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# The Eagle

United States Army Space and Missile Defense Command

Volume 12, Number 8, August 2005

## New mission expands Army role in joint missile defense

By SMDC Public Affairs

The commander for the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, Lt. Gen. Larry J. Dodgen, was named the military's Joint Functional Component Commander for Integrated Missile Defense in January. The formal designation came by way of a memorandum issued by Gen. James Cartwright, commander, STRATCOM, on Jan. 10, 2005.

The JFCC-IMD role is in addition to Lt. Gen. Dodgen and SMDC/ARSTRAT's assignment as the Army Service Component to STRATCOM, conducting space operations and providing planning, integration, control and coordination of Army forces and capabilities in support of STRATCOM missions. Some of these missions include space operations; information operations; global strike; integrated missile defense; and command and control, communications, computers intelligence, surveillance and reconnaissance (C4ISR).

SMDC/ARSTRAT also is an Army major command and has the mission of serving as the proponent for space and ground-based midcourse defense and as the Army operational integrator for global missile defense. SMDC/ARSTRAT conducts mission-related research, development and acquisition in support of Army Title 10 responsibilities.

Air Force Col. Rick Osmun, former chief of staff of the JFCC-IMD, recently answered some questions for *The Eagle* to help explain what the JFCC-IMD is all about. (Col. Cameron S. Bowser is now the new JFCC-IMD chief of staff. He is coming from Maxwell Air Force Base, Ala., where he was the vice commander at the Air Force Doctrine Center.)

### Q1. What is the JFCC-IMD mission?

The mission of the JFCC-IMD is to plan, coordinate, integrate and globally synchronize missile defense systems and operations to provide an optimized layered missile defense against missiles of all ranges and in all phases of flight.

See **JFCC-IMD** on page 8



Photo by Spc. Jack W. Carlson III

## Lights, camera, winner

Spc. Jack W. Carlson III, training NCO, 49th Missile Defense Battalion (Ground-based Midcourse Defense), submitted this winning photo of his disc jockey equipment in front of the northern lights to Pro Sound and Stage Lighting's 2005 Photo Contest. Carlson won a \$2,000 DJ system. (See story on page 16.)

## New commander takes reins at Ronald Reagan Ballistic Missile Defense Test Site

By Nell M. Drumheller  
Editor, *Kwajalein Hourglass*

In a traditional Army change of command ceremony July 22 Lt. Col. Anne R.

Daugherty relinquished command of the Ronald Reagan Test Site to Lt. Col. Justin A. Hirniak.

Daugherty has been the commander of RTS since July 24, 2003. This was her final military assignment prior to retirement.

The invocation was presented by the Rev. Rick Funk, Protestant chaplain and the ceremony included remarks by Michael Schexnayder, deputy to the commander for Research, Development and Acquisition for U.S.

Army Space and Missile Defense Command; Col. Beverly Stipe, commander, U.S. Army Kwajalein Atoll, Daugherty and Hirniak. The benediction was given by

See **New Commander** on page 6



Photo by Elizabeth Davie

Michael Schexnayder, deputy to the commander for Research, Development and Acquisition for the U.S. Army Space and Missile Defense Command; Col. Beverly Stipe, commander, U.S. Army Kwajalein Atoll, Lt. Col. Anne R. Daugherty, outgoing commander of Ronald Reagan Ballistic Missile Defense Test Site and Lt. Col. Justin A. Hirniak, incoming RTS commander, stand at attention during the National Anthem at the change of command ceremony.

# The Command Corner



**Lt. Gen. Larry J. Dodgen**  
Commanding General



**CSM David L. Lady**  
Command Sergeant Major

**T**here is no doubt this summer will be one to remember for years to come for many reasons ranging from the record heat wave to the historic return to flight mission of the space shuttle Discovery. I want to highlight a few other recent events which were significantly important and discuss a unique program initiated by the Army designed to honor Soldiers and provide them an opportunity to thank the American people for their support.

In an event related to the command's role in Ground-Based Mid-Course Missile Defense, the Sea-Based X-Band Radar was formally dedicated at Corpus Christi, Texas, in late July as a critical component of the nation's Ballistic Missile Defense System. The SBX is a unique combination of an advanced X-Band radar mounted aboard an ocean-going, semi-submersible platform that provides the BMDS with a missile tracking and discrimination capability that can be positioned to cover any part of the globe. The SBX structure is awe inspiring at 240 feet wide, 390 feet long, and 280 feet from its keel to the top of the radar dome. It displaces nearly 50,000 tons — almost as much as our largest battleships. The main deck is larger than a football field which can house up to 100 operators and all the required support facilities. The radar, the largest of its kind, can scan the horizon with sensitivity similar to detecting the movement of a baseball at the opposite end of the United States. The deployment of this first-of-its-kind sensor combination, along with the ongoing progress in other ballistic missile defense technologies, will hopefully reduce the incentive of an adversary to acquire long-range ballistic missiles and arm them with weapons of mass destruction for employment against our homeland. The SBX will support operations and testing of the GMD System, which is manned and operated by our 100th Missile Defense Brigade (Ground-based Midcourse Defense).

The Command's Army Family Action Plan Conference recently held in Colorado Springs, Colo., was a resounding success. Representatives from throughout the command discussed and evaluated numerous issues of importance. Several of these issues will be submitted to the Department of the Army AFAP Conference scheduled for November. AFAP is a proven method for our communities to elevate issues of concern directly to senior Army leadership for resolution. This program also demonstrates leadership's commitment to Soldiers and their families. You can read more about the success of the AFAP Conference, the issues discussed and considered critical to this command and the Army, and the youth delegates' "Dream Catcher" art project on page 4 in this issue of *The Eagle*. Well done AFAP team!

Gen. Peter J. Schoomaker, Army chief of staff, recently said, "In these demanding times, the support of families and employers gives our Soldiers strength and security while they are protecting our Nation." A program now provides an excellent opportunity to recognize these Americans for their valiant effort in supporting a great cause — our Soldiers. The program is called "Freedom Team Salute" and provides all Soldiers — active duty, reservists, and national guardsmen — with a means to recognize their spouses, parents and employers for the support and strength they provide to them during their service. The program also recognizes veterans per Gen. Schoomaker to "show them just how much we appreciate the legacy of loyal service they have passed on to this generation of Soldiers."

Soldiers can nominate someone for a "Freedom Team Salute" by visiting the Web site at <http://freedomteamsalute.army.mil> and entering the name and address of the individual who supports them. Veterans can log onto the Web site and simply enter their name and address. Recipients of a Freedom Team Salute will receive a commendation package. I highly encourage you to nominate that special person(s) to say "Thank you" for the support they have shown.

In closing, I want to welcome SMDC/ARSTRAT's new chief scientist Dr. Mark L. Swinson, Ph.D., P.E., to the command. Dr. Swinson's vast experience will be extremely beneficial to the command, and I look forward to his advice and counsel on research and testing activities.

Continue to enjoy the summer and most importantly — be safe!

**SECURE THE HIGH GROUND!**

**T**hanks to the very hard work of our Space Proponency Office, and the personal intervention of Col. (Jeffrey C.) Horne, almost all of our SMDC Soldiers will be awarded the Air Force Space and Missile Badge in the very near future.

Currently, the badge is awarded only to active component space operations officers (Functional Area 40) and satellite operator/maintainer noncommissioned officers and enlisted Soldiers (MOS 25S1C), who have completed their qualification courses. In the case of the FA 40s, they must also be admitted into the functional area, which has often occurred well after training and certification.

This current policy ignores the contributions of National Guard and Army Reserve officers, and many active and reserve component enlisted Soldiers. The policy also ignores experience in Space Operations assignments.

As proposed by SMDC, the criteria for the badge will now be based on both training and experience, not solely on specialty designation. These criteria will apply to all Army components.

Officers are eligible if assigned into an FA 40 coded position, or any other Space-related position. Officers, warrant officers and enlisted Soldiers assigned to Joint Tactical Ground Stations or Ground-based Midcourse Defense positions, Army Space Support Teams, or Satellite Control positions are also eligible for the badge.

In every case, candidates must have completed the required training/certification for the position, and have at least one year experience serving in the position.

SMDC G-1 is working with the personnel officers of our units to identify all eligible Soldiers currently serving in SMDC, as well as all Soldiers whose previous service with SMDC makes them eligible for the badge.

Unit leaders are preparing award ceremonies for their new space badge wearers.

In November, the Air Force will adopt their new Space Cadre Badge, and will retire the current Air Force Space and Missile Badge March 1, 2006. Gen. (Lance W.) Lord, commanding general of Air Force Space Command, has not made a final decision on how to award the badge to other service personnel. We are confident that all SMDC Soldiers who are awarded the current badge will be eligible for the new badge, using the just-approved criteria. No one wearing the current badge should be denied the new badge.

Without a doubt, the results of the Army Space Cadre Force Management Analysis will have major impact on who will be awarded the new badge. SMDC leaders propose that almost all SMDC military personnel belong in the Army Space Cadre. When the FORMAL concludes in late August, we are confident that this view will prevail. We are also confident that the Army's entire military space cadre will be authorized the Air Force Space Cadre Badge.

Your leaders have argued for two and a half years to expand the eligibility criteria. This is a significant success; and we owe much to the Space Proponency Office (Lt. Col. Mike Powers, Patsy Campbell, Rosemary Cuados and Carolyn Maddox) for crafting the new award criteria and carrying SMDC's proposal through the levels of Air Force Space Command. We also owe our deputy commander of operations and other leaders, who personally carried the new criteria to their Air Force counterparts and built a groundswell of support for awarding the badge to all of our space warriors.

**ON POINT!**

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# From the Seneca Falls Convention to ratification of the 19th Amendment

**A**t the behest of Rep. Bella Abzug (D-NY), in 1971 the U.S. Congress designated Aug. 26 as "Women's Equality Day." This year marks the 85th anniversary of this important historic event.

The date was selected to commemorate the 1920 passage of the 19th Amendment to the Constitution, granting women the right to vote. This was the culmination of a massive, peaceful civil rights movement by women that had its formal beginnings in 1848 at the world's first women's rights convention, in Seneca Falls, N.Y.

Advertised in the July 14, 1848 Seneca County Courier as "a convention to discuss the social, civil and religious condition, and rights of woman," the gathering at Seneca Falls became the nation's first women's rights convention and began the Woman Suffrage Movement.

Lucretia Mott, Elizabeth Cady Stanton, Martha Wright (Mott's sister) and Mary Ann

McClintock organized the event in a matter of days after an impromptu discussion over tea about women's rights, or lack thereof.

Just five days later, approximately 300 women and men would attend a convention in Seneca Falls, N.Y., where Elizabeth Cady Stanton would introduce a Declaration of Sentiments and Resolutions. This document, modeled after the Declaration of Independence, listed eighteen resolutions regarding women's rights. All resolutions were read and voted on. Only one resolution, calling for woman's enfranchisement was the most controversial, as many, including Lucretia Mott, still considered a woman's right to vote inconceivable.

With the help of Frederick Douglass, a minimum majority was persuaded to pass the resolution. The convention and the adoption of the Declaration of Sentiments sparked the Woman Suffrage Movement — kicking off a women's right to vote campaign that was not won until 1920.



## Joint Resolution of Congress, 1971

WHEREAS, the women of the United States have been treated as second-class citizens and have not been entitled the full rights and privileges, public or private, legal or institutional, which are available to male citizens of the United States; and

WHEREAS, the women of the United States have united to assure that these rights and privileges are available to all citizens equally regardless of sex; and

WHEREAS, the women of the United States have designated August 26, the anniversary date of the passage of the Nineteenth Amendment, as symbol of the continued fight for equal rights: and

WHEREAS, the women of United States are to be commended and supported in their organizations and activities,

NOW, THEREFORE, BE IT RESOLVED, the Senate and House of Representatives of the United States of America in Congress assembled, that August 26th of each year is designated as Women's Equality Day, and the President is authorized and requested to issue a proclamation annually in commemoration of that day in 1920, on which the women of America were first given the right to vote, and that day in 1970, on which a nationwide demonstration for women's rights took place.

The observance of Women's Equality Day not only commemorates the passage of the 19th Amendment, but also calls attention to women's continuing efforts toward full equality. Workplaces, libraries, organizations, and public facilities now participate with

Women's Equality Day programs, displays, video showings, or other activities.

*(The National Women's History Project is a non-profit educational corporation with 501(c)3 status. For more information go to [www.nwhp.org](http://www.nwhp.org).)*

# What We Think

## The Eagle asks:

**What do you do to protect yourself from identity theft?**



Sgt. 1st Class Cynthia Arrington G-1, Personnel Arlington, Va.

I protect myself by safeguarding my personal information to include my social security number, credit card numbers and my home address. My rule of thumb is to be very cautious when giving information over the telephone or internet. I have had personal experience with identity theft. In a previous unit, I had a subordinate who used my credit card due to my lack of safeguarding my information.



Brandon Martinez, 1st Space Battalion, 2nd Space Company Company Operations, Colorado Springs, Colo.

I recommend using a shredder for all old documents and I make sure all my computers have anti-virus protection as well as having "spyware" installed. This will keep anyone from finding out more information than I am willing to let them have.



Capt. Tim Dalton, 1st Space Battalion, 2nd Space Company Colorado Springs, Colo.

I use different passwords on all the different computers I use and I make sure I shred all my old documents that have any of my account information on them.



Sgt. Alicia Durant, 1st Space Battalion, S-1 Section Colorado Springs, Colo.

I make sure all my credit cards are password protected. If there is sudden unexplained activity the companies will call or contact me to make sure it is really me using the cards. I prove it by using the passwords I have set up, otherwise the accounts are frozen, and I am not liable for all the charges.

I recommend doing a credit check annually. When going through that, be sure to notice if there's a listing or not of anyone or any agency (i.e., banks, credit card organizations) checking up on you. Call those institutions and find out why they've done a check on you and find out who gave them the authorization to do that. Also, if you find damaging information that you believe to be incorrect or false, pursue all avenues to get your credit rating changed. Be a squeaky wheel.



Denise Johnson G-1, Personnel Arlington, Va.

I don't carry many credit cards, and I always shred the checks the credit card companies send me if I am not planning on using them. I also don't give my credit card numbers or social security number to people over the telephone, especially my cell phone or a cordless phone. I look at all my bills and statements as soon as I get them just to make sure there is nothing unusual about them. A shredder is the best purchase a family can make these days.



Brenda Turner G-2, Intelligence Security Branch Huntsville, Ala.

# AFAP Conference puts spotlight on issues

By Sharon L. Hartman  
SMDC Public Affairs

The U.S. Army Space and Missile Defense Command hosted the fifth annual Army Family Action Plan Conference July 19 - 22 in Colorado Springs, Colo. This was the first time the conference had been held here. The conference is the forum where delegates from command units around the globe gather together to discuss issues that Soldiers, civilians and their families are challenged with. More than 60 delegates and staff members traveled from overseas and areas around the U.S. to attend the four-day conference to make their voices heard.

Basic Allowance for Housing without Dependents topped the list of issues at the conference. Family Service Member's Group Life Insurance Law, Outside Continental U. S. Entitlements and Benefits for Alaska, Benefits for Dependent Children Not Residing with the Military Sponsor, and the Youth Arts Competition Programs rounded out the top five issues.

SMDC Command Sgt. Maj. David Lady opened the conference by giving tips to the delegates on how they should approach the issues they were to discuss.

"You need to be loud. You need to be bold. You need to be up front in presenting what bothers you, what frustrates you, what you don't understand — what fathers, mothers, daughters and sons don't understand," Lady said.

"Instead of asking why, ask why not? Your ability to come up with ideas on how to address and correct problems in the military is the real glory of this program. This is your opportunity to affect the lives of everyone in the military. You are going on point for the United States Army."

Command Sgt. Maj. Michele S. Jones, the command sergeant major for the U.S. Army Reserves served as the guest speaker for the conference. In her comments, Jones spoke on how service is not only for Soldiers, but for civilians and families as well.

"We need people like you who are passionate about things. We are depending on you to come to a consensus. Not only do Soldiers and families depend on you, this nation depends on you," Jones said.

"Your diligence to never quit is the same as what is in the Warrior Ethos. Some of you have been at issues for a very long time, but you stick with it, and I thank you for that."



Photo by John Upp

Youth workgroup staff members and delegates position themselves around the dream catcher they created during the Army Family Action Plan Conference held in Colorado Springs, July 19 - 22.

Jones also offered suggestions to the delegates as they prepared for the task of discussing and voting on issues.

"Listen to the issues. Write the right things not the wrong things. You'll know if it's wrong because wrong is too easy," Jones added.

Connie McDonald, a special programs representative for Headquarters, Department of the Army gave a program brief and issue development training and the delegates were then divided into three workgroups to begin the process of brainstorming, discussing and voting on issues over the next two and a half days. The three groups were the Military/Civilian/Deployment/Well-Being Workgroup, the Medical/Dental and Entitlements Workgroup and the Youth Delegation Workgroup. The groups combined evaluated 21 issues and voted on the top five that will now be presented to the Department of the Army for further consideration.

The youth delegation as part of their issue of Youth Arts Programs worked together to create a large scale dream catcher that had images reflecting their

ideas of freedom.

"Our theme for our art project was 'Dream of Freedom,'" said Clarissa Holton, the youth delegation leader. Holton, 17, is the daughter of Maj. Craig Holton who is stationed on Kwajalein.

"We had a large turtle, which represented Mother Earth on top of a dream catcher for the background. We also had our own smaller turtle that we designed with symbols and colors to put on top of the larger turtle. The other images are illustrations of things we felt represented what we thought of freedom," Holton said.

Another youth delegate, Joseph Sisneros, 16, commented on the importance of youths being a part of the conference.

"I think it's important because it gives us a chance to talk about the issues we as youths deal with ... the things that are going on in our lives," Sisneros said. Sisneros and his brother Jordan flew from Fort Greely, Alaska, with their father Chief Warrant Officer 2 Michael Sisneros and their mother Janet to attend the conference.

Toward the end of the conference, a recognition luncheon was held to acknowledge those who helped make the conference a success. The guest speaker for the luncheon was Sylvia Kidd, wife of former Sgt. Maj. of the Army Richard Kidd. In her comments, Kidd told the delegation, using her own personal experience, of the positive changes programs like AFAP have made in the military.

"When I first became an Army wife over 30 years ago, we were more ignored than anything," Kidd said.

"There were no family briefings to tell us what our husbands were doing or whom we should contact if we had a problem. I don't think the term family really was considered very much," Kidd said.

"Well, like so many good ideas from the Army, AFAP was the brainchild of Army spouses. Once the military leadership realized how the families affected the Soldiers, and through him or her, the mission of the unit, they wanted to find solutions.

"AFAP has now been around since 1983 and nearly 500 issues have entered into the process since its start. AFAP is a success story, and you all here today are significant parts of that success," Kidd added.



Photo by John Upp

U.S. Army Space and Missile Defense Command's Command Sgt. Maj. David Lady addresses delegates in a working group during the Army Family Action Plan Conference held in Colorado Springs, Colo., July 19-22.

# SMDC civil service hiring process overhauled in Lean work session

By Marco Morales  
and Ed White  
SMDC Public Affairs

A two-day session of Lean implementation training was held July 20-21, in Colorado Springs, Colo. Col. Jim Bedingfield, the U.S. Army Space and Missile Defense Command chief of staff, brought together 43 SMDC staff principals, their deputies and major subordinate element representatives to participate in a Value Stream Analysis of the civilian hiring process within the command.

As a result, a new hiring process will be implemented within the command later this year.



Photo by Ed White

Bob Goldsmith, of Simpler Consulting, discusses the Action Plan derived from the Value Stream Analysis of SMDC's civilian hiring process. The action plan contains "Do-its", Projects and Rapid Improvement Events, and lists tasks, who they are assigned to and establishes a timeframe for completion.

"The key to this Lean training is to help us, as a command, think differently about processes and attacking problems," Bedingfield said. "Lean is about taking a long, hard look at our business processes. The idea is to map the process then identify problems, issues, waste and non-value added processes." During the VSA, participants took a microscopic look at how civil service employees are hired by the command. They analyzed and challenged every step of the process, identifying what works and questioning what does not.

"I was excited the chief chose this process to be reviewed using Lean," said Donna Davis, chief, Civilian Personnel Division. "It exposed many problems, but at the same time provided the means for identifying 'fixes' — some which the chief has already implemented. We had three different boards reviewing personnel actions and that has now been reduced to one board. The key to implementing change is that we have senior leader commitment to change, which was evident by the team the chief of staff brought."

"People got totally involved and passionate about changing this because it impacts the way they do business," said Nelson McKown, chief of the Business

Initiatives Office in Huntsville. "They think 'it affects me and how I do my job.' People get passionate about that."

"We mapped the current process," said Sandy McAnally, an analyst in the Business Initiatives Office, "and discovered that it takes 206 working days to bring an employee on board. We thought we could do better. By brainstorming, we developed a future process that reduces the time to bring an employee on board to only 136 days — a two-month improvement."

The VSA sessions ironed out the "boundaries" of the civilian hiring process, highlighting the input, the method and the output of the process. Bill

Bryant, Bob Goldsmith and Mark Congdon, the trainers from Simpler Consulting, lead the SMDC participants through each session, they focused on identifying and eliminating non-value added steps that rob the process of efficiency and effectiveness. Each and every participant had some "ownership" in the process,

and the discussion was spirited.

As the session unfolded, a "baseline data" chart was developed that gave an assessment of the "before versus after" state and a percentage measurement of the steps, flow time and process decisions. Participants refined each step in the current state map and targeted areas of "no value" or "value added" in the process. A "future state map" was then created providing a visual flow of the civilian hiring process with minimal non-value added steps. In the end all agreed that the process was much improved.

A result of the session was an action list including "Do Its," "Rapid Improvement Events," and "Projects." These initiatives will effect even further improvements to the process.

A "Do-It" is an improvement action identified in the VSA that can be implemented quickly in order to make a process more Lean. The "Do It" category included items that the chief took for action, including:

- Briefing and obtaining concurrence of the deputy to the commander for Research, Development and Acquisition, and the deputy for operations on actions affecting the MSEs.

- Holding discussions with the Army Civilian Personnel director on the lead time

required by the Civilian Personnel Operations Center in the process.

A "Rapid Improvement Event" is a three- to five-day focused look at a specific event recognized during the VSA as needing further examination. In other words, the RIE takes a bite-sized look at an area in the current state process to identify redundancies, eliminate rework and identify waste. The group identified two RIEs:

- Standardizing pre-work for hiring. G-1 (Personnel), G-8 (Resource Management), the Equal Employment Opportunity Office and the Legal Office will develop a standard checklist for managers to use when submitting requests for hires and personnel actions.

- Analyzing whether or not the process can be further automated using either MODERN or Shareware.

"Projects" are action items identified in the VSA that require more time than an RIE to determine other areas of potential waste. Projects are beyond the scope of an RIE and can include additional efforts to help transform the current state of a process into the future state. Projects in the action list include:

- Developing measures to assess effectiveness of the hiring process and gauging improvements to the system, including cycle time, quality and rework.

- G-1, EEO, and Legal will collaborate to develop a civilian hiring training program for managers (a do's and don'ts of civilian hiring).

- Developing a Human Resources Strategic Plan.

A survey was taken at the end of the session to gather feedback for both the trainers and leadership. Participants felt, "documenting the process as a group provided (knowledge) about what was good and bad about the process," and that the work session was, "very well done"; and "one of the better 'management' sessions I've

attended." Another participant also noticed the importance of team building that happened during the work sessions.

"I thought the training sessions went really well," said Terry Day, deputy director, operations, Space and Missile Defense Technical Center. "I didn't realize there were four personnel management systems in place. The Lean process works well in such areas like personnel, contracting, or even in production lines where you have a process in place. I don't imagine it would work well in technical programs where an organization is building only one [prototype] piece of technology where there's no 'process' per se," he said.

Maj. Jennifer Adams-Buckhouse attended the sessions for the 1st Space Brigade. She participated in the VSA, gaining first-hand experience in the execution of the process. Her mission was to observe and take part in the process so that she would be able to help apply it to systems within the brigade.

"I think we can take advantage of Lean in the brigade," Adams-Buckhouse said. "There are some systems that can benefit greatly from this process, such as in the S-1 and S-4 arenas. We are identifying them right now. The process will start for us in September. I am excited that we can take this process, apply it to our selected systems and start gaining efficiencies for both the near and far term," she said.

The chief of staff set a mark on the wall to have all the above actions completed within six months. The next step is the first RIE scheduled for Aug. 17 - 19, in Huntsville.

"This was an excellent session," said McKown. "Col. Bedingfield has challenged all staff principles to find processes within their staffs to Lean. And, all MSEs will be asked to choose one process to Lean within the next year," he added.

## Lean process starts in command

On April 8, 2005, Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT, endorsed Lean concepts as the command's new approach to help manage its fiscal challenges and achieve increased operational efficiencies.

With this endorsement SMDC/ARSTRAT is following the Secretary of the Army's lead in his "Transforming the Way We Do Business" campaign by incorporating Lean concepts and thinking into its operations.

The five principles of Lean are:

- Specify value of the product/service from your customer's perspective
- Identify the value stream for each product/service
- Enable product/service to flow without interruptions
- Allow the customer to pull value from the provider
- Continuously improve ... pursue perfection

Lean is a concept that looks at the way work gets done. Using a variety of tools and techniques the Lean approach eliminates non-valued added steps to simplify and streamline processes. The focus of Lean is to get rid of waste, making operations more productive and efficient, as well as more effective in the eyes of customers.

## Two more SATCON Soldiers deploy to Iraq

By Sharon L. Hartman  
SMDC Public Affairs

**PETERSON AIR FORCE BASE, Colo.** — A recent farewell was held for two Soldiers from the 1st Satellite Control Battalion who have since deployed to Iraq. Sgt. Luke Pearson of Delta Company, 1st SATCON Battalion, in Camp Roberts, Calif., and Sgt. Joshua Rodriguez of the battalion's Bravo Company, Fort Meade, Md., are replacing Sgt. Jennifer Swift, another SATCON Soldier, and Sgt. Tobias Mitchell of the

1st Space Battalion, who have been serving with the 3rd Infantry Division Space Support Element since January.

1st SATCON Battalion Soldiers traditionally maintain a 24-hour, 365-day-a-year mission providing communications network and satellite payload control of the Defense Satellite Communications System through their five operation centers and one certification facility. The battalion provides access to and use of the DSCS,

which is critical in today's operating environment.

Since April 2003, seven Soldiers from 1st SATCON Battalion have departed their normal units to deploy in support of OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM: Sgt. Daniel Alvarez, 1st SATCON Battalion, Delta Company, Camp Roberts, Calif., served with the Test and Evaluation Unit that deployed to Oman in April 2003. Alvarez currently serves with the 1st Space Battalion; Sgt. Chad Duncan formerly with Bravo Company, Fort Meade, Md., deployed with Army Space Support Team 14 to Iraq in April 2003. He is now with the battalion's Headquarters and Headquarters Company at Schriever Air Force Base, Colo.; Sgt. Corey Wilson, Alpha Company, Fort Detrick, Md., deployed to Bagram Air Base in Afghanistan to join Army Space Support Team 3. Wilson returned to Alpha Company and is still stationed there; Sgt. Jennifer Swift, Headquarters and Headquarters Company, deployed to join the 3rd Infantry Division Space Support Element in January 2005. She will be returning to HHC this month; Master Sgt. Kenneth Tompkins, HHC, deployed to serve with the Multinational Force — Iraq in January 2005. He will return to HHC in January 2006; Pearson and Rodriguez bring the number of SATCON Soldiers to deploy in support of OEF and OIF to seven.



Photo by Sharon L. Hartman

1st Satellite Control Battalion Soldiers, Sgt. Luke Pearson of Delta Company, Camp Roberts, Calif., and Sgt. Joshua Rodriguez, Bravo Company, Fort Meade, Md., stand at ease during a farewell ceremony. Pearson and Rodriguez have deployed to Iraq to replace members of the 3rd Infantry Division Space Support Element in Iraq.



U.S. Army photo

### What a way to celebrate Independence Day!

Serving a voluntary hazardous duty tour in Iraq, Sgt. 1st Class Joe Winsor, 100th Missile Defense Brigade, (Ground-based Midcourse Defense) re-enlisted in the Army for another six years on the nation's birthday. He was administered the oath by Col. Max Haston, chief of Multi-National Corps-I Reserve Component Division. The picture of desert camouflaged ceremony participants, framed by the Stars and Stripes and the city of Baghdad in the background, created a uniquely American July 4 snapshot.

## New Commander

Continued from page 1

the Rev. John Sheehan, Roman Catholic priest.

Schexnayder praised Daugherty for her leadership and energy which he said came to Kwajalein at "the right time and served us well."

He added that relinquishing command can be the saddest time in a Soldier's life. He said Daugherty improved the information exchange during her tenure as site commander and that she has been a "marvelous representative of our nation."

Stipe said that Daugherty and Hirniak were selected based on their leadership and management potential. She added that Daugherty provided "world-class service to a broad spectrum of DOD (Department of Defense) customers." Stipe related that Daugherty is one of the smartest people she knows and that she leaves the military to join the civilian sector where her talent and leadership will be put to the test." Stipe challenged Hirniak to lead with integrity.

Daugherty said she was sad to be leaving — "words will never capture adequately the pride and respect" she said she had for the leadership and people of Kwajalein. She added that she would cherish her experience on Kwajalein forever.

Daugherty described the RTS as a "world-class asset now and into the future."

Hirniak kept his remarks short. He said, "I feel like I already know the community and look forward to working and living here."

Hirniak arrives from the U.S. Strategic Command, Offutt Air Force Base, Neb., where he served on the J-5 staff. He is a 1986 graduate of Norwich University, earning a bachelor's degree in military studies. He also earned a master's degree in procurement and acquisition from Webster University in 2000.

Hirniak's military education includes the Infantry Officer Basic and Advanced Courses, the Army Command and General Staff College, Level III Certification in Contracting, Ranger School, Airborne School and Jumpmaster School.

Hirniak's assignments include Fort Bragg, N.C.; Panama; Fort Polk, La.; Rock Island, Ill.; and Kosovo, as well as deployments including Djibouti, Jordan, Kuwait, Afghanistan, Uzbekistan and Iraq as part of OPERATIONS ENDURING FREEDOM and IRAQI FREEDOM.

The ceremony was held at the Island Memorial Chapel followed by a reception. Greta Morris, U.S. ambassador to the Republic of the Marshall Islands attended the ceremony.

## Civilian News

### Army Congressional Fellowship Program seeking applications

Nominations are now being accepted for the upcoming Army Congressional Fellowship Program through Aug. 30. This program is designed to provide congressional training to Army officers and civilians. The 15-month program, which starts in August 2006 and ends in December 2007, is done in two phases. The first phase consists of an orientation, 40-hour force integration course and six to eight one-day seminars. Each fellow is then assigned to serve the second phase on a full-time assignment on the staff of a member of Congress, congressional committee or support agency of Congress. The AFCEP is open to Department of the Army civilian employees at the GS-12 through 15 level who have career status and are serving in permanent competitive positions. Interested applicants should access the FY 2005 ACTEDS Training Catalog on the Civilian Personnel on-line Web page at [www.cpol.army.mil](http://www.cpol.army.mil) for a description of the program, eligibility requirements and application forms. It is crucial that nominees prepare their nomination package carefully and use only the forms available on the Web site. For more information contact Valerie Peyton at (703) 325-0615, DSN 221, e-mail [Valerie.Peyton@us.army.mil](mailto:Valerie.Peyton@us.army.mil).

### Web site helps civilian workers

Department of Defense civilian employee assistance officials are prepared to help employees affected by BRAC continue their DOD careers, find jobs with other federal agencies or pursue other available options. Defense officials have updated the BRAC Transition Web site at <http://www.cpms.osd.mil/bractransition/> to provide the latest information on DOD and other federal transition assistance programs, and answers to BRAC-related questions.

### Administration opposes 3.1 percent raise

On July 19 the Senate Appropriations Subcommittee for Transportation, Treasury, and Housing and Urban Development included a 3.1 percent pay raise next year for federal civilian employees. The Bush administration is opposing a 3.1 percent raise for civil servants, instead proposing a 3.1 percent raise for military members and a 2.3 percent raise for civil service employees. In a statement, the administration said a 3.1 percent pay raise for civil servants would exceed the average increase in private sector pay. The administration also specifically stated it opposes the 3.1 percent raise to all civilian employees of the Departments of Defense and Homeland Security because that would limit the agencies' flexibility to use the new pay-for-performance systems they have proposed.

### TSP Lifecycle Funds available after Aug. 1

The Federal Retirement Thrift Investment Board has introduced Thrift Savings Plan Lifecycle Funds. They are now available to participants. Lifecycle funds are asset allocation portfolios with investment mixes tailored to a participant's target time horizon. The target horizon is the time when the participant intends to withdraw the funds. As the withdrawal date approaches, the lifecycle fund's investment mix automatically becomes more conservative (i.e., less risky). Participants who select lifecycle funds do not need to reallocate their account assets to achieve this result; the lifecycle investment models automatically reallocate the accounts for the participants. For more information go to [www.tsp.gov](http://www.tsp.gov).

### National Security Personnel System Factor Survey closes, gathers valuable information

The National Security Personnel System Performance Factor Survey closed July 27. The next step is to evaluate the information provided by more than 55,000 responses about the relevance of the standard performance factors (or competencies) to an individual's job. This process will help determine if the factors are appropriate for use in the Department. To learn more about the proposed regulations, the "Fundamentals of NSPS", an interactive view of the proposed regulations can be found on the NSPS Web site. Once the final regulations are published in the Federal Register, "Fundamentals of NSPS" will be updated and published on the Web site. For more information about NSPS, go to <http://www.cpms.osd.mil/nsps/>.

## Military News

### Death benefits, insurance increase for service members

Compensation for the survivors of service members who die in combat zones and insurance coverage for service members will both increase significantly this year. An increase in death gratuity benefits from \$12,500 to \$100,000 already has taken effect, and Servicemembers' Group Life Insurance maximum coverage will increase to \$400,000 starting Sept. 1. The increase in death benefits took effect May 11 and is dated retroactively to Oct. 7, 2001. This means that survivors of service members who died between Oct. 7, 2001, and May 11, 2005, will receive the increased benefits, as will survivors of service members who die from May 11 on. The increased benefits are for survivors of service members who die in combat zones, combat operations and combat-related situations. Combat-related situations can include airborne duty, combat training, demolition duty and training exercises, among other things. A policy designating combat areas and situations was given to the individual services in June, and each service is now reviewing cases. Payments already have begun, but the process of identifying and paying all eligible survivors could take several months. When the increase in SGLI coverage takes effect Sept. 1, it also will be dated retroactively to Oct. 7, 2001. Survivors of service members who died in a combat zone, combat operations or combat-related situations between the October date and Sept. 1 will receive \$150,000 in transitional insurance, which will bring them to the \$400,000 level. In addition to the increased coverage, DOD will pay premiums of \$150,000 for service members involved in combat operations or deployed to a combat zone. For more information about Servicemembers' Group Life Insurance go to <http://www.insurance.va.gov/sgliSite/SGLI/SGLI.htm>. Death Gratuity Information is at <https://www.hrc.army.mil/site/Active/TAGD/CMAOC/BenefitsEntitlements/benefitDG.htm>.

### Department of Defense changes emergency data form to prevent heartaches

DOD has changed the Record of Emergency Data Form — the DD Form 93 — to require service members to designate exactly who should be declared the "person authorized to direct disposition" of remains. Service members have always been able to volunteer the information on persons authorized to direct disposition of remains. This change will make that information mandatory.

### New housing allowance guidelines won't result in pay cut

Defense officials are eliminating the "geographic rate protection" clause that ensures service members moving to a new area receive the same housing allowance as those already living there. Geographic rate protection is expiring in January because Basic Allowance for Housing rates have reached a level where service members no longer have to pay out-of-pocket expenses for housing. The BAH rate is set at the average housing cost for the area. Rates are further set based on military rank, with each pay-grade level having a set acceptable standard of housing. Service members may still have to pay some out-of-pocket expenses if they choose to live above that level. Conversely, if service members choose to live below the average level, they will still receive the same BAH rate. Troops still have "individual rate protection" as long as they stay within the same geographic area. If average housing costs in a given geographic area go down, troops already living in that area continue to receive the higher amount. However, troops moving into that area receive the lower amount. Each year, BAH rates are adjusted with input from military housing offices in the area. If it is determined the rate needs to be increased, all service members living in that area will receive the increase.

### Asymmetric Warfare Group wants applicants

The Asymmetric Warfare Group, located at Fort Meade, Md., is actively seeking Army officers to serve in this dynamic new unit. The AWG is the Army's newest Rapid Deployable Unit conducting continuous and simultaneous operations worldwide. The AWG will become the lead organization in providing global perspective and expertise in full spectrum training, planning for and execution of countermeasures to asymmetric warfare. To request an application, determine your eligibility, or volunteer for assessment, contact the AWG recruiting team at (877)-842-8533 or e-mail [awg.recruiter@us.army.mil](mailto:awg.recruiter@us.army.mil).



# Joint Functional Component Command - Integrated Missile Defense

## JFCC-IMD

Continued from Page 1

### Q2. What does the JFCC-IMD do for STRATCOM?

The JFCC-IMD conducts STRATCOM's responsibilities for IMD planning, coordination and integration and ensures day-to-day operational support responsibilities are coordinated. This allows STRATCOM to focus on strategic level integration and advocacy of their Unified Command Plan assigned missions.

### Q3. How is the JFCC-IMD resourced and for how much in FY05?

Initial funding to support JFCC-IMD establishment came from STRATCOM budget authority. Additional funding came from the Army for a total of \$24M in FY05.

### Q4. What are the other JFCCs created by STRATCOM?

JFCC-IMD is one of four joint functional component commands recently established by the commander, STRATCOM. The other three are JFCC Intelligence, Surveillance and Reconnaissance (JFCC-ISR); JFCC Network Warfare (JFCC-NW); and JFCC Space and Global Strike (JFCC-S&GS). These JFCCs work in concert to accomplish their assigned global missions and conduct offensive-defense integration.

### Q5. What are the organizational leads for the JFCCs?

JFCC-IMD - U.S. Army Space and Missile Defense Command  
 JFCC-S&GS - 8th and 14th Air Force  
 JFCC-ISR - Defense Intelligence Agency  
 JFCC-NW - National Security Agency

### Q6. How will the JFCC-IMD work with the Missile Defense Agency?

A major part of the JFCC-IMD's capabilities are inherent in its technical partnership with the Missile Defense Agency, which is charged with building our global Ballistic Missile Defense System. This unique teaming relationship allows rapid deployment of RDT&E (research, development, technical and engineering) assets from the MDA test bed to the warfighter and rapid implementation of

technical solutions in the field. It is truly a new way of doing business.

### Q7. Who will man the JFCC-IMD?

This new joint command will be manned by Army, Air Force, Navy, Marine Corps, civilian service and contractor personnel ... a total team concept.

### Q8. Where will the JFCC-IMD be headquartered?

The headquarters for the JFCC-IMD will be located at the Joint National Integration Center, at Schriever Air Force Base, Colo., allowing us to leverage the existing robust infrastructure and our strong partnership with the MDA to execute IMD planning and operational support responsibilities.

### Q9. When was the Initial Operational Capability for the JFCC-IMD?

The JFCC-IMD had limited capability in February 2005, reached Initial Operational Capability April 1, and is currently focusing on asset management, intelligence requirements, planning,

global situational awareness and BMDS readiness.

### Q10. When is the Full Operational Capability for the JFCC-IMD?

We are in the process of attaining full operational capability by September 2005.

### Q11. How does the JFCC-IMD mission integrate with STRATCOM and the geographical combatant commanders?

The cross mission integration works to support both the STRATCOM mission and that of the geographical combatant commanders. The preferred means of addressing an adversary's offensive missile capability is to destroy the missiles before they can be launched. JFCC-ISR and the space elements of JFCC-S&GS work collaboratively to locate the launch site and supporting infrastructure and provide that information to the warfighter. In essence, "find the archer before he releases the arrow." If successful in locating the archer, the combatant commanders attempt to destroy the missiles on the ground or render them ineffective by kinetic or non-kinetic means. Any missiles that survive the offensive strikes are then engaged by the active defense forces of the combatant commands after launch.

### Q12. What is the responsibility of the commander, JFCC-IMD?

The JFCC is responsible for STRATCOM integrated missile defense planning and operational support responsibilities, to include operational and tactical level plan development, force execution and day-to-day management of assigned and attached missile defense forces. This will be done in concert with other combatant commanders, MDA and joint service components.

### Q13: What missile defenses, sensors and C2BM assets will be used by JFCC-IMD?

The planning, integration and synchronization of

**J**FCC-IMD's mission is to integrate and globally synchronize missile defense systems and operations to provide an optimized layered missile defense against missiles of all ranges and in all phases of flight.

## Integrated Missile Defense sensor and shooters:

### Shooters:

- Ground-based Midcourse Defense
- AEGIS Standard Missile-3
- Patriot Advanced Capability-3
- Terminal High Altitude Air Defense

### Sensors:

- Early Warning Radar
- Cobra Dane Radar
- Sea Based X-Band Radar
- Forward Based X-Band Transportable Radar



# Component Command Missile Defense



missile defense systems include the full missile defense spectrum of shooters (Ground-based midcourse defense, Terminal High Altitude Air Defense, and AEGIS Standard Missile-3), sensors (satellites, Upgraded Early Warning Radars, Cobra Dane Radar, Sea Based X-Band Radar and the Forward Based X-Band Transportable Radar) and Command, Control, and Battle Management (C2BM) systems. Critical to this planning effort is the continued spiral development of the Command and Control, Battle Management and Communications (C2BMC) capability and other collaborative planning tools that can provide situation awareness and dynamic real-time analysis of courses of action.

### Q14. What are the key tasks for JFCC-IMD?

The JFCC-IMD tracks 15 key specified tasks as it builds toward full operational capability. These include asset management, situation monitoring, status reporting, deliberate and adaptive planning, crisis planning, communications network management, exercise coordination, intelligence, provision of subject matter expertise in the STRATCOM Global Operations Center and recommending force allocation for missile defense forces.

### Q15. What is the organizational structure of the JFCC-IMD?

The JFCC-IMD has the standard "J-Staff" structure, with J-1 for personnel, J-2 for Intelligence, J-3 for Operations, J-4 for Logistics, J-5 for Planning, J-6 for Communications, J-8 for Capability Development. Each staff section is structured to address key tasks of the command. For instance, the J-3 includes an operations center for situation monitoring and reporting, an asset management section, an exercise branch, and missile defense watch officers for the STRATCOM Global Operations Center.

### Q16. What are the equipment requirements for

### the JFCC-IMD?

Equipment requirements for a planning and coordinating headquarters element mainly involve communications and computers. JFCC-IMD will employ the worldwide planning and situation awareness network being assembled by MDA, known as the Command and Control, Battle Management, and Communications System. Conventional computer networks with multiple levels of security enable linkage to information and planning processes worldwide.

### Q17. How does the JFCC-IMD work with the other JFCCs?

Lead responsibility for coordination among all JFCCs rests with the Space and Global Strike JFCC, co-located with STRATCOM Headquarters and commanded by the 8th Air Force commander. The STRATCOM HQ staff also coordinates actions across the JFCCs. Finally, each JFCC has authority for direct liaison with other JFCCs to coordinate details of their respective functional areas.

### Q18. Why did SMDC receive the task to stand-up the JFCC-IMD mission?

I think it's important to emphasize that the JFCC-IMD mission is to perform "joint" planning, coordination and integration of missile defense capabilities as a STRATCOM joint functional component headquarters. SMDC/ARSTRAT, STRATCOM's Army service component, was tasked with leading the stand-up of the JFCC-IMD, for three principal reasons. First, SMDC/ARSTRAT had successfully stood up the 100th Missile Defense Brigade to conduct missile defense operations. Second, SMDC/ARSTRAT was well-positioned in Colorado Springs to support the physical location of JFCC-IMD at Schriever Air Force Base. Third, but not least, SMDC/ARSTRAT is composed of world-class air and missile defense professionals who are second to none, and have provided an outstanding foundation for standing up the JFCC-IMD and assuming day-to-day mission responsibilities.

## Shooter program network



## USSTRATCOM Mission/Responsibilities

Exercises command authority over four joint functional component commands (JFCCs). USSTRATCOM has assigned each JFCC responsibility over a specific aspect of its primary mission areas:

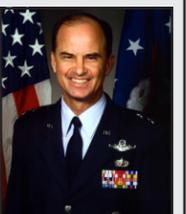
### JFCC - Integrated Missile Defense

Lt. Gen. Larry Dodgen  
Commanding General  
U.S. Army Space and Missile  
Defense Command/ARSTRAT



### JFCC - Space and Global Strike

Lt. Gen. Kevin P. Chilton  
Commanding General  
8th U.S. Air Force



### JFCC - Intelligence, Surveillance and Reconnaissance

Vice Adm. Lowell Jacoby  
Director  
Defense Intelligence Agency



### JFCC - Network Warfare

Lt. Gen. Keith B. Alexander  
Director  
National Security Agency



# Army tests new interceptor for cruise missile defense

## SMDC Public Affairs

**HUNTSVILLE, Ala.** — The U.S. Army Space and Missile Defense Command successfully conducted a “Short Hot Launch,” or SHOTL test of the Low Cost Interceptor at Redstone Arsenal Aug. 3. During the test, the full size LCI was launched from a rail and flew approximately 2,000 meters down range.

The LCI is the integration of existing technologies, modified to meet specific requirements, that provides a long-range capability against less-sophisticated cruise missiles and unmanned aerial vehicles and is complimentary to existing air defense systems.

“This test is the culmination of 4 years of effort by the LCI team to development of an affordable interceptor against these lower cost threats,” said LCI’s project manager, David Tilson.

This is the first of four full-size missile flight tests scheduled for the LCI program. “The purpose of this test was to collect launch dynamics and initial flight data,” Tilson said.

The program goal is to develop an interceptor that is an order-of-magnitude less expensive and, when integrated with current air

defense systems, will provide a complimentary capability against cheaper threats and save the interceptors for the tougher targets. This will provide U.S. forces with another missile that will enable more effective combat against unsophisticated threats launched toward them and our allies. Additionally, LCI can be used as an option in homeland defense guarding coastlines and higher-profile targets.

Several Huntsville-based and other major contractors are involved in the development of the LCI. The Aug. 3 test was conducted by Miltec Space and Missile Corporation, a prime LCI contractor, in cooperation with the Redstone Technical Test Center.

The SMDC Technical Interoperability and Matrix Center has the lead for LCI and has been working on a solution to the cruise missile threat that has a long range, low cost answer.

A “Short Hot Launch,” or SHOTL test of the Low Cost Interceptor was conducted Aug. 3 at Redstone Arsenal, Ala.



Photo courtesy of Redstone Technical Test Center

## Live fire exercise conducted at Fort Greely

By Spc. Jack W. Carlson III  
Unit Reporter

**FORT GREELY, Alaska** — Soldiers from A Company, Military Police, 49th Missile Defense Battalion (Ground-based Midcourse Defense), participated in a live-fire exercise at Bondsteel Range here July 1.

The teams were evaluated on identification of targets, consistency of movements and muzzle control and discipline during their movement to and entry of buildings on Bondsteel Range. Soldiers shot with their

assigned M-16 and M-4 rifles.

“The exercise was geared toward teaching Soldiers muzzle discipline and how to move as a team,” said Staff Sgt. Rhame Grubbs, 2nd Platoon sergeant, A Company, 49th Missile Defense Battalion.

Grubbs was an observer-controller during the exercise — his role was to evaluate entry teams and monitor safety. More than 40 Soldiers went through this exercise with teams moving through various buildings and being evaluated at three stations.

“The observer-controllers

were watching for muzzle control, communication and building clearing techniques,” said Spc. Dante Williams, Military Police Officer, 1st Squad, 2nd Platoon. “The training was very beneficial in learning how to control my weapon more efficiently.”

The Soldiers entering the buildings were challenged with stressful situations right from the beginning. An observer-controller would act as an alarmed and fearful contractor who witnessed an enemy force kill civilians and take hostages. Responding forces had to maintain their cool under pressure while trying to get information from the agitated contractor.

“2nd Platoon learned how to adapt to stress under fire and how to work together,” Grubbs said. “It was the best training I’ve received since I’ve been here — plenty of high speed training.”



Photo by Spc. Jack W. Carlson III

Soldiers from 2nd Platoon, A Company, 49th Missile Defense Battalion, move toward their objective as a team during a live-fire exercise at Fort Greely.

Since 2003, the 49th has conducted two live-fire exercises. This training was the first time they fired rounds at Bondsteel Range. The previous live-fire exercises were conducted on the individual weapons range where Soldiers fired while moving on line together. At Bondsteel Range, Soldiers moved together through buildings to engage targets.

1st Platoon ran through this same live-fire exercise at Bondsteel during the last week of July.

Both platoons are planning to shoot on the range using night vision equipment during the winter months.



Photo by Spc. Jack W. Carlson III

Under the vigilant eye of the observer-controllers, Soldiers from the 49th Missile Defense Battalion (Ground-based Midcourse Defense) prepare to clear a building during a live-fire exercise at Fort Greely July 1.

# Awards/Promotions

## Civilian Promotions

**Astrid C. Lahiere**, Huntsville, PARC/Office of Contracting and Acquisition Management, Command Support Service Branch

**Paula C. Parker**, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch K

## Military Promotions

**Staff Sgt. Joseph Breneman**, Fort Detrick, Md., 1st Satellite Control Battalion, A Company

**Spc. Joshua Crandall**, Fort Meade, Md., 1st Satellite Control Battalion, B Company

**Spc. Nathan Crandell**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Sgt. Daniel Everly**, Stuttgart, Germany, 1st Space Battalion, 1st Space Company, A Detachment

**Spc. Michael Felix**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Maj. Jeffrey Groskoff**, Colorado Springs, 1st Space Battalion, Headquarters and Headquarters Company

**Spc. Shane Hillstead**, Landstuhl, Germany, 1st Satellite Control Battalion, C Company

**Sgt. Troy Humphreys**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**1st Lt. Matthew Kisner**, Fort Meade, Md., 1st Satellite Control Battalion, B Company

**Staff Sgt. Merl McKerrow**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Spc. Ryan Morgan**, Landstuhl, Germany, 1st Satellite Control Battalion, C Company

**Spc. Adam Olson**, Fort Meade, Md., 1st Satellite Control Battalion, B Company

**Sgt. Brian Pepin**, Colorado Springs, 1st Space Battalion, 1st Space Company

**Spc. Brant Powell**, Landstuhl, Germany, 1st Satellite Control Battalion, C Company

**Sgt. Andrew Sanders**, Fort Meade, Md., 1st Satellite Control Battalion, B Company

**Spc. Christopher Taylor**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Master Sgt. Kenneth Tompkins**, Colorado Springs, 1st Satellite Control Battalion, Headquarters and Headquarters Company

**Spc. William Wilson**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Spc. Robert Wright**, Fort Meade, Md., 1st Satellite Control Battalion, B Company

**Spc. Modesto Zamorano**, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

**Master Sgt. Kenneth Tompkins**, Colorado Springs, 1st Satellite Control Battalion, Headquarters and Headquarters Company

## On-the-Spot Cash Awards

**Stephen P. Amacher**, Colorado Springs, Logistics, G-4, Readiness/ILS Branch

**Terrance J. Bauer**, Huntsville, Tech Center, Joint Center for Test and Evaluation

**Michelle A. Bower**, Colorado Springs, Logistics, G-4, Supply and Transportation Branch

**Bobby W. Cooley**, Huntsville, Technical Center, Advanced Technology Directorate Matrix

**Jon T. Dodson**, Huntsville, Intelligence, G-2, Intel Branch

**Garry L. Freeman**, Huntsville, Tech Center, Systems Directorate

**Seyed M. Hamidi**, Huntsville, Tech Center, Information Science and Technology Directorate Matrix

**Robbie J. Holcombe**, Huntsville, Tech Interoperability and Matrix Center

**Lynn A. Kroeger**, Colorado Springs, Logistics, G-4, Supply and Transportation

Branch

**Karen Larson**, Huntsville, Research, Development and Acquisition Staff, Command Integration Division

**Colin W. Lees**, Huntsville, Tech Center, Directed Energy Directorate Matrix

**Michael W. Liston**, Huntsville, Intelligence, G-2, Intel Branch

**Larry A. McQueen**, Colorado Springs, Logistics, G-4, Supply and Transportation Branch

**Frederick G. Robinson**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**John M. Ryan**, Colorado Springs, Logistics, G-4, Readiness/ILS Branch

**Fredrico O. Segura**, Colorado Springs, Personnel, G-1, Military Personnel Division

**Sarah V. Trial**, Huntsville, Personnel, G-1, Military Personnel Division

## Time-Off Awards

**Stephen E. Bryant**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Richard A. Burks**, Colorado Springs, Directorate of Combat Development, Space

**Robin S. Massenburg**, Colorado Springs, Personnel, G-1, Military Personnel Division

**Larry A. Mize**, Colorado Springs, Directorate of Combat Development, Training Support

**Terrance E. Nelson**, Colorado Springs, Directorate of Combat Development, Training Support

**Richard A. Runyan**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Zakiyyah S. Shakoor**, Huntsville, Personnel, G-1, Plans, Policy and Training Division

**Randolph P. Wampler**, Colorado Springs, Directorate of Combat Development, FDIC

## Special Act Awards

**Adam M. Aberle**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Eric L. Atchley**, Huntsville, Tech Center, Systems Directorate

**Teresa H. Brown**, Huntsville, Intelligence, G-2, Security Branch

**Franklin J. Ellis**, Huntsville, Tech Center, Advanced Technology Directorate Matrix

**Douglas E. Engle**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Latoya S. Epps**, Huntsville, Tech Center, Information Science and Technology Directorate

**Kelly J. Helsler**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Robbie J. Holcombe**, Huntsville, Tech Interoperability and Matrix Center

**Cheryl A. Humbolt**, Huntsville, Tech Center, Systems Directorate

**Susan S. Johnson**, Huntsville, Tech Center, Information Science and Technology Directorate

**Robert A. Kyniston**, Colorado Springs, Personnel, G-1, Military Personnel Division

**Kayla M. Lemoine**, Huntsville, Tech Center, Associate Director, Technology

**Kathleen Leonard**, Huntsville, Tech Center, Information Science and Technology Directorate

**Kari A. Powers**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Rachel H. Ramey**, Huntsville, Tech Center, Test and Evaluation Directorate

**Shelby L. Rich**, Huntsville, Tech Center, Advanced Technology Directorate

**Duane L. Stott**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Robert K. Strider**, Huntsville, Test and Evaluation Center

**Terrell A. Swindall**, Huntsville, Tech Center, Systems Directorate

**Patricia S. Vittitow**, Huntsville, Tech Center, Systems Directorate

**Annie J. Williams**, Huntsville, Tech Center, Advanced Technology Directorate

## Length of Service Awards

### 15 Years

**Carlton Chappell**, Colorado Springs, Operations, G-3, Special Technical Operations Cell

**Derrick Richeson**, Colorado Springs, Information Management, G-6, Consolidated Wideband SSE and Transformation Communications

**Marshall McBride**, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Computer Resources Division

**Paula Kennedy**, Huntsville, Resource Management, G-8, Program Support Division

### 20 Years

**Evelyn Daniels**, Huntsville, Chief Information Office, Automation Division

**Max Delgado**, Colorado Springs, Information Management, G-6, Consolidated Wideband SSE and Transformation Communications

**Barbara Dixon**, Huntsville, Technical Interoperability and Matrix Center

**Mark Little**, Huntsville, Tech Center, Directed Energy Directorate Matrix

**Dennis Boyd**, Huntsville, Tech Center, Space Technology Directorate Matrix

**William Dionne**, Huntsville, Tech Center, Space Technology Directorate Matrix

### 25 Years

**John Glidewell**, Huntsville, SMDC Matrix to Missile Defense Agency

**Nevrik Ratliff**, Arlington, PARC/Office of Contracting and Acquisition Management

**Joyce Lenoir**, Huntsville, Personnel, G-1, Civilian Personnel Division

**George Sloan**, Huntsville, Future Warfare Center, Space and Missile Defense Battle Lab, Frontiers Division

**Eduardo Garcia**, Huntsville, Future Warfare Center, Space and Missile Defense Battle Lab, Missile Defense Division

**Annie Williams**, Huntsville, Tech Center, Advance Technology Directorate

**Penn Foreman**, Huntsville, Tech Center, Data Analysis and Exploitation Directorate Matrix

**Barbara Rogers**, Huntsville, Tech Center, Data Analysis and Exploitation Directorate Matrix

**Beltha Hinton**, Huntsville, Resource Management, G-8, Program Support Division

**Beltha Hinton**, Huntsville, Resource Management, G-8, Program Support Division

**Beltha Hinton**, Huntsville, Resource Management, G-8, Program Support Division

**Beltha Hinton**, Huntsville, Resource Management, G-8, Program Support Division

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## New chief scientist assumes duties at SMDC

By Marco Morales  
SMDC Public Affairs

The U.S. Army Space and Missile Defense Command has a new chief scientist.

Working primarily from his office in Crystal City in Arlington, Va., Dr. Mark L. Swinson recently assumed his new duties including providing scientific advice, consultation and expertise to the commanding general. He will also provide guidance related to total research, development, test and evaluation effort of the Army's space, missile defense and computer network operations programs.

"I see my role as the principal scientific adviser to the commander to ensure he has available to him whatever insights I can

provide to him as chief scientist as well as working closely with Mr. [Mike] Schexnayder to make sure we continue to have a very high degree of scientific and technical integrity in all our programs," he said.

"I'm very impressed with this command — particularly with our commanding general," Swinson said. "He [Lt. Gen. Larry Dodgen] has a strong presence and a quick and incisive mind. I'm very impressed with the way he interacts with his staff. I can tell he's a strong leader."

Before coming to SMDC, Swinson



Dr. Mark L. Swinson

served as the senior executive service director for the Mathematical and Information Sciences Directorate at the U.S. Army Research Office in Research Triangle Park, N.C. While there, he was responsible for the Army's extramural, basic research portfolio in mathematical and information sciences. He also provided executive oversight to the Army's Small Business Innovation Research and Small Business Technology Transfer programs, as

well as minority outreach programs. Earlier in his career, he served as the deputy director of the Intelligent Systems and Robotics Center at Sandia National Laboratories. Swinson also has served as the Senior Executive Service deputy director (and acting director) of the Defense Advanced Research Projects Agency's Information Technology Office, which has an annual budget of more than \$300 million.

He attributes having accepted his new job to the importance of space and missile defense to our nation.

"SMDC's space and missile defense mission area — protecting our nation from ballistic missile threats and assuring our access to space — is something that's going to grow very rapidly in importance in the next few years," Swinson said. "I believe that, as challenging as our efforts in the global war on terrorism in Afghanistan and Iraq are and have been, I think we're going to start seeing that wind down a bit, at least relatively speaking," he said, attributing this to recent remarks made by Gen. George Casey, the top Army commander in Iraq,

about how as indigenous forces in Iraq become more capable of doing their job we're going to see a lesser demand on the U.S. Army.

"And, as that starts to happen," Swinson said, "in the Army, in particular, we're also going to have a chance to regroup and to think a little bit about what some of our long-term challenges are. I think we would be short-sighted to not recognize the incredible threat that the proliferation of ballistic missiles pose to the country."

"The proliferation of the technology in the last five years has been disquieting as has the availability of weapons technology — both nuclear and other types of weapons of mass destruction capabilities. North Korea is one example. Also, I think some public statements that we've heard from at least one Chinese general officer recently suggests that the importance of the role the command is going to play in national security in the next couple of years is probably going to grow dramatically," Swinson said.

A native of Rockford, Ill., and a retired Army colonel, he earned a bachelor of science degree in (weapons systems) engineering from the U.S. Military Academy, West Point, N.Y., and a master of science degree in mechanical engineering (energy) from the University of Wisconsin in Madison. He also earned a Ph.D. in both engineering and computer science from the University of Florida in Gainesville. Swinson is a registered professional engineer, a senior member of the Institute of Electrical and Electronics Engineers, as well as a career member of the SES and the Army Acquisition Corps.

## Desert down time has its rewards

By Spc. Joshua Williams  
Unit Reporter

**CAMP AS SAYLIYAH, Qatar** — The past six months supporting OPERATIONS ENDURING FREEDOM AND IRAQI FREEDOM, have been a strenuous time for 2nd Section, Alpha Detachment (A/2), 1st Space Company.

Conducting a crucial wartime mission, hosting visiting dignitaries, and preparing for and competing in the annual best crew competition with no breaks in between certainly took its toll on the Soldiers and Sailors of A/2, but they recently got a chance to take a breather and have a little bit of fun.

Taking advantage of every free moment, the Soldiers and Sailors of A/2 took in some USO shows that were in town, which included visits from the Denver Broncos' cheerleaders, National Basketball Association legend Charles Barkley and retired National Football League star Kevin Green, but they also created a little fun for themselves.

The first chance to let loose was a trip to the Camp As Sayliyah pool for some water volleyball. No score was

actually kept, but both teams claim victory.

That same day was a section hail and farewell barbeque and a Halo 2 tournament. Along with the barbeque was a "pie-in-the-face" benefit to raise money for additional unit functions.

Chief Warrant Officer 3 Christopher Hall, A/2's officer in charge and Sgt. 1st Class Ronnie Price, A/2's noncommissioned officer in charge, both agreed to put their faces on the line for the sake of the unit. But it was a team effort as the entire detachment chipped in to create the two biggest money makers.

For \$120, Delta Crew, which consisted of Staff Sgt. Jeffrey Crane, Sgt. Alex Appleby and Spc. Nicholas Carpenter got creamed, and Petty Officer 1st Class (Surface Warfare) Jeremy Baltushis bought his way out of a pie for \$100.



Soldiers and Sailors of 2nd Section, Alpha Detachment, 1st Space Company, pose for a picture with NBA legend Charles Barkley, top left, and retired NFL star Kevin Green, top center.

The detachment also competed in a recent dodge ball tournament on base. Although they did not finish in first place, they enjoyed the competition.

Additional boosts to morale included Spc. Joshua Williams being awarded his first Good

Conduct Medal and Spc. Nicholas Carpenter scoring a 143 and passing the E-5 promotion board by unanimous vote.

Even with all the morale events, A/2 continued to carry out business as usual.

## Rest, relaxation, family

# Iraq war veteran takes a breather

By Nell M. Drumheller  
Editor, Kwajalein Hourglass

“I’m here and I’m thinking ‘is this a dream?’” Warrant Officer Mike Tracy said earnestly.

After spending close to half a year in Iraq, the Hawaii Army National Guardsman was home on Kwajalein visiting his family, for his mid-tour rest and relaxation break.

Tracy is a quality assurance analyst with Kwajalein Range Service and has been a member of the Guard for nine years. This is his first combat deployment.

In Iraq Tracy is a battalion maintenance officer with the 29th Brigade Combat Team. The unit is stationed at Camp Anaconda, Balad, approximately 68 kilometers north of Baghdad.

“It’s surreal,” Tracy said of adjusting to living in Iraq and being under fire. “First you heard the rockets and mortars. We were nervous,” he admitted. But time and the repetitiveness of the constant fire made the attacks seem commonplace. In time he learned to wait for the all clear. “We get on our radios, find out what’s going on and get back to work,” he said.

It became routine, “a very different kind of normal,” Tracy said while adding that he was always on edge, always alert. The work is never ending according to Tracy, who said that he was on the job every day. The state of alert stayed with him on his flight back home.

“I came off the airplane and was still on edge, intense. The first couple of days I’d think, ‘where’s my weapon,’” he said, while patting his hip, where he carried a 9-mm pistol in Iraq.

Tracy said he wasn’t prepared for the poverty of the people of Iraq. “They are dirt poor. They live in mud huts,” he said. He said that in the past all the money, education and opportunity stayed with the elite. “A lot of the people can’t read their own language,” he said.

“Now they are getting an education,” he

said. Local nationals have jobs on Camp Anaconda and “work to sustain themselves, but are also learning trades.”

The coalition forces are making a difference according to Tracy. “We’re changing the attitudes.”

Tracy describes the Iraqi people as seeming to like Americans, and that they are interested in Western ways.

While home on Kwajalein, Tracy said he was confronted by people who compare Iraq to Vietnam. He is adamant in his response.

“It’s not Vietnam,” he insisted. He compared the battles in Vietnam where U.S. service members would take a hill, only to have it overrun a few days later. In Iraq, he said the people have “their first chance to vote, to support themselves and have businesses. They are not under a dictatorship.”

He admits the insurgents are becoming more sophisticated; but says that the Iraqi people are making a stand. “Some small villages won’t tolerate the insurgents. I believe that eventually the county is going to realize they don’t have to accept the insurgents.”

U.S. service members in Iraq are a combination of active duty, reserve and guard forces. “The Reserves have changed,” Tracy said. “We do deploy. We do the same things the active duty [service member] does,” he added. Active duty and reservists are working together according to Tracy. Tracy said that the mix of active duty troops who are often younger than the reservists, with the Guard and Reserve contingents is working well. He said that more than 40 percent of the in-country Soldiers are reserve and guard troops.

“Reservists use their non-Army skills to help the community,” he said. He gave examples such as a reservist who is a tank mechanic in the Army but an electrical engineer in civilian life; the combination of skills and experience add to the effectiveness of the individual and his value within the Camp Anaconda community.



Courtesy Photo

Warrant Officer Mike Tracy checks to see how much son Ryan has grown in his absence as daughter Christine looks on. Tracy has been deployed to Iraq since Jan 16. He departed July 16 to return to Iraq to complete his deployment.

Tracy said the Soldiers in the 29th went to Iraq thinking they would be transporting products and maintaining equipment but were given the additional responsibility of camp security. He said they met that challenge and exceeded it.

“They’re [the Hawaii Army National Guard] proud to do what they’re doing. The teamwork is unbelievable,” he said.

Tracy has returned to Iraq to finish out his tour of duty. Leaving his family behind was tough. “They’re very supportive,” he said of his family. “The community has been wonderful,” he added about his neighbors on Kwajalein. Tracy said that the support of both KRS and the U.S. Army Kwajalein Atoll staff has made his deployment easier. “USAKA has been really great,” he added.

## Civilians earn combat pin for service

By Bernard Tate  
Army News Service

**WASHINGTON, D.C.** — The Combat Pin for Civilian Service may be the Army’s first war-zone recognition award for civilians.

The Gulf Region Division of the Army’s Corps of Engineers began giving civilians the pin at ceremonies in Baghdad this spring.

Civilians have supported Soldiers on America’s battlefields all the way back to the camp followers of the Revolutionary War and Molly Pitcher’s historic turn with her husband’s artillery crew.

But Iraq is different. There, civilian volunteers from the Army Corps of Engineers wear the same uniform, endure the same heat, eat the same dust, duck the same mortar rounds, ride the same vehicles, run the same gauntlet between the Green Zone and the Baghdad Airport and travel in the same Red Zones as the Soldiers they support. Some have been shot at by snipers, caught in firefights and injured by roadside bombs.

Until the Corps authorized the award, there was nothing to honor civilians like ribbons or patches that distinguish Soldiers who serve in war-zones.

“The idea was that Corps employees who receive the pin would wear it at work in the United States,” said Kelly Brown, deputy director of programs in the Great Lakes and Ohio River division. Brown, who recently returned from duty in Iraq, developed the idea as a morale booster for civilians.

“When you see the pin, you know the person volunteered in Iraq and that you share similar experiences. Those without the pin might question the wearer, who could then share their experiences,” Kelly said. “It’ll give those considering an assignment in Iraq information they might not otherwise receive.”

Corps employees serving in Iraq for more than 60 days will receive the award. Future plans include retroactively awarding the CPCS to Corps civilians who volunteered in Iraq.

The pin is a miniature version of the GRD coin and logo, designed by Jan

Fitzgerald, an artist with the Visual Information Branch of the Humphreys Engineer Center Support Activity. The lapel pin is not authorized for wear on the Desert Combat Uniform, but may be worn with any civilian clothing.

Kelly came up with the idea for the CPCS lapel pin while attending a town hall meeting in Iraq when Brig. Gen. Thomas Bostick, GRD commander, mentioned he was looking for morale-boosting ideas. Bostick was responsive to Kelly’s idea and passed it on to Command Sgt. Maj. Jorge Gutierrez, GRD command sergeant major, to implement.

Gutierrez said it was extremely difficult to ask civilians in uniform to remove their combat patches.

“I could feel their disappointment as they graciously complied and stripped the one item of clothing that linked them to their experiences and former units,” he said. “As an alternative, Kelly’s idea replaces the combat patch and recognizes the wartime service of our civilians.”



The Combat Pin for Civilian Service

# SMDC donates LEAP display to Smithsonian museum

By Marco Morales  
SMDC Public Affairs

A piece of the U.S. Army Space and Missile Defense Command's history recently found a new home. The curator of the Smithsonian Institution, National Air and Space Museum, James



Photo by Marco Morales  
James David, curator, Smithsonian Institution, National Air and Space Museum, signs a document officially accepting a Lightweight Exo-Atmospheric Projectile (LEAP) Guided Test Projectile (GTP) display donation from SMDC. Tom Pagan, SMDC deputy chief scientist, looks on.

David, accepted a Lightweight Exo-Atmospheric Projectile Guided Test Projectile display donation from SMDC during a ceremony July 12, hosted by Tom Pagan, SMDC's deputy chief scientist, in the command conference room.

"I think this is one of the first missile defense artifacts the Air and Space Museum has ever collected," said David. "This display is not something we're simply going to store away in our warehouse facility. It will be displayed in our Smithsonian National Air and Space Museum Steven F. Udvar-Hazy Center at Dulles Airport in the small exhibit section of the James S. McDonnell Space Hangar, next to models of the Patriot and Standard Missile 3," he said.

The exhibit display is also being coordinated with Raytheon (formerly Hughes) the contractor that built the LEAP GTP. The exhibit will open in the fall.

The LEAP GTP was flown in a hover test in

June 1991 at Edwards Air Force Base, Calif. At that time, it was the smallest, lightest-weight kinetic kill vehicle developed.

The hover test demonstrated fully integrated tracking, guidance and maneuvering performance. Similar vehicles were flight-tested at White Sands Missile Range, N.M., and Wallops Island, Va., on the USS Richard K. Turner.

The LEAP GTP was the only item delivered to SMDC at the end of the LEAP contract. All other hardware was transferred to the U.S. Navy contract for use on the Theater Wide Defense Program (LEAP is now known as Aegis LEAP Interceptor in the Aegis BMD Program).

The LEAP program was funded by the Missile Defense Agency's Technology Directorate and developed under the Hypervelocity Launcher Product Office and later, the Weapons Directorate at SMDC.

"This was an extremely successful technology development program that transferred to an acquisition program," Pagan said. "Developed as the most advanced, lightweight, space-tested exoatmospheric kinetic kill interceptor in the world, SMDC's Technical Center has been at the forefront of seeing this technology come to fruition in the continuing effort to support the Missile Defense Agency and our nation's ballistic missile defense program."

## Army Family Team Building classes make first appearance on Peterson Air Force Base

By Ed White  
SMDC Public Affairs

**PETERSON AIR FORCE BASE, Colo.** — Strong families are the pillar of support behind strong Soldiers. Army Family Team Building is one of many programs that serves the families of America's Soldiers. AFTB is a three-level, volunteer led program that provides training and knowledge to spouses and family members of Soldiers.

The program was brought to U.S. Army Space and Missile Defense Command July 14-15 with Level 1 training being given on Peterson Air Force Base, Colo. This marked the first time an AFTB class has been provided to Army Soldiers on an Air Force Base.

"It is critical for us to ensure our families at home are cared for," said SMDC Deputy Commander for Operations, Col. Jeffrey C. Horne. "We have ongoing, worldwide missions supporting the Joint warfighter so this training is a tremendous opportunity for our Soldiers and families."

The program takes volunteers through three levels of training that enable them to help others and provides cornerstone skills and knowledge for family

members to live well within the military culture. The AFTB effort supports the total Army effort by providing training for a way of life that prepares everyone in America's Army to function at their highest level, in any situation, with minimal outside support.

"AFTB is an official Army training program that empowers the family members of Soldiers and Department of Army civilians," said Tonya Daniels, AFTB master trainer and program manager. "This is especially important when a Soldier or civilian is deployed and the family must get along without them."

"Level 1 focused on the basic skills and knowledge needed to live the military life. It gave the participants insight into how the chain of command is organized and how it works. We talked about benefits and entitlements and what the difference is between them and also spoke about financial readiness," Daniels said.

"I liked the classes a lot," said Michelle Perry, one of the participants. Her husband, Maj. Mike Perry is the executive officer of the 1st Satellite Control Battalion.

"There was always something to learn and what I liked about these classes is that you don't have to be a new spouse or new to the Army. Everyone can benefit from

these classes," she added.

"I have been around the Army for a few years and I still learned a few things from the class," said Crystal Molok, another participant. "I will definitely do Level 2." Molok is the wife of Staff Sgt. Jason Molok from Headquarters and Headquarters Company, 1st SATCON Battalion.

Level 2 of the program helps people "grow" personal skills that will make them an asset to any organization. This level teaches the family members how to manage the stress of deployments and how to manage personal time. It teaches how to make better decisions and how to communicate with their spouse and children. People learn how to handle conflict in a more positive manner that helps boost their self esteem.

Molok is looking forward to Level 2 training. She likes the emphasis on more advanced leadership techniques taught in Level 2.

"I like helping new Army families and this training will also help me and my family when we move on to different units," Molok said.

Level 2 training will be offered in Colorado Springs Aug. 29 and 30.

The third level teaches people how to develop positive attributes they see in people they admire. They will learn to

effectively lead a Family Readiness Group and motivate project teams. Participants will also learn what makes them "tick" and operate the way they do and will themselves become more self-confident leaders who possess the attributes and traits that others admire.

"If the family members get nothing else out of a program like this, I hope they get that there are family members out there who are willing to help them. We are here for each other," Daniels said.

It is the AFTB mission to educate and train all of the Army in knowledge, skills and behaviors designed to prepare Army families to move successfully into the future. The program contributes to the Army mission by educating and training Army families to be self-sufficient leaders within their military communities. There are currently 221 active AFTB programs worldwide with more than 20,000 volunteers and paid staff, all committed to connecting families within the Army.

Daniels is the point of contact for those interested in taking future training. She can be reached at (719) 360-0763.

# JTAGS sections support OPERATION WARRIOR RAMPAGE

By Sgt. 1st Class Mike Queen  
Unit Reporter

**PETERSON AIR FORCE BASE, Colo.** — Joint Tactical Ground Station sections from Bravo Detachment and Charlie Detachment, 1st Space Company combined under the Bravo Detachment Headquarters to operate as a contingency section in support of the 1st Space Battalion field training exercise, OPERATION WARRIOR RAMPAGE, June 19-30. Bravo Detachment deployed from Fort Bliss, Texas, and integrated operations with 2nd Section, Charlie Detachment at Peterson Air Force Base, Colo., to provide tactical ballistic missile early warning and conduct warrior training.

For two weeks, JTAGS Soldiers conducted the crawl, walk and run phases of training. Classes were taught by Soldiers from Texas and Colorado; both sections capitalized on experiences from the other unit refining battle drills and tactics, techniques and procedures for JTAGS and convoy operations.

In order to sustain warrior skills and battle drills, JTAGS Soldiers participated in tactical convoy training. During each drill, opposition forces put the Soldiers through various combat scenarios using simunitions to provide realistic training. Simunitions are similar to paintball ammunition but are fired from the Soldiers' assigned M-16s or M-9s. JTAGS warriors demonstrated their proficiency, keeping their heads down, applying suppressive fire and fighting through the "kill zone."

Following the tactical convoy training, the JTAGS Soldiers from both detachments conducted a 160-mile convoy to Pinon Canyon Maneuver Site, near Fort Carson, Colo. At PCMS the Soldiers emplaced the JTAGS system and established tactical



Photo courtesy of 1st Space Company

Joint Tactical Ground Station and Army Space Support Team equipment is camouflaged during integration training at the Pinon Canyon Maneuver Site, near Fort Carson, Colo., during OPERATION WARRIOR RAMPAGE, June 26-29.

operations. The detachment headquarters integrated with the 2nd Space Company, Army Space Support Teams and the Battalion Space Coordination Detachment. This was the first time the detachment headquarters had this level of integration and mission control. For 72 hours the detachment conducted tactical JTAGS operations and continued warrior task training.

The end state of OPERATION WARRIOR RAMPAGE was more than 16 tactical convoys covering approximately 375 miles, numerous ambushes and other warrior skills training, and 72 hours of tactical JTAGS operations.

Additionally, the detachment headquarters conducted the first JTAGS/ARSST field integration, capitalizing on the Space assets provided by the 1st Space Battalion.



Photo courtesy of 1st Space Company

Sgt. Matthew Zellmer and Staff Sgt. Samuel Anderson set up a Joint Tactical Ground Station antenna at Pinon Canyon Maneuver Site on June 26.

## Change of command brings reunion for 1st Space Battalion

By Sharon L. Hartman  
SMDC Public Affairs

**PETERSON AIR FORCE BASE, Colo.** — July 8 marked a reunion for some members of the 1st Space Battalion. The battalion was activated in December 1999, with 79 original members located in various units, some forward

deployed around the globe. Lt. Col. Lee Gizzi, then a major, was one of those original members serving in the battalion as the S-3. Upon leaving the battalion, Gizzi attended Command and General Staff College for a year and then went to the Joint Special Operations Command in Fort Bragg, N.C., where he was the space electronic warfare officer for the J-3 Information and Operations section. After a four-year absence, Gizzi returned to the 1st Space Battalion as their new battalion commander.

In a ceremony July 8, at the Peterson Air

Force Base parade field, Gizzi assumed command from Lt. Col. Jeffrey Farnsworth who had been the battalion commander since June 2003.

The ceremony was hosted by 1st Space Brigade commander, Col. Kurt S. Story. In his comments, Story reflected on the impact the battalion has had in supporting the Army and joint forces under Farnsworth's command over the past two years.

"The 1st Space Battalion is a one-of-a-kind organization with a truly global footprint," Story said.

"The teamwork of the Soldiers, noncommissioned officers, officers and civilians of the battalion took the near impossible and had excellent results while making it seem routine. The extremely high degree of success recognized by the battalion in providing world class space control and space force enhancement to combatant commanders is testimony to Col. Farnsworth's superior leadership," Story said.

In welcoming Gizzi, Farnsworth spoke of the superb battalion Gizzi is now

responsible for.

"You have a very unique and special opportunity, and you have a great space warrior team to get the job done. The space warrior officers, warrant officers, NCOs and Soldiers here and around the world are top of the line, each and every one," Farnsworth said.

Although most of the original members of the battalion have moved on to new assignments or new chapters in their lives, Gizzi was welcomed back to the battalion with great enthusiasm. Knowing that the only constant is change and realizing that the battalion has changed drastically during his absence, Gizzi's comments were simple and succinct.

"It's a privilege and honor to be given the opportunity to command these great Soldiers and this outstanding unit during this critical time in our nation's history. All current policies and procedures remain in effect," Gizzi said.

Upon assuming command, Gizzi jumped right into the mix of things touring some of the units around the globe becoming reacquainted with the battalion.



Photo by Larry Hulst

Lt. Col. Lee Gizzi, left, returns to the 1st Space Battalion as Col. Kurt Story, commander, 1st Space Brigade charges him with the responsibility of commanding the battalion.

# 49th Missile Defense Battalion Soldier enters photo contest, wins DJ equipment

By Sgt. Sara Storey  
100th Missile Defense  
Brigade (Ground-based  
Midcourse Defense)  
Public Affairs

**FORT GREELY, Alaska** — With the radiance of the northern lights forming the backdrop and the lights on his disc jockey equipment glowing in the foreground, Spc. Jack W. Carlson III snapped a picture that won him new DJ equipment June 28.

Carlson is the training noncommissioned officer for the 49th Missile Defense Battalion (Ground-based Midcourse Defense). Both his hobbies benefit the 49th — he uses his photographic skills to record unit events and DJs for

many brigade functions. Carlson's winning photo — one of more than 400 entries — netted him a \$2,000 DJ system. Carlson said this system will allow him to manipulate digital files through his CD turntables — meaning he'll be able to "scratch" with MP3 files like he currently does with CDs.

Carlson learned about the photo contest when he saw a flyer promoting it in an issue of a sound and lighting catalog. Contestants were instructed to submit a photograph of their equipment and write a brief statement about why they used Pro Sound and Stage Lighting's equipment.

"I knew I could win," Carlson said. "I immediately decided to

set up my equipment in front of the northern lights because I knew nobody else would have an opportunity to do that."

And that distinctiveness is exactly what made Carlson's photo stand out.

"In my opinion, what really set this photo apart from

remember past happenings — but it has evolved into a more artistic hobby for me."

Carlson said his true desire is to become a professional photographer although becoming a DJ has a more immediate cash benefit.

Carlson started a DJ business in 1997 after seeing his friends reaping the

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**I knew I could win. I decided to set up my equipment in front of the northern lights because I knew nobody else would have an opportunity to do that.**

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— Spc. Jack Carlson

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the others was the composition and uniqueness," said Erik Mekkelson, PSSL's e-commerce marketing coordinator.

During the judging, PSSL employees looked over all the photos submitted and voted for their favorite. The originality and artistry of Carlson's photo made it the hands-down winner, according to Mekkelson.

"Photography has always been an interest because my dad is a hobbyist so I've been around it since I was a kid," Carlson said. "Originally, I started taking photos because I wanted to be able to

monetary benefits of the profession. His current company in Alaska — Paradise Productions — has entertained Alaska residents for more than two years. When first starting the company, Carlson volunteered to DJ events held on Fort Greely to boost morale and liven up parties.

Eventually, people stationed at Fort Greely and living in nearby Delta Junction began to hire Carlson to perform at social gatherings. To date, he has put on more than 50 shows.

Carlson said his coworker and friend Spc. Duane Ostrowski is a big help — Ostrowski often helps Carlson set up both photo and DJ equipment.



Photo by Spc. Jack W. Carlson III

Spc. Jack W. Carlson III, training NCO, 49th Missile Defense Battalion, uses his DJ equipment at a unit function.



Photo by Karl Fastenrath

## Patriotism personified

The annual golf cart and bicycle parade was held over the July 4 holiday weekend at a recreational vehicle park next to Lake Tansi in Crossville, Tenn. Karl Fastenrath, a general engineer with SMDC's Technical Center's Kinetic Energy Interceptor Directorate, with his wife Connie's help decorated their golf cart, incorporating his profession with his avocation. Their two dogs, Freeway and Benji, were the hits of the parade.