

## Inside The Eagle



**Space Focus Day  
unites mission  
partners, page 6**



**Alaska's Force  
Protection exercise,  
page 15**

# The Eagle

United States Army Space and Missile Defense Command

Volume 12, Number 2, February 2005



Photo by Sgt. 1st Class Dennis Beebe

Senior NCOs discuss issues during one of the breakout sessions at the Senior NCO Conference.

## Senior noncommissioned officers meet in Colorado Springs

By Sgt. 1st Class Dennis E. Beebe  
and Sharon L. Hartman  
SMDC Public Affairs Office

**FORT CARSON, Colo.** — Senior noncommissioned officers from across U.S. Army Space and Missile Defense Command gathered at the Elkhorn Conference Center on Fort Carson, Colo., Jan. 25-28. They were assembled for the 2005 SMDC Senior NCO Conference, which was sponsored by the command's Command Sergeant Major, David Lady. "SMDC Senior Noncommissioned Officers wanted to come to this conference

and were rewarded by coming," Lady said. "Through this conference, they received a great deal of information about the command and were given the opportunity to further their development as noncommissioned officers."

Lady graciously spoke of the support received from the Officer Corps at the very highest level of the command to ensure Senior NCOs were able to attend.

"I was surprised that so many came from our companies and detachments from overseas. I gave leeway by saying that I knew all of the Senior NCOs might not come, but they brought them all and I now

believe it was critical to do so. I believe it will be the correct thing to do again next year, to bring them all in," Lady said.

"The greatest value from this conference will be when all the senior NCOs return to their home stations and spread the word about what they heard and experienced here. So I ask each of you to carry the message home."

SMDC's Commanding General, Lt. Gen. Larry J. Dodgen, appeared as the keynote speaker for the event. He spoke of

See **NCO Conference** on page 9

## Proposed changes to civilian personnel system posted on Web

The enabling regulation for the new National Security Personnel System was posted in the *Federal Register* Feb. 14. This is the next step in implementing the changes to the civilian personnel system.

U.S. Army Space and Missile Defense Command employees received an e-mail directing them to the appropriate Web site where the regulations can be

reviewed and commented upon. The comment period is 30 days.

NSPS is a new human resources management system that establishes rules for how civilians are hired, assigned, compensated, promoted and disciplined.

"This is a chance for employees to help shape personnel policy," said Joyce Lenoir, a personnel specialist in SMDC's G-1. "Read what is

**For more information, visit the Web at  
[www.cpms.osd.mil/nsps/](http://www.cpms.osd.mil/nsps/)**

in the 220-page proposed regulation and provide comments through above Web site to higher headquarters. We want as many people as possible to go to the Web site and review the documents."

It was announced Dec. 15, 2004, that SMDC would be

among the first Department of Defense organizations to take part in the initial implementation of NSPS. Spiral One is scheduled to be rolled out in July.

The majority of the civilian work force will be affected.

# The Command Corner



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



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

From the ongoing combat operations in Afghanistan and Iraq, to defense of the Homeland, and now to the provision of humanitarian assistance in Southern Asia, America's military forces demonstrate an unrivaled degree of responsiveness and flexibility. These qualities are particularly important in our current strategic environment of unpredictability and great complexity. Confronting these challenges requires capabilities that can only be provided by all of our military services working together, each contributing their own unique and complementary strengths in a cohesive manner.

Gen. Peter Schoomaker, the Army chief of staff, has emphasized the importance of "jointness" and the synergy of effort — "interdependence" — with the statement, "Joint interdependence purposefully combines service capabilities to maximize their total effects, while minimizing their relative vulnerabilities." He has also stressed, "The Army is a vital and indispensable member of the joint team first and a service second." Clearly, thinking "purple" must be at the forefront of our every action.

The U.S. Army Space and Missile Defense Command is a full member of the joint team, responsible for supporting combatant commanders in a broad range of missions. Our contributions are joint and interdependent from their inception and support the three major tenets of jointness stressed by Gen. Schoomaker:

- Embracing joint interdependence to the tactical level. SMDC, in conjunction with the Missile Defense Agency and our sister services, has made tremendous progress in forging a limited defense capability for the Ground-based Midcourse Defense system. Our crews are trained, certified and prepared to perform their mission alongside the other joint team members as part of an integrated system-of-systems with sensors, interceptors, and command and control. Other examples of SMDC's support of joint interdependence include imagery products provided by the Spectral Operations Resource Center and the 24/7 support provided by our joint service Regional Satellite Communications Support Centers.
- Creating and testing joint operational concepts during joint exercises, wargames and experimentation. Our recent participation in the joint exercises TERMINAL FURY and TOTAL DEFENDER provided tremendous opportunities for our operational forces to exercise their tactics, techniques and procedures in a joint environment. The Future Warfare Center's Simulations and Analysis Directorate also works closely with counterpart Army and joint activities to build on opportunities to test our emerging concepts and technological developments in support of joint warfighters.
- Ensure joint interdependence concepts and efforts enable "the very tip of the spear," the frontline Soldier and Marine. From the Mission Management Center's provision of capabilities for enhanced situational awareness to our development of technological developments for Army Space Support Teams (ARSST) and new Space Support Elements (SSE), our focus from beginning to end is relevance to the joint warfighter. The recent presentation of an Alabama Quality Award to the Future Warfare Center's Battle Lab is indicative of the extraordinarily fine work being done in support of our forward-deployed joint forces.

See *Interdependence* on page 4

Two very important NCO conferences took place this last month: The Sergeant Major of the Army's Nominative CSM Conference, and the SMDC Senior NCO (SNCO) Conference. This was the fifth Nominative Conference, but the first SMDC SNCO Conference in at least three years.

The Nominative Conference is Sgt. Maj. of the Army Kenneth O. Preston's opportunity to meet with all CSMs who work directly for general officers. More than 250 active and reserve component command sergeants major attended the four-day conference, at the Sergeant Majors Academy, Fort Bliss, Texas. The theme of the Nominative Conference was "The Army at War and Transforming." The senior Army leaders attended to brief the command sergeants major of the Army on current and planned military operations, and to build consensus in support of Army Transformation. The SMDC SNCO Conference both supported the Army theme, and educated our senior NCOs on all parts of SMDC, our very complex major command.

Secretary of the Army Francis J. Harvey and Chief of Staff Gen. Peter J. Schoomaker were keynote speakers, emphasizing that America is a nation at war. To win this war, America must meld all elements of the national power in a determined and relentless campaign to defeat enemies who challenge our way of life. This is not a "contingency," nor is it a "crisis." It is a new reality. This new reality requires that Soldiers and Army civilian workers adopt a new mindset: a joint and expeditionary mindset. We will always fight as part of the joint armed forces team. We will be based largely in the United States, but will regularly deploy as expeditionary units into forward areas, for training as well as for operations against the worldwide enemy.

At the SMDC SNCO conference, Lt. Gen. Larry J. Dodgen and his deputies emphasized the place of SMDC within both the Strategic Command and the Northern Command, those joint headquarters with which we are most closely associated for planning and operations. The senior enlisted leaders of both those commands, Navy Fleet Command Master Chief William N. Nissen and Marine Sgt. Maj. Dennis S. Frye, attended our conference in order to review the role of NCOs in all the services as all services transform to be more effective in fighting this war. Other Army leaders attended the Nominative Conference to review the way ahead as the Army transforms units into modular organizations; as the Army changes policies in order to stabilize Soldiers and families at stateside installations for a larger part of their military careers; as the Army restructures both active and reserve components in order to place those specialties in greatest demand into the active component, reducing war zone reliance on the reserves and National Guard.

Our SMDC leaders spoke on the transformation of this organization, reviewing the support that this command will continue to provide war fighting organizations, as well as those initiatives such as fielding Space Support Elements (SSEs) into the deploying divisions to provide further and even more effective support to warfighters.

Both conferences dealt with the many institutions which must change to better support the war and the transformation. Gen. Schoomaker stated "... the institutional Army must be as adaptable as the operational Army." The officer and NCO education systems must adapt to provide education to leaders at the right time in their careers; promotion policies must be relooked to see how they can change to better support an Army at war. Force developments and acquisition processes must change

See *Conference* on page 4

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# Schriever III wargame explores critical space issues

**NELLIS AIR FORCE BASE, Nev.** — The Space Warfare Center conducted its third space wargame at Nellis Air Force Base, Nev., Feb. 5-11.

The Schriever III wargame, set in the year 2020, explored critical space issues in depth and investigated the military utility of new space systems.

The objectives of the wargame centered on exploring options to employ space forces, command and control of those forces and examining space technologies and concepts.

The details of the scenario were classified; however, the game set friendly “blue” forces against enemy “red” forces with a worldwide range of conflicts that stresses space systems.

The first two space wargames, “Schriever 2001” held in January 2001 and “Schriever II” held in February 2003, were significant successes identifying system capabilities and requirements.

The Space Warfare Center conducted this effort on behalf of the U.S. Air Force, the Department of Defense’s executive agent for space.

The U.S. Army Space and Missile Defense Command was among the approximately 250 military and civilian experts from approximately 20 agencies around the country as well as Australian, Canadian, and Great Britain officials invited to participate in the wargame. Other invited agencies included: Air Force Space Command, Naval Network and

Space Operations Command, the National Reconnaissance Office, the National Security Space Organization, Air Combat Command, Office of the Secretary of Defense, U.S. Joint Forces Command, U.S. Pacific Command, U.S. Strategic Command, U.S. Southern Command, U.S. Transportation Command, U.S. Special Operations Command, U.S. Northern Command, the Defense Information Systems Agency, the National Geospatial Intelligence Agency, the National Security Agency, NASA, the Department of Homeland Security, the Department of Transportation, the Department of State and the Department of Commerce.

## What We Think

### The Eagle asks:

**Who do you think was the most influential African American in U.S. history and why?”**



Carmen Correa  
Contracting Specialist  
Arlington, Va.

I believe Rosa Parks served to be one of the most influential African Americans in U.S. history. Considering the geographical area where she lived plus the socio-cultural politics and timeframe, she stood her ground for what she truly believed while representing a voice to fight against subjugation of African Americans and women minorities in this country. I look up to her and other minority women of her strength, courage and character.



Thomas Pagan  
Office of the Chief Scientist  
Arlington, Va.

I would say that one of the most influential African Americans was the late Supreme Court Justice Thurgood Marshall. He litigated the famous Brown v. Board of Education in 1954 that made it illegal in the United States to have “separate-but-equal” public facilities. He then became the first African American to serve as a Supreme Court justice, and he served with distinction.



John Cummings  
Public Affairs Specialist  
Huntsville, Ala.

**Dred Scott** — In 1857 the U.S. Supreme Court declared that all blacks — slaves as well as free — were not and could never become citizens of the United States. The court also declared the 1820 Missouri Compromise unconstitutional, thus permitting slavery in all of the country’s territories. In June 1858, at the Illinois Republican convention, Abraham Lincoln kicked off his bid for the U.S. Senate with a speech that would come to be known as the “House Divided” speech. Lincoln believed that the Supreme Court decision on the Dred Scott case would lead to the legalization of slavery in all states.



Tiffany Torres  
Industrial Engineer (Intern)  
Technical Center (Test and Evaluation Directorate)  
Huntsville, Ala.

There have been many influential African Americans throughout U.S. history, but the most influential to me was Dr. Martin Luther King Jr. He was instrumental in helping Black Americans realize that they need not be confined to the positions of “second class citizens”. His words, actions and unfortunate death ultimately caused all Americans to rethink and change the divided way they were living, and be more open and accepting of one another despite of their differences.



Sgt. David Ott  
Senior LAN Manager  
100th Missile Defense Brigade (GMD)  
Colorado Springs, Colo.

Initially, I thought of Dr. Martin Luther King Jr., however I believe there is another African American that deserves this recognition — George Washington Carver. Born as a slave, he overcame all odds earned his college degree from Iowa State College. He developed many uses for the peanut, as well as other products made from common and waste materials. He focused on revolutionizing the agricultural industry of the South and improving the Southern economy. He contributed his entire life savings to a foundation for research at Tuskegee University in Alabama.

# Army Transformation topic of Huntsville luncheon

## Deputy commander wows record crowd

By Giselle Bodin  
SMDC Public Affairs

**HUNTSVILLE, Ala.** — The U.S. Army Space and Missile Defense Command's deputy commander for Operations spoke at the Tennessee Valley Chapter (TVC) of Women in Defense (WID) and National Defense Industrial Association (NDIA) luncheon Jan. 21 at the Huntsville Marriott.

Col. Jeffrey C. Horne used his role as guest speaker for the organization's winter event to update the group on key operations issues.



Col. Jeffrey C. Horne, deputy commander for Operations, U.S. Army Space and Missile Defense Command, discusses Army Transformation Jan. 21 in Huntsville, Ala.

Speaking on "Developments for Space and Missile Defense," the message that Horne delivered was focused on Army Transformation.

He mentioned the changing processes, institutions, culture and technologies the Army and SMDC are supporting to work toward a Joint, Interdependent Force. Horne also mentioned the additional 10 brigades the Army is adding and the large job shift that is going on within the Army infrastructure.

"We believed having Col. Horne speak at our function would be beneficial to the defense community," said Lisa Gilbert, president of the WID-TVC. "These 'Updates to Industry' provide opportunities for professionals to increase their knowledge of current activities."

The WID-TVC is a National Security Organization and subsidiary of NDIA. It works to cultivate and support the advancement and recognition of women in all aspects of national security. WID-TVC provides its members with opportunities for professional development and networking, cultivating the advancement of women leaders in government and industry. The members host luncheons with a guest speaker on a quarterly basis. This event had 125 guests pre-registered — the largest group ever for a WID luncheon.

"The response to Col. Horne as a speaker for this venue was tremendous," Gilbert said.

Cristina Hinkle, the WID-TVC program director, agreed. She was very pleased with the event as a whole. "Col. Horne



Photos by Giselle Bodin

WID-TVC members Emily Vandiver Dickson and Eileen Heaton speak with Col. Horne after his presentation to thank him for taking time to visit Huntsville and educate the crowd.

was a very charismatic speaker," she said. "He brought in an amazing crowd."

Horne said he was happy to be in the Rocket City to support both WID and NDIA and to speak to the group on SMDC's role in Army Transformation. Citing Army Astronaut Nancy Currie as an example, Horne also commented that "women are leading the way like never before." Naturally, the crowd appreciated these comments.

"I very much enjoyed the information about women he slipped into various parts of his presentation," Hinkle said.

Another interesting part of Horne's presentation included the new Army Battle Dress Uniform, which he wore. Horne showed off the new look by walking through the crowd and commenting on the advantages of it, such as the Velcro used for closures on pockets and for unit insignias. Soldiers also like the fact that it upholds its condition for an extensive time and is "wash and wear" without the need for ironing.

"I enjoyed him so much, I already have a new project to get him here to speak again!" Hinkle said.

## Interdependence

Continued from page 2

During my trip this past month to visit our units stationed in the Far East, I had the opportunity to meet with SMDC Soldiers providing a wide range of responsive and relevant products and services. These Soldiers epitomize the concept of "Joint Interdependence," with their uniform commitment to the provision of the best possible support, regardless of military service. Joint warfighters from Hawaii to Korea to Okinawa — including crewmembers on an Aegis cruiser — also commented on the "joint mindset" shown by our space and missile defense Soldiers.

In the coming months, SMDC has the opportunity to build on the great work being done in a joint context. Planning will continue for our new mission as Joint Functional Component

Command — Integrated Missile Defense and additional SSEs and ARSSTs will be brought into our force structure in support of our joint warfighters. Our Research, Development and Acquisition activities are also working hard to leverage Future Force technologies into the hands of our deployed forces.

Joint Interdependence means more than increasing our warfighting capability. It also instills Soldiers with increased confidence that they are trained and equipped to go anywhere, at any time, in any environment, against any adversary, to accomplish the mission. As you go about your daily work, look for opportunities where your contributions can enhance the capabilities and readiness of all of America's warfighters.

**SECURE THE HIGH GROUND!**

## Conference

Continued from page 2

in order to keep pace with the needs of deployed units. At the SMDC SNCO conference, Michael Schexnayder and Kirby Brown highlighted the ability of this command's Future Warfare Center to rapidly create or update space operations doctrine and to supply advanced equipment to our Army Space Support Teams and other deployed elements.

Our SMDC brigade commanders highlighted the recent accomplishments and the future tasks for both 1st Space Brigade and 100th Missile Defense Brigade (GMD). Both organizations have accomplished much in the past year, but both have much to do in order to provide even more effective support to the nation. Achieving full operational capability with the GMD system, and deploying further space operations elements into the war zone remain the focus of our units, but both commanders renewed their

commitment to leader development and restated their reliance on the NCO Corps in order to accomplish all missions and to take care of Soldiers and families.

Both conferences were extremely rewarding. Both were great opportunities for leaders to hear and to answer their Soldiers concerns and questions. Both are capstones to Army and SMDC professional development programs. Both have such great value that they will take place next year, despite the pace of current operations.

My thanks to 1st Space Brigade, who hosted this year's SMDC conference; while many supported, the conference would not have taken place without the leadership of Command Sgt. Maj. Lester Bailem and the operational expertise of Sgt. 1st Class Edward C. Breeden. Gentlemen, thanks again for your great work!

**ON POINT!**

## Civilian News

### Comp time for travel rules issued

The conditions under which federal employees may earn compensatory time off for official travel during non-business hours are described in interim rules published by the Office of Personnel Management in the Jan. 24 issue of the Federal Register. OPM Director Kay Coles James said the new rules allow specific categories of feds to earn comp time for travel during uncompensated, non-work hours. The rules governing comp time for travel are effective Jan. 28. They address how and if comp time is earned for occurrences such as layovers for connecting flights and weather-related flight delays. In addition, the rules state that agencies may allow employees to accumulate comp time in increments of six minutes or 15 minutes. Employees will forfeit accrued comp time not used within 26 pay periods (52 weeks) of it being earned.

### Thousands selected for Senior Executive Service development program

The Office of Personnel Management (OPM), after screening more than 7,800 applications, announced that it has forwarded more than 3,400 qualified applicants to agency partners for the Senior Executive Service Federal Candidate Development Program. Both federal employees and non-government individuals applied for the program. The program is described as an executive preparatory program. It lasts 14 months and includes rotational assignments within the Executive Branch, formal training, mentoring and performance assessments. "Merit is the driving principle in the selection process, and OPM has aggressively recruited candidates from traditionally underrepresented communities both inside and outside government," said OPM Director Kay Coles James. Applicants are still undergoing interviews and other assessments; final selections have not yet been made.

### Thrift Savings Plan Open Seasons eliminated

Public Law 108-469, which was signed into law on Dec. 21, 2004, eliminates the Thrift Savings Plan (TSP) open seasons. The Federal Retirement Thrift Investment Board will implement this law on July 1. Until then, there will be one more open season, April 15 through June 30. Beginning July 1, contribution elections will be processed under the new rules — that is, the elections must be made effective no later than the first full pay period after they are filed. Participants must continue to file contribution elections with their agencies or services, and the agencies and services must continue to implement the elections by deducting contributions from participants' pay and reporting these amounts to the TSP each pay period. The law does not affect the waiting period new FERS employees have to serve before they become eligible for agency contributions to their accounts.

### Thrift Savings Plan monthly returns for G, F, C, S and I funds

Rates of return were updated on Jan. 3.

December 2004	
G Fund	0.38%
F Fund	0.97%
C Fund	3.36%
S Fund	4.17%
I Fund	4.38%

Last 12 Months* (01/01/2004 to 12/31/2004)	
G Fund	4.30%
F Fund	4.30%
C Fund	10.82%
S Fund	18.03%
I Fund	20.00%

Percentages in ( ) are negative.

\* The returns for the G, F, C, S and I funds for the past 12 months, assuming that, with the exception for the crediting of earnings, unchanging balances (time-weighting) from month to month and assuming that earnings are compounded on a monthly basis. The monthly G, F, C, S, and I fund returns represent the actual total rates of return used in the monthly allocation of earnings to participant accounts. The returns are shown after deduction of accrued TSP administrative expenses.

## Military News

### Army to renovate barracks, improve quality of life

Soldiers living in barracks will see big improvements beginning this spring as the Army's Installation Management Agency begins to execute a \$250 million program to identify and upgrade the Army's most deficient barracks. The funding was made available as a short-term fix to improve 177 barracks that were identified as "red," or substandard under the Installation Status Report. The plan is to upgrade those facilities from red to amber within a year. IMA has been steadily building and renovating barracks under a long-term \$10 billion program. In the past two years, many barracks upgrades have been accomplished while units are deployed in support of the Global War on Terrorism. During the renovation process, some Soldiers will be moved out of barracks and off post. Those most likely to be affected during the renovations are "geographic bachelors" — Soldiers at locations remote from their families. Lloyd said some junior enlisted Soldiers may also be authorized Basic Allowance for Housing while renovations of their barracks are under way.

### DoD expands health assessment program

Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs, announced Jan. 24 the implementation of a new clinical program to assess the health of service members three to six months after redeployment, focusing on support to those needing assistance with post-traumatic stress disorder, psychological and social readjustment issues. The program expands the range of care offered to service members through the pre- and post-deployment health assessments, begun a few years ago and expanded in 2003. These assessments are screening procedures to gather health information from deploying and returning service members that aid communication with a healthcare provider, and assist in evaluating a service member's health. Winkenwerder noted the need for such attention and support in the time period of weeks to months after return. The assessment will consider the overall health of the returning service member, with emphasis on mental health and readjustment.

### DoD launches 'Healthy Choices for Life'

DoD is launching a new preventive healthcare program called "Healthy Choices for Life," the department's senior medical adviser announced Jan. 26. The purpose of the Tricare-managed program is "to put information in the hands of individual service members and family members so that they can change their behavior," Dr. William Winkenwerder Jr., assistant secretary of defense for health affairs, said during an interview with the Pentagon Channel and American Forces Press Service at the annual Tricare conference. The program will focus on persuading people to quit smoking, to moderate drinking habits, and to exercise and lose weight in order to become and stay physically fit. About \$13 million has been budgeted to fund pilot programs over the next few years. Some features of the pilot projects under consideration include 1-800-smoking- and drinking-cessation phone lines, and dedicated Web sites touting healthier lifestyles.

### National Guard seeks OK for \$15,000 bonus

Looking for new ways to bolster its thinning ranks, the Army National Guard is seeking legal authority to offer \$15,000 bonuses to active-duty soldiers willing to join the Guard — up from \$50 now. Lt. Gen. H Steven Blum, chief of the National Guard Bureau, told reporters that the Guard is 15,000 soldiers below its normal strength of 350,000, and he expects further short-term declines despite recent gains from tripling re-enlistment bonuses for Guardsmen deployed abroad. If the Guard fails to return to its normal troop level of 350,000 by the end of the budget year on Sept. 30, it will be the first time that has happened since 1989, the three-star general said. He added that he believes he has a formula for restoring the Guard's strength. Heavily stressed by longer-than-anticipated combat and support duties in Iraq, Afghanistan and elsewhere, the Guard recently increased first-time enlistment bonuses and added 1,400 recruiters. In explaining his interest in getting congressional approval for \$15,000 bonuses to entice active-duty military members to join the Guard, Blum said he believes he could get 8,000 new Guardsmen this way. He said the existing \$50 bonus carries little weight in today's economy.

# Space Focus Day unites mission partners

By Mike Howard  
SMDC Public Affairs

**PETERSON AIR FORCE BASE, Colo. —** Key leaders from Department of Defense organizations responsible for bringing space-based products to the joint warfighter met here Jan. 31.

Approximately 25 leaders participated in a U.S. Strategic Command-sponsored Space Focus Day. The event, hosted by U.S. Army Space and Missile Defense Command, focused on the challenges faced when providing space-based products and capabilities to warfighters.

The daylong discussions included information briefs explaining how the Army, Navy and Air Force are currently

***'We are going to have to do the space mission as a team. None of us have the manpower to do this mission alone.'***

**— Maj. Gen. Douglas Fraser**

organized to deliver space-based products. Examples of space-based products include satellite communications, satellite imagery, early missile warning and blue force tracking.

"We are very pleased to host this event today," said Col. Jeffrey C. Horne, SMDC's deputy commander for Operations. SMDC is the organization responsible for space initiatives in the Army. "We are just one of the partners in the joint space business. We think the number one challenge facing us as a space community is how we fit into contingency operations. We want to come to the table quickly with space-based capabilities that can help the joint warfighting commander save lives and win. If we get this right, everything else will come together.

"I think the biggest thing we accomplished today is an agreement that we need to put together our collective plan for how we are going to (get) space into the

hands of our warfighters in the future," Horne said.

The event presented a new opportunity, according to Maj. Gen. Douglas Fraser, who is the director of Air and Space Operations, Headquarters Air Force Space Command, Peterson Air Force Base.

"We are going to have to do the space mission as a team," he said. "Each service has its own heritage in space. We need to break down walls and build compromise. Today I think we set a firm foundation for this team approach. None of us have the manpower to do this mission alone."

Discussions on space fit into a larger, over-arching objective, according to Rear Adm. Frank M. Drennan. Drennan has been named the deputy commander of a newly forming organization within STRATCOM that will focus on space and global strike — named the Joint Forces Component Command Headquarters for Space and Global Strike. STRATCOM is also working with its components to establish joint organizations for Global Network Operations; Information Operations; Intelligence, Surveillance and Reconnaissance; Missile Defense; and Nuclear Warfare.

"Gen. Cartwright has decided upon a new command structure for U.S. Strategic Command, which includes standing up a Joint Component Command Headquarters for Space and Global Strike," said Drennan in his opening comments. "So our intent today is to establish connection with our mission partners in these two mission areas, gather information and walk out of here with an action plan of how we can leverage existing ways of doing business."

STRATCOM has not released a timeline

for implementing the new structure. However, SMDC is the lead for the Army in establishing the Joint Component Command Headquarters for Integrated Missile Defense.

Organizations represented at the Space Focus Day included: STRATCOM, U.S. Air Force Space Command, 14th Air Force, 21st Space Wing, U.S. Navy Network Warfare Command, National Security Space Office, the Joint Space Control Negotiation Joint Test and Evaluation Office, the Naval Network Space Operations Command, and SMDC.



Photos by Sgt. 1st Class Dennis Beebe

**Col. Jeffrey C. Horne speaks to key leaders during the U.S. Strategic Command-sponsored Space Focus Day held Jan. 31 in Building Three on Peterson Air Force Base, Colo.**



**Col. Patricia Baxter, left, talks to the audience during the Space Focus Day Jan. 31. The event brought to light the need to make space a joint effort.**

## African American History Month

# Celebration notes Niagara Movement

By Mary Peoples  
Black Employment Program Manager



This year's theme for African American History Month, as developed by the Association for the Study of African American Life and History is: "The Niagara Movement: Black Protest Reborn 1905-2005".

This group of men and women saw the need to publicize the plight of their race during the Jim Crow era in this nation.

The Niagara Movement was formed in July 1905 by a group comprised of 59 leading African American intellectuals, writers, newspapermen and activists, 29 of whom attended the organizational meeting on the Canadian side of Niagara Falls. This is how the movement got its name. Originally scheduled to be held in Buffalo, N.Y., plans fell through when hotel rooms were not available. At that time, Buffalo was the eighth largest city in America and was a place associated with the struggle for freedom from slavery. Western New York was remembered as a major crossing point on the Underground Railroad for runaways headed to safety in Canada. The moving spirit of the group was Dr. W.E.B. Du Bois who was the first African American to earn a doctorate from Harvard University and the leading black intellectual of his time. In one of his speeches at a meeting, he is reported as saying, "We want full manhood suffrage

and we want it now ... We are men! We want to be treated as men. And we shall win."

In organizing the movement, about 30 branches were formed across the country with about 200 active members. At their meetings, the group formed a network for communication and research and set out to make America aware of the shameful plight of its black citizens. They condemned the violence of the lynching of black men, legal segregation and voter disenfranchisement. They drew up manifestoes calling for civil liberties, abolition of racial discrimination and recognition of human brotherhood.

The Niagara Movement lasted only a few years, but its impact was tremendous. To protest racial discrimination during the early 1900's brought with it the likelihood of penalties such as racial harassment and even the potential of being killed. The determination of this group of African Americans is still a lasting legacy, because they sensitized Americans to

black discontent over worsening racial conditions in this country.

The movement paved the way for the creation of the powerful interracial National Association for the Advancement of Colored People (NAACP) in 1910. The organization suffered from a lack of funds as well as a permanent headquarters or staff and was never able to attract mass support.

Booker T. Washington was a powerful opponent of the Niagarites, their ideas and their tactics and his determined opposition from the beginning kept any white empathy from assisting them in any way. When the Niagara Movement disbanded in 1910, with Du Bois' leadership, they formed the main continuity between their group and the NAACP, enlisting the help of white liberals who helped organize the NAACP.

Today the NAACP continues the struggle and protest started by the Niagara Movement founders, working to end racial discrimination against African Americans in this country, speaking out and publicizing injustices such as racial profiling, voting irregularities, employment discrimination and white hate crimes against blacks. It is the most powerful civil rights organization representing the interests of African Americans in this country, continuing the protest started in 1905 by a mostly unknown, unheard of group of brave individuals.

## History is backdrop for Alpha Company Soldier's re-enlistment

Alpha Company,  
1st Satellite Control Battalion

The decision to either re-enlist or get out of the service is one of the most important choices a Soldier will have to make in his or her career.

Some of the questions a Soldier thinks of during these times are "why should I re-enlist?" or "what am I going to do if I decide to get out?" Well, for a Satellite Network Controller with a family and already on his second term, this was a rather easy decision for Sgt. Christopher M. Daigre of Alpha Company, 1st Satellite Control Battalion.

In fact, he had already decided to re-enlist a year earlier. After discussing his options with the chain of command and NCO support channel, Daigre was able to determine what he wanted out of his re-enlistment.

"All that was left to figure out was where I wanted to conduct the re-enlistment ceremony," Daigre said.

"I was searching the Internet, trying to find a memorable place to perform my second re-enlistment, when I remembered that we lived rather close to the Smithsonian Air and Space Museum. While looking at the Web site, I found out they recently built a new facility

called the Steven F. Udvar Hazy Center."

The new museum, located next to Dulles International Airport in Chantilly, Va., holds numerous pieces of historic aviation and spacecraft vehicles.

"I thought, 'How fitting would it be to re-enlist among some of the same equipment that helped create my job!'" Daigre said.

So, when the day came, Daigre packed up his family and took off for the Smithsonian with his company commander and a few others from the unit in tow.

"Being able to view all the antique aircraft was an incredible experience," Daigre said. "I was able to finally get an up-close view of anti-ballistic missiles, satellite deployment missiles and even some of the space orbiters as well as a real satellite. To watch my kids' faces light up when they saw all the planes and space vehicles in one giant hangar was great. There was a jet pack from when people were experimenting with individual flight packs and a stealth bomber."

But by far the best and most impressive sight for Daigre was the Space Shuttle "Enterprise."

"This shuttle orbiter was the first space shuttle of its kind. Although it never made it out to space, the "Enterprise" was primarily used to test the



Photo by Dennis Tracey

Sgt. Christopher M. Daigre, right, and his wife, Arden, stand in front of the Space Shuttle Enterprise following Daigre's re-enlistment ceremony at the Smithsonian's Air and Space Museum.

structural integrity, flight and landing capability of the space shuttle. It had always been my dream to get up close to one of those shuttles, and with my re-enlistment, my dream had finally come true."

Daigre and his comrades were also able to examine up close some of the history that has led to their current jobs as satellite network controllers. Once the tour of the facility was complete, the SATCON unit recruited a couple of the security guards to hold the flag while Capt. Joseph Schaefer, Alpha Co. commander and

Daigre performed the Oath of Enlistment while Daigre's wife, Arden, and Dennis Tracey, the company's Operations Analyst, took pictures.

"We did the ceremony right in front of the space shuttle with a communications satellite overhead and another American flag on the wall in the background.

In the end, the re-enlistment ceremony went off without a hitch ... and for those thinking of re-enlisting, Daigre has a bit of advice. "Have it someplace memorable. Those memories will last a lifetime."

# Experiment looks to identify requirement for space operations officers in Future Force

By Debra Valine  
SMDC Public Affairs

**HUNTSVILLE, Ala.** — One of the objectives of the OMNI FUSION Build 1 experiment is to determine how space operations officers can best support joint warfighters in the Future Force.

OMNI FUSION, held from Jan. 18-Feb. 11 at Fort Knox, Ky., Fort Leavenworth, Kan., and Redstone Arsenal, Ala., included 19 military, government and contractor participants from the U.S. Army Space and Missile Defense Command's Future

Warfare Center.

Other participants included all Training and Doctrine Command schools, centers and battle labs; the Army Special Operations Battle Lab; Communications Electronic Research Development and Engineering Command (CERDEC), Army Research Laboratory (ARL), Army Test Evaluation Command (ATEC) and the Lead System Integrator for Future Combat System (FCS).

"Build 1 analyzed the Future Force concepts of the Future Combat System Unit of Action (FCS UA) and the Tactical Unit

of Employment (UEX)," said Michael Florio with the Space and Missile Defense Battle Lab in Colorado Springs, Colo.

"The FCS UA is a Brigade Combat Team level unit whose proponent is the Unit of Action Maneuver Battle Lab at Fort Knox, Ky.," Florio said. "They are running the Build 1 experiment and provide Experiment Control.

"The UEX is an enhanced division-level unit with some Corps capabilities whose proponent is the Battle Command Battle Lab at Fort Leavenworth, Kan.," Florio said.

SMDC objectives in the experiment included:

- Integrating space operations functionality into the Future Combat System UA and UEX staff structure by refining the staff relationship between the UA space operations officer and the UEX space support element.

- Refining the role of the Near Space Platform (NSP) by integrating NSP intelligence, surveillance and reconnaissance (ISR) sensor platforms into Army and Joint ISR operations and

developing the NSP as a communications relay/augmentation platform.

- Continue SMDC's technical support of Joint ISR and Joint Effects in Army Concept Development Experimentation Plan (ACDEP) experimentation by operating the Simulation of the Locations and Attack of Mobile Enemy Missiles (SLAMEM) and Extended Air Defense Simulations from the Huntsville Simulations Center via the Battle Lab Collaborative Simulation Environment.

"SMDC is looking at how to integrate space operations into these Future Force units,"

Florio said. "Capt. Michael Belton of the Battle Lab, Huntsville, represented the space operations officer (FA40) at the FCS UA and Lt. Col. David Hotop of the Battle Lab, Colorado Springs, represented the Space Support Element at the UEX. These organizational concepts have been written into the UA Organization and Operations document and into the UEX White Paper documents.

"Our analysis from the insights gained from the experiment will validate the requirement for space operations at these tactical echelons and contribute toward developing the tactics, techniques and procedures for required future staff interactions and space-based capabilities for the Future Force," Florio said.

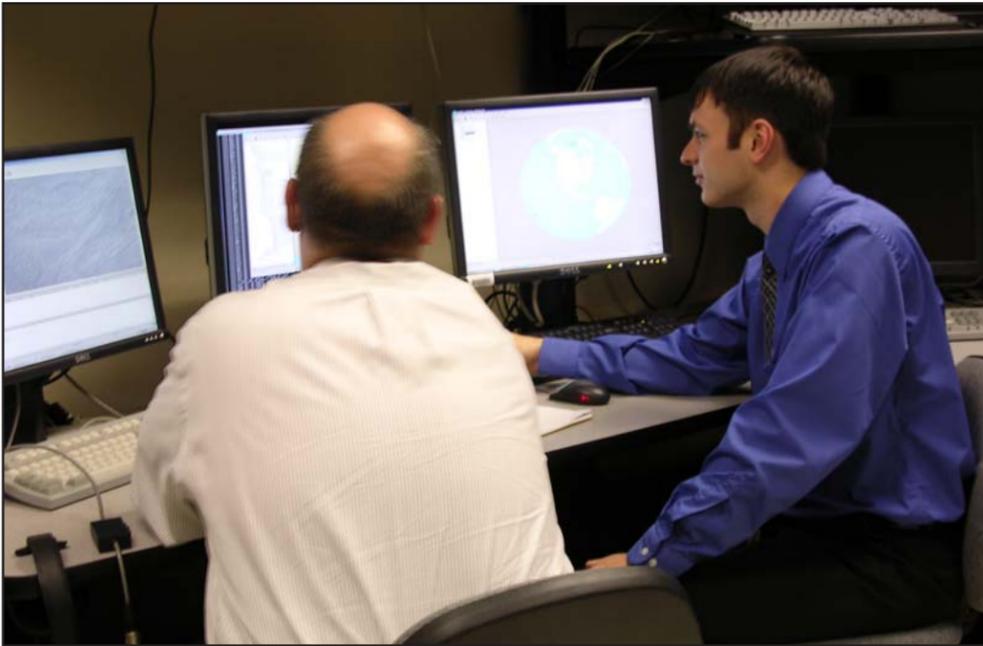


Photo by Debra Valine

Keith Cooper, left, a systems analyst with Teledyne Brown Engineering, and Justin Novak, a computer engineer in the Future Warfare Center, evaluate sensor coverage of a battlefield.



Photo by D.J. Montoya

## The gang's all here

Attendees from U.S. Army Space and Missile Defense Command converged on Colorado Springs, Colo., Jan. 25-28 for the 2005 Senior NCO Conference.

## NCO Conference

Continued from page 1

professional development and taking the messages from the conference home.

“SMDC’s global presence is on four continents and an atoll, providing space-based products to the warfighter,” Dodgen said. “When I have gone to visit these places I have witnessed something that I really like to see — Soldiers concerned about professional development and professional advancement. That’s something I believe is the charge of the noncommissioned officer: to make sure their Soldiers are thinking about how they can become better servants of our nation, how they can progress and what they can do to work toward that end. You need to train them to think that their lives are their responsibility and they can be as good as they want to be. It’s a pretty solid responsibility that we as leaders have — to ensure that our Army continues to serve our nation the way it has for well over 200 years.”

Col. Jeffrey C. Horne, deputy commander for Operations, speaking on transformation of the Army said, “Forty years from now, you will be reading about this period in history that you lived through, as one of the greatest periods of change since the 1930s. Perhaps even earlier in the 1860s or 1870s with the introduction of the repeating rifle, then, in the 1930s, moving to armored vehicles and aircraft from horse cavalry. That was a whole different way of doing business. This is happening again now and is going on in a global scale.”

In addition to Dodgen and Horne’s comments, the senior sergeants were given overviews of various sections of SMDC by speakers such as Michael Schexnayder, deputy commander for Research, Development and Acquisition; Col. Patrick Rayermann, G-3; Col. Gary Baumann, commander, 100th Missile Defense Brigade (GMD); Lt. Col. Eric Henderson, executive officer of the 1st Space Brigade; and Kirby Brown of the Future Warfare Center. Even U.S. Strategic Command’s Senior Enlisted Adviser, Command Master Chief William Nissen, (U.S. Navy), and U.S. Northern Command’s Senior Enlisted Adviser, Sgt. Maj. Scott Frye (U.S. Marine Corps) were present to discuss SMDC’s role within their organizations.

Command sergeants major of the Signal and Air Defense Regiments and sergeants major of the NCO Education System and Enlisted Promotions at the Pentagon were present to brief the transformations of their branches, and to discuss professional development within the Army.



Senior NCOs took a few minutes to stretch between briefings at the 2005 Senior NCO Conference.



Photos by Sgt. 1st Class Dennis Beebe

Attendees of the Senior NCO Conference converse during one of the breakout sessions.

Former Sergeant Major of the Army (Ret.) Jack Tilley gave a presentation on financial planning, Master Sgt. David Atchison of SMDC’s G-1 spoke on counseling and assessing enlisted troops, and Rob Holmes of the Veterans Administration presented a detailed briefing on Veteran Affairs and programs available to retirees. A very familiar face to some of the members of SMDC was that of Sgt. Maj. Tammy Coon of Enlisted Promotions at the Pentagon, who gave a brief and presided over one of the breakout sessions concerning promotions and other Adjutant General concerns. Coon was the former first sergeant for the 1st Space Brigade’s Headquarters and Headquarters Company.

On the final day of the conference, the Senior NCOs split into two groups to go on tours of the Cheyenne Mountain Operations Center, and were able to see up-close and firsthand how this unique facility operates and how closely many of their jobs interact with the facility’s mission.

“The 2005 SMDC Senior NCO Conference was a unique opportunity for SMDC NCOs from across the globe to come together in one location and talk about space and our role in it,” said 1st Sgt. Darren Hamilton, 1st Space Company, 1st Space Battalion.

“For my unit in particular (JTAGS), it was the first time in many years that senior NCOs from all of our forward- and CONUS-based detachments were assembled face to face,” Hamilton said.

“The cross talk and discussions ranging from operational lessons learned, the conduct of weekly warrior based training and the professional briefings from truly exceptional leaders highlight the many milestones achieved during the week. From my standpoint I can say for our unit that the conference was an overwhelming success.”

Briefings from the conference are on the Web at [http://www.smdc.army.mil/CSM/website/conf\\_main.htm](http://www.smdc.army.mil/CSM/website/conf_main.htm)



Lt. Gen. Larry J. Dodgen addresses the Senior NCOs in attendance of the 2005 SMDC Senior NCO Conference held Jan. 25-28 in Colorado Springs, Colo.

With the conference concluded, Lady gave his overall comments on the event following the after action review.

“I was gratified with the positive reaction of all my NCOs to this conference,” Lady said. “We wanted a conference that would bring them up-to-date on the issues of the transformation of the Army, and of the transformation of this command ... to be more ready and relevant in support of warfighting organizations.

“My NCOs have indicated to me that the mission was accomplished. By looking at their critique sheets and listening to their comments, I know now that we gave them the right level of briefings, we briefed them on the right subjects and provided them a fitting capstone to this year’s NCO Development Program within Space and Missile Defense Command. They received a major command level view of this organization and an Army issues level view of what our service is going through right now. A very successful conference!” Lady concluded.



Photo by Kim Gillespie

## Way to go

Patricia Vittitow, safety engineer in the U.S. Army Space and Missile Defense Command's Safety Office, displays the Commander's Award for Civilian Service with, left, Thomas M. Devanney, program manager (acting), Ground-Based Midcourse Defense, and Col. Damian Bianca, Ground-Based Interceptor program manager. Devanney presented the award at a Missile Defense Agency, Joint Program Office award ceremony Feb. 3. The award, signed by U.S. Army Maj. Gen. John Holly, former program director, GMD, commended Vittitow for her outstanding service, understanding and communication of Ground-Based Interceptor Hazard Classification, Insensitive Munitions activities and standards of the Missile Defense Agency and Army Safety Boards which resulted in obtaining critical approvals and waivers necessary for Limited Defensive Operations. Holly added a personal, hand-written note to the award, which stated: "Thank you for the outstanding work. The impact of your work directly contributes to the defense of our nation."

# Awards/Promotions

## Civilian Promotions

**Terri D. Duckett**, GS-8, Arlington, TRADOC System Manager Office  
**Robert Henderson**, GS-8, Colorado Springs, Chief Information Office, Information Management Division  
**Pamela Mitchell**, GS-13, Arlington, Protocol  
**Rafael A. Santos**, GS-12, Colorado Springs, Personnel, G-1, Military Personnel Division  
**Joseph E. Shands**, GS-14, Huntsville, Tech Center, Space Technology Directorate Matrix  
**Cynthia J. Smith**, GS-11, Huntsville, PARC/Office of Contracting and Acquisition Management, Command Support Service Branch  
**Tiffany W. Torres**, GS-9, Huntsville, Joint Center for Test and Evaluation  
**Patricia J. Vail**, GS-11, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch K

## Military Promotions

**Sgt. Robert Adanitsch**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**1st Lt. David Balfour**, Colorado Springs, Headquarters and Headquarters Company, 1st Space Battalion  
**Sgt. James Beall**, Colorado Springs,  
**Spc. Buddy Blackham**, Fort Detrick, Md., A Company, 1st Satellite Control Battalion  
**Sgt. David Brady**, Colorado Springs, Headquarters and Headquarters Company, 1st Satellite Control Battalion  
**Staff Sgt. Eugene Bryant**, Fort Detrick, Md., A Company, 1st Satellite Control Battalion  
**Sgt. Maria Castillo**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**Capt. Eric Cogger**, Colorado Springs, Intelligence, G-2  
**Staff Sgt. Christopher Conn**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**Col. Timothy Creamer**, Houston, Texas, NASA Detachment  
**Sgt. 1st Class Kenneth Demars**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Sgt. Chad Duncan**, Fort Meade, Md., B Company, 1st Satellite Control Battalion  
**Staff Sgt. Eric Erisman**, Fort Meade, Md., B Company, 1st Satellite Control Battalion  
**Sgt. 1st Class Megan Fowler**, Colorado Springs, Headquarters, 1st Satellite Control Battalion  
**Sgt. Chaun Frink**, Colorado Springs, Headquarters and Headquarters Company, 1st Satellite Control Battalion  
**Sgt. Philip Gutierrez**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**Sgt. Matthew Hagen**, Camp Robert, Calif., D Company, 1st Satellite Control Battalion  
**Spc. Brandon Hayman**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Staff Sgt. Jacob Holmes**, Fort Meade, Md., B Company, 1st Satellite Control Battalion  
**Sgt. Scott Hontz**, Colorado Springs, 1st Space Company, C Detachment  
**Lt. Col. James Thomas**, Colorado Springs, Future Warfare Center, Directorate of Combat Development  
**Sgt. 1st Class Lamar Lauderdale**, Fort Meade, Md., B Company, 1st Satellite Control Battalion  
**Sgt. Jonathan Maxwell**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Pfc. Joshua Reis**, Fort Detrick, Md., A Company, 1st Satellite Control Battalion  
**Sgt. Esgar Reyes**, Colorado Springs, 1st Space Company  
**Spc. Darryl Rowland**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**Sgt. Jamie Sanders**, Camp Robert, Calif., D Company, 1st Satellite Control Battalion  
**Sgt. Francena Scott**, Colorado Springs, 2nd Space Company  
**Capt. Eric Setzekorn**, Fort Buckner, Japan, E Company, 1st Satellite Control Battalion  
**Spc. David Smith**, Fort Detrick, Md., A

Company, 1st Satellite Control Battalion  
**1st Lt. Patrick Smith**, Fort Detrick, Md., A Company, 1st Satellite Control Battalion  
**Pfc. Todd Smith**, Colorado Springs, Headquarters, 1st Satellite Control Battalion  
**Sgt. Eric Spitz**, Fort Detrick, Md., A Company, 1st Satellite Control Battalion  
**Sgt. William Steiner**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Staff Sgt. Michael Trowbridge**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Sgt. Kenneth Vaillancourt**, Colorado Springs, Headquarters, 1st Satellite Control Battalion  
**Spc. John Voirol**, Landstuhl, Germany, C Company, 1st Satellite Control Battalion  
**Lt. Col. David Witteveen**, Huntsville, PEO Missiles and Space, Lower Tier Project Office, Matrix  
**Sgt. Matthew Zellmer**, Colorado Springs, 1st Space Company

## On-the-Spot Cash Awards

**Jason Scott Baker**, Huntsville, Future Warfare Center, Simulation Development Division  
**William A. Chaffin**, Huntsville, Tech Center, Systems Directorate Matrix  
**Shanmukhan V. Chiyyarath**, Huntsville, Tech Center, Advanced Technology Directorate  
**Connie T. Crabtree**, Kwajalein, USAKA/Reagan Test Site, Directorate of Plans, Training and Security  
**Steven D. Fox**, Huntsville, Future Warfare Center, Simulation Development Division  
**Patricia A. Hampton**, Huntsville, Chief Information Office, Communications/Visual Information Division  
**Kenneth B. Hislop**, Huntsville, Tech Center, Test and Evaluation Directorate  
**Shelby L. Rich**, Huntsville, Tech Center, Advanced Technology Directorate  
**Stanley M. Smith**, Huntsville, Tech Center, Advanced Technology Directorate  
**Patricia J. Vail**, Huntsville, PARC/Office

## Commercial Exploitation Team Soldier re-enlists in Bahrain

By Ed White  
SMDC Public Affairs

**R**e-enlistment in the military is a big commitment. It means additional times of sacrifice. It means being away from one's home and family. In this day and age it also means the very real possibility of putting oneself in mortal danger. This kind of commitment, made every day in the Army, is why Americans have the freedoms and privileges they enjoy every day.

Sgt. Chris Mavec worked through all these factors before he re-enlisted in Bahrain this month recommitting to the Army for a three-year span as Capt. Rob Pietrafesa administered the oath.

Mavec is a Satellite Network Controller assigned to the Commercial Exploitation Team (CET), part of the 1st Space Battalion. The CET is a 24/7/365 capability that provides immediate and direct support to the joint military community. It provides all the new imagery collections from a variety of commercial satellites for the Multi-National Corps-Iraq and U.S. Central Command both in support of OPERATION IRAQI FREEDOM.

Mavec's responsibilities include installing, operating and maintaining a wide variety of satellite communications systems and devices. He is responsible for directly downlinking all satellite imagery, which is used by a variety of users from high-level planners to Soldiers in the field.



Commercial Exploitation Team photo

Sgt. Chris Mavec, right, of 1st Space Battalion's Commercial Exploitation Team, receives the oath of re-enlistment from Capt. Rob Pietrafesa. The ceremony took place in Bahrain with little fanfare.

# Awards/Promotions

of Contracting and Acquisition Management, Branch K

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

## Special Act Awards

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

**T. Mike Belcher**, Huntsville, Operations, G-3

**James S. Brazzell**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate Matrix

**Parker B. Buhrman**, Huntsville, Tech Center, Systems Directorate Matrix

**Diana L. Cochran**, Huntsville, Tech Center, Joint Center for Technology Integration

**Timothy J. Cowles**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

**Michael J. Dorsett**, Huntsville, Tech Center, Joint Center for Technology Integration

**Jonathan C. Fleming**, Huntsville, Tech Center, Directed Energy Directorate Matrix

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

**John H. Hennings**, Huntsville, Tech Center, Joint Center for Technology Integration

**Walter K. Ivey**, Huntsville, Tech Center, Systems Directorate Matrix

**Gregory W. Jones**, Huntsville, Tech Center, Joint Center for Technology Integration

**Susan D. McRae**, Huntsville, Tech Center, Systems Directorate

**Curtis D. Miller**, Huntsville, Future Warfare Center, Exercises and Training Division

**Yancy C. Mitchell**, Huntsville, Tech Center, Tech Center Operations

**Brenda K. Partain**, Huntsville, Tech Center, Tech Center Operations

**Jere S. Singleton**, Huntsville, Tech Center, Joint Center for Technology Integration

**Michelle M. Smartt**, Huntsville, Future Warfare Center, Exercises and Training Division

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

**Angela T. Thomas**, Huntsville, Tech Center, Tech Center Operations

**Robert E. Wood**, Huntsville, Future Warfare Center, Combat Applications Division

**Walter A. Zumbach**, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

## Time-Off Awards

**David G. Berge**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Stephen W. Brodersen**, Fort Leavenworth, Kan., Future Warfare Center, Directorate of Combat Development

**Richard A. Burks**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**David A. Carrithers**, Arlington, Future Warfare Center, Directorate of Combat Development

**Deana R. Clark-Moller**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Thomas A. Coleman**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Kelly G. Davis**, Huntsville, Future Warfare Center, Simulations Directorate

**Steven R. Elliott**, Huntsville, Future Warfare Center, Simulation Development Division

**Harvey A. Falk**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Gloria H. Flowers**, Huntsville, Future Warfare Center, Simulation Development Division

**Angie B. Kimbrough**, Huntsville, Future Warfare Center, Simulations Directorate

**Thomas L. Mack**, Arlington, Future Warfare Center, Directorate of Combat Development

**Larry A. Mize**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**George M. Nadler**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Terrance E. Nelson**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Karen A. Oliver**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Claudette C. Owens**, Huntsville, Future Warfare Center, Computer Resources Center

**Mark A. Rudd**, Colorado Springs, Future Warfare Center, Battle Lab

**Holly B. Story**, Colorado Springs, Future Warfare Center, Battle Lab

**Randolph P. Wampler**, Colorado Springs, Future Warfare Center, Directorate of Combat Development

**Amy S. Williams**, Colorado Springs, Principal Assistant Responsible for Contracting Office

## Achievement Medal for Civilian Service

**Barry L. Anderson**, Huntsville, Operations, G-3, Operations Division

## Length of Service Awards

### 20 Years

**James Courtney**, Arlington, Logistics, G-4, JOPES Branch

**Jim Griggs**, Huntsville, Tech Center, Directed Energy Directorate Matrix

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

**Karen Krypel**, Huntsville, Intelligence, G-2, Security Branch

**Teena McGee**, Huntsville, Resource Management, G-8

# Space technologies form command bond across organizations

By Kim Gillespie  
SMDC Public Affairs

The U.S. Army's relationship with the National Aeronautics and Space Administration was forged more than 45 years ago. The Army's efforts in developing guided missile technology resulted in the first successful American missile flights and earth orbiting satellites. Many of these early Army efforts were the work of Dr. Wernher von Braun and his rocket team, who formed the core of the Army Ballistic Missile Agency (ABMA) at Redstone Arsenal in Huntsville, Ala. Then in 1959, space missions were moved to NASA and ballistic missile defense remained with the Army.

While the missions of the two organizations diverged in the early years, they have remained linked by their common interest in space. Thus, the science and technology that form the core of many current programs remain similar. Dr. Glenn Priddy, the Space and Missile Defense Technical Center's associate director for space, views the work of both organizations as having actually grown closer, and hopes to continue increasing collaboration between the two.

Priddy's optimism is not unfounded. He notes that the deputy to the commander for Research, Development and Acquisition is taking the lead in creating a new synergy with Marshall Space Flight Center. "Mr. (Mike) Schexnayder recently hosted a meeting with Marshall Center leadership, and emphasized the similarities in missions and the value of creating partnerships," Priddy said. "Programs and areas of shared interest include propulsion, system of systems, optics, sensors, and new materials and material processing."

Optics is a specialty area at NASA and the Marshall Center. SMDC is also a leader in this

technology field. Priddy cited NASA's optics facility as an example of one of the many opportunities for collaboration and sharing resources.

"The optics facility was a \$100 million dollar investment for NASA. SMDC was involved with a study the year before last regarding DoD's potential use of the facility," Priddy said. The shared use of the facility is a win-win situation for both sides, but is particularly beneficial to SMDC and its customers because of its nearby location according to Priddy. He notes that portions of a Multiple Kill Vehicle prototype were developed at the NASA optics facility.

Another area of NASA work, the Thin Disk Laser Program, has also benefited from a relationship with SMDC. Research has been conducted at the National Space Science and Technology Center, a facility that NASA shares in partnership with government, industry and academia. The Center offers the capabilities to conduct cutting-edge research in optics, propulsion, space science and several other scientific disciplines. "We were able to work with NASA, University of Alabama in Huntsville and the University of Stuttgart at the NSSTC," Priddy explained.

Priddy, who also serves as the assistant director of science and technology for the Alabama Department of Homeland Security, has been a key to transitioning military technology for use in Homeland Defense. "NASA also has a point of contact for Homeland Defense, Kathryn Havens. We are working together to ensure that we are leveraging all available technology for homeland security use," Priddy said.

Another relationship with NASA includes the Mirror Technology Days symposium that was part of the 2004 Space and Missile Defense Conference. "Dr. Doug Deason (SMDC) and Dr. Phillip Stahl (NASA/Marshall Center) worked to bring together

## Trading Space

Dr. Helen Cole, chief of Marshall Space Flight Center's Optical, Metrology, Analysis and Fabrication Branch and part of the Space Optics Manufacturing and Technology Center, joined the U.S. Army Space and Missile Defense Command in November 2004 to begin a five-month assignment as part of the National Aeronautics and Space Administration's Leadership Development Program. Each year NASA competitively selects about 25 employees from throughout the agency to enhance their leadership skills and to encourage collaboration.

"As part of this program, NASA is seeking new opportunities to learn how other organizations do program management," explained Cole. According to Cole, in the past, NASA had its Leadership Development Program participants work at its headquarters as a primary assignment. But the agency now wants broader learning opportunities for its future leaders and has encouraged primary assignments outside NASA. "Organizations outside NASA can enter into a formal agreement with NASA to participate as mentors in the program," Cole said. NASA then can match the needs of the organization to employee's area of developmental interest.

In Cole's case, she had collaborated with SMDC employees in the past and was familiar with its missions and functions, so she suggested the organization as her primary assignment. Dr. Glenn Priddy, associate director for space, SMDC, Technical Center, agreed to serve as her supervisor and "mentor" at SMDC. "I am here to learn how SMDC business processes work. NASA is interested in the business and road-mapping methods being used by other agencies," Cole said. "We (NASA and the Army) have so many other shared areas of interest, as well."

During her time at SMDC, Cole has three areas of focus. "First, I am here to facilitate a relationship and be a bridge builder," she explained. "This assignment does not really end when I leave — the idea is for me to continue as a liaison between NASA and SMDC."

Her second area of focus is to assist SMDC by sharing her knowledge of NASA and its technology investments. "We know there are many technical capabilities at NASA that SMDC and homeland security activities may leverage," Cole noted. Her final area of focus is looking at future business opportunities for SMDC elements, but she sees the three areas as complimentary to one another and not as stand-alone assignments.

Cole has a bachelor's degree in mechanical engineering and a master's degree in civil engineering from the University of Wisconsin. She earned her doctorate in mechanical and applied optics at the University of Alabama in Huntsville.

technology development efforts related to cutting edge mirror technology," Priddy said. The symposium allowed the technology efforts to be evaluated, encouraged collaboration and ensured that duplications of efforts are avoided.

Priddy also points out that SMDC has had great success with its Technology Program Management Model (TPMM), which is based on a NASA model that measured technology readiness levels. "NASA used nine levels of readiness, and we just expanded on that idea and developed a guide book for technology program managers. This is something we have been able to pass on to other organizations, like ASA (ALT) [Assistant Secretary of the Army - Acquisition, Logistics and Technology], that is used to evaluate the maturity of a technology as it goes through various development stages," Priddy said.

The successes and relationships with NASA encourage Priddy about future

endeavors. To augment current relationships, Priddy is placing emphasis on sharing personnel. Currently, he is serving as the mentor and supervisor for Dr. Helen Cole, a Marshall Center employee selected to participate in NASA's Leadership Development Program. Employees selected for the yearlong program are now encouraged to spend their primary assignment working for another organization and developing relationships that will continue long after the temporary relocation ends.

But Priddy sees this as just one of the many ways to create the synergy Schexnayder emphasizes. "I would like to see an exchange of employees with organizations like NASA, MSIC (Missile and Space Intelligence Center), ASA (ALT), and MDA (Missile Defense Agency)" Priddy said. "We are building relationships, but we are also leveraging technology, resources and capabilities."



Photo by Kim Gillespie

Dr. Glenn Priddy, left, the Space and Missile Defense Technical Center's associate director for space, and Dr. Helen Cole, chief of Marshall Space Flight Center's Optical, Metrology, Analysis and Fabrication Branch and currently assigned to SMDC as part of NASA's Leadership Development Program, share ideas about collaboration between the organizations.

# SMDC's Tactical Operations Center architecture transitions into civilian service

By Debra Valine  
SMDC Public Affairs

**HUNTSVILLE, Ala.** — Years of research between government and industry is about to pay off for Alabama's homeland security.

A Cooperative Research Agreement between the U.S. Army Space and Missile Defense Command and Quantum Research International signed in 2003 led to a contract between Quantum and the state of Alabama for Quantum to build eight Tactical Emergency Asset Management (TEAM) communications vans for use within Alabama's seven Emergency Management regions and the Alabama Emergency Management Agency in Clanton.

Federal homeland security grants will be provided to seven Alabama county emergency management agencies for the vans. Once the county agencies receive the grant money, they will purchase the vans from Quantum. The impact for these counties and the regions they support is immense.

"We will be able to share resources with other counties and communicate with them whether we are outside our jurisdiction or they come into ours," said John "Rusty" Russell, director of the Huntsville-Madison County Emergency Management Agency.

"We will be able to set up communications systems that will allow us to talk to home base if we deploy emergency response teams out of the area. If there is a hurricane or some event where telephone services are down, this system will give us the capability to



Photo by David Hergenroeder, Quantum Research International

Alabama Governor Bob Riley visited the TEAM van Aug. 27 at the State Emergency Operations Center in Clanton, Ala., in conjunction with a Governor's Cabinet Meeting held at the State EOC.

talk to each other regardless of the devastation.

"This system also will allow for Internet access so that we can receive data at a central point from the actual responders on the ground," Russell said. "The data will come into the Emergency Operations Center so that we can have real-time situational awareness for all the responders. And it all started with a handshake."

The idea for the TEAM van was discussed between Norven Goddard, SMDC; Russell; Bob Belton, a senior corporate staff member with Quantum; and Lt. Col. Terry Payne, SMDC, at a conference in 2002. The group discussed taking the capabilities in the Future Operational

Capabilities/Tactical Operations Center and applying it to a civilian application. That in turn led to a functional analysis of the Huntsville-Madison County EOC to determine the information requirements of a tactical civilian emergency operations center. Based on that analysis, the TEAM system was developed.

"From that point forward, the state had to go through a competitive bid process to buy emergency response vehicles," Belton said. "For SMDC it is technology transferred to the community."

The TEAM van was successfully deployed during the Eric Robert Rudolph change of venue hearing last July at the Huntsville Federal Courthouse.

Communication between five law enforcement agencies was patched together from the TEAM van: the Huntsville Police Department, Madison City Police Department, Madison County Sheriff, Federal Protective Service and U.S. Marshalls Service.

"This solves the long-standing communications problem that gained notoriety on 9/11/2001 — enabling law enforcement and emergency response agencies to communicate with each other using their legacy radios that normally cannot communicate," Belton said.



Photo by Debra Valine

Alabama purchased eight TEAM vans for use in seven counties and the Alabama Emergency Management Agency in Clanton, Ala.

# Technical Center, Future Warfare Center eye top Army Performance Excellence Award

By Sandy McAnally  
Business Initiatives Office

**HUNTSVILLE, Ala.** — The Technical Center and Future Warfare Center, formerly Battle Lab, are vying for recognition as the Army's top-performing organization.

Excellence awards will be given in July by the Army Performance Excellence Award Program to agencies that demonstrate a sustained trend in continuously improving the products and services provided to customers.

The award is based on excellence determined by teams of examiners who evaluate an organization, write an objective assessment of the organization's performance, and forward nominees to a panel of judges for the final selections.

## What is APEA?

In 2003, Acting Secretary of the Army Honorable R. L. Brownlee initiated the APEA program to recognize non-installation and Army agencies for performance excellence and improvement efforts. Prior to 2003, organizations were eligible to apply to the Army Communities of Excellence and President's Quality Award Programs; however, a philosophy shift eliminated the opportunity for non-installation organizations like the U.S. Army Space and Missile Defense Command to participate in these programs.

The APEA honors organizations that are striving to be efficient and are using effective quality improvement strategies. Applicants for the annual award use the Army Performance Improvement Criteria (APIC) as the framework for measuring success on their excellence journey.

Being acknowledged as a leader among your peers is

quite an achievement, but high-performing winners will also receive a substantial monetary award. The Gold award carries a \$3 million award. The Silver award winner will receive \$1.5 million and the Bronze-level winner receives \$500,000.

## Winning takes preparation

For Technical Center and Future Warfare Center, preparing for APEA is rigorous. Terry Day, deputy director of the Technical Center, and Larry Burger, director of the Future Warfare Center, feel it is similar to preparing for an Olympic event. The game plan for winning requires long hours of tedious planning, tweaks in performance, strategy sessions, tests and training in methods of execution, measuring results, and mountains of performance data that must be analyzed to find the best scenario for high performance.

Preparation began several years ago, according to Day and Yancy Mitchell of Technical Center Staff, "with the SMDC Commander's Quality Award (CQA) Program, which uses APIC criteria. The CQA helped us prepare for the APEA review by getting our processes mapped, defined and redefined. After the CQA, the feedback report helped us look at our processes in different areas before we submitted to the APEA Program."

## Evaluating excellence

Applicants to the APEA program are evaluated by independent teams of examiners in three different evaluation sessions. In the first session, APEA examiners review each agency's application, which explains the key business practices and strategies that help guide all activities and decisions of the



Photos by Debra Valine

Joe King, Army Performance Excellence Award Program team member; Maddie Collier, APEA team member; Angela Dawkins, SMDC; Jerry Townsan, BAE Systems; and Ed Layne, Alatec Inc. participate in the Future Warfare Center's evaluation as part of the APEA Program selection process. The APEA team visited the Future Warfare Center Jan. 18-21.

organization. Top scores in the first session earn the applicant a site visit during the second session. The third session is the final review before a panel of judges.

In November 2004, Future Warfare Center and Technical Center joined an elite group of agencies that scored high enough in session one to receive a site visit.

A site visit team visited Technical Center and another team visited Future Warfare Center in January to look at how each organization is implementing the criteria and if their approaches are systematically integrated throughout each organization. During the site visits, examiners worked closely with FWC and TC senior leaders and employees to verify the accuracy of the APEA application and clarify business processes highlighted by the examiners in November.

"External checks are beneficial in that if it's worth being checked, it's worth doing well. You need checks and balances, and the outside review helped us see what works and what doesn't," Day said.

Results from the site visit will be sent forward to an independent panel of judges who make the final selections in the final session. Winners will be announced in late May and honored in Washington, D.C., in July 2005.

Even though there are many challenges to implementing the criteria, the benefits outweigh the challenges. Burger said, "preparing the application package is 'a forcing function' to get management to address areas that need addressing. The site visit and assessment report help us understand what other

organizations that perform at the next level of excellence do."

Burger also said the best benefit his organization receives from the APEA process is the feedback report and added, "we will spend time going over this year's report."

Another benefit for FWC, Burger added, is the bottom line. "The bottom line for non-government organizations is profit; our bottom line is how we measure productivity. Because of programs like APEA, Future Warfare Center has increased productivity without adding people. In addition, there has been tremendous employee appreciation for the mementos given to them. The mementos serve as a daily reminder to each FWC team member that they work for a high-performing quality organization."

## What's next?

This is the inaugural year for the APEA program, but Gail Terry, program manager for Department of Army APEA, has great enthusiasm for the benefits an organization can receive from participating in APEA. Terry said, "although there is a monetary award, the feedback report is very helpful in assisting organizations as they continue improving their processes, and the recognition of excellence is quite an honor."

This year the SMDC CQA program lost funding, but these SMDC organizations plan to continue using the APEA program for self-assessment, feedback and recognition of their performance excellence.

In the meantime, Technical Center and Future Warfare Center are keeping daily operations on track and their eye on the top award.



Phyllis Taylor, left, Army Performance Excellence Award evaluation team member; Christopher Beermann, APEA team member; and Terry Day, SMDC Technical Center, review documents during a site visit Jan. 10-14. Technical Center is being considered for an Army-level quality award.



Photos by Spc. Jack W. Carlson III

Lt. Col. Jim Gierlach, right, director of the U.S. Army Space and Missile Defense Command's Operations Center, trains Eskimo Scout members of the 1/297th Infantry Battalion, Alaska Army National Guard, on the ins and outs of insurgency warfare, readying them to act as opposing forces during a Force Protection Exercise held at Fort Greely, Alaska.

## ***Soldiers brave sub-zero temperatures for Alaska's Force Protection exercise***

**By Spc. Jack W. Carlson III  
Unit Reporter  
49th Missile Defense  
Battalion (GMD)**

**FORT GREELY, Alaska** — The Soldiers of the 49th Missile Defense Battalion (Ground-based Midcourse Defense) who took part in the most recent

Force Protection Exercise here had to brave sub-zero temperatures.

Before the start of the exercise, which ran Jan 19-23, the wind chill factor brought the air to a daunting 64 degrees below zero.

The exercise assessed the unit's ability to conduct security tasks such as site

defense and civil disturbance. The security forces element here consists of a platoon of military police and a platoon of infantry augmentees.

This particular exercise, fourth in a series, focused on testing the security force's ability to react to indirect fire. Mortar and artillery simulators added flash and bang realism to

the pristine white mountains of snow. Patrols mounted on snowmobiles scouted for intruders.

The MP platoon's executive officer, 1st Lt. Scott Slaughter, commended the unit's performance.

"The mortar attack was in reality a feint designed to draw the MPs from guarding the enemy's main objective. It didn't work — the security force did the right thing, and

sent only a small force to observe and detect the enemy position, while the main force maintained the proper security," Slaughter said.

The above mentioned intruders, native Eskimo Scouts from 1/297th Infantry Battalion, Alaska Army National Guard, were trained as an insurgent force by Special Forces Soldiers, and did their best to infiltrate the site. The heavy snow in this case helped the defending force, since it made tracking easier.

The extreme cold made this exercise more difficult than previous training, even for Alaska native and military policeman Spc. Duane Ostrowski. "It's the wind that gets you — you have to make sure you are not exposing any skin to these unforgiving temperatures," Ostrowski said.

"It's amazing that we don't have that many cold weather injuries up here in Alaska," said Lt. Col. Dan Garcia, exercise executive officer and executive officer for the 49th's parent unit, the 100th Missile Defense Brigade, (GMD), based in Colorado Springs, Colo. "It really says something about these Arctic Warriors."



Spc. Kevin Rupp, 49th Missile Defense Battalion, stands guard during a fiercely cold Force Protection Exercise at Fort Greely, Alaska. Cold weather gear was helpful in protecting against the 64 degrees below zero temperature.

# Bugle calls mark times of day

## Kwajalein joins military tradition observed worldwide

By Nell M. Drumheller  
Editor, *Kwajalein Hourglass*

**'B**ugle calls are the most basic of military traditions," said 1st Sgt. Dennis Neal, U.S. Army Kwajalein Atoll and Ronald Reagan Ballistic Missile Defense Test Center.

Col. Beverly Stipe, commander, U.S. Army Kwajalein Atoll, installed a public address system which began playing bugle calls with "Retreat" Jan. 19.

According to Neal, the calls are in order as they occur during the day:

- **"Reveille"** is traditionally played at dawn on military installations to coincide with the raising of the national colors. "Reveille" will be played at 7 a.m. Formal courtesies are rendered for "Reveille." For the community, this means stop what you are doing (dismount your bicycle or vehicle) if you are within range of the music, face the music or the flag and stand silently until the music is finished (about 30 seconds.)

- **"Call To Mess"** is played to signal mealtime. "Call To Mess" will be played at noon, and does not require formal courtesies. "Call to Mess" lasts about 20 seconds.

- **"Retreat"** is played at 5 p.m. to signal the end of the official duty day. The



Photo by Nell M. Drumheller

A joint Kwajalein Police Department and U.S. Marine Corps veterans squad performed the first formal "Retreat" ceremony at 5 p.m. Jan. 19 at the flagpole in front of the U.S. Army Kwajalein Atoll headquarters.



DoD photo by Rudi Williams

Civil War re-enactor Don Hubbard poses with his bugle during a live re-enactment campsite at Arlington (Va.) National Cemetery.

community will notice military members facing the music or flag while at position of Parade Rest (hands behind their backs). The community should render formal courtesies as describe in "Reveille." "Retreat" plays for approximately 30 seconds.

- **"To The Colors"** On the first note of "To The Colors," the community will notice military members assuming the position of Attention and rendering a hand salute. "To The Colors" will be played immediately following "Retreat" as the flag is lowered. "To The Colors" should be regarded with the same civilian courtesies as the national anthem, and lasts about 90 seconds.

- **"Tattoo"** signifies that it time for loud talking and other disturbances to be discontinued. This will be played at 9 p.m. and will take approximately two minutes. No formal courtesies are required.

- **"Taps"** is the last bugle call of the day. On most military installations "Taps" is played at 11 p.m., however, in deference to the Kwajalein community "Taps" will be played immediately following "Tattoo." "Taps" which has a rich tradition in the

U.S. military, takes approximately 30 seconds.

Further explaining the bugle calls, Neal said, "When 'Reveille,' 'Retreat' and 'To The Colors' are played, community members can actively participate by removing their hats and standing silently."

Col. Stipe has suggested that the loud speaker system is her "gift" to the community in her effort to further demonstrate that Kwajalein is a military installation.

"All military installations play bugle calls," Stipe said. "Tradition for bugle calls harkens back to the days of cavalry when men and horses in massive formation were required to move in unison. Bugle calls were the means to communicate so that all elements moved at the same time, like a division moving on line to attack. Old Glory deserves our respect."

Stipe commented that her favorite bugle call is "Tattoo."

"It is the longest of the bugle calls that we play at Kwajalein, and to me, it is the most beautiful."

She said "Tattoo" reminds her to take stock of the day, figure out what didn't go right, and try to fix it tomorrow.