

THE SECTOR

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National security is our top priority and few responsibilities are as critical as maintaining air sovereignty. At the Eastern Air Defense Sector, this mission isn't just a duty; it's a testament to steadfast commitment and exceptional teamwork. As a member of the EADS team, I am immensely proud of our contributions to the noble mission of safeguarding our skies around the clock, and ensuring the safety and security of our nation. Our members and families can sleep well at night knowing we have the watch from the front gate, support offices and the operations floor.

The 24/7 air sovereignty mission is successful because of the dedication and professionalism of everyone at EADS. As we stand guard, we are driven by a shared understanding of the gravity of our role. This mission serves as a strong reminder that our nation's security depends on our vigilance, and we proudly shoulder that responsibility.

Behind the scenes of our air sovereignty mission lies an intricate web of security and support functions that are indispensable to our success. These functions serve as the foundation upon which our critical mission stands. Our efforts wouldn't be possible without the cohesive collaboration of our detachment, squadron, and group members, each contributing their expertise to ensure seamless operations and advancing our unit to higher levels.

Among the busiest of NORAD's five battle control centers, EADS maintains the highest level of readiness and effectiveness. With the volume of activity we handle every day, we recognize the importance of staying ahead of the curve and embracing innovative approaches to meet the challenges of our dynamic air defense environment.

Our success is a direct result of the visionary leadership that guides us. We've embraced Air Force Chief of Staff Gen. Charles Q. Brown's "accelerate change-or-lose" philosophy, recognizing that adaptability and evolution are the cornerstones of our continuous improvement and will enable us to outpace our adversaries. Under the leadership of 1st Air Force Commander Lt. Gen. Steven S. Nordhaus, we've internalized his philosophy of making consistent 1% improvements over time to foster an organizational culture of excellence. In keeping with AFI 1-2, which charges commanders with the responsibility to improve the unit, we've enhanced our strength and capabilities. We've done this by establishing a Security Forces Squadron, fortifying our cyber protection and recruiting outstanding Airmen at all ranks. Additionally, the pursuit of a \$59 million dollar operations building, counter UAS protection for the installation, advanced sensor improvements, Agile Operations planning and leading the development of a Cloud-Based Command and Control (CBC2) system, underscores our commitment to continuous improvement.

As the 224th ADG Commander, I am extremely proud of the critical 24/7 air sovereignty mission we undertake and the team we have built to support and execute that mission. As we approach the 22nd anniversary of 9/11, I am reminded that our commitment to the mission goes beyond duty; it's an embodiment of our devotion to the nation's security. With an unwavering focus on excellence, innovative leadership, and a persistent drive for progress, we continue to shape an outstanding organization that sets the benchmark for security and vigilance. Thank you for all you do to improve our unit and protect this great nation!



Col. Steven H. Rathmell

On the cover: Col. Jennifer King was promoted on Aug. 18. Col. Steven Rathmell, 224th ADG Commander, was the promoting officer.

Standards and mission success

by Maj. Carter Matherly, 224th ADG Inspector General, Director of Inspections

On Jun. 20 Chief Master Sgt. JoAnne Bass, the Chief Master Sergeant of the Air Force, published an untitled letter addressing all Airmen stressing the importance of standards in the face of globally pacing threats. As a warfighting force, standards are the bedrock foundation of a disciplined and ready force. According to AFI 1-2 *Commander's Responsibilities* standards are defined in Major Graded Area (MGA) 2, *Leading People*, as an amalgamation of conduct, performance, and discipline. Further, MGA 2, details many of these attributes under the sub-MGA *Discipline* which is comprised of: compliance, pride, accountability, customs courtesies & uniforms, and attention to detail.

As standards begin to erode, complacency quickly sets in and blunts our judgement. On Sep. 22, 1995, complacency surrounding the importance of bird mitigation at Elmendorf Air Force Base, Alaska culminated in the catastrophic loss of YUKLA 27, when the aircraft ingested into multiple engines several geese just after takeoff. A year earlier in July 1994, CZAR 52, a B-52 piloted by the wing's Chief of Standards and Evaluations, crashed at Fairchild AFB killing all four on board. The resultant inspection highlighted a wing-wide complacency towards basic safety standards and airframe limitations. Notably, when two CGOs brought details of the pilot's extremely unsafe actions to Squadron and Wing leadership, they were dismissed and relegated to lesser positions, while he was selected to fly demonstration runs for the ill-fated upcoming airshow. Fast-forward to July 2010 at Elmendorf AFB where an evaluator pilot flying SITKA 43, a C-17 Globemaster, exceeded the aircraft's limitations, entered a stall, and fell from the sky killing all four crew members. Before the crash there were numerous automated sensors and alarms warning the crew of imminent disaster, but they were ignored. Echoing the CZAR 52 incident, the pilot of SITKA 43 was known as an aggressive aviator who not only exceeded limitations, but actively modified them and taught others the egregious standards and created a culture of normalized deviance.

Each of these scenarios have three things in common: improper conduct, poor mission performance, and a wanton disregard for discipline. Even today these hallmarks can be vibrantly present and passively tolerated. Consider the 102nd Intelligence Wing where an Airman 1st Class was able to leak Top Secret documents online. Mission failure very rarely (if ever) occurs as a singularity. There is a legacy of complacency founded in non-compliance, accountability failures, and a lack of attention to detail [or attention to the wrong details.

Breaking the cycle is simple: say something, speak up, especially if something seems "dumb, dangerous, or different. Any one of the aforementioned incidents could have been prevented had more Airmen taken standards seriously and adhered to core values of "Integrity First, Service Before Self, and Excellence In All We Do".

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Dewey Scholarship and Gate to Gate Run

Photos by Alicia Morales 224th ADG

For the seventh year, the Col. Wade F. Dewey Scholarship has provided EADS members and spouses with money for higher education.

Given in memory of the former 224th ADG Commander, the \$1,250 scholarships were presented by Ms. Selena Dewey as part of the annual Dewey Gate to Gate Run.



Staff Sgt. Emma Kenney (right), accepting her scholarship award from Ms. Selena Dewey (left).



Olivia Martinez (right), accepting her scholarship from Ms. Selena Dewey (left).



Airman 1st Class Anna Zumbrun (right), accepting her scholarship award from Ms. Selena Dewey (left).



Participants of the ruck, walk, bike, and run are pictured at the starting line to kick-off the annual memorial event.



Pictured are Master Sgt. Anibal Verdejo and Mrs. Selena Dewey packing up donations made by the unit for the Feed Our Vets food drive.

The path to leadership: vulnerability with optimism

by Master Sgt. Kathleen Bielecki and Master Sgt. Aaron Alcorta, 224th ADG First Sergeants Council

In her book *Dare to Lead* Dr. Brené Brown's statement, "You can't get to courage without rumbling with vulnerability," serves as a guiding star through the complex realm of leadership. Paired with the empowering mantra, "what stands in the way becomes the way," these quotes illuminate the intertwined nature of vulnerability and optimism in the leadership journey.

Vulnerability is the essence of emotional intelligence. It's the encrypted connection that fosters authenticity, empathy, and open communication. Embracing vulnerability means embracing authenticity and paving the way for a culture of trust. It involves admitting that we don't have all the answers, which is where emotional intelligence comes into play. Navigating vulnerability with empathy allows leaders to connect with team members on a deeper level, fostering genuine relationships.

Optimism, on the other hand, acts as a powerful lens through which leaders perceive challenges. "What stands in the way becomes the way" is the mantra of optimistic leaders. Instead of fix-

ating on barriers, they see them as opportunities for growth and innovation. Optimism propels vulnerability into action – it fuels the courage to address vulnerabilities and convert them into strengths. This symbiotic relationship transforms hurdles into steppingstones, driving resilience and adaptability.

In the military world, where uncertainty is the norm, vulnerability coupled with optimism becomes a formidable leadership strategy. Leaders who embrace their vulnerabilities and encourage open dialogues build teams founded on trust and unity. When infused with optimism, these dialogues evolve into problem-solving sessions. This dynamic duo nurtures military units into agile teams that thrive on communication, creativity, and camaraderie.

At the crossroads of courage and vulnerability, challenges morph into opportunities, as optimism infuses obstacles with potential.



NGB Chief visits JADOC

By Lt. Col. Eric Miller, 224th Air Defense Group Detachment 1 Director of Operations

People, readiness, modernization, and reform. These are the priorities that Gen. Daniel R. Hokanson, the 29th Chief of the National Guard Bureau and member of the Joint Chiefs of Staff, established in August 2020 when he took over during the COVID-19 pandemic. Earlier this year, he emphasized that these are still his priorities. The air defense community is no stranger to these priorities. Whether you are a Sector member or a member of Detachment 1 or 2 in the in the National Capital Region, we are constantly trying to sharpen and gain more personnel, remain in a constant state of readiness, and maintain a need for innovation and modernization with our mission systems. During Gen. Hokanson's visit to the JADOC, he underscored the importance of these priorities as he asked questions regarding modernization, while also focusing on the health and welfare of the Soldiers and Airmen that support the mission. During his operations floor tour, he took extra care to talk with each member on the crew, voicing his appreciation for what we do daily.



JADOC welcomes newest Airman

The JADOC welcomes Capt. Earnest Weaver to the team! Weaver was sworn into the NYANG on Aug.22 by Maj. Eric Schenck from the 224th Air Defense Squadron. Weaver comes to us from the active duty Air Force, where he served five years as an enlisted medic and Base Honor Guard before commissioning and serving eight years as an ABM. He was an Instructor ASO on the Airborne Early Warning and Control System, and was most recently serving on a NATO AWACS as a Surveillance Controller. Weaver consistently completed training as a Distinguished Graduate, and has operational experience in support of AFCENT, Europe, ONE, and counter drug operations. He has been a Flight Commander, Chief of Wing Surveillance Officer Training, and was most recently serving as the Chief of Wing Operational Software Development in the E-3A.



Maj. Eric Schenck (left), welcomes newest JADOC member Capt. Earnest Weaver (right)

Photos by Senior Master Sgt. Robert Schlubach, 224th ADG Det 1

1st Force SEL visits JADOC

by Senior Master Sgt. Robert Schlubach, 224th Air Defense Group Detachment 1 Senior Enlisted Leader



Pictured on the right in the above photos is Chief Master Sgt. Denny Richardson recognizing Master Sgt. Stuart King (top left) and Staff Sgt. Mackenzie Coffey (top right) for their superior performances.

On Tuesday, Aug. 22 the Joint Air Defense Operations Center hosted 1st Air Force Command Chief Master Sgt., Denny Chief Richardson. He was in town to attend the August EFAC on Andrews Air Force Base, Maryland and took the opportunity to stop in for a visit with the men and women of the JADOC.

In true Joint Service fashion, Chief Richardson recognized and coined a few of our outstanding Soldiers and Airmen in front of their peers and leaders. Florida Army National Guardsman, Staff Sgt. Mackenzie Coffey, was recognized for achieving “Top Team” status during the Culminating Training Event at Fort Bliss, Texas and for being one of the only status coordinators on mission to be dual certified as a battle captain. Master Sgt. Stuart King was recognized for setting up the Det’s first ever Continuous Process Improvement shop and for creating a centralized JADOC process improvement tracker directly supporting the Commander’s priorities and objectives. Tech. Sgt Emilio Bermonty, one of the Det’s newest members, was recognized for completing cyber tech school, Community College of the Air Force degree, and Noncommissioned Officers Academy within his first year assigned to the JAOC, and for showing great resilience in handling a difficult transition for his family from Puerto Rico to the National Capitol Region. Chief Richardson found Sgt. Bermonty’s personal story to be inspiring and asked him if he would like to join him on his future leadership podcast. The 1st Air Force Command Chief also recognized Master Sgt. Kendrick Wilburn, Noncommissioned Officer in Charge of the JADOC training and capabilities requirements shop, for his excellent work.

Following the recognition ceremony, Chief Richardson was given an operations brief by Master Sgt. Marcus Padgett. After the brief, he went to the operations floor for positional briefs and the chance to watch a track-of-interest exercise.

Towards the end of the visit, Lt. Col. Joshua Jessup, Det 1 Commander, took Chief Richardson onto the roof of the JADOC, where they were able to get a birds-eye-view of the Phase II construction. Lt Col. Jessup provided Richardson received an update on the construction project.



Chief Master Sgt. Denny Richardson, pictured on the right, recognized Master Sgt. Kendrick Wilburn (top left) and Tech. Sgt. Emilio Bermonty (top right) for their recent superior performances.

224th ADS Participating in Agile DevOps of ERSA Software

by Dr. Brian “Doogie” Tuttle, 224th ADS, Capabilities and Requirements

The 224th Air Defense Squadron’s Master Sgt. Jeffery Coleman, Master Sgt. Brian Burgess and Master Sgt. Jesse Bucenec volunteered to support development of software that performs range-finding via a “triangulation” algorithm within the Enhance Regional Situational Awareness system. This capability will facilitate correlation of an ERSA image with a track on the Battle Control System-Fixed. Ultimately, it will improve the Sector’s track validation process, a critical step in the creation of an “air picture” (i.e., actionable information for tactical decision).

Although the requirement for range-finding from ERSA cameras had already existed, the “slow-moving blob” incident on November 26, 2019 underscored its importance. The reader can find more information about this event in former EADS commander Col. Emil Filkorn’s article in the December 2019 issue of *The Sector*: [https://usaf.dps.mil/sites/34151/224ADS/DOM/DOM%20Sector%20Articles/2019-12%20-%20Filkorn%20\(EADS-CC\)%20-%20Slow%20Moving%20Blob%20Incident%20\(The%20Sector,%20Dec%202019\).pdf](https://usaf.dps.mil/sites/34151/224ADS/DOM/DOM%20Sector%20Articles/2019-12%20-%20Filkorn%20(EADS-CC)%20-%20Slow%20Moving%20Blob%20Incident%20(The%20Sector,%20Dec%202019).pdf).

The National Capital Region Integrated Air Defense System Program Management Office seeks both hardware (laser) and software solutions that offer range-finding capability. Toward that end, they fielded ERSA 6.8 software, which has a rudimentary “triangulation” solution late last June. The three EADS air surveillance technicians have helped develop it using the PMO’s Agile DevOps ERSA software development method.

So, what is Agile DevOps and how does it work? The Air Force has adopted this relatively new way of developing software to “deliver performance at the speed of relevance” (borrowing a phrase from the now superseded 2018 *National Defense Strategy*).

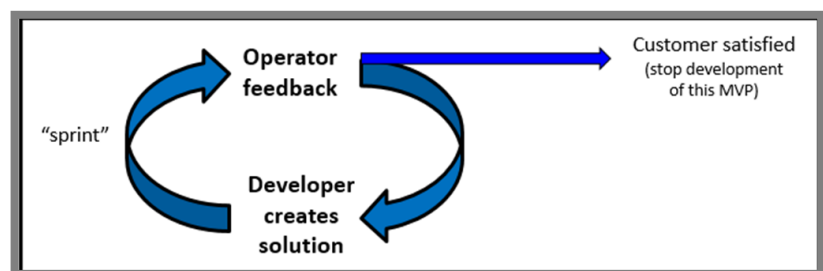
In general, Agile DevOps means attacking large-scale problems in bits by fielding software solutions that offer some small but immediate improvement called a “minimum viable product.” The customer continuously reviews system requirements to ensure that all needed capabilities are accounted for and prioritized. The developer then creates solutions for and fields the highest priority and/or easiest to implement requirements during a short development period called a “sprint.” Thus, operators don’t wait years for one-hundred percent solutions to problems that are no longer relevant.

Gradually, the system’s operational value will increase. The figure below models a sprint’s iterative process.

Just as Cloud-Based Command and Control (CBC2) developers employ Agile DevOps, so too do ERSA software developers. The NCR-IADS PMO, 224 ADG/Det. 1 and the ERSA software developer Trident Systems,

Inc. began exploring this process in 2020. Their first attempt developed and fielded the ERSA Joystick. In the NCR-IADS PMO’s process, Det. 1 operators provided feedback to TSI as they developed a solution. Since then, the goal is to a new version of ERSA software each quarter to gradually improve user interface and system utility.

Until now, Det. 1 ERSA operators have supplied feedback to Trident. In triangulation’s case, they instead asked for 224 ADS operators to help because the goal is to improve the Sector’s track validation process. Specifically, they asked 224 ADS operators to develop ERSA tactics, techniques, and procedures and to make suggestions for future software improvements.



Sprint iterative process

...Agile DevOps (continued from previous page)

In response, Master Sgt. Coleman, Master Sgt. Burgess and Master Sgt. Bucenec have worked with DOM to develop the TTP for employing ERSA triangulation when validating tracks. These TTP state the triggers for employing it (vs. other tools), the actual (button pushing) steps taken by the operators, what can be expected as output from the ERSA, and how to report the information extracted from triangulation. The TTP are now at Weapons and Tactics for review.

During operational testing later this fall, the test team will use the TTP to develop a test plan that ensures that the human-machine team can perform track validation with the triangulation software. They will determine the extent to which ERSA operators can guarantee that any object seen in the ERSA image correlates with the Battle Control System-Fixed track that they are attempting to validate—i.e., determine whether the BCS-F track represents a potentially threatening airborne object, or something harmless such as a radar anomaly, birds, or weather phenomenon.

Knowing each step in the TTP will allow the test team to isolate problems areas within the process. As in any continuous process improvement project, if a step takes too long or yields undesirable results, it becomes a target for improvement. Any deficiencies they find can be addressed by the developers to ensure that the system is sufficiently effective and efficient.

Employing Agile DevOps depends upon frequent interaction between tactical operators and software developers. Because the Air Force increasingly employs this Agile DevOps method to rapidly increase its warfighting capability, 224th Air Defense Group personnel will be asked to assist in this process. It will be their chance to influence development of Sector mission systems so that they best suit mission requirements.

DOM thanks the three ERSA triangulation Agile DevOps volunteers for spending their time and using their talents to make an important contribution to system development that will improve EADS mission readiness.

The importance of having a primary care provider

By Tech. Sgt. Lori Olsen, 224th Air Defense Group Medical Technician

Because family doctors and internists are at the forefront of early detection of diseases such as cancer and coronary artery disease, they can prevent serious health consequences for their patients, which can also have repercussions in our force's readiness. A primary care provider (PCP) is responsible for screening all major health-related conditions. If you already have a chronic condition, your PCP helps manage it and improve your quality of life. If you have any concerns about your health, even if you are not experiencing symptoms, it's good to let your healthcare provider know about them. Your healthcare provider is your advocate, and they are there to help.



If you don't have a PCP and need help finding one, reach out to the medical staff for assistance! We can set up some time to research and help.



The 224th ADG welcomed Maj. Joshua Mertzlufft and his family to the organization. He joined the unit on Aug. 1 at a swearing in ceremony at the 174th Attack Wing, in Syracuse.



Master Sgt. Robert Aikins (left), reenlisted on Aug. 7. Lt. Col. Michael Kidd (right), the 224th ADG Inspector General, was the presiding officer.



Tech. Sgt. Anthony Anguiano (right), reenlisted Aug 10. Maj. Sean Allen (left), 224th ADS, was the presiding officer.



Tech. Sgt. Oleg Gavrilov (left), reenlisted on Aug. 25. Lt. Col. Peter Onan (right), Chief of Operations and Training at the 224th ADS, was the presiding officer.

Annual inspection roll-up

by Colt Brumm, 224th ADG Health and Occupation Safety Manager

There are several types of safety inspections that occur in our facilities throughout the year, including annual facility safety inspections, monthly USR spot inspections, monthly supervisor safety inspections, and others.

The goal of all of these is to find and fix safety hazards before they have the chance to hurt somebody or damage equipment or property. Here are the things that were most frequently identified in FY23:

High-power items plugged into power strips. Do not plug high-powered items into a power strip. These items can cause power strips or surge protectors to melt, short, or burn. Mi-



crowaves, refrigerators, coffee makers (except low-power Keurig-style single cup coffee makers), space heaters, heating pads, and toasters should not be plugged into power strips.

Tripping hazards. This one is really hard for me to do for you, since tripping hazards are frequently temporary in nature. Power cords in walkways, excess items on the floor, messes that haven't been picked up yet, overflowing shredders, etc. aren't usually long-term issues on their own, but they happen often enough that there is usually a tripping hazard somewhere on the installation at any given time. When they happen, I am almost certainly not going to be the first person to see it and have the chance to fix it. I need you to all notice when tripping hazards happen and to take steps to mitigate the risk.

Obstructed access to emergency equipment. The areas in front of fire extinguishers, fire alarm pull stations, emergency power off buttons, electrical panels, AEDs, halon system buttons, and other emergency equipment must remain clear. Even items which are small or easy to move can cause significant problems in an emergency situation with reduced visibility, high stress or panic, alarms, and other distractions. Nothing should be left in front of emergency equipment, even for "just a minute." I know that storage is often hard to come by, but the clear areas in front of emergency equipment are called "clear areas" for a reason.

Housekeeping. The common theme of a lot of the hazardous conditions that we had in our facilities this year is that many of them boil down to basic housekeeping. Keeping our workplaces organized, clean, and sanitary can prevent issues like tripping hazards and obstructed access to emergency equipment. Additionally, keeping things sanitary helps to prevent problems like mice, bugs, grease buildup, and disease transmission. Things don't have to be kept sparkling, but we do need to ensure that our work area is picked up and clean.

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Four Airmen were promoted in August. Promoted Airmen below are identified by their new rank.



Col. Jennifer King was promoted on Aug. 18. Col. Steven Rathmell, the 224th Air Defense Group Commander, was the promoting officer.



Staff Sgt. Zachary Houle was promoted on Aug. 7. Col. Aaron Mahoney was the promoting officer. Chief Master Sgt. Mark McAfee served as the narrator.



Master Sgt. Matthew Musumeci was promoted on Aug. 5. Lt. Col. Jacob Searles was the promoting officer.



Staff Sgt. Rasheed Brooks was promoted on Aug. 23. Col. Aaron Mahoney was the promoting officer.

Photos by Patrick Young, 224th ADG Public Affairs

The Devil's Brigade: 1st Special Service Force in WWII

by SSgt Andrew M. McNamara, 224th SPTS C2 Mission Systems

WWII was a massive conflict that introduced newly evolved technologies such as improved armor and aircraft.

It was also a war of secret operations, espionage, and one that saw the creation of special forces units. Many of the Russian forces that fought the Germans would go on to establish elite special forces units and airborne regiments. The U.S., British, and Canadians also created units to help infiltrate enemy lines, commit acts of sabotage, and gather intelligence.



US and Canadian commandos dislodge German positions on Mt La Difensa

One of these units was the U.S.-Canadian First Special Service Force, known to the Germans as the *Devil's Brigade*. Originally slated to be trained in Norway, the brigade wound up being trained in combat jumps and winter warfare at Ft. William Henry Harrison in Montana.

Despite the differences between the two militaries, uniforms and commands were quickly standardized for the unit and the U.S. and Canadian troops rapidly became a cohesive team.

The 1st Special Service Force saw combat in Italy and France. Their most notable engagement came during the Battle of Mt. La Difensa, also known as Hill 960, in which the brigade was ordered to scale a vertical cliff behind German lines in an effort to dislodge them.

The Devil's Brigade succeeded where other attempts had failed. The attack forced the Germans to retreat and fall back to the north.

The unit was disbanded in 1944. Its Canadian members were sent to parachute battalions, while the Americans transitioned to U.S. Army Ranger units.

Several current American and Canadian special forces trace their roots to the 1st Special Service Force. In 1968, a popular film highlighted the unit's contributions to modern special forces.

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