in this process?*

BG Pike: Let's talk about the surprises first. I have been astounded at the level of participation of the National Guard, and pleasantly so. I have known what LTC Laucirica and his folks in the 117th Space Battalion have done as long as they have been around, and to me

this is a perfect example of the National Guard in action. They are getting out on the battlefield and they look like, smell like, taste like, and act like their Active peers. It is impossible to distinguish them from an Active duty person in their environment, and that is our goal. That is what we want to do and that is where we want to be. And yet we don't want to lose our National Guard identity.

In terms of the successes, I think almost every day is a success. Like every other organization we have constraints. We have constraints in terms of our manning and we have constraints in terms of our equipment and to a certain degree in facilities although I don't view that as being a critical issue right now.

We are trying to field a service to the warfighter, and I think doing so very successfully. However, we have been going at it for a long time. It is the fifth year of the war in Iraq and Afghanistan and almost six years since nine eleven. The longer we continue the fight, the more we uncover weaknesses that we will have to work our way through.

And in doing so, we are in an environment that the National Guard is very familiar with. In many cases we are operating in an ad hoc fashion. I don't want to make that concept synonymous with "deficient" because it is not. We have to assemble teams for deployment that are not normally together all the time. They are taking equipment that they don't work with all the time and they are deploying and they are doing very, very well.

So, those are the challenges and they are starting to expose the seams in our operations as we accept missions and work through them until they are completed.

So many times in the Guard what will happen is that we will get a unit and the Guard Bureau will say "Well, it is supposed to stand up in 2010."

Policy allows us to create it two years early, but without resources – any full time manning – until the implementation date. So we say, okay, and we get the unit but we have to pull our full time manning out of other parts of the force and stick it in there.

This result is an interim ad hoc construct, but it is the model that we use to give us a couple of years to get the unit up and running before we start reporting. That is the environment that the Guard can thrive in.

ASJ: *It is more reactive than proactive?*

BG Pike: I would argue that it is both. I think it is reactive in terms that there is a need and that is where we work best. We have tried to do this where there is no need and that becomes problematic because the follow-on resources that you are promised never show up. But when you are reacting to need you are being proactive in the sense that you could just say, "No, we can't do it." And then there wouldn't be a capability.

When we react to it, we start to build a capability and we start to uncover our challenges or they start to become more evident ...

An interceptor is lowered into a silo at Fort Greely, Alaska. Photo courtesy 100th Missile Defense Brigade (GMD)

And then, we start to shape it, just like a potter shapes a pot, to get it to be like what we want it to look like and then we fire it. That might be the analogy that we want to use. We are trying to get the glaze on this thing right now, the final finishing touches and we will get it there. We will keep after it.

ASJ: *How long have you been in this position now?*

BG Pike: Since the 30 of March 2007.

ASJ: *So, it has been three or four months. That hasn't given you a lot of time to do a long term analysis of the situation.*

BG Pike: No. In the Guard world that gives me about six days. Now, that is a misnomer...

ASJ: *So melding your life outside the Guard and your Guard life is hard, but from what you have seen so far, what aspect of the Guard's efforts in Space are the most important right now?*

BG Pike: I have been in the military for 32 years. I started off as a private in the 82nd Airborne. I was on active duty and got my commission through OCS (Officer Candidate School). I had a few years on Active Duty as a lieutenant before I left and went into the Reserve component, (and) I have gone back to Active Duty periodically throughout my career. But absolutely the most important thing – and it doesn't matter what component we are talking about – is the human capital, the people.

Iraq, in my mind, and Afghanistan are proof of that. If we are just going to go over there and throw bullets downrange, we start to lose sight of our goals. I know it is out of favor now, but what was the term we were using for the Soldiers five or ten years ago? I believe it was "Warrior Diplomats."

Our Soldiers are a community of people who have the maturity, the skills, the vision, and an understanding of the product they are supposed to deliver, and, finally, they have the willingness to deliver regardless of the cost to themselves when they are in that environment. Now, I don't mean that in some sort of heroic way, although that is often the case. I mean they are working long, hard hours. They will seek out the resources that they need. They will go the extra mile in order to deliver those products. They are our human capital and that is what it is all about.

ASJ: *If you were to put on a force development hat, what do you envision the Space force in the National Guard looking like in five, ten, fifteen years?*

BG Pike: I don't know that I can answer that question because we are reacting and I think a lot of where Space goes will be based on really, two main axes. One is clearly the warfight and the traditional military application. But the other one that I think we are starting to explore now, and we are wrestling with a lot of ancillary constructs around it, is the domestic



support stuff.

Let's talk about taking satellite images of croplands in Iowa, and let's talk about an economy that is based on bio-fuels. It will be very important for us to know how well our agriculture will perform each year. Think about the consequences of a drought twenty years from now when our fuels come from agriculture. What will the impact be on our society in terms of the fuel – and how will that impact the price of bread in the supermarket?

Right now these variables are somewhat connected, but are mostly independent. The price of fuel can go up and down, but you still spend two bucks for a loaf of bread. Think about when fuel goes to five bucks a gallon and bread goes to eight bucks a loaf. Now, let's transition back into Space. Space-based products can play a role in helping us avoid those kinds of effects by providing timely and accurate information on the health of our agricultural sector.

If we look over at the way we are structured in terms of domestic intelligence collection we have to answer some very important questions. What is intelligence? What is not? Who should collect it? Who can maintain it? Who can store it and for what purposes? These questions are going to be the nexus of very powerful, competing and many times conflicting themes.

Space has the capability to make enormous contributions, but I am not sure where it is going to go. I think the military axis is the most clear-cut in my mind because, as a guy who has been an infantryman, I understand it. I get it. I have a pretty good understanding of what it brings to the table. The domestic axis, I think, may ultimately be more important to us as a nation, but I am not sure how that will play out.

ASJ: *You were talking earlier about there essentially being 54 National Guard armies. Are you sort of envisioning that, for instance, the Colorado Guard would do some of these things that would have predictive capabilities for say crops in Colorado; the Iowa Guard could do it for Iowa?*

BG Pike: See that's the huge issue for the Guard component of it. And that's going to be one of the challenges. We are dealing with that right now with the 100th (Missile Defense Brigade) GMD. We have the (command and control) structure, for the most part, here in Colorado. We have a missile field in California that is right now being manned by California Guardsmen and we have a missile field in Alaska that (is) manned by Alaska Guardsmen. So, you have three separate (Guard) armies involved in the process now.

So when we talk about the application of Guard Space assets in the domestic environment that are crossing state boundaries, you

and tornadoes. And we have to make sure there is no SIGINT (Signals Intelligence) stuff. There is an inherent responsibility on us to ensure that we protect the privacy of our citizens and that they understand what we are doing and why. They have a right to know what we are gathering and what we are gathering it with. While protecting the privacy of our citizens, it is also important that in this process we do not create the perception that we are violating any of their rights either.

ASJ: *And that has got to be a dicey issue.*

BG Pike: It is a very dicey issue. I work in emergency management right now. An FBI agent may have



A camera crew gets an inside look at the missile interceptors used to defend the Nation against incoming missile threats. *Photo courtesy of the 100th Missile*

are going to immediately bump into potential conflicts between the states. Not that they can't be resolved, they can. What I can see happening in the domestic use of Space is to have a small Commercial Exploitation Team sitting in each state. They would be limited in capability and would not be deployable elements. And they would tap into the same set of contracts and the same imagery that the larger, warfighting Commercial Exploitation Team uses.

ASJ: *And use it for domestic support?*

BG Pike: Yes. Things like a Hurricane Katrina, earthquakes

some information and it is classified Law Enforcement Sensitive, and a Soldier may have some information and it is classified secret. As the civil emergency manager, the guy who is going to have to react to whatever happens; it is difficult if not impossible for me to obtain the information that others have. We have great difficulty sharing that information.

There is no uniform construct that allows me to see either a Law Enforcement Sensitive Document or a TS (top secret) document. As a civilian I can't get on SIPR (secret internet protocol router) or into the

FBI's classified data base. So those kinds of frictions exist as well. Space will have to try to resolve them just like everyone else is.

ASJ: *So, we are looking at Colorado as being kind of a center of gravity for Space for the Guard right now?*

BG Pike: We have the (Missile Defense) Brigade, the Space Battalion and the 137th Space Warning Squadron on the Air Force side. And the other thing that is important, because we tend to think of ourselves in terms of our own communities is that all of the other Space assets that exist around us in terms of components and services. I believe many of the answers to the challenges that we face lie within the larger community.

ASJ: *Such as the Air Force?*

BG Pike: Such as the Air Force, such as the Navy, such as the Reserve, such as the Guard. There are chunks of Space in every one of those elements that are all struggling with the same issues that we talked about here ... They are not unique to us. These issues include personnel, clearances, facilities, equipment training. If we agree that human capital is, in fact, the most important part of what we are doing, why can't we invest in multi-component units? That may not be the way we want to go, but I would suggest that our Space units should have billets that can be filled by individuals from any service.

So if LTC Laucirica needs an Intel analyst, an Air Force Reservist may have an Air Force Specialty Code that meets the requirements of the position. If so, LTC Laucirica should be able to hire (him or) her. She (or he) remains an Air Force Reservist but reports to (LTC Laucirica).

LTC Laucirica: That construct is not entirely without precedent. The JTAGS (Joint Tactical Ground Station) units, up until lately, were Joint. In terms of breadth and depth, that unit is a gap filler.

You know, they are talking about adding a SATCON (Satellite Control) element to our battalion. They are talking about adding a JTAGS element. That's the breadth side of it. On the depth side of it, we have 11 teams, two companies of ARSST (Army Space Support Teams). So our depth is a lot deeper than, say, the 1st Space Battalion. So, now we have a breadth gap that we show and a depth gap

that we show.

This is a place that the Regular Army folks know well. As people leave the Regular Army, they may be able to retrieve these folks back in terms of Guard elements that use the prior service enlisted or officers. So these folks are now able to be drawn back in to fill a gap in terms of depth if a war breaks out or, in terms of breadth when it comes to specific things like the JTAGS elements. They have a plan to replace those Navy folks out there but that is not easy. You are replacing 34 people.

The 117th, in terms of being a center of gravity for Space, has arranged to have three or four of the SSEs (Space Support Elements) that are part of other Guard divisions coming out to our FTX (Field Training Exercise) next weekend to observe. This is the first time that this has happened where we have had Guard folks from four different states meeting in one place as a logical extension of where the center of gravity is located. This is where people are going to come to train ... and this is where people are going to come to work with the largest group of National

Guard Space (noncommissioned officers) and officers in the country.

ASJ: *With some of these other state National Guards indicating an interest in Space, can Space then become a bridge? Instead of having these frictions at state borders, could it bridge those borders?*

BG Pike: Well, yeah, it will and I guess the one caveat I would like to throw down here is a perspective that you might find a little strange. Even though I started out as an Active Duty Soldier and officer and I was in the Reserves for a brief period of time, I am proud of my Guard heritage.

I am proud of the fact that I am "of a state," as opposed to a larger construct. So, I don't want that to go away but we certainly need to bridge it. I think Space has the potential to be the leader in the bridging effort that could potentially cover several areas.

Could we put together a logistics set so we no longer have a green, purple or blue logistics package? We just have a logistics pallet. Now, our warfighters would still retain a ... what's the proper term -- a domain focus, whether it would



Members of the 117th Colorado Army National Guard Space Support Battalion's Commercial Exploitation Team set up their equipment after arriving in Bahrain. Photo courtesy of the

be loaded out to fight in the air, on the ground or in the water.

The support functions don't necessarily need to reflect those domain concerns. So as we talk about Space, my question is will Space provide the opportunity for us to consolidate a domain? Will it be an experiment in terms of building a force that is not necessarily tied to a service or a component? Because, truly, that is where we are but we are also still all in our little stovepipes. That creates its own set of challenges.

So within Colorado we are a center of gravity because, whether you want to talk Army or Air Force and probably Navy too, whether or not you want to talk Active, Reserve or Guard it is all here in Colorado. All those services and components have Space units and capabilities. So, we have a pool of trained people, competent people. We have, generally speaking, Space technologies and equipment here and because of these things it is becoming a natural center of gravity for Space.

ASJ: *And that's based on favorable geography. Essentially, you are here because you are in the neighborhood.*

BG Pike: Yes. If NORTHCOM (U.S. Northern Command) was in Utah all this would be there.

ASJ: *So how does a state like Connecticut get into this arena?*

LTC Laucirica: I don't think they will. I mean, in the bigger Army they are talking about reachback. Why do they have a CET downrange when we can just call up here and get the same thing? That's kind of a big argument right now. Why do we have a CET downrange? Does it have to be downrange? What's the value of that?

So, what's the value added of having a Space element in Connecticut? Someone's got to pay for it and there has to be a bang for your buck there but our people would say that most of this stuff could be called into the Operations Center or the (Measurements and Signatures Intelligence) MASINT



Crew members from the 100th Missile Defense Brigade (GMD) continuously train on and man the system designed to defend the United States

node and everything could be done by utilizing reachback.

The value added for having the CET downrange is that they have people talking to the ground forces, the folks on the ground, getting their requirements, and there is nothing that replaces that. So, if you look at Connecticut, there has to be a mission or some need to be filled there. It may be a regional need, but maybe it isn't a Connecticut need, or maybe it is a Connecticut need and is also a regional need. I would suspect that there are probably going to be regional Space centers of excellence for support throughout the country, but I think they are all going to be connected back here because here you have Schriever (Air Force Base) and they are not going to build another Schriever in another state.

So, I think CETs or commercial exploitation, which is what the states would have to use because they can't connect to national assets due to the classification issues. They would have to go through some commercial means but then they would say, what do we need the military to do. Why can't we just call Digital Globe up directly and get that.

BG Pike: I think we just need to be careful to make sure we are all in agreement about what we are talking about. When we say Connecticut, to me that says "domestic" support. And when we are talking about the 117th, for example, we are talking about the warfight.

I think two separate sets of

rules apply. I think that (LTC Laucirica's) point is extremely valid. When you are in contact and you need something, and you get on the radio and call some guy back at headquarters who has a cup of coffee in his hand, it is not always easy to convince that other person that there is an urgent need.

Now, if you are talking to someone whose job it is to provide direct support, someone you can look in the eye and say "I need some help," you are more likely to get an immediate, positive response. He is there. I am there. We know that mortar rounds are coming in around us. I don't need to try very hard to transmit that sense of urgency to him.

Now, that is the warfight side. On the domestic side, I think that ultimately, I also agree with (LTC Laucirica). (Let's say) we need to provide support for Hurricane Katrina relief efforts ... It is an urgent need. We can roll a CET team down there or we can do it from a sanctuary (command post) of some sort and sit right back here, because we understand, vis-à-vis CNN news ... I don't think anyone misunderstood what was going on in Hurricane Katrina once it got going. So that sense of urgency is there and people will react to it and get it done. And we can always use that capability.

ASJ: *It seems that the argument for having the Guard provide that support over*

some commercial entity is that the governor then has control of it and it is not a market process, it is a service process for the people of the state.

LTC Laucirica: The problem with that is that every state would have a priority. Every state would probably say, for example, that they need water purification capabilities on the outside chance that they could have a water problem. Not every state (has water purification capabilities) no more than every state is going to have Space (capabilities). We have to have access to it in times of an emergency.

I think that is where Space hasn't been factored in to the planning at (the National Guard Bureau). How do we associate the asset that we have in this battalion to an emergency and what are the lead times ... I got a phone call when the Kansas tornadoes went down. We were asked if we could provide satellite support or something like that. Now, the call was from my own Sergeant Major, but he was trying to spin me up and I was going, "I don't know, how would you do that?" How would you spin up an ARSST team to be able to provide imagery quickly enough to be effective down there, any more than when the Democratic National Convention is coming here next year, what type of support (will be required), because they are expecting us to provide some type of support.

I have already been talking to the ground forces commander. I told him that we can probably get things in anticipation of the event but the idea that if a riot breaks out we are going to be able to provide satellite imagery quick enough to make a difference is a little bit of something you have to train your commanders about. You have to let him know that satellites aren't positioned, they are flown around in circles and they have some physics to that.

But there is a need for this kind of imagery support. If we were doing national conventions every year in Denver or something like that, then we would say, hey, the bang for your buck for Colorado, regardless that we have this unit down here, would be enough.

And, so, let's say New York, if they had enough expectations of impending terrorist attacks, then they might want to have a dedicated element in New York because the state of New York and the governor would see a need and would probably ask for that type of an element.

BG Pike: Those are whole separate processes. We are talking FEMA (Federal Emergency Management Association) and National Special Security Events and things like that. There is a fix there and I don't think people fully understand or appreciate what Space can potentially do if people are willing to invest the resources.

LTC Laucirica: And I don't think that Tennessee understands how difficult it would be to stand up an isolated element in terms of getting the money for the equipment ...

BG Pike: But they are Guards people too, so they are used to doing a lot with very little and they'll just use the same process we talked about earlier and try and make it work.

ASJ: *You all have talked about some of the challenges that you have for recruitment, but what about the equipment? When you have to lobby your legislators, you all have a special set of circumstances that you have to not only understand but master. Can you talk about those a little bit?*

BG Pike: ... That is where the Guard is fundamentally different from our Active Component counterparts. In the state of Colorado we do not have a schoolhouse system. Recruitment and training of our Soldiers is not an invisible process to the commander. On Active Duty, if I expect to lose someone, my S1 puts in a request and we get replacement Soldiers.

Well, in the Guard, if we need Soldiers, we need Soldiers. And so we have to go out and find them, we have to bring them in. We see them the first day that they come in to the Guard, and then we talk to them, they get shipped off to (school)... and that is one of the great news stories in the military during my career, now we go through all the Active component schools unlike back in the day when they had a separate track for guard guys ... so, we launch our guys off into their MOS producing schools and we get them back and we have to take care of them through that whole process. We assign them a slot when they go off to school so they are occupying one of our positions regardless of how long that education process takes.

Our Soldiers are a community of people who have the maturity, the skills, the vision, and an understanding of the product they are

Security clearances, all that stuff, we have to manage that. In the Space community that can take over a year.

LTC Laucirica: Imagine showing up for a drill and saying I have 80 people on the books but I only see 30 people in formation.

BG Pike: That is because people are off training...

LTC Laucirica: Or in high school still.

BG Pike: Yeah, exactly right.

LTC Laucirica: We have guys in high school taking up slots in their units in anticipation of them graduating and going to an MOS school. We probably have five or six kids that we are holding slots for, who are drilling with a recruiting element getting them ready to go to basic training.

BG Pike: And that is our world. It is nothing we complain about, it is just the way we are because each state can't have a FORSCOM (U.S. Army Forces Command) or a TRADOC (U. S. Army

Training and Doctrine Command). So, we inherit some of those roles, as individuals, as commanders, as entities. So those are the challenges we face. The Colorado Guard is one of the leading states in the nation now in terms of strength. We are at approximately 107 percent strength, something like that. A lot of that has to do with incentives, the warfight and the nature of our state as opposed to other states in terms of political perspectives and stuff, and what the kids think about what's going on in the world today. But that is part and parcel of being a guardsman.

LTC Laucirica: I had a kid stroll in yesterday, a specialist. He called me up Thursday, I never heard of the guy before. He just got back from the 96 Bravo course. He is an Intel guy, he brought over his resume and he wants me to help him find a job. He is a four year college graduate, 27-year-old specialist, with a TSSCI (Top Secret Sensitive Compartmented Information) in 96 Bravo. Now, he was on my books for probably a year and a half and I never knew who he was. It took him probably a good year to get his TSSCI while he was in class because you can't just go to 96 Bravo. But now I finally got him. The point here is that the recruiting I am doing now is probably not going to help me a lick but it is going to help the next guy who commands the battalion.

BG Pike: That's probably the biggest challenge. We don't have a replacement depot anywhere. We don't have a place to stick away our kids who are in the schoolhouse or in transition or something. They have to be on our books. The final analysis is that this gives us our most interesting challenges.

ASJ: *So regarding schools and training, let's go back to the Commercial Exploitation Team. The team deploys and you have people going down range with multiple skill sets. They are more than a regular Army Soldier; they have another dedicated skill set and they go downrange with that. How does that make the guardsmen more valuable?*

BG Pike: Guardsmen and women bring a broader experience to the



An aerial overview of Missile Defense Complex at Fort Greely Alaska is framed by mountain range. The Complex, carved out of the frozen tundra, houses the interceptors of the 100th Missile Defense Brigade (Ground-based Midcourse Defense). The interceptors are part of the nation's emerging ballistic defense program. Photo courtesy of the 100th Missile Defense Brigade.

fight most of the time. There is a comparison that is easy to make although it is certainly not always true. If you have an individual who is on Active Duty who came into the military at 18 years of age, out of high school, that MOS is that person's life experience and because of that this individual is very, very good at the MOS specific tasks they are assigned.

If you take a Guards person who has come out of high school, and they may have a college degree under their belt, they might be a carpenter, they might be a salesperson, and they could be working at public works somewhere. They could be a cop; a lot of cops are in the force. These people may have experiences that could go well beyond any that a typical Regular Army Soldier might have. And really these other non-military experiences are the mainstay of their lives and the military is the smaller part. So, when they deploy into theater, and because of the training we do, the Guard Soldier is reasonably competent and quickly gains proficiency in their military MOS within weeks, but he also





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brings this whole other set of skills.

LTC Laucirica: That's a huge problem is (Special Forces) right now. A guy is driving down the road in his Hummer, the Hummer breaks. He is done. You know, when we grew up, you learned things. If you broke down you would go out, get your matchbook out and you could gap the points and you mess around and you figure out how to get that thing going. Now, the machines are so complex, and the kids have so little exposure to those things – they are finished. But if you were a mechanic in civilian life you could get out and make that thing work again. And those are the kinds of things that a Guardsman can bring to the fight.

ASJ: *So if a Guard unit goes down range it can be a little bit more self-reliant, self-sufficient based on their life experience.*

BG Pike: Often times. And I still think the best things we

can do as a force is to mix components together. And I don't mean at the individual level. I don't mean to imply that we would give up our unit cohesiveness or somehow integrate units; because that is not something we would like to see in the Guard. I think it is very helpful to have Active Component organizations with Guard organizations and then that Guard organization can take advantage of the tactical and technical expertise of those Active Component counterparts and the Active Component counterpart can take advantage those other skills of the Guard.

ASJ: *So this is like the old cohort unit concept?*

BG Pike: Sort of. Significant challenges we face right now are the requests we get to deploy a battalion without its headquarters. The combatant commander doesn't want the battalion commander or staff. So they mobilize the companies and farm

them out to Active Duty battalions. And that is something we have been fighting and will probably continue to fight for as long as we exist. We don't like to see that happen for obvious reasons.

ASJ: *Are there any final thoughts you would like to share?*

BG Pike: I would just like to reinforce the idea of jointness and Space. I think we are going backwards if we think in terms of the Army, if we think in terms of the Guard, or we think in terms of Active Duty. We can't afford to do that. We must look at the larger structure. We have to think of Space in terms of a truly national asset, a DoD-wide asset. And as we look to solutions, to the extent that we can, that our institutions will allow us, we need to try to get past those institutional constraints and start to think about larger solutions that will take up all the expertise that we have available to have a better community. We need to ask how Space capabilities we now possess can serve the national community rather than just "How can the Guard do it here in Colorado?"



A 49th Missile Defense Battalion (Ground-base Midcourse Defense Soldier gazes at the Northern Lights. The 49th Missile Defense Battalion is a National Guard Battalion based out of Fort Greely, Alaska. They stand ready to defend the Nation against incoming ballistic missiles. Photo by SGT Jack W. Carlson III