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The Eagle

United States Army Space and Missile Defense Command

Volume 11, Number 7, July 2004

SMDC names 2004 NCO, Soldier of the Year

By Marco Morales
SMDC Public Affairs

CRYSTAL CITY, Va. — Hard work and long hours of painstaking preparation have paid off for two U.S. Army Space and Missile Defense Command Soldiers who competed to earn the titles Soldier of the Year and Noncommissioned Officer of the Year.

SMDC announced its fiscal year 2004 winners June 23.

Staff Sgt. Curtis L. Kimbrell
NCO of the Year

Spc. Daniel G. Everly
Soldier of the Year

Spc. Daniel G. Everly, A Detachment, 1st Space Company, 1st Space Battalion, Stuttgart, Germany, was named Soldier of the Year and Staff Sgt. Curtis L. Kimbrell, Headquarters and Headquarters Battery, 100th Missile Defense Brigade (Ground-based Midcourse Defense), Peterson Air Force Base, Colo., was named Noncommissioned Officer of the Year.

A yearlong, highly competitive and extremely demanding screening process selected the two best of eight Soldier candidates. Everly and Kimbrell will compete for the Army titles in September.

The competition began at 6 a.m., June 21 with competing Soldiers taking the Army physical fitness test. Later that morning, members of the SOY/NCOY board, led by Command Sgt. Maj. David Lady, SMDC command sergeant major, asked each Soldier a series of challenging questions including proper maintenance, handling and knowledge of small arms; drill and ceremony; knowledge of Army field manuals and regulations; general Army knowledge; and basic leadership skills. Each Soldier gave a five-minute presentation that focused on leadership.

The following day, the Soldiers toured Washington, D.C., visiting such sites as the World War II, Korean and Vietnam War Memorials; the Smithsonian Institution; Arlington National Cemetery and others.

Everly, 26, earned his bachelor's degree in physical education from West Virginia University. The Atglen, Pa., native said the sweaty palms and fast heart beats associated with nervousness are just part

See ***Top Soldiers***, page 10

SMDC Colorado Springs welcomes new deputy commander for operations

SMDC Public Affairs

COLORADO SPRINGS, Colo. — Col. Jeffrey C. Horne became the new deputy commander for operations of U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command in a welcome ceremony in Colorado Springs, Colo., on June 30.

Photo by Dennis Plummer

Col. Jeffrey C. Horne, deputy commander for operations, U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command makes remarks thanking members of the command for a warm reception.

"What a great opportunity to be here and to serve our Soldiers," Horne said. "This is the fulfillment of a Soldier's dream, and I'm incredibly excited to join such a distinguished, combat-ready, battle-proven warfighting team."

Addressing the members of SMDC/ARSTRAT, Horne said, "I commend your incredible success. You have the greatest, most operationally experienced military, civilian workforce and industry support team I've seen. Together you have sent Soldiers to war, performed beyond expectations in all tasks, gotten every Soldier home safely to his or her family, and continue to support space Soldiers. All this was done while simultaneously converting to our role as the Army component to U. S. Strategic Command. This is an incredible set of feats for any fighting force."

In looking to the future of the Space cadre and the command, Horne stressed the fact that "this business is about people." He commended the growth of the command, and the expanded direction of the space cadre to include noncommissioned officers and civilians. He praised the ongoing joint educational efforts with the Air Force Space Command and highlighted the importance of the Ground-based Midcourse Defense program and the Global Ballistic Missile Defense

See ***Horne Welcome***, page 5

Change of command for STRATCOM

Seaman Ted Green
STRATCOM Public Affairs

OFFUTT AIR FORCE BASE, Neb. — For the first time in history, a Marine general will lead U.S. Strategic Command.

Marine Lt. Gen. James Cartwright assumed command of STRATCOM from retiring Adm. James Ellis during a change of command ceremony at the Allman Maintenance Facility July 9. Gen. Richard Myers, chairman of the Joint Chiefs of Staff, officiated the ceremony.

Prior to his assignment to STRATCOM, Cartwright was the director for Force Structure, Resources, and Assessment at the Joint Staff.

Since its creation June 1, 1992, STRATCOM's command position has traditionally been rotated between the Navy and Air Force. Ellis was the fifth commander to take on that role.

"Adm. Ellis leaves behind him a strong legacy to carry forward," said Paul Wolfowitz, Deputy Secretary of Defense. "I know that Gen.

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The Command Corner

Lt. Gen. Larry J. Dodgen
Commanding General

CSM David Lady
Command Sergeant Major

Operations Enduring Freedom and Iraqi Freedom and support of our Joint Warfighters in the Global War on Terrorism provide clear evidence of the significance that Space-based products and services are to our nation and military forces. This importance has grown exponentially since Operation Desert Storm in the early 1990s and will grow even faster in the coming years. Truly, it is an exciting time to be a member of SMDC.

As the Army's proponent for space and operational integrator for missile defense, SMDC is a "concepts to operations" organization. In this role, SMDC provides space and missile defense capabilities by developing, testing and fielding state-of-the-art space and missile defense systems and operating national test and range facilities. The Blue Force Tracking system, the Grenadier Beyond Line-of-Sight Reporting and Tracking (BRAT), the Joint Tactical Ground Station and the Space Support Element Toolset were all developed using technology developed by SMDC Research, Development and Acquisition activities. The benefits of these technologies — and others developed by SMDC's RDA activities — directly support our deployed space forces and provide significant capabilities to accomplishment of our assigned missions as the Army Service Component Command to the U.S. Strategic Command (STRATCOM).

Over the past couple of months, we have placed great emphasis in several mission areas. The inextricable linkage between space, technology and missile defense provides SMDC an excellent opportunity to synchronize its unique and extraordinary capabilities in all three areas.

In the field of Directed Energy (DE), SMDC's efforts have pioneered the way ahead in several areas. The DE Summit, hosted recently in Colorado Springs, Colo., served as an excellent forum to learn of promising technologies and discuss how these capabilities might support our military forces. Notably, the Mobile Tactical High Energy Laser (MTHEL) test bed, located at SMDC's High Energy Laser Systems Test Facility, White Sands Missile Range, N.M., recently demonstrated the capability to destroy a long-range rocket. This program, initiated under SMDC's auspices, has now been passed to the Program Executive Office for Air, Space and Missile Defense for program management. DE technology shows great promise for integration into the Future Force. SMDC will be a pivotal part of that process.

Integrating the capabilities of the various Blue Force Tracking (BFT) systems to develop a common operating picture has also made great progress thanks to our Battle Lab. This achievement, which is especially important until a common operating system is adopted by our military, is a meaningful step in the right direction. The importance of a robust and integrated BFT capability is a significant capability in preventing fratricide, tracking friendly forces and combat identification.

Our efforts in space control have also made great progress. This area is one that will have expanded importance in the future. Space control operations ensure our freedom of action in space and, when directed, deny it to an adversary. Actions are ongoing to develop new Army contributions in addition to our ground-based space control capabilities. Since this is a mission area shared by all services, SMDC continues to work closely with STRATCOM to ensure synchronization and progress in this important area.

This past month, Spc. Daniel Everly and Staff Sgt. Curtis Kimbrell were recognized, respectively, as the SMDC Soldier and Noncommissioned Officer of the Year. I extend my congratulations to them for their great accomplishments and to the other Soldiers who dedicated so much time and energy in preparing for the challenging competition. Congratulations also go to the Technical Center, Battle Lab and U.S. Army Kwajalein Atoll/Reagan Test Site for their demonstrated excellence in leadership, customer focus, employee well-being, process improvement and mission accomplishment. These activities were recognized earlier this month as high-performing organizations as part of the SMDC Quality Awards Program.

Finally, I commend all of you for the outstanding work that you have done in the first half of this year, and I look forward to SMDC accomplishing even more in the second half.

Secure the High Ground!

Another yearlong developmental process has borne fruit, as Space and Missile Defense Command has selected the Soldier and NCO for the Year, 2004.

Heartiest congratulations to Staff Sgt. Curtis L. Kimbrell and Spc. Daniel G. Everly. They have proven to be best of a fully qualified group of Soldiers, who were selected to represent all of their peers at unit and regional screening boards.

It is very gratifying to see that our selectees represent both our brigades: Kimbrell from GMD Brigade, and Everly from 1st Space Battalion, 1st Space Brigade. The command teams of our battalions and brigades have been placing increased emphasis on NCO development, and the increased competitiveness in the selection process is another indicator of the excellent response by our Soldiers to this command emphasis.

Let us remember that Soldier and NCO of the Year programs are a part of a command's NCO development program. Command programs are commander's programs; goals, standards, objectives are commander's business. NCOs implement commander's programs.

SMDC's NCO development program is designed to meet Lt. Gen. Dodgen's vision: that all NCOs mirror the Soldier's Creed as well as the NCO Creed and the Army Values. We NCOs must demonstrate and enforce standards, must develop ourselves as warriors and technicians, must become fully fit and deployable, must fix Soldier's problems and make Soldiers more self-reliant.

The SMDC NCO Development Program has four parts: developmental counseling; unit-level training and instruction; the Sgt. Audie Murphy Club; and Soldier and NCO of the Year.

The SMDC standard is counseling every Soldier every month and counseling every NCO every quarter. Counselors should use the Developmental Counseling Form and invest their time and imagination to guide all subordinates to develop as people and professionals.

Unit-level classes must focus on a unit's Mission Essential Task List (METL), and must extract and teach the leader tasks implicit in the unit METL tasks. NCOs must be able to perform their tasks as leaders as well as train their Soldiers in the individual and small-unit tasks. Only then will the METL tasks of a unit be accomplished. Units should conduct monthly classes; battalions and brigades should conduct quarterly classes; and the MACOM will conduct an annual senior NCO development conference.

The Sgt. Audie Murphy Club recognizes excellent leaders of teams. Any NCO is eligible to compete for admission into the club. The key criterion is how well an NCO trains and takes care of his or her Soldiers and family members. Developing one's knowledge of the regulations and task standards is one part of this developmental process; acting to apply those regulations and train to standards is the more important part of the process.

Sgt. Audie Murphy Club (SAMC)

The Soldier and NCO of the Year program looks for the best of the best. Those "mirror images" of the Soldier's and NCO Creed, those "reflectors" of Army Values, must perform as well as know. They must be experts with their weapons and assigned equipment. They must set superb physical fitness standards. They must demonstrate mastery of common Soldier tasks. They must know Soldiers and solve Soldier problems. They will represent SMDC before the 2004 Army Soldier and NCO of the Year Selection Board.

We can be proud of Staff Sgt. Kimbrell and Spc. Everly. They will represent us well. More importantly, they will represent the effectiveness and usefulness of the entire SMDC NCO Development Program. It is our commanding general's program, and it is a privilege to help implement his program.

On Point!

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Farewell Message from Lt. Gen. Ronald T. Kadish U.S. Air Force, Missile Defense Agency, Director, 1999-2004

As I take my leave of this outstanding organization (Missile Defense Agency), I want to thank each of you for the extraordinary efforts you have made toward accomplishing our mission. With your professionalism, expertise and dedication, you have laid the foundation for missile defenses to protect our homeland, our troops in the field, and our friends and allies around the globe. You have set new standards of excellence, and pioneered new approaches to development and acquisition.

We are moving from experimentation and discovery to evolutionary implementation of practical layered defenses over time. What you do — especially over the next few years — is very important. The world will be watching.

I leave secure in the knowledge that great leadership is in place and ready for the challenges ahead. This is still a complex and difficult task, with many breakthroughs and setbacks ahead. Lt. Gen. (Select) Trey Obering is the right leader at the right time. I have been privileged to know him for many years as a visionary professional. He has the full confidence of the Secretary of Defense, and by his example, he has already earned ours. And the leadership team throughout MDA is superb at all levels.


Lt. Gen. Ronald Kadish

This team — this organization — trusted with an historic challenge — will be exciting to watch.

I'm proud of MDA — of extraordinary people doing the nearly-impossible every day in pursuit of success. Smart people, well-led at all levels, doing incredible things — that's the MDA legacy; that's the MDA challenge.

Thanks again for your support. I am confident missile defense will succeed. My hope is that history will judge that we made a difference, and that I left it better than I found it.

Cindy and I wish each of you and your family's health, safety and success as MDA and its gifted people continue to do the extraordinary in the next phase of this journey.

Godspeed and good luck!

Ron Kadish

What We Think

The Eagle asks:

What does freedom mean to you?


Freedom is having the ability to live in a country without restrictions on the way a person lives his or her life.

Kayla Lemoine
Engineering Technician
Information Science and Technology Directorate
Space and Missile Defense Technical Center
Huntsville, Ala.


Freedom is the right to live my life in my own rhythm. It is the personification of a never-ending struggle for equality and understanding.

LaToya S. Epps
Engineering Technician
Information Science and Technology Directorate
Space and Missile Defense Technical Center
Huntsville, Ala.


Freedom to me is being with family and friends, sharing, caring and showing love. Wishing all happiness, health and peace on earth.

Paula Smith
Administrative Support
Force Development and Integration Center
Arlington, Va.


Freedom means to me the liberation from the control of some other person and being allowed to exercise my right to choose.

CSM Reginald Williams
Command Sgt. Maj.
1st Satellite Control Battallion
Colorado Springs, Colo.


Freedom to me is my fellow men, women, and I living together with respect for each other. It is also having and exercising the ability to pursue and obtain aspirations of happiness, wealth, peace, and health along with shaping and impacting the establishment and execution of laws and regulations which govern society.

Vernard Jackson
General Engineer
Force Development and Integration Center
Arlington, Va.


To me, freedom is waking up in the morning and being able to look at my children and my wife and not having to worry about things because I know that the military is taking care of us.

Daniel Vigil
SYColeman
JTAGS Operations
1st Space Battalion
Colorado Springs, Colo.

Farewell Message from Adm. James O. Ellis

It is with great pride and a bit of sadness that Polly and I prepare to leave our many friends and colleagues at U.S. Strategic Command, Offutt Air Force Base, Neb., and in the Omaha community. The opportunity to command such a premier organization has been one of the great highlights of my military service and, yet, there is sadness because it is difficult to say goodbye to those who have meant so much to us over the past two and half years.

The road we've traveled together at STRATCOM has been steep and challenging, but I can honestly say it has also been extremely rewarding. We seized great opportunities when we combined two excellent unified commands — U.S. Space Command and U.S. Strategic Command — into a new, global command. From there, we rapidly expanded to add four previously unassigned mission areas to the command. Any one of these challenges could have been overwhelming, but the professionals here and at the components and task forces met or exceeded the standard every time.


Adm. James Ellis

I've been extremely proud to serve with the fine men and women of this command. To you, I express my heartfelt appreciation for your outstanding and unwavering support to us personally, to our command, and to our great nation. I leave knowing the future is bright and further successes will come.

It has also been my honor to serve as the senior military representative in the local community. The Omaha area and surrounding communities have continued to provide their legendary support to the military and civilians members at STRATCOM. For this, I will always be grateful.

Polly and I truly came home when we arrived at the U. S. Strategic Command from years overseas, and, as always, it is difficult to say goodbye. Instead, we leave you with a traditional Navy farewell and wish all of our friends, colleagues and neighbors "Fair Winds and Following Seas."

James O. Ellis
Admiral, U.S. Navy

Change of responsibility ceremony held for TRADOC System Manager Ground-based Midcourse Defense

By Marco Morales and Cali Coulthard
SMDC Public Affairs

A change of responsibility ceremony for the TRADOC System Manager - Ground-based Midcourse Defense (TSM-GMD) was conducted June 21 at the U.S. Army Space and Missile Defense Command headquarters in Arlington, Va.

Col. Jeffrey C. Horne ceded his responsibility to the new TSM-GMD, Col. Deborah H. Hubbard, who last served as the chief, management division/MILSEC, Strategic Plans and Policy Directorate, J-5, Joint Staff, at the Pentagon.

Horne's new assignment will be to serve as the deputy commander for operations, SMDC, at Peterson Air Force Base, Colo. He had served initially as the TSM-National Missile Defense since June 2000. The TSM-NMD was then renamed TSM-GMD in early 2002 coinciding with Department of Defense terminology.

Horne was presented the Legion of Merit medal during the ceremony by Lt. Gen. Larry J. Dodgen, commanding general, SMDC.

"In the last four years, Jeff [Col. Horne] has been running at 100 miles an hour or his feet have been going at 100 miles per hour. But he has been inching up a hill called 'GMD'," Dodgen said. "No one else in the Army could have done what Jeff Horne did," he said, directing his next comment at Horne. "This assignment for you was the correct decision for our nation."

Part of the award citation said Horne's "great leadership, management ability, and indomitable determination will enable him to integrate the best efforts of the GMD Joint Program Office and the warfighter community into a successful GMD deployment plan that will culminate in October 2004 when the 100th Missile Defense Brigade (GMD) assumes its mission to defend the U.S. against ballistic missile attack."

The citation also said Horne's "road map to Initial Defense Operations used the Doctrine, Organization, Training, Leader Development, Materiel, Personnel, and Facilities (DOTLMPF) framework for organization. He developed a system to track thousands of critical tasks requiring completion prior to IDO."

"This has been a heck of a ride," Horne said about his role as TSM-GMD. "This is about working as a team ... this is the number one thing I've learned in the last four years."

The TSM-GMD is the Army proponent for ground-based midcourse defense and resourced by SMDC and the GMD Joint Project Office. The TSM-GMD, reports to the commanding general, Army Training and Doctrine Command, through the commanding general, SMDC. The role of the TSM is to serve as the single-point interface between the user community or warfighters, including Army, Air Force, and Joint commands, and the materiel developer or acquisition community, primarily the GMD JPO at the Missile Defense Agency.

The TSM goal is to develop consensus and promote teamwork while leveraging TRADOC and SMDC force development resources for the fielding of ground-based midcourse defense and integration with the Ballistic Missile Defense System.

Hubbard has served in many command and staff assignments including tours in Southwest Asia and Kuwait during Operation Desert Storm. Hubbard's European assignments also include duty as tactical director, fire direction center officer-in-charge, plans officer, ground operations officer, battalion executive officer, and battalion S-3 operation officer.

She commanded the 1st Battalion, 7th Air Defense Artillery (Patriot) in Kaiserslautern, Germany, becoming one of the first women to command a combat battalion.

"Thank you for turning over a great organization," Hubbard said. "I am looking forward to this opportunity."

Photo by John Upp

Col. Deborah H. Hubbard, left, Lt. Gen. Larry J. Dodgen, commanding general, SMDC, and Col. Jeffrey C. Horne listen as the directive, appointing Hubbard as the new TSM-GMD, is read.

New TSM-GMD assumes role, focused

By Marco Morales and Cali Coulthard
SMDC Public Affairs

ARLINGTON, Va. — "The primary focus in my role as the TRADOC System Manager for Ground-based Midcourse Defense is initial defensive operations," said Col. Deborah H. Hubbard, referring to her top goal as a major subordinate element lead in the U.S. Army Space and Missile Defense Command. Hubbard took over the responsibility as the TSM-GMD June 21 during a ceremony conducted at the SMDC Headquarters in Arlington, Va.

The Del Ray Beach, Fla., native comes to SMDC from the Joint Staff at the Pentagon. While there, she served as the chief, Management Division, Military Security, Strategic Plans and Policy Directorate, J-5.

"A lot of people have been helpful to me over my military career," Hubbard said. "A big turning point for me in the military was when I was appointed as a battery commander. It was my favorite job because I was close to Soldiers and had daily interaction with them," she said, adding, "Plus, you get to fire a missile."

And coming from a big family — seven sisters and five brothers — taught her responsibility at an early age. She is the only member of her family who joined the military.

"All [my family] is very supportive and helpful. I was the family organizer," Hubbard said. "I posted work schedules and kept detail rosters to keep us organized."

In 1980, Hubbard graduated Magna Cum Laude from Texas College in Tyler, Texas, earning a bachelor's degree. She was commissioned a second lieutenant in the air defense artillery branch. She earned her master's degree in business administration in 1990 from Syracuse University and, in 2002, earned a master's degree in national resource strategy from the National Defense University. She is a graduate of the Air Defense Artillery Officer Basic and Advanced courses, the Improved Hawk course, the Command and Control Officers Course, the Combined Arms Services Staff School, Command and General Staff Course, and the Industrial College of the Armed Forces.

A veteran of 24 years, she enjoys her off-duty time with her husband who is a wine connoisseur.

"My husband James and I like to travel," Hubbard said. "I like all types of sports — I'll attempt anything," she said.

Photo by Cali Coulthard

Col. Deborah H. Hubbard, center, TRADOC System Manager for Ground-based Midcourse Defense, conducts a meeting with her staff. Hubbard took on her new duties June 21.

Colorado Springs deputy commander heads to Virginia

COLORADO SPRINGS, Colo. — "Brig. Gen. Robert P. Lennox ushered space support to the warfighter to maturity and fruition during his time here in Colorado Springs," said Lt. Gen. Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command.

"His sound leadership put these space support capabilities in place. The result is that a solid foundation in the continuing use and growth of space support has been laid because of the work he has done here in Colorado Springs," Dodgen said.

Lennox served as the deputy commanding general for operations of SMDC/ARSTRAT in Colorado Springs from June 23, 2003 until June 30, 2004. His new assignment is as the deputy commanding general, Accessions Command at Fort Monroe, Va.

"I believe the command is in great shape, and I predict it will only get bigger and better," Lennox said. He stated that there are three primary reasons for a Soldier to serve in Colorado Springs.

"First is the community. It provides great support to those of us who live, work and serve here," he said. "Second is the mission. This is where we make sure that space is used to serve the warfighter. The third reason is the people. Working with old friends and new friends in an intellectually stimulating environment is the best of all worlds."

During his tour of duty, Lennox oversaw the establishment of the nation's first Ground-based Midcourse Defense brigade responsible for the protection of the U.S. homeland against ballistic missile attack. He also led the expansion of space-based technologies, both military and commercial, in support of U.S. Soldiers as they operate around the globe. Whether it was helping to find mass graves in Iraq or providing a direct downlink in-theater for the military use of civilian satellite imagery capabilities, the space Soldiers under his leadership increased their mission of protecting U.S. forces and civilian populations in whatever countries they operated.

Lennox is a native of Houston, Texas, and is a 1977 graduate of the U.S. Military Academy at West Point. He earned a bachelor's degree in engineering. He also holds a master's degree in business administration from Stanford University. The general is a graduate of the Combined Arms Services Staff School, the Army Command and General Staff College, and the National War College where he earned a master's degree in national security strategy.

Some of his previous assignments include deputy commanding general, U.S. Army Air Defense Artillery Center and Fort Bliss; The Army Staff Transition Coordination Office, Director of the Army Staff; and commander, 108th Air Defense Artillery Brigade.

Photo by Dennis Plummer

Brig. Gen. Robert P. Lennox, deputy commanding general for operations, U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command, addresses the standing-room-only crowd that came to bid him a fond farewell.

Photo by Dennis Plummer

Army astronaut, Col. Patrick Forrester, left, presents U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command's deputy commanding general for operations, Brig. Gen. Robert P. Lennox a framed print of the current Army astronauts. Included in the frame is a patch from Forrester's last mission, STS-105, which was flown in space during the mission.

Horne Welcome

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System.

"The Missile Defense Agency, Strategic Command, Northern Command, Army Forces Strategic Command and Air Force Space Command have spearheaded this effort together for several years, and now amazingly enough, we are only days away from putting missiles on alert in defense of our nation, our allies and troops deployed abroad," Horne said.

Horne is a native of Columbus, Ohio, and graduated from Ohio State University with a bachelor's degree in marketing and economics. He holds a master's degree from the Naval Post Graduate School, with a focus on computer science and electrical engineering. He is a graduate of the Army Command and General Staff College and the Army War College.

"We welcome a great Soldier to Colorado Springs as your new deputy commander," said Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT during his introduction of Horne. "Col. Horne will do the right thing for the mission of SMDC. There's a lot of momentum here and a lot of support for the warfighter," Dodgen continued.

Horne's most recent assignment was as the TRADOC System Manager for Ground-based Midcourse Defense. He represented the Army, the commander of the SMDC, and the commander of the U. S. Army Training and Doctrine Command in their combined role as the Department of Defense lead service for the GMD program.

Horne's past assignments include commander, 1st Battalion, 62nd Air Defense Artillery, 25th Infantry Division (Light), and assistant executive officer and chief of operations for the deputy commanding general (Futures), Training and Doctrine Command.

SMDC is the Army Service Component Command to U.S. Strategic Command. SMDC conducts space operations and provides planning, integration, control and coordination of Army space forces and capabilities; acts as a proponent for space and Ground-based Midcourse Defense; is the Army operational integrator for Global Missile Defense; conducts mission-related research and development; and is the focal point for desired characteristics and capabilities in support of U.S. Strategic Command missions.

Photo by Dennis Plummer

Col. Jeffrey C. Horne, left, deputy commander for operations, U.S. Army Space and Missile Defense Command and U.S. Army Forces Strategic Command, gives his son Alex a reassuring hug with his daughter Lindsey and wife Terri by their side.

STRATCOM

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Cartwright can step into those very big shoes with the outstanding leadership qualities he has demonstrated throughout his impressive career."

Cartwright said he's eager to have the opportunity to take charge of STRATCOM.

"During the last two years this command has taken some big steps at putting the right pieces together in the right way to achieve an effective interaction through all the elements of national power," he said in his speech to STRATCOM personnel.

"We will continue to pursue new organization, new processing and new priorities. Together we'll walk to mark significant changes at this STRATCOM."

As the command continues to change its capabilities to defend America, the chairman praised the men and women of STRATCOM.

"Today we live in a globalized world, we're in a war with terrorists who have a global reach and our military therefore must have a global perspective," Myers said. "Our nation depends on Strategic Command and its success, and STRATCOM is delivering."

For their efforts during changing times within the command, Myers presented STRATCOM personnel with the Joint Meritorious Unit Award for distinguishing themselves by exceptionally meritorious achievement for the past three years, fully implementing the most significant changes to the Unified Command Plan in decades, synergizing the missions of the former U.S. Strategic and Space Commands and taking on four previously unassigned missions.

Now those same personnel will step behind their new commander to continue playing a key role in the warfighters' safety. "As this command continues to change and evolve, I can't think of a more fitting or appropriate leader to achieve the next level of success than James Cartwright," Ellis said.

U.S. Air Force photo by Staff Sgt. Stan Parker

Marine Lt. Gen. James Cartwright, left, U.S. Strategic Command commander, Army Maj. Gen. Kevin Campbell, center, STRATCOM chief of staff and Adm. James Ellis, former STRATCOM commander, inspect the troops during the change of command July 9. Cartwright is the first Marine to command STRATCOM.

Computer network operations test bed opens

By Kayla Lemoine and Jason Bradford

Military operations are no longer limited to the traditional dimensions of land, sea and air. Technology has taken the realm of warfare into the space and information domains, and Information Operations enhances all aspects of military operations.

IO is defined as the integrated employment of the core capabilities of electronic warfare, computer network operations, military deception, psychological operations and operations security, in concert with specified supporting and related capabilities, to disrupt, corrupt or usurp human and automated decision-making while protecting our own.

SMDC/Army Forces Strategic Command is responsible for planning and integrating Army IO forces and capabilities supporting U.S. Strategic Command. To do this, SMDC/ARSTRAT must develop the capability to plan, integrate and coordinate information operations to rapidly achieve desired computer network attack, computer network defense, and IO effects.

The Space and Missile Defense Technical Center Computer Network Operations Team has initiated a three-phase IO program to develop technical facilities and capabilities to support this evolving mission. The first phase is the opening of a local CNO Test bed.

On June 18, the SMDTC CNO Team, along with Michael C. Schexnayder, deputy to the commander for Research, Development and Acquisition, hosted the official ribbon-cutting ceremony of the IO/CNO Test bed located in the Simulation Center of the Wernher von Braun Complex on Redstone Arsenal.

"Information operations is a new field that is evolving very rapidly both in a positive and negative sense," Schexnayder said during his opening comments.

"The negative sense is that it presents a constant worry and threat to a lot of what this country depends on today — to have network centric warfare and network centric operations for the future. It's critical to the assurance of those networks that they do all the positive things for us and negative things for other people. This gives us a current asymmetric advantage that we want to extend in the future."

Tara Ragan, deputy director of the Information Operations and Software Engineering Division, spoke on behalf of the CNO team, about the test bed's objectives and support to the IO mission.

"This test bed is a really good resource for helping us with the commander's mission and for training the next generation of our Army scientists, engineers and information warriors," Ragan said. After opening introductions, Ragan introduced the CNO team, also known as the CyberSharks. Team members include Tara Ragan, Jason Bradford, LaToya Epps, John Gibson, Susan Johnson, Kayla Lemoine, Steve McKay, John Morgan, Professor John Wu, and James Yeske. Immediately following the ribbon cutting, Schexnayder and guests were given a tour of the facility and given a demonstration of the test bed's capabilities.

The IO/CNO Test bed will be used to provide research, development and assessment of IO technologies for the warfighter with the initial focus on technologies for defending against threats to computer networks and systems. The test bed is currently evaluating and providing feedback to industry on Commercial off the Shelf (COTS) Intrusion Prevention Systems (IPS).

The test bed contains computer networks for testing, evaluating and developing network defense and attack tools, and its flexibility can support a wide range of research and development activities.

The test bed is the foundation for the eventual migration toward a distributed IO test range serving U.S. Strategic Command, 1st Information Operations Command, academia, industry and other government agencies.

Specific objectives of the CNO Test bed are to evaluate the capabilities and maturity of new IO technologies and architectures; determine adequate readiness levels for transitioning IO technologies to the warfighter; perform dynamic tests of Computer Network Defense and Attack (CND and CNA) technologies; identify and assess tools to perform continuous vulnerability assessment and attack remediation; and collaborate with industry, academia, and other government agencies on IO research and development.

Photo by Kathleen Leonard

Tara Ragan, left, deputy director of the Information Science and Technology Directorate, Kayla Lemoine, right, and Johnie Morgan, both with the Information Science and Technology Directorate, watch as Michael C. Schexnayder, deputy to the commander for Research, Development and Acquisition, prepares to cut the ribbon June 18, opening the Information Operations/Computer Network Operations Test bed located in the Simulation Center of the Wernher von Braun Complex on Redstone Arsenal.

Alaska Guard celebrates freedom

By Maj. Laura Kenney
100th Missile Defense Brigade (GMD), Public Affairs Office

FORT GREELY, Alaska — Independence Day was celebrated in good old-fashioned style by one of the Army's newest units — the 49th Missile Defense Battalion, so named for its home state of Alaska — the 49th to enter the Union.

The new battalion, an operative arm of the 100th Missile Defense Brigade, (Ground-based Midcourse Defense) marked July 4 in classic form, working in tandem with the post's garrison unit to put on an event-laden day.

The Pledge of Allegiance began the festivities against a background of red, white and blue balloons. Soldiers and family members of this unique unit, whose mission is homeland defense, solemnly stated the time-honored vow. Maj. Wayne Santo, battalion chaplain, prayed for Soldiers in harm's way overseas and asked for a special blessing on the unit as it gears up for the Fall activation of the GMD system. He gave special thanks for the blessings of 228 years of freedom enjoyed by Americans.

Fun then became the order of the day. Bubblegum blowing, watermelon eating and hula-hooping events set the tone. A pie-eating contest and three-legged races vied with a "hairiest leg competition" for the most participants.

Children, many dressed in red, white and blue, could get their faces painted, usually with a miniature copy of Old Glory.

Taken all-together, the events and good company made up for the absence of fireworks — which would have been hard to see in the land of the Midnight Sun.

Photo by Maj. Laura Kenney

Kristen Bowen, wife of Lt. Col. Greg Bowen, 49th Missile Defense Battalion commander, struggles through a three-legged race with daughter Carmen during July 4 festivities at Fort Greely, Alaska.

Missile Defense Agency dedicates GMD site at Fort Greely, Alaska

By Maj. Laura Kenney
100th Missile Defense Brigade (GMD)
Public Affairs Office

Photo by Ralph Scott, GMD Site Activation Command Public Affairs

Maj. Gen. John W. Holly, right, Missile Defense Agency's program director for the GMD program, and Diane Hutchinson, special assistant to the Honorable Ted Stevens, U.S. Senator, Alaska, unveil a monument dedicating the missile field complex at Fort Greely, Alaska. The ceremony marked the end of the initial construction phase of the complex.

FORT GREELY, Alaska — A ceremony July 3 signified a milestone in the nation's emerging missile defense program.

Maj. Gen John W. Holly, program director for the Missile Defense Agency's Ground-based Midcourse Defense program, presided over a dedication ceremony that marked the end of the initial construction phase of the missile field complex here.

A monument commemorating the event and dedicating the site was unveiled by Holly and Diane Hutchinson, special assistant to Alaska's U.S. Senator Ted Stevens. The monument is crafted of native Alaskan stone and features a bronze plaque with the words "Forging America's shield" against the Big Dipper constellation and North Star of the State flag.

The site will operate and maintain interceptor missiles and related support facilities to provide an initial defensive capability against a limited long-range missile attack against the United States. The system will be operated by the 49th Missile Defense Battalion, 100th Missile Defense Brigade (GMD), U.S. Army Space and Missile Defense Command, in concert with sister services.

"This is a great day, an historic one in the path to defend our nation, our families and our neighbors," Holly said. "Although the missile defense system will span eight time zones, from the Yorkshire moors to the Kwajalein Atoll, the centerpiece is clearly here, at Fort Greely. Its unique position allows us to defend against enemies from both East and West."

"The accomplishment represented here is testimony to the ingenuity and determination of a collection of Americans working together for America's defense. The combined efforts of industry and the military were vital to our success. All was done to the highest standards — which is the only standard good enough when we talk about defending our families. In the very near future, we will have that capability."

Since the June 15, 2002, ground breaking here, the government's prime contractor, Boeing, and the U.S. Army Corps of Engineers along with subcontractors representing numerous Alaskan firms, worked in often-extreme conditions to construct the site.

Construction involved clearing more than 500 acres of land, building 11 new facilities and renovating 25 others, placing more than 35,000 cubic yards of concrete, installing more than 3 miles of fence and more than 2.5 miles of utilidors — underground concrete utilities conduits that allow for maintenance even during extreme weather conditions.

Ground-based Missile Defense operators graduate in Colorado Springs ceremony

COLORADO SPRINGS, Colo. — "You are a remarkable class," said Thomas Devanney, deputy program director for Ground-based Missile Defense to the assembled graduates of the Ground-based Midcourse Operations Advanced Course, class 2-04. "You are on the front line of defending our homeland."

Graduates are members of the 100th Missile Defense Brigade (GMD) headquartered here. Many of the graduates will serve as operators at the Alaska-based 49th Missile Defense Battalion — an operative arm of the 100th. The GMD system is scheduled for activation this fall, and will provide the first part of the integrated Ballistic Missile Defense System, which, in concert with sister services, is designed to protect the nation from accidental or intentional limited ballistic missile attacks.

The seven-week advanced course followed an intensive five-week basic course, which introduced the students to the fundamentals of the GMD system and computer screen navigation.

The advanced course qualified graduates on the fire control system, taking them through day-to-day crises and combat and recovery operations.

Devanney said the ceremony marked "another important event on the way to having a defense of our nation against ballistic missiles for the first time in the 50 years that we have been facing the threat."

Distinguished honor graduates were Maj. Elizabeth Yarborough and Capt. Stephen Sexton, both with 100 percent average scores.

National missile defense is not a new concept, but one that has received recent emphasis from President George W. Bush.

Modern ballistic missiles have been around since World War II when Germany rained the V2 rocket down on England. The United States fielded a national missile defense program, Safeguard, in the mid 1970s, but Congress deactivated it shortly after it was fielded.

President Reagan created the Strategic Defense Initiative to re-address the need for national missile defense program. The current program is split into three phases: boost, midcourse and terminal.

Awards/Promotions

Civilian Promotions

Regina M. Abernathy, GS-11, Huntsville, USAKA/Reagan Test Site Directorate of Resource Management
Giselle N. Bodin, GS-12, Huntsville, Public Affairs Office
Steven E. Bryant, GS-14, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate
Candace L. Holcomb, GS-14, Huntsville, Operations and Plans, G-3, Command Evaluation Branch
Kyle J. Holdmeyer, GS-11, Huntsville, Technical Center, Directed Energy Directorate
Larry P. Lewis, GS-14, USAKA, Directorate of Public Works
Theresa M. Morris, GS-08, Huntsville, Resource Management Office, G-8
Michele D. Williams, GS-13, Huntsville, Office of PARC/Contracting and Acquisition Management, Command Support Services Branch

On-the-Spot Cash Awards

Gwyne Y. Copeland, USAKA/Reagan Test Site, Directorate of Business Management
Latoya S. Epps, Huntsville, Technical Center, Information Science and Technology Directorate
Joy Ganus, Huntsville, Protocol Office
Brian W. Hunter, Huntsville, Technical Center, Sensors Directorate Matrix
Scott Larkin, Arlington, Congressional Affairs
Edward C. Longo, Arlington, Intelligence, G-2, Security Division
William B. Montgomery, Huntsville, Technical Center, Sensors Directorate Matrix
David A. Parsons, Huntsville, Technical Center, Test and Evaluation Directorate Matrix
Jeannine S. Williams, Huntsville, Technical Center, Space Technology Directorate Matrix

Special Act Awards

Jason G. Bradford, Huntsville, Technical Center, Information Science and Technology Directorate
Joan L. Duvall, Huntsville, Technical Center, Office of Associate Director, Technology
Christopher M. Embry, Huntsville, Research, Development and Acquisition, Command Analysis Division
Mario Flores, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate Matrix
Gregory W. Jernigan, Huntsville, Information Management, G-6, Plans and Operations Support Division
Susan S. Johnson, Huntsville, Technical Center, Information Science and Technology Directorate
Adele S. Johnson, Arlington, Resource Management Office, G-8
James M. Miskelley, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate Matrix
Yancy C. Mitchell, Huntsville, Technical Center, Tech Center Operations
Shelia K. Noel, Huntsville, Technical Center, Systems Directorate
Robert J. Pestona, Huntsville, Research, Development and Acquisition, Command Analysis Division
Tara L. Ragan, Huntsville, Technical Center, Information Science and Technology Directorate
Deloise J. Ragland, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate Matrix
David L. Sallo, Huntsville, Research, Development and Acquisition, Command Analysis Division
Jean E. Sims, Huntsville, Resource Management, G-8, Program and Policy Division
Steven P. Twynham, Huntsville, Information Management, G-6, Information Assurance Division

Time-Off Awards

Miller L. Belmont, Colorado Springs, Force Development and Integration Center
Stephen W. Brodersen, Arlington, Force Development and Integration Center, Liaison Office Fort Leavenworth
William E. Hughes, Huntsville, Research, Development and Acquisition, Command Analysis Division

Meritorious Civilian Service Award

Linda L. Matheny, USAKA, Reagan Test Site, Command and Staff

Superior Civilian Service Award

Martie E. Gimm, Huntsville, Logistics, G-4, Logistics Support Division
William S. Porter, Huntsville, Logistics, G-4, Plans and Operations Division
William S. Warden, Arlington, Operations and Plans, G-3, Program Integration Branch

Achievement Medal for Civilian Service

Gary M. Adams, Huntsville, Technical Center, Data Analysis and Exploitation Directorate Matrix
John F. Phillips, Huntsville, Technical Center, Systems Directorate Matrix
Irvin D. White, Huntsville, Operations and Plans, G-3, Command Evaluation Branch

Length of Service Awards

30 Years

Franklin Bowles, Huntsville, Technical Center, Data Analysis and Exploitation Directorate
Mary Gorman, Colorado Springs, Office of PARC/Contracting and Acquisition Directorate, Contracting Division
Jennifer Campbell, Arlington, Office of PARC/Contracting and Acquisition Directorate
Terri Duckett, Arlington, GMD TRADOC Systems Manager Office

25 Years

William Mobley, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate

20 Years

Peggy Adams, Huntsville, Technical Center, Test and Evaluation Directorate
Taraysa Jones, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Robbie Phifer, Huntsville, Office of PARC/Contracting and Acquisition Directorate, Branch K
Melva Wooten, Huntsville, Office of PARC/Contracting and Acquisition Directorate, Branch T

Photo by John Upp

Nice to meet you

Lt. Gen. Larry J. Dodgen, left, commanding general of U.S. Army Space and Missile Defense Command, greets Ambassador Greta Morris, U.S. Ambassador to the Republic of the Marshall Islands (RMI), during a meeting at the command headquarters in Arlington, Va. Ambassador Morris, who was in the United States for consultations at the State Department, stopped by to meet Dodgen and discuss his trip to the RMI.

Senior NCO achieves off-duty academic milestone

By Marco Morales
SMDC Public Affairs

Oftentimes, finding the time and energy to focus on successfully pursuing higher learning requires a mixture of the following ingredients: sacrifice, perseverance, dedication and a lot of note-taking, reading and writing.

And the result of having mixed all these ingredients for a year and a half has reaped fruit — a graduate degree — for Sgt. 1st Class Desiree Mubarak, assistant special security officer, G-2, U.S. Army Space and Missile Defense Command in Arlington, Va.

"It was really difficult balancing my work schedule and school with my family life," Mubarak said, referring to coordinating her children's schedules, Arsenio, 15, and John, 10, while she attended evening school at Fort Belvoir, Va., or Fort Myer, Va.

"My sons sacrificed their time and effort, as well," she said.

Mubarak, a single mother and 14-year Army veteran, received her master's degree in public administration June 12 from Troy State University.

She says difficult assignments and adversity are part of becoming a leader in the military.

While assigned to Fort Leavenworth, Kan., she served as the NCOIC over 26 military police NCOs to train and lead the installation's Ceremonial Salute Battery. This was a first-ever situation at Fort Leavenworth to have a non-military police Soldier lead a team made up entirely of military policemen.

"While I was assigned at Joint Command Southeast under the North Atlantic Treaty Organization, I encountered subtle sexual discrimination from Turkish, Italian and Greek soldiers," Mubarak said. "I eventually earned their respect by working with them every day and showing them that women in the U.S. Army are just as capable of performing leadership duties as are men."

She says there have always been plenty of mentors during her career.

"There is no 'perfect' person anywhere. But in all my assignments I've always looked for that one particular Soldier whom I would like to emulate," she said, adding, "Without letting that Soldier know I was 'borrowing' leadership traits from him or her, I'd constantly be looking to adapt to those leadership characteristics."

Mubarak also earned a bachelor's degree in social sciences from Upper Iowa State University and an associate's degree in general studies. She said that pursuing further education was not easy in her earlier years.

"I used to party a lot. I wasn't very focused," she said.

Mubarak said some of her most enjoyable times in the Army have been while assigned to the Middle East, especially Egypt.

"I had a once in a lifetime opportunity to see one of the Seven Wonders of the World – the pyramids," she said. "Just the culture [in Egypt] is very unique."

Photo by Ed Longo

Sgt. 1st Class Desiree Mubarak, center, stands proudly with her sons John, left, and Arsenio after the graduation ceremony June 12. Mubarak earned her master's degree in public administration from Troy State University.

"Sgt. Mubarak is an excellent role model for junior NCOs and civilians throughout our command," said Ed Longo, security manager, Force Development and Integration Center and TSM-GMD Office.

"In my more than 25 years of federal service I've run across very few Soldiers who've impressed me like she has."

So, what's her next goal?

"I'd like to learn a foreign language, perhaps Spanish or Arabic," she said, adding a bit of advice to younger Soldiers, "Take advantage of educational benefits while you're on active duty. Tuition assistance is 100 percent for most colleges."

1st Satellite Control Battalion welcomes new commander

SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The 1st Satellite Control Battalion said farewell to outgoing battalion commander, Lt. Col. Mearen Bethea, and welcomed a new commander, Lt. Col. Hae-Sue Park June 30.

"During her tour the battalion flawlessly executed thousands of tactical and strategic DSCS (Defense Satellite Communications System) missions," said Col. David Shaffer, the 1st Space Brigade commander. He praised Bethea for taking care of her Soldiers as he described her distinguished achievements during her tour of duty as battalion commander.

"The battalion had a problem getting its Soldiers into NCOES schools. Lt. Col. Bethea got 100 percent of her NCOs into the schools and saw 100 percent graduate with over 55 percent graduating with honors. This is a statistic I do not think anyone else in the Army can match," Shaffer said.

Shaffer welcoming incoming commander, Park, described her as having a "wealth of signal experience," and addressing her said, "your task is to continue to keep the battalion ready to support the warfighter."

Park commented that she was proud to have been chosen to lead such fine Soldiers and that she knows from experience that, "because of its reputation the 1st SATCON Battalion is the most requested assignment by young, up-and-coming officers." She added, "I am honored by the opportunity to continue the leadership of these incredible Soldiers."

Photo by Dennis Plummer

Lt. Col. Hae-Sue Park, left, accepts the flag of the 1st Satellite Control Battalion from Col. David Shaffer, commander, 1st Space Brigade, during the change of command ceremony June 30.

On assuming command of the Army's only unit to control space-based communications assets, Park now leads a battalion engaged in operations supporting Operation Enduring Freedom, the global war on terrorism and Operation Iraqi Freedom.

Park's military service began in 1982 when she enlisted in the U.S. Army as a multi-channel communications equipment operator. Upon graduation from the U.S. Military Academy at West Point, N.Y., she began her commissioned service on May 27, 1987.

Formerly a professor at the U.S. Military Academy at West Point, Park holds a bachelor's degree from the U. S. Military Academy, and a master's degree in business administration from Harvard University. Her most recent assignment was as the U.S. Army Signal Branch Majors, Lieutenant Colonels and Colonels Assignment Officer, U.S. Army Human Resource Command, Alexandria, Va.

Battalion becomes part of SMDC 20 years after formulation

The U.S. Army has played a critical role in the development of the command and control, management, and planning techniques for the DSCS.

The 1st Satellite Control Battalion became a part of Army Space Command (ARSPACE) in October 1990, after more than 20 years of direct responsibility to the Department of Defense as a primary satellite communications activity.

In October 1990, the four DSCS Operations Centers in existence at the time were transferred to ARSPACE, now known as the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, and in August 1994 a provisional battalion was designated within ARSPACE to provide non-technical direction to the Defense Satellite Communications System Operations Centers (DSCSOCs).

In November 1995 the 1st Satellite Control Battalion was activated as the Army's first battalion dedicated to providing quality space support to all of DoD.

Top Soldiers

continued from page 1

of competition preparation.

"Getting ready for the board takes a lot of dedication," Everly said. "You have to stay 'on task' with everything from studying the subject matter to ensuring your physical fitness regimen finds a balance in all you do."

Everly said aside from wanting to pursue a master's degree and continue serving his country, he'll "continue being the best JTAGS (Joint Tactical Ground Station) operator in my unit and focus on sharpening my Soldier skills."

He attributes a large part of his success to Lori, his wife of eight years.

"My wife is a blessing and has been my greatest supporter and mentor during my preparation for this and other achievements. She has been there for me from the beginning," he said, adding that earlier in his life his parents and brother also made a positive difference in his life.

Kimbrell, 26, has served in numerous

Perform your duties in a fashion where someone can say, 'that's what right looks like'.

— Staff Sgt. Curtis L. Kimbrell
SMDC NCO of the Year for 2004

leadership positions throughout his almost eight-year career. Upon graduating recently from the Advanced NCO Course, he was named Distinguished Honor Graduate for "having the highest academic average, the Leadership Awardee based on demonstrated leadership abilities and a selection board, and the 'Iron Soldier' for attaining the highest score above 300 on the Army physical fitness test."

"My mentor is Command Sgt. Maj. Chet Allen, who was also my first sergeant and currently the commandant of the Fort Bliss NCO Academy," Kimbrell said. "He literally took me under his wing as a young NCO and taught me a lot about leadership."

Photo by Cali Coulthard

Pfc. Jonas Moody, right, 2nd Space Company, 1st Space Battalion, presents his views on leadership to members of the Soldier of the Year board.

Kimbrell said perseverance is a key to success.

"Regardless of previous accomplishments you can't rest on your laurels. Preparing for this board was a major undertaking," Kimbrell said.

"It's more than just a 'board competition.' I actually reflect on myself and ask 'do I possess the qualities of a noncommissioned officer of the year — with that title and distinction'? The answer is 'yes, I do'."

The Spokane, Wash., native offers guidance to younger Soldiers.

"Study hard and maintain your physical fitness and military bearing but more importantly, embody the contents of the NCO creed," Kimbrell said. "Perform your duties in a fashion where someone can say, 'that's what right looks like'."

Photo by Marco Morales

Master Sgt. Edwin Thomas, rear, observes to ensure the sit-up portion of the Army physical fitness test is conducted correctly.

The six other Soldier competitors were Pfc. Jonas Moody, 2nd Space Company, 1st Space Battalion; Sgt. Brett F. Elms, B Co., 1st Satellite Control Bn.; Sgt. Steven L. Youngblood, E Co., 1st SATCON Bn.; Sgt. Jeffery Crane, 2nd Space Co., 1st Space Bn.; Sgt. Frederick C. Edison, Jr., E Co., 1st SATCON Bn.; and Staff Sgt. Gerald R. Forgione, A Detachment, 1st Space Co.

"The Chief of Staff of the Army's vision for every Soldier is what we NCOs must implement," said Command Sgt. Maj. Lady, who briefed the audience of Soldiers and civilians at the luncheon on how SMDC develops and trains Soldiers to become leaders. "And it is the foundation of our developmental program to create the leaders who are going to succeed us.

"Most importantly, sergeants, your training of your leaders must support your unit's mission essential tasks and must focus on 'how to do.' We cannot be competent unless we do — over and over and over," Lady said, adding, "and confidence and competence are our watchwords."

"I've been raised by sergeants my whole career," said Col. Jeffrey C. Horne, deputy commander for operations, SMDC, who represented the commanding general at the luncheon. "Loyalty is telling your boss what he doesn't want to hear. Don't lose sight of who you are in our Army because you are the tip of the spear. You have to be ready, and you have to know what your job is. And you have to know who it is you're responsible for training."

Photo by John Upp

Soldiers competing for the Soldier and NCO of the Year take off for the 2-mile run during the Army physical fitness test portion of the competition.

Photo by Japheth R. Edmonds

Commander Taylor Levinson, left, and pilot Brenna Powers, right, take a break to flash a smile after a successful mission aboard the Shuttle Discovery Piloting Simulator.

3,2,1, blast off !!

By Kim Gillespie
SMDC Public Affairs

HUNTSVILLE, Ala. — They completed missions for Mars, Intrepid and Discovery, trained for a shuttle launch and landing and launched rockets. They rode the Space Shot and Zero-G — they did not have time to miss home! This may not be what the parents of the 15 students awarded Space Camp scholarships wanted to hear (that and counselors said they had no problem with the students going to bed because they were so exhausted),) but they will be glad to hear that their kids had some unique educational experiences.

The students, ranging in ages from 10-12 years old and coming from areas as diverse as Alabama, Alaska, Colorado, Kwajalein Atoll and the District of Columbia, each received one-week scholarships to the U.S. Space & Rocket Center in Huntsville, Ala., from the U.S. Army Space and Missile Defense Association.

According to Sarah Schlacher, from Alabama, she thought all the missions were "pretty fun," but she especially liked the mission to Mars. Katy Dignton, from Alaska, said she preferred the Intrepid mission, while Brittnay Teter of Colorado said the Space Shot was her favorite.

When asked what he had learned so far, Andrew Courtney, from Virginia, noted that the Pathfinder was the only shuttle not to fly in space. Joshua Messinger, who lives in Maryland, also talked about Pathfinder and how the Russians used rockets to send supplies to the Space Station.

Asked to characterize this particular group of space campers, counselor Stasia Burroughs quickly responded, "Intelligent! Very intelligent!" — something the parents will definitely be glad to hear.

Photo by Japheth R. Edmonds

Once in simulated space crew members aboard the Shuttle Discovery Alex Szert, left, and Lindsay Gorishek venture out into space to work on the International Space Station.

Photo by Japheth R. Edmonds

"Suit up and bounce out", literally. Crew member Lindsay Gorishek, left, assisted by counselor Gracena Lipton, suits up and gets ready for a space walk during a Discovery Shuttle Mission.

Photo by Kim Gillespie

Resident scientists Calla McCulley, left, and Alexander Galatin perform complex experiments for a Discovery Shuttle Mission.

Photo by Japheth R. Edmonds

Sarah Schlacher, front, and Renee Corbett, the voices behind "Houston", work mission control for the Shuttle Discovery Mission.

Spc. Joshua Rodriguez braces Sgt. Christopher Foster on his shoulders as 1st Squad, Bravo Company, 1st Satellite Control Battalion figures out a way to complete a task in the Leadership Reaction Course during a field training exercise.

Cpl. Chad Duncan, left, and Sgt. Eric Erisman, center, surge to the front as their squad negotiates a “toothed” obstacle.

Opposing for

By 1st Sgt. Joey Thornburg
Unit First Sergeant

FORT A.P. HILL, Va. — It wasn’t just your average field training exercise — at least, not when the opposing forces were hardcore military police out to best the soldiers of Bravo Company, 1st Satellite Control Battalion during their annual field training exercise.

Knowing ahead of time that the locally stationed 241st Military Police Company was the adversary, Bravo Soldiers from Fort Meade, Md., started training months before the exercise actually

Spc. Tyler Alcos ensures a building is clear of potential opposing forc

2nd Squad, Bravo Co., 1st Satellite Control Battalion takes defensive and aggressive measures as they prepare to enter a building occupie by opposing forces.

ces liven up field training exercise

kicked off. They conducted road marches, movement techniques, ambushes and reacting to direct and indirect fire — all to ensure their victory over the MPs.

This exercise focused on teaching the Black Dragons the basics in Military Operations on Urbanized Terrain (MOUT), testing their individual physical abilities on the obstacle course, building confidence in their mask in the nuclear, biological, chemical chamber and developing their leadership skills during the Leadership Reaction Course. As a squad, the Soldiers tested their physical endurance and Soldiering skills by conducting a five-mile road march in conjunction with reacting to a deliberate ambush against opposing forces using MILES (Multiple Integrated Laser Engagement System) gear.

The FTX was divided into two rotations. Headquarters stayed in the field for the full week and the rest of the company came out in two-day rotations to allow Bravo Co. to continue performing its wartime mission and train at the FTX at the same time.

When B Company arrived at the MOUT site, it was raining.

"Perfect weather for training," according to unit leadership. But that did not dampen the Soldiers' motivation — they hit the ground running. When the MPs who were scheduled to conduct MOUT training did not show up, the instructors who'd wisely prepared options stepped up to the plate and conducted training.

Staff Sgt. Matthew Smith explained and illustrated how to assault a building. Each squad then practiced on its own and perfected the routine.

Loaded with ammunition, grenades and smoke, each squad demonstrated the knowledge they had gained and to methodically clear the Combat Village of unknown OPFOR who would do their worst.

Smoke grenades, artillery and grenade simulators gave the training a realistic effect. The Soldiers assaulted buildings by throwing a grenade inside and busting through doors. As they met and eliminated the OPFOR, each squad accomplished its mission.

MOUT training completed, each squad was given a fragmentary order. 4th squad was to do a mounted road march, secure a base camp and set up an ambush for any enemy forces; 3rd squad was to accomplish an unmounted road march in order to squash enemies along the way — 3rd Squad road marched for approximately five miles before encountering the bad guys, whom they then summarily "squashed."

The second day began with stand-to in the pre-dawn hours. While the Soldiers pulled security, the leadership in the Tactical Operations Center was busy making last minute adjustments to the missions that would be carried out that day. The Soldiers were split into squads and sent to a Listening Post/Observation Post. They were ambushed en route, but successfully cleared the LP/OP, and advanced to a more built-up enemy position, rejoining their sister squad.

The squads conducted a successful platoon movement to contact and took time off for lunch and classes presented by Staff Sgt. Raul Sheran about Individual Movement Techniques and reacting to conventional and NBC artillery. The squads then moved to assault an enemy position that contained a .50 caliber machine gun.

Black Dragons put their classes to use as artillery simulators, smoke grenades simulating NBC attacks, and multiple hand grenades with small explosive fuses were employed during the assault. The Soldiers were then driven back to the assembly area, given hot chow and sent home. The cadre began preparation for the next rotation.

The second rotation arrived early Thursday morning and began to cycle through the FTX tasks in a different order due to the weather. Heat Category Five temperatures forced the second rotation to road march to the obstacle course first since the morning was the coolest time of day.

This turn of events left the second group so tired that no one would take on visiting West Point Cadet Andrew Maxa in a race through the obstacle course. The soldiers then ate lunch and did NBC training at the gas chamber.

Company Commander Capt. Timothy Root, in traditional company commander style, offered a challenge to all Soldiers, betting he could stay in the dreaded chamber longer than anyone else. At first, no one responded, but then Sgt. Joshua Lowell took up the gauntlet. Root toughed it out for more than 10 minutes, but Lowell triumphed with 11 minutes in a chamber that was much stronger than the previous rotation's.

Soaring temperatures forced a break in training and the group returned to the Assembly Area for a break. After the temperature had come back down to a reasonable level, the squads were sent out on patrol. Fighting mock battles until well past dusk, the squads were sent back to the AA to get some rest for the night. Unfortunately, the OPFOR had other plans...

Positions were probed well into the night. At around 3:30 a.m., the OPFOR ran out of ammo/simulated NBC grenades and thankfully called it a night. Stand-to came bright and early at 5 a.m. the next morning, after which the AA was torn down and the Soldiers headed back to home station.

A more junior member of the unit agreed.

"I knew Bravo was the best company in the battalion, but I never thought I would have the opportunity to do this kind of HOOAH training," said Pfc. William Langford.

"The purpose of the FTX was the practical application of command task skills and overall unit readiness for possible tactical unit deployment. We definitely met our objective and then some," said Sgt. Amanzio Brady, the FTX NCO in charge.

Photos courtesy of Bravo Company, 1st Satellite Control Battalion

ces as his squad advances on a target.

Sgt. Brett Elms enters the tortuous embrace of the Weaver, a particularly challenging obstacle at Fort A.P. Hill's obstacle course.

Tech Center, Battle Lab, Kwajalein Atoll garner top spots

Commanding general presents annual 2004 Quality Awards

HUNTSVILLE, Ala. — And the winners in the Commanding General's 2004 Quality Awards program in the following categories are:

- Commanding General's Quality Award – Technical Center
- Chief of Staff Quality Award – Battle Lab
- Quality Merit Award – U.S. Army Kwajalein Atoll
- Most Improved – Battle Lab

Lt. Gen. Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command, presented each of the winning directorates with trophies and checks totaling $150,000 at the 2004 Quality Awards ceremony July 6.

The Space and Missile Defense Technical Center received $75,000; Battle Lab, $50,000; and USAKA, $25,000. The money will be used in employee enhancement programs within the organizations.

The winning organizations demonstrated in their applications a sustained trend in providing high-quality products and services to their customers. By using the Army Performance Improvement Criteria (APIC) concepts, these organizations have integrated a systematic, disciplined approach to understanding today's customers' requirements and anticipating future customers' desires, guiding organizational performance, and pursuing opportunities for learning.

Photo by Joe Ramirez

Lt. Gen. Larry J. Dodgen, left, commanding general, SMDC, presents Jess Granone, director, Technical Center, with the Commanding General's Quality Award during a ceremony in Huntsville, Ala., July 6. Along with the trophy, the Tech Center received a check for $75,000.

Photo by Joe Ramirez

A check for $50,000 is handed to Larry Burger, right, director, Battle Lab, by Lt. Gen. Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command, during a ceremony in Huntsville, Ala., July 6, for receiving the Chief of Staff Quality Award. Along with the check the organization also received a trophy to proudly display throughout the coming year.

Technical Center

The Tech Center demonstrated outstanding visionary leadership by creating an innovative strategic planning process that creates an environment of empowerment. It does this by bringing employees into the decision-making process through a team approach with mid-level managers. Through this process, strategic planning decisions are fully integrated across the organization and enjoy strong buy-in and support from all levels of the organization.

The Tech Center has a strong focus on customers, and this commitment to customer relationships has served Tech Center well. If customer budget growth is the best indicator of customer-perceived value, then the Tech Center far exceeded even its own expectations. Funding from the Missile Defense Agency, its major customer, increased by a whopping 75 percent from FY99, the start of operation under APIC, to FY03. In comparison, MDA funding for Air Force decreased by about 30 percent over the same period.

One of the APIC core values is "social responsibility," or good citizenship. No other element exemplifies this value better than Tech Center. Its partnership with Walter Reed Army Medical Center, Duke University, and the Windber Medical Institute to actively work with those institutions in transferring missile defense technology for use in detecting breast cancer offers the potential to save many lives by spotting breast cancers years ahead of current methods.

Battle Lab

Battle Lab demonstrated superior ability in all APIC areas, most especially in knowledge management. This is a key asset within the organization and has enormous impact on the ability to develop valuable products and services for customers. Under the auspices of APIC, Battle Lab developed a Task Sheet Data Base process. Through this process Battle Lab dramatically increased productivity by reducing the amount of effort required for selected tasks from 6,500 hours per year, to 1,200 hours — a 442 percent increase in productivity. Battle Lab has expanded and improved this award winning database into their PROUD database. With it, Battle Lab has enhanced its strong analytical skills and maximized the use of automation and electronic communication.

Battle Lab has a very strong customer focus. They employ a team approach to customer satisfaction through "Performance Feedback Integrated Product Team," a multi-disciplined unit comprised of subject matter experts drawn from all Battle Lab elements and support contractors. The Team conducts customer surveys, analyzes results, identifies trends, performs root cause analyses of problems reported by customers, recommends solutions to leadership and tracks remedial actions to ensure they satisfy customer needs. The Team evaluates Battle Lab processes to ensure value added and ensures that the Battle Lab is responsive to new or changing customer requirements.

Battle Lab won a Silver Level Quality Award from the State of Alabama for their accomplishments with this innovative process.

USAKA

USAKA/RTS has continuously excelled in all APIC categories, resulting in a command that is more efficient in its business operations. Since FY 2000, USAKA has saved $16 million through improvement and refinement of its internal processes. One example of this is the improvement in ferry service. Through process mapping techniques and evaluation of the current process, USAKA eliminated 1,560 hours of overtime in connection with the service, with no degradation of the ferry service.

USAKA has always been proactive in its approach to customers, and this year is no exception. Recognizing that its remote location offers certain disadvantages to potential customers, USAKA initiated a unique six-step marketing process, revolving around participation in trade shows. USAKA successfully used this approach to attract new customers and improve upon customer satisfaction. In May 2003 USAKA successfully used the process with Space-X, a Los Angeles-based space-launch company. Result: a signed MOA, a $650,000 infrastructure investment and a plan to begin launching government payloads in 2004.

(Susan McAnally and Candace Holcomb contributed information to this article.)

Photo by Joe Ramirez

Lt. Gen. Larry J. Dodgen, left, commanding general, SMDC, presents Lt. Col. Tim W. Mango, director, Kwajalein Support Directorate, with the Quality Merit Award during a ceremony in Huntsville, Ala., July 6. The check is for $25,000 to be used for employee enhancements.

Coveted motorcycle comes as surprise anniversary gift

By Sgt. 1st Class Dennis Beebe, SMDC Public Affairs

COLORADO SPRINGS, Colo. — Jeff Williams, a general service civilian in the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command's Operations office, received a unique piece of automotive history on his 10th wedding anniversary.

Returning from his unit's softball team practice, Williams noticed his wife's car was in the driveway rather than parked in the garage as was customary. He hit the garage door opener and received a tremendous but extremely happy shock.

Sitting in the garage was the rare and highly coveted Indian motorcycle of his dreams and online auction musings.

"I came home after practice and saw my wife's car in the driveway," Williams said. "I didn't think too much about it, thinking maybe she had to run an errand or take one of the kids to T-ball practice or something.

"I opened the garage door, and BOOM! There it was! My jaw just hit the ground. She was watching from the window and then walked out and said 'Happy Anniversary!' I was literally speechless."

Jana Williams knew her husband loved Indian motorcycles, which have become rarer since the Indian Motorcycle Company went out of business. Very few are available. Williams was always looking for them in online auctions and other motorcycle Web sites.

One had been spotted locally earlier in the month on the Web so Jana was thinking about getting it as a surprise. But someone else was in the process of buying it. Taking a leap of faith, she started the financing and insurance paperwork, and when she went to the local dealership, she was ready to buy this unique piece of American history.

Photo by Sgt. 1st Class Dennis Beebe

Jana and Jeff Williams on the 2002 Indian Chief motorcycle she purchased as a suprise for her husband on their 10th wedding anniversary last month. The background is the Turkey Creek Ranch Recreation Area, a part of Fort Carson, where SMDC Colorado Springs held its annual family day picnic.

Photo by Sgt. 1st Class Dennis Beebe

A view from the back of the pack during the motorcycle ride in the Rockies enroute to the SMDC Colorado Springs picnic on June 18, being held at the Turkey Creek Ranch Recreation Area on Fort Carson Colo.

Luck was with her, because the first buyer's financing fell through. Johnny- (or Jill) on-the-spot with approved financing, Jana walked off with the only such bike in the city. Her preparation and determination paid off.

"He has been salivating over Indians for years and years," Jana said.

"I was pretty lucky I guess, because two other people also wanted it. So I figured I had better act fast.

"The day I went back with the financing, it was completely touch and go. At 3 p.m., the proposed buyer was supposed to show up. When he didn't, there I was, ready to sign. It's not new, but it has a freshly rebuilt engine on the frame that had 11,200 miles on it. It was all totally worth it, just to see the look on his face," she said.

"For once he was speechless," crowed Jana.

"All I could say was 'I love you!" over and over again," Williams said. "I was dumbfounded. She had done it all. She even had the dealership polish it up and deliver it, though she could have ridden it home. It is definitely the best present ever."

Williams had the chance soon afterward to show off his newest acquisition when motorcycle enthusiasts from SMDC Colorado Springs took a scenic route through the local Rockies on their way to the command picnic June 18.

New civilian personnel system to add efficiency, satisfaction

By Donna Miles American Forces Press Service

WASHINGTON, D.C. — The new National Security Personnel System will improve the working environment within the Defense Department while creating a more satisfied, more productive workforce, Navy Secretary Gordon England said July 7.

"That's what this is about: great job satisfaction," England told his audience of Pentagon workers and Web and Pentagon Channel viewers. "We want everybody to go home every night and brag about the great job they accomplished that day. That is what we are trying to accomplish."

Congress authorized the new personnel system as part of the fiscal 2004 National Defense Authorization Act. It will introduce sweeping changes to the way the department hires, pays, promotes, disciplines and fires its 700,000 civilian workers, doing away with antiquated practices England said have bogged down the department for decades.

For example, the new system will consolidate nine separate personnel systems that now govern DoD civilian workers. England said streamlining these systems into one "will make it easier to manage and certainly better for our employees."

England said the system will include faster procedures for hiring new workers, pay based on performance rather than tenure and "pay bands" to replace the current general-service pay scale.

Details of the new system are still being worked out, said England, who was tapped by Defense Secretary Donald Rumsfeld earlier this year to put NSPS into place. He added that valuable input has come from a variety of pilot projects, which he called "learning exercises to make sure we've got it right before we start."

By the year's end, England said he expects to publish in the Federal Register proposed regulations for the new civilian human resources, labor-management relations and employee appeals and grievance systems.

The first DoD civilians are expected to come under the new system in summer 2005, and DoD will phase in the system for the next three years, through late 2008, England said.

Despite these projected timetables, England stressed that the implementation will be "event-driven, not time-driven. "When we are ready we will do it, and not before," he said.

England said DoD is seeking input from all corners to make sure it comes up with the best civilian personnel system possible. "It's a collaborative process, it's not negotiating to an answer," he said. "It is getting input from literally thousands of people around the country and around the world so we can understand their views."

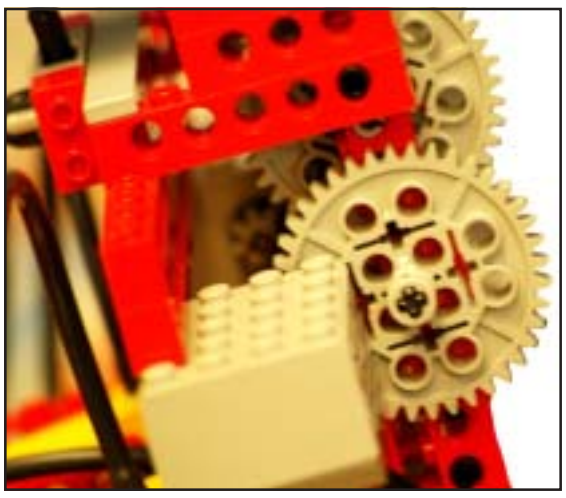
He acknowledged that putting the new system into place while continuing DoD's mission will be a bit of a challenge. "It's a little like maintaining an airplane while it's flying," he said. "The process has to be thoughtful and reasonably measured."

"The whole premise is to have a highly effective workforce ... that dearly loves to work for the Department of Defense, is well-trained and highly competitive," England noted. The result, he said, will be "a system that best represents our most valuable asset: our people."

For more information about the National Security Personnel System go to the newly developed Web site at http://www.cpms.osd.mil/nsps/.

Students, teacher build lessons brick by brick

By Jim Bennett
Editor, Kwajalein *Hourglass*



Intricate gears make this a different Lego set from the ones most children play with.

Students used a computerized Lego motor and built a car around it.

Photos by Jim Bennett

Ian Taylor adjusts an eight-cylinder pneumatic engine.

After the lunch hour, Brian Brewster's class at Kwajalein High School meets, breaks out their computers and Lego bricks and begins their lesson for the day.

"This is not your grandpa's Legos," Brewster said.

The class is engineering basics, previously known as Lego engineering, and it's given four students a hands-on approach to computer-assisted design programs and creating working gears and motors and pneumatic and electronic systems, to name a few projects.

"That's the beauty part of it. We play with Legos and get ready for the real world," said sophomore Win Keller Jr., adding he played with Legos as a young boy, but the class is far more than the play other students might think.

Keller worked recently on a Star Wars AT-ST Walker, a two-legged tank from the science fiction classic that, when complete, uses a series of gears to allow its legs to literally walk over terrain, while the crew sits in a rotating turret atop the leg assembly. Besides the complicated gearing required to make the legs work, Keller learned CAD software that could come in handy someday in the work world.

Each student picked their own projects, focusing on a variety of different challenges, but all built around the same premise, Brewster said.

"Problem-solving is the most important thing," he said.

"It's all problem-solving," agreed sophomore Ed Hansen. Hansen talked as he picked up his jet-ski with variable compressors used to power the personal watercraft. He admitted the Legos were too heavy for actual water-use, but the principles behind pushing the vehicle were all built in.

"A lot of it is experimenting with how things work," Hansen said.

Meanwhile, senior Tavis Wallner and junior Ian Taylor worked on a motorized car with touch sensors and light sensors. Wallner programmed the vehicle to respond to joystick commands, while Taylor demonstrated how to program the motor to issue a different sound to notify the driver in which gear he was driving. Wallner used alternating motors to power the vehicle in different directions and a light sensor to "tell" the vehicle to back up after hitting a wall.

In another project, Taylor built an eight-cylinder rotary engine timed to turn a shaft, similar to a Mazda RX-8 motor. He based the design on a two-cylinder engine, building the cylinders around the central gear housing and setting the timing such that all cylinders operated in sync.

The class came about somewhat accidentally. At one time popular in the states — Lego designed a set of high-end sets for engineering students — the course had fallen off in the early 1990s, but recently regained popularity with the introduction of the CAD software. Kwajalein schools had many of the sets from previous courses.

When Brewster's advanced placement science course failed to attract the needed number of students, he proposed the engineering course instead. Despite the late entry and previously set schedules, he drew six students, enough to make a go of it. Two have since moved from Kwajalein.

At first, the class challenged the students and Brewster in learning the complete capabilities of the Lego sets and the computer software. Together, and with the help of Internet resources on Lego engineering, they learned, Brewster said. And from that learning, they moved on to projects with outside applications.

"Once you've built it, you understand it," Brewster said.

People, organization recognized for success in communications field

Satellite industry honors U.S. Strategic Command

By Maj. Randi Steffy
STRATCOM Public Affairs

Adm. James O. Ellis, commander, U.S. Strategic Command, accepted the International Satellite and Communications exchange (ISCe) Leadership Award on behalf of the men and women of the command, during a ceremony held June 2 at the satellite industry's annual exposition in Long Beach, Calif.

The ISCe Awards honor those individuals and organizations that have played an instrumental role in the success of the satellite and communications industries. The ISCe noted that STRATCOM has provided pivotal information operations during the war on terrorism, is a recognized leader of transformational communications, global network operations and integration of commercial operations into Department of Defense operations. The ISCe presents awards in the categories of education, industry leadership, innovation, technology and lifetime achievement.

"It is truly an honor to have STRATCOM recognized as the first military recipient of this award," Ellis said. "Space operations are at the heart of our command, and it means a great deal to us when our fellow dedicated space professionals recognize our work. This award stands as a symbol, not only for what we've achieved — but also our potential for even greater achievement as we work together to enhance the security of our nation."

David Cavossa, acting executive director of the Satellite Industry Association and co-host of ISCe, said, "We would like to thank STRATCOM and more specifically Adm. Ellis for the leadership role he has played during the past year focused on improving the partnership between the commercial satellite industry and the Department of Defense. This partnership will help facilitate and ensure the long-term availability, security and efficient management of commercial SATCOM resources for the warfighter."

ISCe is the premier West Coast annual event that highlights the innovation and use of satellite technologies and services in the global commercial, government and military sectors. ISCe brings together executives, information and technology officers, engineers and sales and marketing professionals representing the users and providers of satellite-based services and technologies from around the world.

STRATCOM is responsible for the global command and control of U.S. strategic forces to meet decisive national security objectives.

Charged with providing the president and secretary of defense with a broad range of strategic capabilities and options, the command's mission areas include full-spectrum global strike, space operations, computer network operations, Department of Defense information operations, strategic warning, integrated missile defense, and global C4ISR (Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance).

Counsel outlines political limits for Army personnel

By Courtney Hickson
Army News Service

WASHINGTON, D.C. — As the 2004 election draws closer, Soldiers and Army employees face restrictions on political activities different from those that apply to the general public. Violating those restrictions could result in termination of employment or other penalties, officials said.

Federal and state employees fall under the guidelines of the Hatch Act and its amendments. Political restrictions for Soldiers are detailed in Army Regulation 600-20.

"The statutory and regulatory guidance pertaining to the political activities of Soldiers and government employees is difficult to summarize in a short news article," said Maj. John Muehlheuser from the General Law Branch, Administrative Law Division, Office of the Judge Advocate General. He emphasized that all Soldiers and government employees should consult the statutes and regulations applicable to their situation before participating in political activities.

Legal restrictions are placed upon Department of Defense personnel because they are public servants. Also, there is a long-standing DoD policy that DoD personnel acting in their official capacity may not engage in activities that associate DoD with any partisan political campaign or election, candidate, cause or issue.

Among other restrictions, federal employees may not solicit or receive political contributions or engage in political activity while on duty in a government office, while wearing an official uniform or driving a government vehicle.

Additionally, many federal and state employees are not permitted to run in a partisan election. According to the Office of the Special Counsel Web site, the process for running for this type of election begins when the candidate begins to collect signatures, schedules fund-raisers, files a nominating petition, makes an announcement to the press or puts a campaign committee together.

Under the provisions of AR 600-20, paragraph 5-3, a Soldier on active duty may not participate in partisan political management, campaigns or conventions, including the solicitation of votes or political contributions for a particular candidate or issue.

Muehlheuser said changes in the duty status of National Guard and Army Reserve Soldiers change the rules applicable to their political activities. For example, Soldiers ordered to extended active duty must adhere to additional restrictions on political activities.

Muehlheuser said requests for guidance on political activities issues have been more prevalent over the last year or two as a result of mobilizations to help fight the Global War on Terrorism.

"This office will prosecute Hatch Act violations in an even-handed and vigorous fashion," stated Special Counsel Scott J. Blochin in a press release. "As we enter the 2004 national election cycle, it is important for federal employees to be well aware of the prohibitions on partisan candidacy, coercion of partisan support and political activity while on the job."

While the Hatch Act applies to federal employees, an employee's conduct is also subject to the laws of the state and the regulations of the employing agency.

Rules for military to follow while on active duty

While on active duty, a Soldier **may do** the following:

- Register, vote and express a personal opinion on political candidates and issues as a private citizen, but not as a representative of the Armed Forces;
- Promote and encourage other Soldiers to exercise their voting franchise so long as it does not constitute an attempt to influence or interfere with the outcome of an election;
- Join a political club and attend its meetings when not in uniform;
- Serve as an election official if such service: is not as a representative of a partisan political party, does not interfere with military duties, is performed while out of uniform and has approval of the installation commander;
- Sign a petition for specific legislative action or a petition to place a candidate's name on an official election ballot so long as the signing does not obligate the Soldier to engage in partisan political activity and is done as a private citizen and not as a representative of the Armed Forces;
- Write a letter to the editor of a newspaper expressing the Soldier's personal views on public issues or political candidates, if such action is not part of an organized letter-writing campaign or concerted solicitation of votes for or against a political party or partisan political cause or candidate;
- Make monetary contributions to a political organization, party or committee favoring a particular candidate or slate of candidates subject to statutory dollar limitations;
- Display a political sticker on the Soldier's private vehicle.

Government employees with questions regarding the propriety of prospective political activities, or concerns about possible violations, can contact the Hatch Act Hotline at the U.S. Office of Special Counsel, (800) 854-2824 or e-mail: HATCHACT@OSC.GOV or www.osc.gov. Members of the Army may also contact their installation legal office for assistance.

Army's birthday marks 40 years at Kwajalein

By Jim Bennett
Editor, *Kwajalein Hourglass*

Kwajalein plays an important role in the U.S. defense, according to one of the Army's top decision makers in the Pacific region.

"Your work with missiles and missile defense testing programs is serving to dissuade and deter the enemies of our nation and to give our many allies and friends, not just in this region, but throughout the world, hope and resolve," said Maj. Gen. Karl Eikenberry, director for Strategic Planning and Policy for the U.S. Pacific Command.

Photo by Jim Bennett

Maj. Gen. Karl Eikenberry and Sgt. Solange Francis cut the Army's 229th birthday cake.

Eikenberry spoke at the 229th Army Birthday Ball, held June 12 at the Davye Davis Multi-Purpose Room. The speech highlighted a night filled with tradition, ceremony and some humor.

Eikenberry opened his remarks with a joke and said U.S. Army Kwajalein Atoll commander, Col. Jerry Brown, had asked him to speak only briefly. The major general then pulled from his briefcase a stack of folded computer paper and let the end fall to the floor below the podium. Amid the laughter, Eikenberry then gave his "Col. Brown's Top 10 Reasons Living on Kwajalein is a Good Deal."

The general next got serious, addressing the Army's tradition of self-sacrifice, the war on terror and the sacrifices by all those living and working on Kwajalein.

"We are all one team doing very difficult, very demanding and very challenging work together," he said.

He added a note of thanks to all spouses, saying their support made all the work possible.

Photos by Jim Bennett

Capt. Mitch Stevison salutes a table set aside to honor fallen Soldiers during the birthday ball held on Kwajalein June 12.

The event opened with master of ceremonies, Maj. Steve Willhelm, roasting members of the audience.

Capt. Mitch Stevison led the gathering in honoring fallen Soldiers saluting a table set for one, by itself.

Eikenberry, the most senior Soldier present, then joined with Sgt. Solange Francis, the youngest Soldier present, to cut the birthday cake.

The cake-cutting was followed by music from local entertainment and dancing.

SMDC commanding general pays atoll a visit

By Jim Bennett
Editor, *Kwajalein Hourglass*

Lt. Gen. Larry J. Dodgen shakes his head and smiles on hearing one of the longest-running island rumors that someday soon the range might shut down.

The commanding general for the U.S. Army Space and Missile Defense Command said the only questions in Washington concerning the U.S. Army Kwajalein Atoll revolve around "who pays what, not should we be here. We're too strategically located and too important for our country."

Dodgen visited USAKA/Ronald Reagan Ballistic Missile Test Site and Ebeye Island in a three-day whirlwind tour in June — his first since taking over the command in December.

"My first impression was that I was hoping there was going to be land beneath that airplane," he said. "Next it was the picturesque beauty ... When you spend some time here, though, you realize it's the people who are interesting here. They come from different places on the Earth."

His visit focused on familiarization with the range and facilities, things up to now he's only read about.

He said USAKA/RTS's mission and future is only growing, largely because of the space surveillance role. "It's a very strategically located place," Dodgen said. "Our ability to look into space is a very valuable national asset as more and more nations are venturing into space.

"Commercialization of space makes us more vulnerable," he added.

Asked about the range's role during the war on terror, Dodgen commented on new ground-based combat systems that rely on space-based assets. He said that makes the space mission even more important.

Additionally, he said, "An ICBM (intercontinental ballistic missile) or missile is the ultimate act of terrorism whether it's from another nation or a group of people."

Besides space, the range will continue testing for the Ground-based Midcourse Defense System. GMD will achieve initial operational capability this year, but the range will continue testing and updating the system using the Pacific Test Bed, which allows the range to work in conjunction with other ranges in the region so that missiles are not all fired from Vandenberg Air Force Base in California to Kwajalein, but rather some are shot from Alaska and fired toward the United States.

"If you're going to build a global system, you're going to see geometries flip-flop," Dodgen said.

"Beyond the test bed there are other things in the ballistic missile defense theater that you're going to see flourish here," he added, noting the open testing space at Kwajalein allows for a variety of trajectory options, giving testers "added realism."

The mission work, combined with USAKA/RTS's international partnership with the Republic of the Marshall Islands makes the atoll command "worth many more times the investment," he said.

On that investment, Dodgen couldn't promise significantly more money, but added he hoped to work with the local command and through the Army to give the USAKA/RTS commander, Col. Jerry Brown, latitude to set priorities and use what budget they have most effectively. Privatization or allowing private contractors to build facilities on lease-to-buy agreements stands as one example, he said.

Photo by Noda Lajkar

Likjab laman places a lei over the head of Lt. Gen. Larry J. Dodgen, U.S. Army Space and Missile Defense Command commanding general during a visit to Ebeye Island in June.

"I get the sense that not everyone [on Kwaj and Roi] is living in the lap of luxury as the people in CONUS might believe," he said. Another group Dodgen considered is the Marshallese. Dodgen visited Ebeye Island the second day of his visit meeting with local leaders.

"I saw good cooperation between us and Ebeye, and I told (Col. Brown) to continue that and make things a little better," he said. "We have to consider them our partners, and whatever living conditions and concerns they have, we have to consider.

"We're in another country, and we're representing America here. They have their customs, and our people ought to understand that and embrace our host nation's customs," Dodgen added. "These folks have put a lot of their future in America's hands."

Dodgen left Kwajalein with impressions he'll carry to the Pentagon, mostly, he said, "You have great people doing great work out here, dedicated to what they do."

DoD receives rave reviews from 'Military One Source' users

By Rudi Williams
American Forces Press Service

WASHINGTON, D.C. — "Phenomenal" is what a senior defense official calls feedback the Defense Department is getting from people who use the "Military One Source" program to help solve problems, no matter how big, how small or how complicated.

Each service operated its own "One Source" program until DoD recently combined them under one roof. Military One Source is touted as the place to go whenever or wherever service members or family members need quick, professional assistance with any kind of problem.

The service is available 24 hours a day, seven days a week, 365 days a year, according to John Molino, deputy undersecretary of defense for military community and family policy.

The toll-free number for Military One Source for callers in the United States is (800) 342-9647. International callers should call toll-free (800) 3429-6477 or the international collect number, (484) 530-5747.

Molino said he is pleased with the responses his office receives from people who use Military One Source. Here a few of those comments:

A letter from "Thank You!!" read, "The only thing I can say about this service is that IT IS GREAT! I will definitely use the service again and will recommend it to other military families in my situation. With my husband deployed for nine months in Kuwait, and an impending move, your quick answers and advice were my only port in a storm."

The wife of an Army officer wrote: "I just wanted to let you know that as a military wife, and as an officer's wife, I was very, very happy. I was beyond happy because this was done quickly, and it was something I could do for myself in the civilian sector and I didn't need to answer any unnecessary questions."

She went on to say that One Source provided her with immediate information and immediate assistance. "I am completely and utterly grateful for that," the wife wrote. "Thank you so very much. You all do a wonderful job. This was a great gift for me."

A Soldier expressed his appreciation for One Source this way: "I used Army One Source service to find a reputable mechanic. I think it's a great resource to help military personnel. It really helps them to get assimilated into the community without having to do a lot of research beforehand." He added that he sees it as a good resource for people who have just arrived at a new duty station.

"It helps them to get to know the community, just like the other people who have lived there so long who already know of the good and bad places," the Soldier continued. "Keep it up! I will definitely give this number out to my troops; I think it's a great resource."

An Army spouse wrote: "I really like the warmth and empathy of the woman on the other end. It was hard for me to even reach out for help. To not have a rejecting or condemning, judgmental voice was awesome. That made me want to pursue getting the help that we desperately needed. So thank you again for whoever that was. They were really warm, friendly and understanding." For more information go to https://www.militaryonesource.com.

Civilian News

Thrift Savings Plan program adds new phone numbers

New toll-free telephone service began July 1 for the Thrift Savings Plan. The new number is 1-TSP-YOU-FRST (1-877-968-3778) and TDD is 1-TSP-THRIFT5 (1-877-847-4385). Callers in the 50 states, District of Columbia, the Virgin Islands, Puerto Rico, Guam, American Samoa and Canada can use the new toll-free number. Other international callers should continue to use the old ThriftLine number (1 504-255-8777). The TSP Service Office has expanded its hours to Monday through Friday, 7a.m. - 9 p.m., eastern time. Also, in addition to the existing call center in New Orleans, La., TSP opened a new call center in Cumberland, Md. The two centers will complement each other during normal operations and "back up" each other during weather-related or other local events which could otherwise interrupt service. For more information there are two Web sites to visit: http://www.tsp.gov/curinfo/pressrel/2004Jul1_TollFreeTelephone_pr.html and http://www.tsp.gov/curinfo/tollfreenumber-Q&A.html.

As of July 1, there are many changes in the loan program including:

- a $50 fee will be deducted from the amount of each new loan.
- You will no longer be able to have two general purpose loans at the same time. (You will still be able to have one general purpose loan and one residential loan.)
- When you pay off a TSP loan, you will not be eligible to apply for another loan of the same type for 60 days. For more information about the loan program, go to http://www.tsp.gov/curinfo/loanprogram.html.

Soldiers, employees reap benefits of software deal

Army employees and Soldiers can now purchase software with help from the Army Small Computer Program's Employee Purchase Program (EPP). The ASCP expanded its program by increasing the products available for purchase by including Microsoft software. Soldiers and Army employees can now buy Microsoft products at discounted rates. The ASCP allows Soldiers and their families, National Guard members, Reservists and civilian employees to buy personal computers and software at discounted rates. The software available for purchase includes Microsoft Office 2003, Windows XP, FrontPage 2003 and Microsoft Publisher. For home and personal use Digital Image Pro, MS Press book, X-Box games, fun and games. Software developmental tools software are also available. The program also includes Apple, Dell, IBM, Hewlett Packard and Micron. Products available to buy range from top-of-the-line desktops and notebooks to I-Pods, digital cameras and printers. Dell has deals for EPP, including special shipping for Soldiers located overseas. Additionally, Dell provides a monthly flyer which gives coupon codes. Apple also provides a monthly highlight of products. The HP Web site shows the percentage of savings when buying a product with the EPP. One of the tips offered for individuals interested in buying through the ASCP is to shop around before investing in a product. Prices can vary because of the ever-changing technology market. Additionally all information needed to order through the ASCP is available on the Web site at https://ascp.monmouth.army.mil. To participate in the EPP through ASCP, buyers need to enter the following three pieces of information. Please enter them as listed below:

- For "*Work Email*" enter: your AKO e-mail address
- For "*Company*" enter: United States Army
- For "*Program Code*" enter: 3EC128EE8C (this is vital to continue)

OPM reports on federal employment statistics

The Office of Personnel Management issued a report on federal civilian work force statistics employment and trends as of January 2004. It is a bi-monthly publication and is the only official source of data on the entire federal civilian work force. The data include the following numbers about federal employees:

- Total civilian employment: 2,700,000 employees
- Executive Branch Non-Postal Service: 1,855,992 employees
- Postal Service: 780,313 employees
- Employees who are U.S. citizens: 2,669,495 (and those who are not: 31,520)
- In the Washington, D.C., area: approximately 333,500

Military News

Premium reimbursement now available for reserve component

Department of Defense employees called to active duty can now claim retroactive reimbursement of health-insurance premiums paid while on active duty supporting a contingency operation on or after Dec. 8, 1995. To be eligible for reimbursement of Federal Employees Health Benefits premiums, the employee or former employee must meet some requirements. To read those requirements and procedures for more information, see www.military.com.

VA benefits eligibility for reserve and National Guard personnel

The primary factor in determining basic eligibility to VA benefits is "veteran status," which is established by active military, naval, or air service and a discharge or release from active service under conditions other than dishonorable. Reservists who served on active duty establish veteran status and may therefore be eligible for VA benefits, depending on the length of active military service and the character of discharge or release. In addition, reservists who are never called to active duty may qualify for some VA benefits. National Guard members can establish eligibility for VA benefits only if the President activated them for Federal duty. For more information regarding Reserve and National Guard, visit www.military.com.

Important information about your TRICARE retail pharmacy program

After initially experiencing nationwide delays in processing prescriptions from retail pharmacies, Express Scripts Inc. has resolved the problems associated with this delay. Prescriptions are processing in record volume as ESI continues to diligently monitor systems' performance and stands ready to rapidly respond to any issues should they arise. More than 2 million prescriptions have been dispensed to beneficiaries. As with any implementation of a very large program, there continues to be isolated instances were pharmacies are encountering difficulties in getting a prescription to process. These implementation issues are quickly being addressed and resolved by ESI's Provider Relations team. Beneficiaries that may have paid 100 percent of the cost of a prescription for a drug normally covered by TRICARE, should ask their pharmacy to resubmit the prescription and then obtain a refund from the pharmacy once the prescription successfully processes. In instances where the pharmacy will not resubmit the prescription and provide a refund, the beneficiary should submit a paper claim (DD Form 2642) to ESI for reimbursement. The address for paper claims submission is: Express Scripts, P.O. Box 66518, St. Louis, MO 63166-6518.

Send 10 minutes of video online to loved ones

The WISHES FROM HOME campaign allows families of deployed servicepersons to send up to 10 minutes of video online for free. Graduation, birthdays, general greetings, whatever the reason, your deployed loved one doesn't have to miss it or only get pictures! Visit http://www.SharedVideoMoments.com for details. It's free to military families and easy for everyone!

VA reaches out to newest combat veterans

The Department of Veterans Affairs is expanding its efforts to reach veterans of combat operations in Iraq and Afghanistan to ensure they are aware of benefits they have earned. The Secretary of Veterans Affairs is sending a letter to more than 150,000 veterans of Operations Iraqi Freedom and Enduring Freedom who have recently separated from the military to thank them for their service and to remind them of their eligibility for VA health care and other benefits. The letter includes brochures and links to its Web pages at www.va.gov that contain more details about VA benefits, including an opportunity to apply for benefits online. As Operations Iraqi Freedom and Enduring Freedom veterans continue to leave the active-duty military, VA expects to mail about 10,000 letters each month. VA also regularly mails information packets to all service members separating from the military to remind them of eligibility for basic VA benefits, such as VA-guaranteed home loans and education benefits. In addition, there are provisions in these programs for reservists and National Guard members. For more information, see www1.va.gov.

Eagle Vision II upgraded, ready for duty

By Maj. Tim Haynie
CET Commander

COLORADO SPRINGS, Colo. — With a new paint job and almost $2 million in state-of-the-art improvements, Eagle Vision II is ready to take on its new mission: providing commercial imagery support to the Coalition Joint Task Force-7 and Central Command.

Less than six months ago, EVII was just an empty shell on wheels and the Commercial Exploitation Team, 1st Satellite Control Battalion, consisted of only two deployable Soldiers. In the coming months, the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command staff and the 1st Space Battalion would transform the CET into a cohesive, deployable team ready to begin a highly complex and challenging mission set to improve space support to the warfighter.

See related story on page 21.

Two years ago, Army Space Command anticipated taking delivery of the EVII commercial imagery direct downlink ground station and designed a team to man the system, the CET. Manning and delivery of the system to Colorado Springs began in the fall of 2003. SMDC/ARSTRAT then set to work locating Soldiers and funding to begin the process of breathing life back into the EVII program. To make matters more difficult, many of the components making up the EVII system were outdated, in need of maintenance or simply did not meet the Commercial Exploitation Team's requirements for providing support to the Army.

Commercial imagery has a reputation for being untimely and often hard to get, yet there is tremendous value in the unclassified data that goes beyond a literal analysis of pixel groups. Space officers within the CPA and CJTF-7 set to work identifying shortfalls within their collection systems that could be supported via a direct downlinked commercial imagery ground station. These officers went on to advocate the utility of spectral imagery analysis and geospatial intelligence as seen during Operation Iraqi Freedom through the use of the Air Force's Eagle Vision I ground station to support Special Operations Forces.

Interest stirred within the commands and a few capabilities briefings later, CJTF-7 and CPA were requesting that CENTCOM bring the CET into theater. The CET followed up with a briefing to CENTCOM, who saw the potential to use the CET not only to support CPA and CJTF-7, but also to cover other hot spots within CENTCOM's area of operations because of EVII's satellite visibility.

Photo courtesy of Maj. Tim Haynie

Spc. Joshua Foye, Sgt. Kat Estrada set up the Eagle Vision II.

Photo courtesy of Maj. Tim Haynie

From back to front, Staff Sgt. Jeremy Jones, Darren Willey and Sgt. Kat Estrada, members of the Commercial Exploitation Team set up the Eagle Vision II antenna dish. The CET is currently deployed and provides commercial imagery to the Multi-national Corps Iraq, Combined Joint Task Force-Horne of Africa, and Combined Joint Task Force 76.

The Spectral Operations Resource Center has a history of designing and building imagery analysis powerhouses, so the mission to bring EVII into the 21st century was a familiar one. The task list was enormous and the timing left little room for delays in order to meet the specified CET arrival date into theater. The challenge to coordinate this effort went to the SORC's contractor Brian Plaisted, a former ARSPACE officer. The SORC also enlisted the help of Darren Willey, a former ARSTRAT NCO with more than 10 years of satellite experience, five of them with EVII. While the SORC could handle the redesign and construction of the analysis and production components, the task to rebuild the imagery acquisition segment would have to go to an outside contractor. The SORC solicited the work to the commercial imagery community and eventually awarded the contract to the Vexcel Corporation of Boulder, Colo.

Through the months of February and March 2004, the SORC's Roger Ward burned up the phone lines purchasing components while Vexcel was busy assembling and testing software needed to downlink imagery at their lab in Boulder. Meanwhile, Dave Christianson, Staff Sgt. Jeremy Jones and Spc. Taurus Jones were elbow-deep within the heart of EVII installing four new imagery workstations and a massive data archive system needed to handle the imagery analysis and production missions. The mammoth EVII 5.4-meter antenna was inspected, serviced by the manufacturer and found to be in satisfactory shape despite sitting idle for the past year.

Finally, on March 19, only a few days after Vexcel installed its downlinking components and with CET Soldiers sitting alongside, EVII caught its first satellite acquisition on its ascending pass. Success? We wish! Anyone can catch a satellite in flight; turning a stream of data into a picture is the real talent and for the next three weeks we continued to burn in the components needed to make sense of the data. It was but the first of many, many passes to come.

Meanwhile, the 1st Space Battalion filled the last remaining team vacancy to complete the Army's first and only Commercial Exploitation Team. All but one was new to the world of commercial imagery ground stations, but none were strangers to deployments. Five members of the team had already supported Operations Enduring Freedom and Iraqi Freedom during deployments to Afghanistan, Iraq, Kuwait and Qatar; they had fought with the Marines over the Tigris River, sweated through the humanitarian efforts of the CPA and took the fight to the Taliban regime.

Before the CET Soldiers could deploy, they had to first become Team Certified on the equipment and mission essential skills. Team Certification consisted of three training levels. Tasks ranged

See ***Eagle Vision II***, page 21

Space experts provides warfighters timely access to commercial imagery

By Capt. Rob Pietrafesa and Capt. Scott Matey

The Commercial Exploitation Team (CET), activated as a 1st Space Battalion detachment on Oct. 16, 2003, provides the warfighter access to directly downlinked commercial imagery and products. The team consists of FA40 space operations officers, a satellite communications control supervisor, topographic analysts and an information systems specialist.

The advantage a deployed CET brings to warfighters is access to commercial imagery in a timely manner, rather than waiting for it to be processed and disseminated from the United States. While the National Geospatial Intelligence Agency (NGA) currently provides warfighters access to commercial imagery through the Commercial Satellite Imagery Library (CSIL), this process often doesn't meet tactical or operational timelines.

Furthermore, the commercial imagery industry is constantly evolving making the data more relevant than in times past. A forward deployed CET can rapidly improve the tasking, collection and dissemination timeline for commercial imagery and provide imagery products that capitalize on spectral imagery capabilities.

CET personnel man and operate the Eagle Vision II (EVII) mobile ground station, the Army's only deployable commercial imagery downlink and processing station. The system consists of a 34-foot, double expandable semi-trailer and a 5.4-meter X-Band antenna, which are towed in tandem by a commercial five-ton tractor. The trailer is divided into two sections: the Data Acquisition Segment (DAS) and the Data Integration Segment (DIS). The DAS operators schedule, track and receive commercial imagery data from SPOT 2, SPOT 4, RADARSAT, and eventually the ORBVIEW 3 high-resolution satellite. EVII can also receive imagery data via a "bent pipe" communication system from Space Imaging's Ikonos satellite and Digital Globe's Quickbird satellite. The data is then passed to the DIS operators, who transform the data into imagery products tailored to the needs of the requesting organization. Imagery products are distributed to the warfighter in standard NGA formats on DVD, CD-ROM or electronically via the Space Support Element Toolset – Light (SSET-L).

Prior to Oct. 1, 2003, many of the CET personnel served as the deployable section of U.S. Army Space Command's Spectral Operations Resource Center (SORC). They used EVII in Colorado Springs to support exercises such as Millennium Challenge 2002 at the National Training Center and the Joint Contingency Force Advanced Warfighting Experiment at the Joint Readiness Center, Fort Polk, La.

Soldiers also deployed last year to support Special Operations Forces during Operation Iraqi Freedom by providing commercial imagery from the Air Force Eagle Vision I system, NGA, and spectral imagery analysis support using the Spectral Exploitation Cell – Transportable (SPEC-TR). The SPEC-TR is another mobile equipment set designed to process and analyze spectral imagery. The EVII is a major upgrade over SPEC-TR in that EVII has the direct downlink capability.

Commercially owned and operated satellites, which conduct remote sensing, come in all shapes and sizes. EV II can downlink data from four of these sensors, with plans to add a fifth in the near future. There are several attributes, which make space-borne sensor platforms different from each other. The first is the spatial resolution of the sensor. This is a reference to the Ground Sampling Distance (GSD) of the sensor, which is comparable to photographic resolution. It is actually described in terms of the physical size of the objects that fit inside one pixel in a scene of data acquired by the sensor. A sensor with a 1-meter GSD will display a visual scene with pixels that contain 1 square meter.

Spectral resolution generally refers to the number of bands of the electromagnetic spectrum in which the sensor can "see" and collect data, as well as the distance between the sampled wavelengths within these bands. Being able to sense a larger portion of the spectrum is more advantageous, as it provides more information regarding the materials present within the area sensed.

Another factor, which differentiates remote sensors mounted on satellites, is the size of the area in which data can be collected as well as how often the satellite will be able to collect against that area in the future. These characteristics are termed swath width (or size) and temporal resolution, respectively. Satellites with better spatial resolution generally have a smaller swath width. If the sensor possesses the appropriate spectral resolution, a significant amount of information can be gleaned from this large amount of data.

Armed with this knowledge, the CET Soldiers are able to match warfighter requirements with the best sensor available since no one sensor has all capabilities. The CET not only interfaces with the supported unit to understand their particular needs, but also coordinates directly with the commercial vendors to ensure the right imagery is obtained.

The integration of the CET and EVII into the Army's space inventory will greatly improve the timely delivery of space support to the warfighter. The employment of the CET and the lessons learned will help guide the military's use of commercial imagery for the future.

Eagle Vision II

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from the normal weapons qualification and force protection to the complex spectral imagery analysis and EVII system build up/tear down. Once again, the SORC was there to help with the training and provided some of the world's best spectral imagery analysts to hone the individual skills needed to exploit commercial imagery. Master Sgt. Rich Burch (USAF) passed along one of the most valuable lessons learned locating mass graves and finding desert anomalies during OIF: sometimes you don't know exactly what your mission is until you get embedded with your unit and find out what they need. Based on this, team certification had to cover a wide range of skill sets and involve cross training team members to ensure redundancy in key tasks.

Much of the team training involved direct interface with the National Geospatial-Intelligence Agency (NGA) to iron out procedures for requesting and receiving imagery, procedures never before established and at this point still written in pencil, as we're currently proposing new methods for commercial imagery support. The team also received extensive training in ground station operations. In order to validate EVII's reception capability, the CET had to perform a number of downlinks and transmit the required post-pass reports. All of this led up to team certification, completed only one week before the team prepared to load the equipment on the aircraft.

Fast forward to the present: with EVII in place, and Army Space Support Team 3 operating as the CET's liaison, the battalion's "One Space Team, One Fight" concept is set to provide CENTCOM with direct downlink commercial imagery. While much remains to be worked out, the CET ensures that directly downlinked commercial imagery gets to the people who need it, when they need it, throughout the command.

Photo courtesy of Maj. Tim Haynie

Spc. Joshua Foye hammers the grounding equipment.

Battle Lab systems evolving to meet warfighters' needs

By Debra Valine
Editor, *The Eagle*

COLORADO SPRINGS, Colo. — The Space and Missile Defense Battle Lab is using advanced technology and lessons learned to upgrade a space support system that has proven its value to warfighters during Operation Enduring Freedom and Operation Iraqi Freedom.

Twenty-five Soldiers from across the command trained on the Army Space

Photo by Debra Valine

Spc. Eric Tollefson, Staff Sgt. Jay Stephenson and Spc. Scott Duke set up the base for a satellite antenna.

Support Team-Tactical Set (Dismounted) (ARSST-TS (D)), in June during the 2nd Space Company ARSST-TS (D) new equipment training. The company is part of 1st Space Battalion, 1st Space Brigade. At the completion of training, the ARSST-TS (D) became the property of the 2nd Space Company and will become part of their Modified Table of Organization and Equipment.

The ARSST-TS (D) is the upgraded version of the Space Support Element Toolset-Light (SSET-L). The SSET-L evolved as a portable version of the Space Support Element Toolset that was validated during the Army Transformation Experiment, Millennium Challenge in July 2002. It was subsequently deployed on short notice to support warfighters in OEF/OIF. The system improved battlespace awareness, space analysis and commercial satellite communications capabilities for forward deployed space operations officers and their teams. Its capabilities aided in timely and relevant space products (e.g., commercial and spectral imagery) and services (e.g., analysis, estimates, intelligence preparation for the battlespace, etc.) at operational and tactical levels.

Photo by Debra Valine

Spc. Scott Duke, 1st Space Battalion, 2nd Space Detachment, Peterson Air Force Base, Colo., at the terminal.

"The first version was a huge success," said Maj. Philip Speth, chief, Army Space Exploitation Demonstration Program. "The capabilities of the SSET-L were so great that it was used differently in almost every situation. It was very versatile."

Because the ARSSTs deployed on short notice with different customers, each team developed a way to use the SSET-L that best fit the mission at the time. Lessons captured from those first missions shaped this newest version.

"We learned it was too big," Speth said. "And it was too slow. We did some testing and made the upgrades."

The ARSST-TS (D) is made up of two Space Operation System (SOS) workstations, one Space Operations System Imagery (SOS-I) workstation, and one Space Application Technology User Reachback Node (SATURN) communication suite.

"The SOS is a portable computer system designed for space analysis and situational awareness and limited imagery analysis," said Lt. Col. David Hotop, chief, Experiments Division. "It runs a Windows-Intel operating system for ease of use and training, and is accredited to operate in unclassified and classified environments. Additionally, it is compatible with Global Command and Control System and allows space operators to conduct space analysis and develop products and services for supported units."

"The SOS box is now 78 percent faster than the first version," Speth said. "We have doubled the internal storage with hard drives and we have upgraded the video card. We have taken away the redundant software, and by having three SOS boxes, we have streamlined the system. They all operate off the same operating system and the repair parts are interchangeable."

SATURN version two is a triple redundant space-based communications suite. It provides improved cabling for ease of use, added a firewall and switches for communications security, and was redesigned for better cooling, Hotop said.

"It is a more portable and deployable system composed of two transit cases: one for classified and one for unclassified transmissions," Speth said. "The SATURN is now equipped to operate globally from any power source rated between 90-250 Volts and 50-60 Hertz."

"SATURN allows the ARSST to reach back to their home station and get imagery products, Internet access and telephone communications without having to rely on the host unit," said Dave Stockton, a contractor with SYColeman.

"Normally, ARSST teams do not go out on their own; they go out to support a division or corps," Stockton said. "They provide space and spectral imagery products. These product files are very big. File transmission will overload a tactical network — essentially, they kill the network. This way, they do not interfere with their host's communications system.

"It is a selling point. Not only do they have their own commo, they can share because there is enough bandwidth," Stockton said. "Traditionally, the ARSST would show up with the image processors and ask to work in. Now they don't have to."

Photo by Maj. John Heil

Pinning on more stripes

James Wayman is promoted to Staff Sgt. July 1, in Baghdad, Iraq. Wayman was pinned by 1st Lt. David Park, right, and Air Force Master Sgt. Nicholas Sims, left. Wayman is the noncommissioned officer in charge of Army Space Support Team (ARSST) 3. It is deployed in support of the Multi-National Force-Iraq (MNF-I), formerly known as the Combined Joint Task Force (CJTF)-7. ARSST 3 has provided numerous imagery products to the MNF-I, and it continues its space support by integrating new space-based technologies into the MNF-I. ARSST 3 is the first ARSST to be scheduled for a one-year rotation and will return to the Colorado Springs area this winter.

Army essay winner tours Pentagon

By Courtney Hickson
Army News Service

WASHINGTON, D.C. — After taking her first plane ride ever, the honorary mayor of the Pentagon was given a tour of her temporary domain.

Carol Tran landed in Washington at 12:15 a.m. but was not tired from her flight from California, she said as she walked around the Pentagon June 22.

As the winner of the National Geographic Explorer magazine essay contest entitled, "Flag of Freedom," Tran received a trip to Washington and as part of her prize she was named mayor of the Pentagon for a day and was given a tour of the building with her mother, sister and uncle and then shown the sights in the city.

All the entries were commendable. Clearly many of today's young people are proud of their flag and their country.

— Fran Downey
executive editor of *National Geographic Explorer*

The Army and the Pentagon sponsored the contest.

"I really like taking a look at the (Department of Defense Press) briefing room," she said. "I had seen it before on TV and now to see what really looks like. It looks different, it looks bigger."

Tran was one of thousands of aspiring young writers who entered the contest about what the flag means to them. She said this was the first contest she entered on the national level.

"All the entries were commendable. Clearly many of today's young people are proud of their flag and their country," said Fran Downey, executive editor of National Geographic Explorer. "Carol Tran's essay is especially noteworthy because of her passion for the American dream. Her optimism and determination are an inspiration to all."

Her trip all started at her home computer. Tran found the contest from the magazine's Web site. She said she entered because she had a lot to say about the American flag and its importance to her.

Tran said she sat down at her computer to type and edited it on her own.

"I fixed words and made it as colorful as possible," she said.

She also said one of the things she focused on in her editing process was how to make the essay more meaningful.

Tran said her favorite part of the essay was when she wrote on the accomplishments and strengths of America, in addition to how the flag helped pull America together after the terrorist attacks on 9-11.

"After the tragic devastation of Sept. 11, 2001, occurred, I watched along with millions of Americans who pulled together," she wrote. "In sorrow, the flag reminded us that we were together in bravery. American bravery is a vital component of our patriotic values that we cherish and often reward."

Tran, who said when she grows up she would enjoy writing books, is also interested in studying microbiology and medicine.

Her mother, Julie, said they hurriedly sent the essay in a race to beat the deadline.

"We didn't know if it was on time," she said. "Then we got the call saying she had won the contest."

Julie said she didn't tell her daughter the news when she picked her up from school but waited until they got home and when she did Carol and her sister started jumping up and down.

"I am so happy for her that she can express herself," she said. "How she feels about the country and how she is proud to be a U.S. citizen."

Julie immigrated to the United States from Vietnam after the Vietnam War and said the entire family is looking forward to the Vietnam Veteran's Memorial Wall. She said she has spent many hours talking to her daughters, who were born in America, about the war.

After the tragic devastation of Sept. 11, 2001, occurred, I watched along with millions of Americans who pulled together. In sorrow, the flag reminded us that we were together in bravery. American bravery is a vital component of our patriot values that we cherish and often reward.

— Carol Tran
Essay contest winner

"I told them about American Soldiers who died for us to find freedom for our country," she said. "They feel like a part of our family, and it was like we lost somebody in the family."

Besides the Pentagon and the Vietnam Veterans Memorial Wall, Tran and her family were going to visit the Smithsonian Museums, Spy Museum, World War II Memorial, Congress and the Supreme Court Building.

"What does the American flag mean to me"

By Carol Tran

The American Flag has been both a beautiful and power symbol of freedom, strength, ingenuity, and loyalty demonstrating true American patriotism to proud citizens for generations. I am a member of today's generation of Americans who love this grand old flag! My mother was an immigrant coming to the United States in search of liberty. After she courageously escaped from Vietnam and reached the U.S., one of the first things that she saw was the American flag. It waved proudly against the sky at San Francisco International Airport. When she looked at that flag she saw more then just stars and stripes. She told me that she saw hope, safety, justice and a promising future ahead of her.

My uncle fought along side American troops during the Vietnam War, having an aspiration of pursing a college education in the United States. Right when the war ended, he boarded a U.S. ship that was coming to America. As he stepped on that ship, one of the first things that he too saw was that American flag. He looked beyond that flag, past its beauty, and saw the other side of it — a bright future awaiting him. Soon enough, he fulfilled his dream and graduated from the University of Kansas years later. Both my mother's and uncle's experiences have taught me the value of this flag as a symbol of all dreams that it inspires to come true.

The American flag's simple beauty displays thirteen equal horizontal stripes of red alternating with stripes of white, which each represents one of the thirteen colonies at the birth of our nation. The blue upper-left hand corner of the flag shows off fifty states that make our country what is it. Without any of these symbols, our flag would not be complete. It shows that every American individual matters, that every life is valuable, that every person is unique, and that our rights will and have been fought for by many before us.

America has given me the privilege and the honor to obtain a quality education; participate in any activity as I wish; use my human rights to speak, dress, think, and believe freely; and pursue my dreams. It also gives me the strength to overcome the seemingly insurmountable obstacles which may stand in my way. I have a passion of medical science, and hope to become a microbiologist. Because I have this opportunity, I am now in a position where I am capable of attaining just about anything that I believe I can do. This country has shown me and has proved throughout history that everything is possible.

This flag has been, and always will be, an attribute for both American achievement and strength. When our astronauts landed on the moon, we proudly displayed the United States flag on the moon's solid ground and showed not only the rest of us back home, but also the world, that this was an American accomplishment and we have advanced in technology while striving to improve the quality of life.

After the tragic devastation of September 11, 2001, occurred, I watched along with the millions of Americans who pulled together. In sorrow, the flag reminded us that we were together in bravery. American bravery is a vital component of our patriotic values that we cherish and often reward.

This flag has lived through centuries of American history and will always bring hope and success to future citizens in times of trouble and prosperity.

Photo by Staff Sgt. Megan Fowler

Sgt. 1st Class Patrick Trombley of the 1st Satellite Control Battalion spikes into a block during the Championship Volleyball game. SMDC Colorado Springs went on to beat the team, which took the base title from them during regular season last month.

One way to have fun

By Sharon L. Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Under blue skies and with the distinct aroma of barbecue in the air, Peterson Air Force Base held its annual Sports Day June 9. The all-day affair, which took place at various facilities across the base, included 33 events ranging from darts and pinochle to swimming, basketball and skeet shooting.

More than 30 members of SMDC Colorado Springs took part in an assortment of events to represent the command in the medium-size unit competition. Each team or individual was awarded points for participation and also for placing in the top four of each event.

Although SMDC had an overall finish of fourth out of eight teams, they swept the top two places in skeet shooting, and won the volleyball tournament beating the team that took the base title from them during the end-of-season tournament last month.

Photo by Sgt. 1st Class Dennis Beebe

Staff Sgt. Megan Fowler prepares for her 50-meter race at the Aquatics Center.

Photo by Sgt. 1st Class Dennis Beebe

Tim Lynch goes for the gusto in the golf tournament.

Photo by Sgt. 1st Class Dennis Beebe

Lt. Col. Ward Marshall readies himself for the next clay pigeon at the skeet range.

Photo by Sgt. 1st Class Dennis Beebe

Doug Smith from the G-2 warms up before a racquetball match during the Peterson Air Force Base Sports Day on June 9.