

The Eagle



United States Army Space and Missile Defense Command

Volume 12, Number 10, November 2005



Photo by Spc. Jack Carlson III

Spc. Burt Paul stands guard on the Missile Defense Complex at Fort Greely, Alaska. Paul is a member of the 49th Missile Defense Battalion, whose mission is to provide the operational arm of the nation's emerging missile defense program, protecting against accidental or intentional launches of intercontinental ballistic missiles.

Securing the High Ground

This photo, titled "Securing the High Ground," tied for third prize in the "ARMY" Magazine photo contest. Spc. Jack Carlson III, a training noncommissioned officer, in A Company, Military Police, 49th Missile Defense Battalion, Fort Greely, Alaska, is the photographer. Winners of the contest, sponsored by the Association of the U.S. Army, received a cash prize and publication in "ARMY" Magazine. The photo appears in this month's "ARMY" Magazine.

New National Security Personnel System gears up for implementation

Honorable Gordon R. England
NSPS Senior Executive

Department of Defense civilians are integral to the Department successfully meeting its critical national security mission. NSPS is essential to the Department's efforts to create an environment in which the total force functions and operates as one cohesive unit around the world in every time zone, every day. NSPS will help the Department meet its critical national security mission by:

- Reinforcing the commitment to preserve fundamental merit principles, to prevent prohibited personnel practices, and to honor and promote veterans' preference;
- Implementing a system that replaces the General Schedule with market-based pay bands, in which employee pay progression is

driven by performance and/or attainment of competencies – not longevity;

- Provide broad pay bands allowing the Department to move employees more freely across a range of work opportunities without being bound by narrowly described work definitions;
- Training DOD managers to set clear performance expectations and to link employee performance objectives to organizational goals;
- Respecting collective bargaining rights while meeting DOD's need to respond to operational priorities; and
- Streamlining adverse actions and appeals processes, ensuring the Department's ability to effectively deal with performance and conduct issues, while retaining due process protections for employees.

See **NSPS** on page 6

NSPS implementation date moves to Feb. 1

By Gerry J. Gilmore
American Forces Press Service

WASHINGTON, D.C. — DOD will delay implementing the new National Security Personnel System until Feb. 1, acting Deputy Defense Secretary Gordon England said Nov. 18.

England, along with other Defense Department and Office of Personnel Management officials, provided an update on NSPS matters to members of the Senate Homeland Security and

See **NSPS Delay** on page 6

The Command Corner



Lt. Gen. Larry J. Dodgen
Commanding General



CSM David L. Lady
Command Sergeant Major

Our nation's history is replete with examples of dedicated Americans who have responded to a "Call to Duty." Whether bearing arms in defense of the homeland or extending a helping hand in support of humanitarian causes, Americans have bravely responded to great challenges and selflessly given of themselves. As noted by President George Bush in January 2001, "Our national courage has been clear in times of depression and war. When defending common dangers [it has] defined our common good." This great tradition continues today, and is perhaps demonstrated most vividly by our Soldiers who have responded to a "Call of Duty" with courage and pride as part of the War on Terrorism.

In recognition of our nation's tradition of responding to a "Call to Duty," Gen. Peter Schoomaker, chief of staff, Army, and Dr. Francis Harvey, Secretary of the Army, approved "Call to Duty" as the Army's strategic theme. The purpose of this theme is to emphasize the extraordinary contributions the Army has made to the defense of the nation and to serve as an inspiration to Soldiers, family members and the general public, stressing that everyone can contribute to the ideals for which America was founded. In support of this theme, Gen. Schoomaker has emphasized, "We've said that we must be relevant and ready for this future, and we've got to provide relevant and ready land power to our combatant commanders and to our nation when our nation calls, regardless of what they call us to do." Additional information on this program is at <http://www.army.mil/calltoduty/>.

SMDC/ARSTRAT's capabilities and contributions in support of the Army's strategic theme were recently on extensive public view during the Association of the United States Army National Convention in Washington, D.C., and the Strategic Space 2005 convention in Omaha, Neb. During both these events, SMDC/ARSTRAT Soldiers and civilians had the opportunity to provide national, industry, Department of Defense and Army leaders information on our capabilities and contributions in support of joint warfighters. Congratulations to those who enabled our participation in both conferences to be such a resounding success.

This past month, Col. (Ret.) William McArthur, Jr., a former Army astronaut, along with the Russian flight engineer, Valery Tokarev, docked with the International Space Station to begin a six-month stay on the orbiting station. During their time in orbit, the crew will focus on ISS assembly preparations and science in microgravity. Col. Jeffrey Williams, the commander of the Army Astronaut Detachment, will continue the Army's pivotal role in America's space program with his scheduled launch in March 2006 for his own long-duration journey on the ISS. Five Army Astronauts currently support the National Aeronautics and Space Administration Johnson Space Center in Houston, Texas.

Earlier this month, SMDC/ARSTRAT personnel participated in exercises GLOBAL LIGHTNING 06 and VIGILANT SHIELD 06. These exercises provided excellent opportunities for SMDC/ARSTRAT staff elements and operational activities to conduct training across all mission areas. Concurrently, SMDC/ARSTRAT activities provided invaluable operation and management of the strategic communications and information systems.

Later this month, we will graduate students attending Space Operations Officer Qualification Course 05-02. This 11-week, intensive academic course, conducted by Directorate of Combat Developments, provides students an understanding of the capabilities space-based systems provide to support military

See **Call to Duty** on page 18

Last month's article introduced you to the Army Force Generation (ARFORGEN) model, a cyclic readiness model designed to better prepare the Army's deployable warfighting units and headquarters for rapid deployment into hostilities or humanitarian missions.

All Soldiers will be affected by this model, for all Soldiers, whatever their specialty, should rotate through these units once if not several times during their careers.

When a Soldier is assigned into a Corps or Division headquarters, or to a Brigade Combat Team or a supporting brigade, they must expect to remain in that unit for three years (Active Component) or six years (Reserve Component). In most cases, Soldiers and commanders will remain in the same position throughout the unit life cycle. Command tours (brigade and below) are changing to three-year tours (AC). The command team of commander and command sergeant major will be selected at the same time, attend a pre-command course at Fort Leavenworth, Kan., arrive at the new unit together, and remain together until the unit stands down at the end of three years.

There are many implications for Soldiers when so many are frozen in position for three-year periods. Nearly 350 Army regulations must be rewritten to meet the new administrative situations. Every Soldier should be concerned about the implications for institutional and functional training, follow-on assignments and professional development.

Within the three-year period, some movement will have to take place within the unit. Soldiers will die, will suffer wounds or be medically retired. Soldiers will be relieved of duty, jailed or eliminated from military service. New Soldiers will be assigned into the brigades several times within the unit life cycle, but will not arrive constantly as individual replacements. Leaders will be appointed from within the unit to fill unexpected vacancies.

However, the intent is that no member of the unit will transfer from the unit (PCS), or leave the Army (ETS or retire) during the entire life cycle.

You will recall that the previous article outlined the three capability stages, or "force pools," that units will progress through during the life cycle. As the unit is stood-up, it will be in the "Reset/Train" pool. Personnel must be assigned, equipment issued and individual and progressive training (individual through BCT) must be conducted before the unit can pass a certification exercise and advance to the "Ready" pool. The "Reset/Train" period may last up to 180 days (period of time has not been finally decided). During this period most Soldiers can attend their institutional training (the four levels of noncommissioned officer education, captain's career course, etc.). In order to meet this narrow window of time, all of these courses will be redesigned as temporary duty and return courses.

Soldiers will be able to attend institutional training during the "Ready" period, but attendance must be balanced against the needs of the unit for their personnel to be present for exercises that must be conducted to maintain and increase unit proficiency during this period. Likewise, Soldiers should be able to attend school during the "Available" period (when not deployed), but opportunities will be circumscribed by unit training missions.

Selection for follow-on leadership and staff assignments will be made at some time before the three-year life cycle concludes, but no selection processes have been finally decided upon. Options are still going through staffing at major command and Army level.

One considerable problem that is experienced by units already modularized and placed within the three-year life cycle is rank

See **Life Cycle** on page 18

The Eagle ... is an authorized unofficial newspaper published for military and civilian members of the U.S. Army Space and Missile Defense Command published under the authority of AR 360-1. The editorial style applies the industry standard Associated Press Stylebook. Contents of *The Eagle* are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or U.S. Army Space and Missile Defense Command (SMDC). This monthly newspaper uses offset reproduction and has a circulation of 2,500. Reader input is solicited and welcomed; however, no payment will be made for such contributions. Visit SMDC on the Web at: www.smdc.army.mil.

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Everyone can be a change agent

By Sgt. 1st Class Jason W. Porter
SMDC Equal Opportunity Advisor

Commentary

The Executive Order approved July 26, 1948, by President Harry S. Truman to end segregation in the Armed Services was a watershed event that removed many systemic barriers based upon color, race, gender, religion and national origin. With his signature of Executive Order 9981, President Truman declared, "It is hereby declared to be the policy of the President that there shall be equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion or national origin." The impact of this change had a profound effect on the state of race relations across America over the past almost 60 years and, in turn, on the U.S. Army.

The Army, as an evolving organization, continuously brings new Soldiers and civilians into the force. Accordingly, concepts fundamental to Army values must be continually stressed to assure adherence to organizational core beliefs. As Gen. Peter Schoomaker, chief of staff, Army, stressed during his arrival message Aug. 21, 2003, "We are, have been, and will remain a values based institution. Our values will not change, and they are non-negotiable. Our Soldiers are warriors of character. They exemplify these values every day and are the epitome of our American spirit. They are the heart of the

Army."

The Army has taken great effort to emphasize the importance all assigned personnel, regardless of their differences, have in contributing to mission accomplishment. In fact, leaders who can focus the diverse talents of Soldiers in their units have organizations that are more cohesive and prepared for the tremendous rigors of combat.

Three enduring concepts — duty, respect and personal courage — should be stressed by commanders to orient the moral compass and actions of Soldiers and civilians who serve in their organizations. These concepts have dual impacts: providing a structure to maximize the potential of each assigned individual and, even more importantly, facilitating the combat readiness of the unit to perform its wartime mission.

One important quality is duty. Soldiers and civilians must understand the importance of the job and the impact they will have on others in the organization. Each individual must be able to take in the important things and concerns that make the mission successful. Commanders are responsible for the welfare of their Soldiers, civilian personnel and mission readiness of their organizations. A commitment to accomplishing the mission —

doing one's duty — enhances readiness.

Respect is another important quality. As Gen. Schoomaker has stated, "When you are on a team, it's about giving more than you get." Respect for others and the personal differences are part of respect. Respect works both ways, and no one is exempt. A good rule of thumb is to treat others the way you want to be treated. Communication is essential to facilitating confidence by Soldiers and civilians in their unit's leadership. Talking badly about others and starting rumors are not helpful and diminish organizational mission accomplishment. Moreover, this type of behavior negatively affects others.

Personal courage is the third and most important quality for leaders and Soldiers. When Soldiers experience stressful operational situations, they must be prepared to act promptly and decisively. Doing what is right for Soldiers, albeit at times unpopular, requires strength of character and integrity ... courage of a personal nature if you will.

The U.S. Army is an organization of great diversity, reflecting the differences and great strengths of the nation. Diversity, whether it be ethnic, gender or religious, contribute to the tremendous capabilities of the Army. However, capitalizing on this diversity requires leadership and commitment, qualities that can only come from commanders and leaders truly dedicated to maintaining Army combat readiness.

What We Think

The Eagle asks:

What is your favorite part of the Thanksgiving holiday?



Staff Sgt. David J. Hall
G-1, Personnel Service NCO
Arlington, Va.

My favorite part of the Thanksgiving holiday has to be just being able to see and spend quality time with my family. I have a very big family, and everyone loves to cook; so what better time for us to get together and do what we all love to do and that is "cook and eat." This year will be extremely special, because my sister is scheduled to return from Iraq just before Thanksgiving and should make it home in time to surprise her kids; so to me family is my favorite part of this holiday.



Sgt. 1st Class Kenny Lewter
Brigade Security NCOIC
100th Missile Defense Brigade (Ground-based Midcourse Defense)
Colorado Springs, Colo.

I love Thanksgiving. I thank God for Thanksgiving. I love the food, the smell of food cooking, the football, the food, the family coming together, the food, the decorations, the food, the shopping, the food, the Charlie Brown Thanksgiving Special and the food. Oh, and did I mention I love the food?

I get to be with people — peers, family and friends. For the first time in more than 10 years, I get to be with my family and friends. What a blessing!



Maj. Sakura Therrien
Space Operations, G-3
Arlington, Va.

Every Thanksgiving, my family would travel many miles to gather at my grandparents' house. Thanksgiving Day was my grandmother's favorite holiday. She always made a huge turkey with her famous sausage and oyster stuffing with all the trimmings and a big pot of gumbo. Everybody would fill out a blank card stating the things they were thankful for. We placed the cards in a beautifully decorated "Thankful Basket" made by my grandmother. Just before dinner, the children would take turns reading the statements out loud. I am especially looking forward to this year's celebration with my relatives from New Orleans who've survived Hurricane Katrina's aftermath. This will be a special day of Thanksgiving, laughter, love, family and of our heritage.



LaJeannia Lacey
Personnel Office, G-1
Management Analyst
Huntsville, Ala.

The thing I enjoy the most is the reminiscing with good friends over all the "Do you remember...." stories. After dinner while everyone is still sitting around the table, those most embarrassing or hilarious stories always seem to make their way back into our lives. I love those moments.



Donna Groth
KRS Airfield
Operations Manager
Kwajalein Atoll



Connie Crabtree
Command Security Manager
Reagan Test Site
Kwajalein Atoll

My favorite part is the cooking, all the wonderful aromas, the taste tests and the once-a-year special recipes. The "being with family part" of the holiday has changed since we moved to Kwaj. I have two children and one grandson in the States, so here it's just Morgan (my son) and me and all our wonderful friends — our Kwaj family! God Bless!

I enjoy Thanksgiving because of the great food and spending time with family, but my favorite part of the holiday is the Dallas Cowboys' traditional Thanksgiving Day game. They have played every Thanksgiving since 1966 with the exception of 1975, and coming from a family of diehard Dallas fans, I plan the meal time around the game. Of course that means we usually eat fairly early but the leftovers and desserts get us through the game. This year, the Cowboys play Denver, so living in Colorado, that should be loads of fun. Go Cowboys!



Sharon Hartman
Public Affairs Office
Colorado Springs, Colo.

BRAC deadline expires; DOD to begin closures, realignments

By Donna Miles
American Forces Press Service

WASHINGTON, D.C. — The Base Realignment and Closure Commission's recommendations for reshaping the Defense Department's infrastructure and force structure officially took effect at 12:01 a.m. Nov. 9 after Congress allowed them to pass into law at the mandated Nov. 8 deadline.

The nine-member BRAC panel delivered its final report to President Bush Sept. 8, and he, in turn, sent it to Congress for legislative review Sept. 15. Congress had 45 legislative days, until Nov. 9, to accept or reject the report in its entirety. However, it was not authorized to make any changes to the final report.

By statute, the Defense Department now has until Sept. 15, 2007 — two years from the date President Bush sent Congress the BRAC commission's final report — to begin closing and realigning the installations as called for in the report. The process must be completed by Sept. 15, 2011, DOD officials explained.

The 2005 BRAC recommendations represent the most aggressive BRAC ever proposed, affecting more than 800 installations, officials said.

The four previous BRAC rounds — in 1988, 1991, 1993 and 1995 — resulted in 97 major closures, 55 major realignments and 235 minor actions, according to DOD figures. Overall, closing and realigning these installations saved taxpayers around \$18 billion through fiscal 2001 and a further \$7 billion per year since, officials

said.

BRAC 2005 is being called an important milestone in restructuring DOD's domestic base structure to improve efficiency and operational capabilities. It also supports plans to move thousands of U.S. forces currently serving overseas to within the United States as part of DOD's new global positioning strategy, officials said.

After months of study, installation visits and public hearings around the country, the nine-member BRAC panel approved 86 percent of DOD's original BRAC recommendations — 119 with no change and another 45 with amendments, the panel noted. The panel also rejected 13 recommendations, significantly modified another 13, and made five additional closure or realignment recommendations on its own initiative.

Of DOD's 33 major closure recommendations, the panel approved 21, recommended seven bases be realigned rather than closed, and rejected five recommendations outright. In addition, the commission recommended closing rather than realigning another installation, for a total of 22 major closures.

Many of the transformational recommendations in the report, particularly those to establish joint operations, will present significant challenges as they are implemented, officials acknowledged.

Detailed business plans will be developed for every BRAC recommendation, laying out what actions

are required to implement them, when they will occur, and what resources are needed to put them into effect, officials said. Affected services and agencies had to submit these plans by Nov. 15 to the DOD Installation Capabilities Council, which will review them and forward them to the Infrastructure Steering Group for approval.

Meanwhile, DOD is poised to begin working with civilian employees and communities to be affected by the BRAC decisions. DOD has a long and successful history of helping its civilian workers impacted by base closings, officials noted. This includes programs that promote placement, training, retraining and transition to new positions.

Since 1989, DOD has reduced its civilian work force by 428,400 people, with less than 10 percent of those reductions through involuntary separations, officials said. DOD's Priority Placement Program, which officials call the centerpiece of DOD's Civilian Assistance and Re-employment programs, gives defense employees placement priority at other DOD facilities.

DOD's Office of Economic Adjustment will take the lead for the federal government in helping communities affected by base closures and realignments, working cooperatively with the President's Economic Adjustment Committee, officials said.

A community conference, to be held in Baltimore Nov. 28 through Dec. 1, will focus on many of the issues involved in BRAC 2005 and the programs available to address them.

Jess Granone reflects on his time at SMDC

By Becky Proaps
Editor, *The Eagle*

Jess Granone was born in Albuquerque, New Mexico. He graduated in 1966 from the University of New Mexico with a degree in electrical engineering and went to work for a contractor doing range instrumentation work.

"As a kid I never thought I'd see anything beyond New Mexico. I never thought I'd go anywhere. I never thought I would see as much as I've seen today and gone as many places as I have. So this is much, much more than I could have ever fathomed. It's like a dream," Granone said in an interview a few days after his retirement ceremony.

Granone has received numerous awards and recognition throughout his career. He received the Meritorious Civilian Service Award in 1994, the Superior Civilian Service Award in 1995, the Redstone-Huntsville Chapter AUSA Department of the Army Civilian of the Year Award in 2000, a Letter of Commendation from the

Secretary of Defense in 2001, and the National Space Club Astronautics Engineer of the Year Award in 2002. He received the Presidential Rank Award in 2003 and in September Granone received the Federal Laboratory Consortium Southeast Region Outstanding Service Award for his contributions to breast cancer research. But he didn't do it by himself. Without hesitation he gives all the credit to the people he worked with.

"You surround yourself with the best people then you help everybody because if you open doors for somebody else and they can be successful then you are successful. People who are afraid to let somebody else get up and do the briefing or let somebody else go off and do something then they are the ones that won't succeed.

"Once again, the awards were something other people did. I didn't set out to do that. I didn't set out to get these awards. It was other people who saw fit to throw my name into the hat. If I stop and think about it, what is more important about all these awards is that someone else thought that maybe I was

deserving of it. The award is just a sign."

Granone had some sound words of advice.

"Always care about people and never be afraid to ask somebody for help. There are a lot of people who are afraid to ask higher ups or even their peers for help. That is not a sign of weakness; it's more a sign of strength that you have the confidence in yourself to ask somebody," Granone said. "The work place needs to be a gently place where you are not afraid to work together, not afraid to let each other know how you feel.

"Secondly, have some kind of dream and work for it. Don't be complacent with the day to day coming to work. Have something out there that is driving you. It makes life a lot more meaningful. When asked what his dream is, he said he wanted to make a difference.

When asked about the retirement luncheon Granone described it as one of those knee-buckling experiences.

"I never expected anything like that. Back in 1989 I was in the Theater Defense Office when the deputy retired, so I became the deputy and soon

after that the program manager retired so I took over the office. I remember saying to my secretary at the time, Margaret Whitaker, what happens if nobody gets on the calendar to talk to me. It will be a lonely letdown," Granone said. "Well, that turned out not to be a problem. The calendar was always full. So when I was talking to Charlotte Green, my secretary, about my retirement, I said 'Charlotte, what happens if nobody comes. I was really surprised. It was a very humbling experience.'

He concluded the interview with some personal thoughts about his family.

"My dad came from Italy. He had a third grade education. My mother didn't finish high school, but I could always tell they wanted us to do better and I guess the part I didn't say at the retirement luncheon because it is very hard because they have both passed away — I just hope they'd be proud of me. I'll know someday." There should be no doubt.

Jess Granone retires

SMDC says goodbye to giant in his field

By Becky Proaps
Editor, *The Eagle*

Brilliant and caring”
“People person and caring”
“Optimistic and caring”
“Genuine; an architect of engineers”

These are just a few of the phrases used to describe a man who dedicated 32 years of his life to developing and improving technology for space and missile defense and for the human race. During a retirement ceremony held in his honor Oct. 17, more than 420 people attended to pay tribute to Jess Granone, the director of the U.S. Army Space and Missile Defense Command Technical Center from 1999 until Oct. 1 and a part of SMDC since 1985. Granone was accompanied by his wife Cathy, two of his three children, Jessi and Jeffery, his daughter-in-law Keralyn and his sister Caterina Wade.

“Today we are saying good bye to a giant in our business and a giant in our command,” said Lt. Gen Larry J. Dodgen, commanding general of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. “It is his competence, his professionalism and it is his getting things done and moving the ball forward that we admire so much,” Dodgen said. “It is also taking care of people and Jess has done all those things throughout his career. He has been a groundbreaker in every area — in lasers, technology into the medical field for breast cancer and other noteworthy causes. He has been an individual who did not sit by like some technologists I know and wait forever to get something to the Soldiers. That’s not Jess. Jess Granone is the guy who says let’s move this along; let’s get it to the field where it can do some good, and let’s put it in the hands of Soldiers so they can save lives and we can defend our nation.”

Dodgen presented Granone with the Decoration for Exceptional Civilian Service award, his Senior Executive Service Flag, which was flown over the nation’s Capitol in March, a personal letter of congratulations from the president of the United States, a certificate of appreciation and a three star letter and coin from Dodgen. Dodgen also presented Granone the Department of the Army certificate of retirement.

Before lunch was served Granone took a few minutes to explain what being a member of the Senior Executive Service for the past nine years meant to him.

“I was sitting in the cafeteria at 106 Wynn Drive when someone came up to me and said ‘You eat with the common people’ and I said ‘I get hungry just like everybody else.’ I didn’t realize that sitting in a cafeteria meant that much. I’ve also had people say ‘You don’t act like an SES,’ which I thought was good because I didn’t want to be distinguished

from everyone else. I didn’t want to be any different from the guy who came in every morning and picked my trash up. He had a job to do and he did it the best he could and that is what I wanted to do. I wanted to do my job the best I could.”

Granone explained what the duties of an SES should entail and how that position should be used.

“You really have to think of the SES as something that integrity has to be the number one word. You don’t ever sacrifice your integrity because it is better to say ‘I don’t know’ than to do something to try to baffle your way through and lose your integrity because you never get it back once that happens. So believe me, I’ve said a lot of ‘I don’t knows.’”

Garth Bloxham, a member of the Army Space and Missile Defense Association and a long-time colleague of Granone, hosted the tribute portion of the program which followed the luncheon.

“During the past 10 years, I’ve learned a lot from Jess — most importantly I’ve learned how he truly cares for people,” Bloxham said. Every time we meet, he grabs my hand, gives me that firm handshake he is known for, puts his arm around my shoulder, looks me dead in the eye and says ‘Garth, how are YOU doing?’ At that moment I always feel appreciated and like I’m the most important person in Jess’s world.

“Jess, I believe that everyone here feels that way, and I think that is why there are over 400 people in this room today to share this moment with you. We are all so proud of you and everything you have done for SMDC, for Huntsville and our nation.”

Bloxham’s sentiments were echoed throughout the remainder of the program. Speaker after speaker — colleagues, co-workers and friends — spoke of the many contributions Granone had made and each presented him with a memento to represent their appreciation.

Representatives from Alabama’s U.S. Senators Richard Shelby and Jeff Sessions’ Office and representatives from the offices of Alabama congressmen “Bud” Cramer and Robert Aderholt presented Granone with Letters of appreciation and read the congressional record that was entered into the House of Representatives by Congressman Bud Cramer for Granone. Alabama State Senator Tom Butler, read a resolution and a proclamation from Alabama governor Bob Riley; and Huntsville mayor Loretta Spencer presented Granone with one of several gifts he received that represented his



Photo by Joe Ramirez, Redstone Arsenal Photo Lab
Jess Granone, right, director of the U.S. Army Space and Missile Defense Command Technical Center until Oct. 1 presents flowers to his daughter Jessi during his retirement ceremony Oct. 17. Granone’s wife is standing next to him with the flowers he presented to her earlier. Granone retired after 32 years of federal service.

love for NASCAR racing — an official autographed Jeff Gordon uniform jacket. Other racing-related gifts included autographed Kyle Petty memorabilia presented to Granone by Col. James Bedingfield, SMDC’s chief of staff, and a toy Jeff Gordon race car, given to Granone by Michael Schexnayder, the deputy to the commander for Research, Development and Acquisition.

Other guests at the luncheon included retired general C.J. Levan, Lydia Cosumano, wife of retired general and former commander of SMDC, Lt. Gen. Joseph M. Cosumano; former deputy commanders retired Maj. Gen. Bill Nance and retired Brig. Gen. Steve Flohr and former commander and now retired Lt. Gen. John Costello. Costello explained why he felt that it was important to attend the ceremony.

“It was people like Jess Granone who got a nontechnical person through a very difficult job during very interesting circumstances,” said Costello. “One of the reasons I really wanted to be here today is to give testimony to Jess. Everyone who has come up to this podium has talked about people, honor and integrity. Those are easy words to say. They become more difficult when you have to practice them on a daily basis, and they become even more difficult when people who don’t possess them challenge you,” Costello continued. “And that’s why I’m here today to honor Jess Granone — because I have seen a great person with honor, integrity, class and professionalism lead people to objectives and accomplishments under very trying circumstances. I can’t think of anyone who epitomizes these characteristics more.”

The highlight of the program came when Granone took the stage again. He began by explaining why he loved car racing so much. He had been a member of a race crew many years ago with his son. But car

racing wasn’t his only love.

“There is another part of my life that my sister and I grew up with, which was the love of animals. We loved horses. When I think back, there is an athlete that starts to mature at 2 years old and at 3 they are in the prime of their career and that’s a racehorse,” Granone said.

“A racehorse runs for the love of racing. They don’t get paid. They eat the same amount of hay and grain if they run first or if they run last.

“There was one horse that always stuck out in my life because I remember watching this horse on television and that was Secretariat.”

Granone, in his master storytelling form, told the story of the famous racehorse and how he won the 1973 Triple Crown. He explained that after Secretariat’s death, an autopsy was performed and the doctors discovered that Secretariat’s heart was one third more the weight of a normal heart and the dimensions of his heart were twice as big as a normal horse’s heart.

“He just had a bigger heart. He more efficiently used everything he had to do what he wanted to do,” Granone explained. “Ron Turcotte (the jockey that rode Secretariat) was asked at the end of the Belmont Stakes what he did to make Secretariat run so fast. He said that he didn’t do anything during the race. It was the horse. He was just along for the ride.”

“And I say to you,” Granone concluded, “that every one of you in here is a Secretariat. You have the heart, you have the drive, you have the desire, and I was Ron Turcotte. I was just along for the ride. Every one of you carried me and for that I am extremely grateful, so I thank you very much.”

And with those words Jess Granone closed a ceremony in his honor filled with praise, accolades and acknowledgments for the years of hard work, dedication and service to SMDC and the nation.

NSPS

Continued from Page 1

NSPS is designed to value talent, reward contribution and promote excellence. Your performance and contributions will be more fully recognized and rewarded. The system offers a contemporary pay-banding construct, where salaries are adjusted and based not only on performance but also on factors such as labor market conditions and changes in duties.

NSPS will position DOD as an employer of choice, increasing our ability to retain and recruit highly skilled employees. NSPS will:

- Implement a performance management system that rewards you for your performance and contributions to our mission;
- Help you and your supervisors set clear performance expectations;
- Create a culture where performance feedback is an important part of DOD's mission and goals;
- Ensure you know what is expected of you and that you have confidence in your managers' ability to rate fairly and equitably;
- Promote a continuous learning environment and advancement opportunities as you grow and progress; and
- Expand the Department's ability to quickly hire and assign work.

What You Need to Know Right Now

- You will not lose pay as a result of the transition to NSPS.
- NSPS does not change basic merit system principles that form the foundation for the federal civil service, rules against prohibited personnel practices, veterans' preference, protections for whistleblowers, EEO complaints, or anti-discrimination laws.
- You may still grieve performance ratings and appeal adverse actions.
- You retain the right to organize and bargain collectively.

We are going to make it easy for you to get the information you need — when you need it. As different organizations implement NSPS, employees in those organizations will receive comprehensive communication and education materials so that they know what is happening as well as why, when and how changes will affect them.

Over the next few months, you will be hearing more about NSPS from your senior leaders, managers, supervisors and human resources specialists. Look for ongoing communication materials on NSPS, which will be made available to you through your Component, agency or organization and your servicing personnel office. The NSPS Web site, www.cpms.osd.mil/nsps, as well as Component NSPS Web sites, continue to be good sources of current and reliable information.

What Employees Can Expect

Employees Covered by NSPS — The vast majority of DOD civilian employees will be covered by these regulations. Certain categories of employees are excluded, including intelligence personnel and employees in the DOD laboratory organizations specified in the NSPS law. However, there are some employees who will only be covered by certain provisions.

NSPS Labor Relations provisions will be implemented across the entire Department

once final regulations are issued and effective, and will cover all DOD employees currently covered by the labor relations provisions of Title 5, Chapter 71. The final regulations contain guidance concerning which employees are eligible to be covered by NSPS.

Performance Management Will Drive Culture Change — The linchpin of NSPS is performance management. The goal is straightforward — employees should clearly know what is expected of them, know how they support the mission and strategic goals, and should have confidence in their managers' ability to recognize and distinguish levels of performance.

Similarly, employees should be held accountable for their performance and should expect the quality of their performance and their contributions to the mission to be a major factor in decisions regarding salary increases or performance bonuses. Employees, supervisors and managers will be provided with training opportunities that will be designed to reinforce this and to equip them with the skills and tools that will assist them in this transformation.

Transition from General Schedule to Pay Banding — One of the most fundamental changes is a pay banding structure to replace the General Schedule. Under NSPS, pay increases will be based on performance — not on time-in-grade.

Compensation will also be based on market conditions — providing for increases based on occupation and locality, rather than assuming that all occupations should be compensated equally. The combination of market-based pay and the culture of accountability that accompanies a performance-based compensation system will foster a work environment that attracts, rewards and retains the best talent for the Department of Defense.

Labor Management Relations Supports National Security Mission — To ensure the Department has the flexibility to carry out its vital mission, the regulations ensure that the Department can act as and when necessary. The Department has preserved collective bargaining for DOD employees. While the final regulations modify the scope of bargaining, they strike a balance between employee interests and DOD's need to accomplish its mission effectively and to respond swiftly to ever-changing national security threats.

An independent National Security Labor Relations Board will be established to expeditiously resolve issues between management and employee representatives.

Adverse Actions Processes are Streamlined — While the vast majority of DOD employees perform their jobs day in and day out with the utmost level of professionalism and dedication, occasionally situations dictate performance and/or disciplinary corrective measures. Recognizing the critical nature of the Department's mission, NSPS has been designed to provide for the expeditious and fair handling of these actions. Accordingly, these regulations provide a 15-day notification period for taking adverse actions. Additionally, the identification and use of Mandatory Removal Offenses is allowed, but not before they are publicized in the Federal Register and regularly made known to all employees.

These new processes are designed to be easier to understand and are streamlined to include quicker resolution of employee appeals. Employee due process remains

protected, as does the ability to file negotiated grievances that end in binding arbitration and adjudication by the Merit Systems Protection Board.

When Will These Changes Happen?

It will take time and effort to fully implement NSPS. To allow ample opportunity for training and program evaluation, we will convert employees into NSPS over the next few years.

Spiral 1, the first group, includes those employees currently in GS, GM, or Acquisition Demonstration projects in selected DOD organizations which includes SMDC. Employees in non-GS pay systems, including wage grade employees, will be in Spirals 2 and 3.

Still to Come

Employee Transition Plan (Spiral Strategy) — Once Spiral One has been implemented DOD will assess and subsequently certify the performance management system. The second spiral will then be implemented to include Federal Wage System employees, overseas employees and other eligible employees. Spiral Three will comprise the DOD labs currently excluded by the NSPS statute, should the Secretary of Defense make the determination to include them.

Continuing Collaboration and Development of Implementing Issuances — The Department will engage in continuing collaboration with employee representatives in developing implementing issuances. These issuances will provide the details for carrying out the provisions included in the NSPS regulations.

Establishment of the National Security Labor Relations Board (NSLRB) — The NSLRB is an independent board that resolves issues between management and employee representatives, including the scope of bargaining, duty to bargain in good faith, negotiation impasses and exceptions to arbitration awards. The Board will be composed of at least three members, appointed by the Secretary. Members must be distinguished citizens of the U.S. who are well known for their integrity, impartiality and expertise in labor relations and/or national security matters.

NSPS Delay

Continued from Page 1

Governmental Affairs Committee at a Capitol Hill hearing Nov. 17.

England told senators that NSPS will benefit DOD employees. "This is a win for DOD, it's a win for our employees, and it's a win for our nation," he said.

Several unions recently filed a lawsuit challenging some aspects of NSPS regulations, England said. However, DOD, OPM, the Justice Department and the unions involved in the lawsuit announced an agreement Nov. 16.

"While the lawsuit is in process, we have all agreed that DOD will continue the training on NSPS and will continue collaboration with them on implementation details," England said.

Key Elements of the National Security Personnel System

General	Classification	Compensation
<ul style="list-style-type: none"> • Consistent with merit system principles and prohibitions against prohibited personnel practices • Protects veterans' preference • Establishes continuing role of Office of Personnel Management (OPM) 	<ul style="list-style-type: none"> • Creates simple, flexible system • Positions grouped in broad career groups and pay schedules based on nature of work, career patterns, competencies • Flexibility to assign employees new or different work • Movement through pay band based on performance, contribution, increased responsibility or job complexity • Position descriptions require much less detail 	<ul style="list-style-type: none"> • Performance replaces longevity as basis for individual pay increases • Can attract, develop, retain and reward high-performing employees through appropriate compensation • Provides framework for movement toward market sensitive pay • Allows greater flexibility in pay setting upon promotion, reassignment and hiring • Employees rated as unacceptable do not receive pay increases
Performance Management	Staffing and Employment	Work force Shaping
<ul style="list-style-type: none"> • Fosters high-performing culture • Aligns performance goals and expectations with mission goals • Requires written performance objectives • Requires ongoing feedback and communication between supervisor and employee • Performance includes conduct and behavior • Requires ratings that reflect meaningful distinctions in employee performance • Retains employee right to seek reconsideration through negotiated grievance process or administrative reconsideration process 	<ul style="list-style-type: none"> • Ability to adapt quickly to mission needs • Streamlined promotion and hiring processes • Ability to create DOD hiring authorities • Provides pay setting flexibilities • Ability to create DOD-specific qualification requirements • Veterans' Preference rights protected 	<ul style="list-style-type: none"> • Streamlined, mission responsive • More emphasis on performance • Four retention factors remain; tenure, veterans' preference, performance and seniority • Less disruptive to employees and mission • Veterans' Preference rights protected
Adverse Actions	Appeals	Labor Relations
<ul style="list-style-type: none"> • Establishes single, streamlined process of taking actions based on performance and/or conduct • Shortened time limits to expedite the process • Establishes authority to identify mandatory removal offenses (to be identified) • Retains due process and protections against whistleblowers and discrimination 	<ul style="list-style-type: none"> • Creates streamlined process • Preserves due process • Expedited appeals process • Retains Merit Systems Protection Board (MSPB) and arbitration • Changes burden of proof to single "preponderance" standard • Limited penalty mitigation 	<ul style="list-style-type: none"> • Recognizes DOD's national security mission and need to act swiftly • Preserves collective bargaining with limits on scope of bargaining • Provides for continuing collaboration with unions in developing implementing issuances on matters historically not subject to collective bargaining • Establishes Independent National Security Labor Relations Board to adjudicate labor disputes

Catching up on the latest

Michael C. Schexnayder, deputy to the commander for Research, Development and Acquisition met with SMDC Huntsville employees and Soldiers Oct. 19 at the Sparkman Center Auditorium on Redstone Arsenal to talk about a variety of issues concerning and involving employees. Topics included organization changes, personnel changes, the new Center of Excellence and the National Security Personnel System.



Photo by Becky Proaps



Photo by Master Sgt. Dennis Beebe

New colors were unfurled during a ceremony on Peterson Air Force Base re-designating the 1st Satellite Control Battalion to the 53rd Signal Battalion (SATCON). Company commanders and first sergeants unfurling their guidons from left to right are Echo Company commander, Capt. DeWayne Ingram; Echo Company 1st Sgt. Mitchell Burnett; Delta Company commander Capt. Conway Lin; Delta Company 1st Sgt., Sgt. 1st Class Alfredo Martinez; Charlie Company commander, Capt. Christopher Conway; and Charlie Company 1st Sgt. Martin Chaffee.

1st Satellite Control Battalion retires colors – redesignated as 53rd Signal Battalion (SATCON)

By Master Sgt. Dennis Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Soldiers who perform a critical 24/7 mission to maintain on-orbit command, control and communications of the Defense Satellite Communications System constellation in support of tactical and strategic missions will continue that mission under a new designation. The 1st Satellite Control Battalion, 1st Space Brigade, U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, changed its colors and guidons Oct. 26, being redesignated as the 53rd Signal Battalion (SATCON).

"I would like to congratulate you on this special day in your unit's history," said Brig. Gen. Jeffrey C. Horne, deputy

commanding general for Operations, SMDC/ARSTRAT. "Today the Army formally recognizes this unit's operational warfighting mission. Soldiers in this battalion make vital communications happen for our civilian leaders and joint warfighters. They are doing it just as the Soldiers who came before them did. In 1995, this unit became the first battalion in the history of the Army with an operational mission directly tied to the control of space systems and capabilities."

After a brief history regarding the significance of the event, the battalion commander and command sergeant major, in formation with the commanders and first sergeants from each company cased the colors of the 1st Satellite Control Battalion, ending an era. But while one era ended, another was

resurrected.

The new colors were marched into place and upon command the canvas covers were removed, and the flags unfurled allowing the colors of the 53rd Signal Battalion to see the light of day for the first time since its inactivation in 1971.

Four members of the 53rd Signal Battalion from the Vietnam era Richard Boykins, Roger Buterbaugh, Terry Garfield and Jerry Cleveland were present for the ceremony.

Boykins served with the 53rd in October 1965, at Fort Hood, Texas, when his unit was mobilized to go to Vietnam. Boykins ended up in Long Binh where he worked as a photographic laboratory specialist from May 1966 to June 1967.

Buterbaugh served with the

53rd in Vietnam from December 1967 to December 1968, working as a personnel clerk keeping track of personnel records.

Garfield served with the 53rd in Vietnam from February 1968 to February 1969, working out on Hill 837, as a radio telegraph operator and re-transmission specialist.

From mid 1967 to early 1969, Cleveland served with the battalion as a still and motion picture photographer. Cleveland commented on how the reactivation ceremony affected him.

"I was just amazed; I thought the 53rd Signal Battalion was something that just went away and would never come back. It brought back a flood of memories. I'm glad I came here today."

Phase II begins

The second phase of the Von Braun Complex construction project officially began Oct. 11 with a groundbreaking ceremony held on Redstone Arsenal, Ala. The Missile Defense Agency Center will contain about 234,000 square feet and house nearly 1,000 employees. The contract was awarded to Turner Universal Construction Company, Inc. of Huntsville, Ala., for more than \$30 million. The scheduled completion date is May 2007.



Photo by Becky Proaps



Lillie Jackson, back row left, Astrid Lahiere, M.D. Batts (not shown), Tullie Miller, and Cynthia Smith, with the Contracting and Acquisition Management Office, show their support and spirit for their softball team, the CAMO Heat, during SMDC's Organization Day, Oct. 20.



Photos by Becky Proaps

Brenda Turner, left, Edwin Barber with his wife Jeana, and Donnie Vanzandt, with guitar, aka, The Soggy Bottom Boys, perform their hit "I'm a Man of Constant Sorrow" from the movie "O Brother, Where Art Thou?" during the "SMDC Idol" talent competition at Organization Day Oct. 20.



Barbara Dixon, left, one of the key organizers for SMDC's Organization Day, is accompanied by friends and other party helpers Mary Crosby, Katherine Schaper, Wayma Akins and Sarah Trial.



Food, glorious food — that is what Organization Day is all about.



Doris Montgomery, left, Dorothy Sandifer, Jeanetta Burwell and Carlyne Willis, right, take their Bingo playing very seriously.

Day of fun, competition, comraderie for Huntsville SMDC employees

SMDC held its annual Organization Day Oct. 20, at the Rustic Lodge on Redstone Arsenal. Several of the directorates put together softball teams, volleyball teams and horseshoe teams. The All Star Team comprised of several different directorates won the softball playoff. The G-2 won the volleyball playoff and Bob Connell and David Cross were the winning horseshoes pair.



(Left) Not only can Clara Moore hit and run when she plays softball, but she can sing too. She was the first place winner of the "SMDC Idol" talent contest.

(Right) David Crouch, left, was a hit with his Bo Bice imitation and his rendition of The Ides of March song "Vehicle" during the "SMDC Idol" talent contest. Bunnie Scales was master of ceremonies, representing M and M Production Studios, for the first "SMDC Idol" talent contest.



Awards/Promotions

Civilian Promotions

Patricia W. Falco, Huntsville, Future Warfare Center, Battle Lab, Missile Defense Division
Barry W. Heflin, Huntsville, Tech Center, Test and Evaluation Directorate
Augustin Larraga, Colorado Springs, Intelligence, G-2, Operations and Plans Division
Robert G. Piper, Colorado Springs, Personnel, G-1, Military Personnel Division
Kevin J. Woodsinger, Huntsville, Safety Office

Military Promotions

Sgt. Bruce Andermann, Fort Meade, Md., 1st Satellite Control Battalion, B Company
Capt. Rory Bradford, Colorado Springs, Headquarters, 1st Satellite Control Battalion
Sgt. 1st Class Eddie Brinkley, Colorado Springs, Office of Information Management
Sgt. 1st Class Andy Bryce, Colorado Springs, 1st Space Battalion, 2nd Space Company
Lt. Col. Anthony Chavez, Colorado Springs, Directorate of Combat Development
Sgt. Daniel Gladden, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company
Sgt. Genoveva Gonzales, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company
Sgt. Evan Lane, Colorado Springs, 1st Space Battalion, 1st Space Company
Capt. Andrew Lovejoy, Colorado Springs, 1st Space Brigade
Capt. James Manes, Fort Meade, Md., 1st Satellite Control Battalion, B Company
Lt. Col. Peter Molik, Colorado Springs, Intelligence, G-2
Lt. Col. Troy McKeown, Colorado Springs, 1st Space Brigade
Maj. Gary Prater, Colorado Springs, 1st Space Battalion, 2nd Space Company
Capt. Ryan Renken, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company
Maj. Michael Russell, Kwajalein Atoll/Reagan Test Site
Capt. Cory Scott, Colorado Springs, 100th Missile Defense Brigade (Ground-based Midcourse Defense)
Spc. Nicholas Thrasher, Fort Buckner, Japan, 1st Satellite Control Battalion, E Company
Chief Warrant Officer 3 Christopher Wehmeier, Colorado Springs, 1st Space Battalion, 1st Space Company
Capt. Marcus White, Landstuhl, Germany, 1st Satellite Control Battalion, C Company
Lt. Col. Stephen Wilhelm, Kwajalein Atoll/Reagan Test Site
Capt. John Yungbluth, Colorado Springs, 1st Space Battalion, 1st Space Company

On-the-Spot Cash Awards

Carol D. Alkhafi, Colorado Springs, Contracting and Acquisition Management Office
John M. Arbaugh, Huntsville, Logistics, G-4, RDA Logistics Support Division, Plans Branch
Douglas A. Barton, Colorado Springs, Operations and Plans, G-3, Plans and Exercise Division, Exercises Branch
Jan P. Burke, Huntsville, Contracting and Acquisition Management Office, Policy and Pricing Division
Joe Carrington, Colorado Springs, Operations and Plans, G-3, Plans and Exercise Division, IO Branch
Janice M. Christopher, Huntsville, Resource Management, G-8, Program Support Division
Tracy M. Crowell, Colorado Springs, Intelligence, G-2, Security Division
Sandra L. Davis, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Operations - South

Directorate, Division T
Kathleen L. Gotto, Huntsville, Tech Center, Technology Directorate, Lethality Division
Connie M. Hannaford, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Michael S. Hollingsworth, Colorado Springs, Operations and Plans, G-3, Plans and Exercise Division, IO Branch
Lillie V. Jackson, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Operations Division K
Norma J. Jenkins, Colorado Springs, Intelligence, G-2, Operations and Plans Division
Paula T. Kennedy, Huntsville, Resource Management, G-8, Program Support Division
Augustin Larraga, Colorado Springs, Intelligence, G-2, Operations and Plans Division
Charles E. Lenway, Arlington, Operations and Plans, G-3, Plans and Exercise Division, IO Branch
Tonya M. McCree, Huntsville, Tech Center
Vicky J. Melochick, Huntsville, Tech Center
Debra B. Mitchell, Huntsville, Research, Development and Acquisition Office, RDA Integrated Capability Management Division
Doris A. Montgomery, Huntsville, Tech Center, Operations
Janie W. Montgomery, Huntsville, Resource Management, G-8, Program and Policy Division
Eneals Moore, Huntsville, Logistics, G-4, RDA Logistics Support Division, Logistics and Supply Branch
Joseph L. Motley, Huntsville, Research, Development and Acquisition Office, RDA Integrated Capability Management Division
David A. Niedringhaus, Colorado Springs, Operations and Plans, G-3, Plans and Exercise Division, Exercise Branch
Rhonda M. Norris, Huntsville, Resource

Management, G-8, Program and Policy Division
Abigale R. Ricks, Huntsville, Research, Development and Acquisition Office
Vicki Y. Robinson, Huntsville, Resource Management, G-8, Force Structure Division
Donny D. Rodgers, Colorado Springs, Logistics, G-4, Logistics Operations/JOPEs Division, Supply and Transportation Branch
Penelope B. Russell, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Operations Division N
Roy E. Schmadeka, Colorado Springs, Operations and Plans, G-3, Plans and Exercise Division, Exercises Branch
Jeffrey M. Shields, Huntsville, Resource Management, Management Division
Michelle M. Smartt, Huntsville, Future Warfare Center, Space and Missile Defense Battle Lab, Missile Defense Division
Jae A. Steele, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Operations Division N
Robin Stewart, Huntsville, Office of Chief Counsel
Dianne F. Trimble, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Operations Division N
Emily J. Vann, Huntsville, Research, Development and Acquisition Office
Elaine M. Waldrep, Huntsville, Office of Chief Counsel
Helen M. Walker, Huntsville, Resource Management Office, G-8, Accounting Division
William C. White, Huntsville, Resource Management Office, G-8, Program and Policy Division
Jason A. Williams, Huntsville, Technical Center, Technology Directorate, Lethality Division



Photo by John Upp

Day receives Legion of Merit medal

Lt. Col. Todd Day, right, director, G-3 PLEX, U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command at Peterson Air Force Base, Colo., received the Legion of Merit medal from Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT, during an award ceremony conducted in Arlington, Va., Oct. 26. According to the award citation, Day earned the award for "exceptionally meritorious service from June 15, 2001 to June 16, 2005, as the chief, Commanding General's Initiative Group, Strategic Planning Division ... and as the Deputy Director for Space Forces, U.S. Central Command."

Awards/Promotions

Time-Off Awards

Yvonne M. Crutcher, Huntsville, Technical Interoperability and Matrix Center, Systems Integration Directorate

Barbara C. Dixon, Huntsville, Technical Interoperability and Matrix Center

William L. Dobbs, Huntsville, Technical Interoperability and Matrix Center

Patricia A. Duggan, Huntsville, Contracting and Acquisition Management Office, Policy and Pricing Division

Daniel B. Godwin, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Studies and Analysis Division

Kathleen L. Gotto, Huntsville, Tech Center, Technology Directorate, Lethality Division

Jennifer L. Jones, Huntsville, Technical Interoperability and Matrix Center

George M. Nadler, Colorado Springs, Future Warfare Center, Directorate of Combat Developments, Capabilities Development Division, Space Branch

Dianne W. Nichols, Huntsville, Technical Interoperability and Matrix Center

Theodora F. Stewart, Huntsville, Research, Development and Acquisition Office, RDA Integrated Capability Management Division

David L. Tilson, Huntsville, Technical Interoperability and Matrix Center

Special Act Awards

Carol D. Alkhafi, Colorado Springs, Contracting and Acquisition Management Office

Anthony C. Austin, Huntsville, Personnel, G-1, Civilian Personnel Division

Carol R. Bates, Huntsville, Resource Management, G-8, Program and Policy Division

Carolyn W. Beverly, Huntsville, Technical Interoperability and Matrix Center, Test and Evaluation Directorate

Heidi L. Bowman, Huntsville, THAAD, Test and Evaluation Directorate, Matrix

Sandra C. Brock, Huntsville, Resource Management, G-8, Program Support Division

Teresa H. Brown, Huntsville, Intelligence, G-2, Security Division

Paula R. Brumlow, Huntsville, Personnel, G-1, Civilian Personnel Division

Phillip M. Burroughs, Huntsville, Tech Center, Technology Directorate, Lethality Division

Karen K. Butler, Colorado Springs, Personnel, G-1, Military Personnel Division

Carolyn F. Cantrell, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Larry P. Davenport, Huntsville, Resource Management, G-8, Program Support Division

Donna H. Davis, Huntsville, Personnel, G-1, Civilian Personnel Division

Kelly G. Davis, Huntsville, Future Warfare Center, Simulations and Analysis Directorate

Terry S. Day, Huntsville, Tech Center, Tech Center Operations

Wilfred H. Dennis, Intelligence, G-2, Security Division

Susan V. Drennan, Huntsville, Resource Management, G-8, Accounting Division

Robert L. Dunaway, Colorado Springs, Intelligence, G-2, Operations and Plans Division, SORC

Tyrus R. Edwards, Huntsville, Resource Management, G-8, Accounting Division

Christopher M. Embry, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Cassandra C. Gilmore, Colorado Springs, Resource Management, G-8

Yvonne S. Hampton, Huntsville, Resource Management, G-8, Accounting Division

Beverly Vadasy Harbin, Huntsville, Tech Center, Test and Evaluation Directorate, Data Analysis Division

Reenlistment time

FORT MEADE, Md. — Sgt. Dennis Wilson, Bravo Company, 53rd Signal Battalion (SATCON), reenlisted at the National Cryptologic Museum recently. Wilson chose the museum to reenlist because he originally wanted to be a pilot, but decided to go Signal instead. He is however still an airplane enthusiast. Capt. Jermaine Sutton, the company commander performed the reenlistment, which was his first as the Bravo Company commander. "This may be my first one as the commander, but there will be more to come!"



Photo courtesy Bravo Company, 53rd Signal Battalion

Capt. Jermaine Sutton, left, Bravo Company commander gives Sgt. Dennis Wilson his reenlistment oath in front of an historical reconnaissance plane.

Theresa B. Hornung, Huntsville, Intelligence, G-2, Security Division

T.G. Hunter, Huntsville, Research, Development and Acquisition Office, RDA Integrated Capability Management Division

Billy E. Johnson, Huntsville, Tech Center, Test and Evaluation Directorate

Angie B. Kimbrough, Huntsville, Future Warfare Center, Simulations and Analysis Directorate

Anna G. Kirby, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K

Judy H. Krawczyk, Huntsville, Resource Management, G-8, Program and Policy Division

Astrid C. Lahiere, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Command Support Services Division

Juanita Sales Lee, Huntsville, Office of Command Counsel

Joyce M. Lenoir, Huntsville, Personnel, G-1, Civilian Personnel Division

James F. Longe, Huntsville, Resource Management, G-8, Management Division

John D. Mason, Huntsville, Contracting and Acquisition Management Office, Operations-South Directorate, Division N

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

Janie W. Montgomery, Huntsville, Resource Management, G-8, Program and Policy Division

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

Melanie K. Passero, Huntsville, Resource Management, G-8, Force Structure Division

John H. Penley, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K

Robert J. Pestona, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Jimmy Pleasant, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Brenda L. Rains, Huntsville, Tech Center, Tech Center Operations

James O. Roberts, Huntsville, Tech Center, Test and Evaluation Directorate, Data Analysis Division

Bradley A. Roe, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Barbara J. Rogers, Huntsville, Technical Interoperability and Matrix Center, Matrix Management Directorate

David L. Sallo, Huntsville, Research, Development and Acquisition Office, RDA Command Analysis Division

Jeffrey M. Shields, Huntsville, Resource Management, G-8, Management Division

Glen D. Shonkwiler, Huntsville, Engineering

Office, Environmental Division

Bobby R. Stewart, Huntsville, Resource Management, G-8, Program and Policy Division

Michelle F. Stout, Huntsville, Tech Center, Test and Evaluation Directorate, Data Analysis Division, Missile Defense Data Center

Robert K. Strider, Huntsville, Tech Center, Test and Evaluation Directorate

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

Tiffany W. Torres, Huntsville, Tech Center, Test and Evaluation Directorate

Dianne F. Trimble, Huntsville, Contracting and Acquisition Management Office, Operations-South Directorate, Division N

Wanda H. Tucker, Huntsville, Resource Management, G-8, Program and Policy Division

Brenda S. Turner, Huntsville, Intelligence, G-2, Security Division

Sharon P. Upton, Huntsville, Tech Center, Test and Evaluation Directorate

Cynthia M. VanRassen, Huntsville, Office of Command Counsel

Donnie R. Vanzandt, Huntsville, Intelligence, G-2, Technical Intelligence Division

Helen M. Walker, Huntsville, Resource Management, G-8, Accounting Division

Roger D. Ward, Colorado Springs, Intelligence, G-8, Operations and Plans Division, Spectral Operations Resource Center

Terri Lynn Washburn, Huntsville, Contracting and Acquisition Management Office, Command Support Services Division

Beth B. Whitaker, Huntsville, Research, Development and Acquisition Office, RDA Integrated Capability Management Division

Janice P. Williamson, Huntsville, Intelligence, G-2, Security Division

Commander's Award for Civilian Service

Patricia A. Duggan, Huntsville, PARC/Office of Contracting and Acquisition Management

Robert E. Pistorius, Huntsville, Logistics, G-4, RDA Logistics Support Division, Plans Branch

Length of Service

25 Years

Deborah Elliott, Huntsville, Internal Review

Leslie Duncan, Huntsville, Contracting and Acquisition Management Office, Policy and Pricing Division

30 Years

Sandra McAnally, Huntsville, Business Initiatives Office

John Marrs, Colorado Springs, Office of the Chief Scientist



Photos by Sharon L. Hartman

Spc. Matthew Funk from Echo Company, 53rd Signal Battalion, Fort Buckner, Okinawa, Japan, performs a night fire qualification during the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition. The competition took place at Fort Lee, Va., the last week of September.

SMDC NCO, Soldier of the Year participate in Department of the Army worldwide competition

By Sharon L. Hartman
SMDC Public Affairs

FORT LEE, Va. — Flares illuminated the night sky like fireworks on the Fourth of July and tracer rounds could be seen blazing across the hills. Sounds of gunfire, mortar rounds and Soldiers shouting filled the air, giving a sense that war was all around. Yet, the only battle going on here was for the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year titles.

In the hot and humid forests of Virginia, 10 NCOs and 10 Soldiers vied for the titles during a weeklong competition Sept. 25-30. U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command was proudly represented at the competition by Sgt. David M. Knotts Jr., SMDC/ARSTRAT's NCO of the Year and Spc. Matthew Funk, Soldier of the Year. Knotts, an Alaska National Guard military policeman serving with the 49th Missile Defense Battalion in Fort Greely, Alaska, arrived at the competition ready for anything.

"I really didn't have any preconceived notions of what the competition was going to be like, so as things played out, there wasn't anything that threw me off," Knotts said. "In my military career, I have found that you're better off maintaining an attitude of flexibility so when you're told to do something, you adjust fire, adapt to the situation and are able to change to whatever tasks you're given at that time." Funk, a satellite network controller serving with Echo Company, 53rd Signal Battalion (SATCON) at Fort Buckner, Okinawa, Japan, arrived pumped up and just as ready for the competition as Knotts.

"I come from a technologically based MOS, so being among some of the best ground forces the Army has to offer is definitely a great opportunity, and I'm willing to show that SMDC has what it takes to be a part of that," Funk said.

In preparing for this year's competition, senior enlisted leadership in charge of the event chose to modify the schedule with the biggest alteration being the actual board appearance. In the first three years of the competition, the board was saved for

the last event, this year it was first.

"Having the board first is a good first impression, and it gets all the stress out of the way," said Sgt. 1st Class Curtis Kimbrell, last year's SMDC/ARSTRAT NCO of the Year and this year's sponsor for Knotts. "With the board being first, there's no build up like there was last year, so I think I would have liked it better. The sergeants major on that board have no basis to be biased. They haven't seen anyone perform in the field, they haven't seen how anyone has reacted to getting a "go" or a "no-go." They haven't seen interaction between the competitors."

Reduced stress or not, it was still a tough event.

"This board was definitely meant to be at the top," Funk said. "Not a Soldier in there is going to get every question right. I think that's what it's designed for — to get a true judgment of each Soldier. If you have simple questions and every Soldier gets it right, you can't make a proper judgment."

Day two began before the sun was up with an Army physical fitness test, followed by a written exam, an essay and day land navigation. The day's events finally came to



Sgt. David M. Knotts Jr., an Alaska National Guard military policeman with the 49th Missile Defense Battalion at Fort Greely, Alaska, negotiates a bobby-trapped lane during the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition.

an end well after the sun went down with the completion of nighttime land navigation, making for a long day, and night, for competitors.

"I don't think anyone is going to have any kind of an advantage whether they've done it a million times or they've only done it once," said Staff Sgt. Frederick Edison, Funk's sponsor for the event. "It only matters that one time when they're at their test. It could be a bad day for this guy who's a Ranger and a good day for someone else who does not have as much experience. Funk has to compete against himself and that's where I think the true competition is."

The following day was filled with warrior tasks including dealing with an enemy prisoner of war scenario, maneuvering through a booby trapped lane, providing first aid to a casualty, assembling an M-16 in blackout conditions and assembling a 50 caliber machine gun.

"I'm satisfied with how I performed all the tasks I was given," Knotts said. "Regardless of your MOS, your mission or the unit you came from, this competition is a challenge for everyone, but at no time did I feel like I was competing against



Sgt. David M. Knotts Jr., an Alaska National Guard military policeman with the 49th Missile Defense Battalion at Fort Greely, Alaska, treats a casualty during a medical evaluation task at the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition.

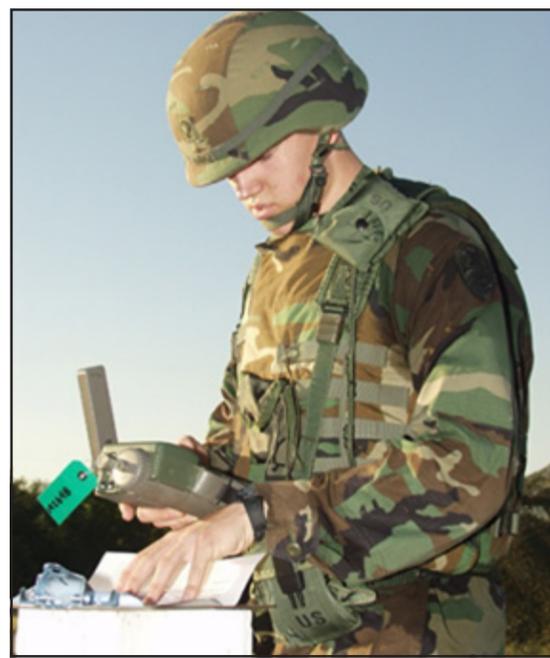
any of the other NCOs. It was a competition with me, and I think I performed well."

The flares across the dark sky began the final day of competition at 1:30 a.m. with an M16 night fire followed by a pre-combat check in which the competitors were required to identify seven of 10 deficiencies using only their red-lens flashlight for illumination. Additional medical tasks followed and a grueling six-mile road march concluded the competition.

"The events were simulated so well and realistically that it sticks in your mind," Funk said. "I think that was what they were trying to do. Have training that is so real you don't forget it."

With the events complete, the competitors traveled to Arlington to attend the Association of the United States Army annual conference, where the winners were announced during the opening luncheon. Sgt. Jeremy S. Kamphuis of U.S. Army Europe was named the 2005 Department of the Army NCO of the Year, and Sgt. Chad H. Steuck from U.S. Army Forces Command, who received the defining stripe a month ago, was named the Army's Soldier of the Year.

Although their names were not announced at the luncheon, Knotts and



Spc. Matthew Funk from Echo Company, 53rd Signal Battalion, Fort Buckner, Okinawa, Japan, enters settings on a Precision Lightweight GPS Receiver as part of a warrior task during the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition.

Funk did not leave empty handed. All 20 finalists received gifts, but the experience and the knowledge gained meant more to them than any award.

"Now when a Soldier comes to me with an issue, I have a better knowledge, a better grasp of the resources that are out there to help them," Knotts said.

"I have a better understanding of what the Army process is on how we're supposed to train. In the long run, what the Army has invested in me will benefit the Army in that I will be able to give it back by helping other Soldiers," Knotts added.

"I think as far as an accomplishment goes, something I gained from this is a greater respect for what other people in the Army are doing right now," Funk said. "It was more hands on and realistic than I ever imagined. Everyone talks about a ruck march or a night fire range and all that stuff like it's not anything, but when you're doing it, you know what it takes."

If things go his way, Funk may get the chance to show "what it takes" again.

"Going back next year to compete as the noncommissioned officer would be great. Having been here this year, the whole feeling of the unknown is already over with," Funk said. "I think definitely after spending all this time training I can't unlearn this so I might as well go for it."



Spc. Matthew Funk, left, of Echo Company, 53rd Signal Battalion, Fort Buckner, Okinawa, Japan, and Sgt. David M. Knotts Jr., an Alaska National Guard military policeman with the 49th Missile Defense Brigade at Fort Greely, Alaska, take a break during the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition.



Sgt. David M. Knotts Jr., an Alaska National Guard military policeman with the 49th Missile Defense Brigade at Fort Greely, Alaska, searches an enemy prisoner of war during one of the warrior tasks for the 2005 Department of the Army Noncommissioned Officer and Soldier of the Year Competition.

Assistant Secretary of the Army lauds command's contracting efforts

By Marco Morales
SMDC Public Affairs

The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command Contracting and Acquisition Management Office won recognition at the Pentagon in an award ceremony Oct. 2 by the Honorable Claude M. Bolton Jr., Assistant Secretary of the Army (Acquisition, Logistics and Technology)/Army Acquisition Executive.

"I received a Secretary of the Army contracting award for support to the Javits-Wagoner-O'Day (JWOD) program at SMDC/ARSTRAT," said Mark Lumer, chief, SMDC/ARSTRAT CAMO. "Although it's in my name, the award really belongs to all the hard working people in my office and SMDC/ARSTRAT who have supported our efforts to expand opportunities for people with disabilities."

Also attending the award ceremony were Lt. Gen. Joseph L. Yakovac Jr., military deputy to the ASA (ALT), and Mrs. Tina Ballard, deputy assistant Secretary of the Army (Policy and Procurement).

The JWOD Act governs products and services offered for sale by workshops of the blind or other severely handicapped persons. The JWOD Program creates jobs and training opportunities for people who are blind or who have other severe disabilities,

empowering them to lead more productive and independent lives. Its primary means of doing so is by requiring government agencies to purchase selected products and services from nonprofit organizations employing such individuals.

"Traditionally, government contracts are in the areas of custodial and maintenance services. However our JWOD companies like Phoenix Services in Huntsville and TRESKO in Colorado Springs perform all sorts of support services for us. Phoenix handles a multitude of administrative requirements for us in Huntsville, and TRESKO provides a wide variety of services for us at our High Energy Laser Systems Test Facility operation at White Sands, New Mexico, including logistics and procurement efforts," Lumer said.

The award is presented once a year, according to Lumer, and this is the first time SMDC/ARSTRAT has won the JWOD award.

"However, this is our ninth Secretary of the Army contracting award in the last 10 years," Lumer said. "So, we're doing pretty well because there are several award categories that we're not eligible to compete for."

"It's great to have recognition by the Army staff and the secretary that we're doing a great job," he said.

Lumer attributes earning this

recognition to his employees.

"It's really all of my folks," he said, adding, "They work hard and they know that I support the [JWOD] program — so they support the program with deeds, not just slogans. Our contracting officers are always looking to expand the job opportunities. The handicapped folks do a great job. Their performance is exceptional. We don't have any significant sick leave problems — the employees really do love to come to work."

"It's like I always tell everybody — you talk about people who are thrilled to pay taxes, you're talking about handicapped folks. It gives them a sense of being able to contribute to the way of life in the United States of America," Lumer said. "The best day I've ever had in my 30 plus years with the Army was talking to some of the TRESKO folks who had a job for the first time after they had won the contract. The employees are contributing to society, and they are also developing skills and abilities that are helping them across the board. One young man was getting his own apartment for the first time, and he was thrilled."

"I couldn't be more proud of our Phoenix and TRESKO employees, as well as our SMDC/ARSTRAT family, for helping get these folks the opportunities to be successful. It's been a win-win-win for everybody."

National Guard Space Company gains warfighting status

By Sharon L. Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The 217th Space Company, a unit of the 193rd Space Battalion, Colorado Army National Guard, was formally activated as a TO&E (Table of Organization and Equipment) unit during a ceremony Oct. 23, making it the first warfighting company in the history of space operations in the Army National Guard. The activation took place after a change of command ceremony in which Capt. Angie Tofflemeyer relinquished command of the original company, which had a TDA (Table of Distribution and Allowances) designation, to Capt. George O'Neill.

Some of the space tools the company brings to the front are satellite technology, satellite communications, and imagery to assist with combat operations, homeland defense and even humanitarian aide. During Tofflemeyer's command, the company's Commercial Exploitation Team deployed to Bahrain where they currently provide critical space support to Iraq, Afghanistan and the Horn of Africa in support of coalition forces on the Arabian Sea, and have provided support to earthquake relief operations in Pakistan. Soldiers from the company's Army Space Support Teams have deployed to Iraq, Korea and Japan and in recent

months deployed in support of hurricane relief operations in the Gulf Coast and Atlantic regions of the United States.

"Capt. Tofflemeyer performed all of this in a traditional National Guard status, while balancing the demands of a career, a marriage, two children, and the absence of her husband, Capt. Troy Tofflemeyer, for virtually the entire period of her command," said Lt. Col. Scot Cuthbertson, commander of the 193rd Space Battalion.

In making her farewell remarks, Tofflemeyer spoke fondly of the Soldiers she has led saying, "I've received some personal accolades recently which I've always felt uncomfortable accepting because I know that it is you doing all the hard work. I say thank you, and I say publicly that any recognition I have received really belongs to you. You have volunteered an abundant amount of time away from your family and your employer far above and beyond training, so I thank you all for your hard work. You're making all of us proud of the work you're doing."

With the change of command complete, the activation ceremony began and the new colors were unfurled reminding many attendees of several other events that have taken place within U.S. Army Space and Missile Defense Command/U.S.



Photo by Sharon L. Hartman

Capt. George O'Neill, center, hands the newly unfurled flag of the 217th Space Company, 193rd Space Battalion, Colorado Army National Guard, to 1st Sgt. Tom Moore under the watchful eye of battalion commander Lt. Col. Scot Cuthbertson, as the 217th is formally activated as a TO&E unit becoming the first warfighting company in the history of space operations in the Army National Guard. The activation took place after a change of command ceremony in which Capt. Angie Tofflemeyer relinquished command of the original TDA-designated company to O'Neill.

Army Forces Strategic Command, the battalion's major command, in recent weeks.

"In the past few weeks the 1st Satellite Control Battalion reflagged as the 53rd Signal Battalion, the 1st Space Battalion recently activated the 4th Space Company, and the Army's 1st Space Brigade lost the 'provisional' qualifier," Cuthbertson said. "There is much significance in the activation of the 217th Space Company at the same time as these active Army units. The activation of this company demonstrates that we in the Army National Guard are indeed partnered with and stand

shoulder to shoulder with our brethren in the active Army in the current and future warfights, and are indeed an integral part of Army space operations."

O'Neill, commenting on the company, recognized Tofflemeyer for her leadership and spoke of the future of the company saying, "Capt. Tofflemeyer, you've done a tremendous job with the space support company, and we will continue to improve on the successes that you worked so hard to achieve. Good luck on your future assignments. I'm ready to take charge and to keep our success rolling."

Hispanic heritage celebrated in Colorado Springs

By Ed White
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — “Hispanic culture is an integral part of the melting pot that is America,” said Col. Craig Whitehill during the opening remarks of the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command Hispanic Heritage Celebration held Sept. 21. Hispanics have excelled in all aspects of American life including education, business, politics, entertainment, the arts and the military,” Whitehill said.

The event, hosted by Equal Employment Opportunity Officer Robert Howard, centered on a fiesta of games, food and Hispanic themed gifts. Games were played by the participants where they won tickets to enter into a drawing for the prizes. Each participant placed their tickets into various

containers labeled for each gift and the winners were drawn from each bucket.

The big winner was Sharon Hartman of the Public Affairs Office who won four pieces of pottery and two sombreros. Sgt. 1st Class Allen won the highest number of prizes, with seven key chains.

Of course no fiesta would be complete without a piñata and this one was no different. Whitehill was the first to have a whack at the piñata; however it was Sgt. Michelle Miller who finished the job as a spray of candy cascaded to the floor. Food included taquitos, tamales, and sopapillas that all went quickly as people munched and played games.

The food and fun were a great treat but the real message of the afternoon was that Hispanic history and culture continue to influence our country with a unique flavor.



Charlie O’Neil, from the G-4 office, fears no piñata during the U.S. Army Space and Missile Defense Command Hispanic Heritage celebration Sept. 21.



Photos by Ed White

Col. Craig Whitehill, chief of operations, contemplates which prizes he wants to win.



(Right) 1st Sgt. Rose Lord, left, 1st Space Brigade Headquarters and Headquarters Company, plays a game as Karen Butler watches and Robin Massenburg keeps time.

1st Space Battalion puts on Harvest Party

By Master Sgt. Dennis Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Princesses, Star Wars characters, Spider Man and other action heroes along with assorted witches, werewolves and Draculas came out in droves for the 1st Space Battalion’s annual Harvest Party. More than 60 youngsters and 100 adults participated in the night of food and fun.

The battalion’s Family Readiness Group provided the hot dogs while each family brought other items including specialty chili to make chili dogs. Angie Groskopf, the FRG coordinator and wife of Maj. Jeffrey Groskopf, provided the materials, pumpkins and

paint for the craft portion of the evening. Each child had an opportunity to make bats, pumpkins, spiders or ghosts from the crafts kits, as well as paint a small pumpkin.

“This was a great success,” said Capt. Alyssa Aarhus, planner and organizer of the event. “All the kids had a great time with the crafts and painting the pumpkins. They enjoyed the Kids Jumper (jumping castle), but the trick or treating topped off the evening.”

Costume highlights of the event included Battalion Command Sgt. Maj. Kevin McGovern appearing as a Jailhouse Rock Elvis, and Battalion Commander Lt. Col. Lee Gizzi as a “slightly out of shape” John Travolta, ala “Saturday Night Fever” time period.



Photo by Master Sgt. Dennis Beebe

Stacy Prater, wife of Maj. Gary Prater, help their children Michael and Sarah with their crafts project at the 1st Space Battalion’s harvest party Oct. 28.

Hispanic Heritage comes to Germany via Charlie Company

Sgt. John Priebe
Unit Reporter

LANDSTUHL, Germany — Soft sounds of Carlos Santana filled the air as Sgt. Adrian Duran, a Charlie Company, 53rd Signal Battalion (SATCON) Soldier, presented to his fellow Control Warriors an interactive class to commemorate Hispanic Heritage month. During the unit’s command information call Duran talked about the many contributions made by Hispanics to American history.

Duran treated the students to a delicious traditional snack made from fried plantains, prepared for the event with 1st Sgt. Martin Chaffee and Spc. Ramon Benitez’s assistance.

“It was very good. It was something new and interesting. I really enjoyed it,” Sgt. Michael Brondsema said.

The simple recipe starts with heating oil in a skillet. The plantains are then peeled, chopped and the pieces are soaked in water, salt, and garlic. After soaking, they are lightly fried, taken out and flattened, then refried. Finally, the finished snack is taken out and salted.

After feasting on the snack, Duran gave statistics about various ethnic groups and showed that a large portion of the U.S. population was, in fact, Hispanic.

“Over 35 million people were identified as Hispanic in the 2000 census,” he said. “And almost 60 percent of all Hispanics are Mexican.” Many Hispanics have become well known over the years. Among them include David G. Farragut, the first U.S. admiral, and Ellen Ochoa, a U.S. astronaut.

The students also participated in an online crossword puzzle dedicated to Hispanic Heritage month. As the answers were called out, some right and some very wrong, the students came together, learning more about Hispanic culture and history.

Control Warriors meet tactical terminals during USC-60 training

By Sgt. Logan Maynard
Unit Reporter

LANDSTUHL, Germany — Few satellite control Soldiers at Landstuhl Wideband Satellite Operations Center, affectionately known as the Control Warriors, have had the opportunity to work with the tactical terminals they control.

On Sept. 13, Soldiers and noncom-



Photo by Sgt. Logan Maynard

Staff Sgt. Justin Cornwell, front, and Airman 1st Class Ryan Edens set up the antenna as Spc. Brandon Hayman, left, and Sgt. John Kirk of Charlie Company, 53rd Signal Battalion look on and learn.

missioned officers of 1st Squad, Charlie Company, 53rd Signal Battalion (SATCON) linked up with the 1st Combat Communications Squadron, in Ramstein, Germany, to take advantage of a unique opportunity to setup an AN/USC-60 tactical satellite terminal.

Initially, the training was intended exclusively for the AN/USC-60 team. However, the Airmen of 1st CCS were more than willing to teach the members of Charlie Company and the NCOs everything they could.

Upon arrival at the squadron's maintenance area, the Charlie Company Soldiers were impressed with the variety of equipment that was available from which to learn. The squadron maintains a communications arsenal complete with older equipment familiar to some of the more experienced satellite controllers, and some new equipment none of the Soldiers had heard of.

Staff Sgt. Justin Cornwell and Airman 1st Class Ryan Edens of the 1st CCS conducted the training, starting with the Charlie Company Soldiers assisting the Airmen in setting up the AN/USC-60



Photo by Sgt. Logan Maynard

Staff Sgt. Justin Cornwell, left, and Airman 1st Class Ryan Edens assemble an antenna as Spc. Jonathan Presley and Spc. Brandon Hayman, far right, look on during a training opportunity for some Soldiers of Charlie Company, 53rd Signal Control Battalion.

terminal using a 2.4-meter satellite antenna.

After completing the setup of the antenna and familiarization of the USC-60 terminal, the Soldiers went to work on some of the newer equipment. The new terminal, known as a "fly-away" AN/USC-67, was far more compact, using a satellite antenna just under a meter in diameter. With an on-the-satellite setup time of only 15 minutes, the AN/USC-67 proved more impressive when compared to the AN/USC-60 which had a setup time of nearly an hour. The Soldiers were also able to interface with the users on common issues and solutions that are often experienced in real-world situations.

The unique experience gave the Soldiers an opportunity to interface with users of the Defense Satellite Communications System but also gave the users a better understanding of the role of satellite controllers.

Missile defense radar exercise successfully completed

From the Missile
Defense Agency

Air Force Lt. Gen. Henry "Trey" Obering, Missile Defense Agency director, announced the successful completion Sept. 26 of an important exercise to test the Cobra Dane radar located at Shemya, Alaska (Aleutian Islands) and the fire control system for the Ground-based Midcourse Defense element of the Ballistic Missile Defense System.

The Ground-based Midcourse Defense is America's deployed system to protect the country against a limited long-range ballistic missile attack. The Cobra Dane radar has been used for missile surveillance for nearly 30 years, and has been upgraded for use as a missile defense radar.

The exercise involved the launch of a long-

range ballistic missile from an Air Force C-17 cargo aircraft over international waters in the Pacific Ocean approximately 800 miles from Shemya Island. After the missile was dropped from the aircraft, a parachute deployed to stabilize and slow the missile. The missile's first stage rocket motor then ignited, sending the missile downrange.

The target missile's flight was successfully tracked by the Cobra Dane radar. The data obtained by Cobra Dane was then used to construct a Weapon Task Plan, or firing solution. That was fed into the systems fire control system manned by military "warfighters" in Colorado Springs, Colo., and Fort Greely, Alaska, who currently operate the interceptor missiles now deployed in Alaska and California, as well as the sensors and radars that provide operational detection and tracking

information.

The deployed interceptors provide for the first time a capability to defend all 50 states against a limited long-range ballistic missile attack.

Launching a missile from an aircraft provided an operationally realistic trajectory and an opportunity to fly across the face of the Cobra Dane radar.

The radar has not been available for use during previous flight tests because it is well outside the area of the existing missile test range that stretches between the Marshall Islands in the central Pacific Ocean to the California coast. However, because the radar has tracked ballistic missile flights for nearly 30 years, a huge amount of data is available regarding its performance.

The exercise completed in September marks the first time that data obtained from an actual missile tracked by Cobra Dane was fed into the missile defense fire control

system to obtain a firing solution. If this had been an intercept test, or an actual missile attack on the U.S., the fire control system would have taken Cobra Dane and data from other space-based, sea-based and ground-based sensors and developed a firing solution.

This information would have been transmitted to interceptor missiles in Alaska and California. The missiles would then launch from their underground silos, travel several thousand miles per hour to a point in space high above the earth and maneuver to place it directly in the path of the incoming warhead to destroy it using only a direct collision, known as "hit to kill" technology, to destroy the warhead before it reached its target in the United States with a nuclear, chemical or biological weapon.

SMDC lawyer chooses lifestyle of helping others

By Ed White
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Take the spirit of an adventurer, coupled with a taste for travel and a desire to help others, and you have a pretty good summation of the lifestyle of Maj. Lynn Wise. Wise is a military lawyer in the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command Legal section. She serves as the assistant staff judge advocate for contingency operations and is also a contracting advisor.

Her adventurous spirit developed from a simple source, the library.

"When I learned to read, I discovered the library and then found the "National Geographic" magazine," she said. "The library represented to me the possibilities of what can be. It provided an inner motivation. I always wanted to be an explorer. I always wondered how other people in the world spend their days."

With two business degrees and a law degree, Wise has served in the Air Force and the Army Reserve and has owned a very successful business.

"It was 1999, and I had my own business in Seattle. I felt blessed by my professional success, and I wanted to dedicate some of my time, energy, expertise and money by volunteering overseas," she said.

She ran into a woman with similar ideas, and that new friend recommended a program similar to the Peace Corps called Cross Cultural Solutions. This presented the opportunity to use Wise's hard earned skills and experiences to help others in a developing country. It was a chance to travel, explore and volunteer.

"An engineer named Steven Rosenthal founded the CCS program," Wise said. "He wanted to have a program similar to the Peace Corps but without any government sponsorship and the extensive time commitments. To be part of the program and as part of the agreement, the volunteers pay their own travel and per diem expenses and stay in a foreign country for a minimum of one week. The organization is really good at finding venues for the volunteers to use their knowledge and skills to help local communities," Wise added.

"I went to Ghana in West Africa for two weeks and was a consultant to a rural bank that wanted to increase their customer base. I helped them develop a plan to achieve their goal," she said.

Her first overseas volunteer experience with CCS was an eye opener for Wise. She worked four or five hours per day in the



Courtesy Photo

Maj. Lynn Wise works with a child from a home for orphaned and displaced children during her volunteer time in Cartago, Costa Rica last December. Her volunteer work overseas has taken her to vastly different social, cultural and environmental locations where her work has touched the lives of those she has met in a positive way.

mornings and attended a series of cultural events in the afternoons. This really allowed her to experience the day-to-day life of the people of Ghana.

"The people I lived and worked with loved personal interaction. Community socialization was very important for them, and was much different than what I had experienced in the United States." She found that living and working among the Ghanaian people was "very rewarding and involved a sharing of values on a very personal level."

One of the key lessons she took away from this first experience is that cultural change is slow because it requires a blending of tradition with new methods. This blending is a huge challenge for developing democratic governments.

In 2000, Wise was hired as a consultant for a major oil company to help its Nigerian subsidiary remain compliant with U.S. law, specifically the Foreign Corrupt Practices Act. Her job entailed working with company employees and consultants to ensure that the company business practices and ethical guidelines were followed. The consulting assignment required her to spend a lot of time in London, England, and Nigeria, West Africa.

On Sept. 11, 2001, while working in Nigeria, Wise found her sense of being safe in an uncertain world was sorely

challenged. "The U.S. government had closed the borders. I felt lost because I was outside the U.S., and I felt like I couldn't go home. I felt like something had been stripped away from me," she said.

"Before 9/11, I knew I could always go home to a safe place and now, suddenly, after 9/11, I was no longer able to come back to something comfortable, familiar and secure. I lost the sense of home and having a safe base during that time."

Added to the sense of loss was one of grief for the nation.

"I was grieving because of the immense number of lives lost on that day. For the first time in my life, I was witnessing that the U.S. was no longer so strong as a nation. The essence of our innocence was gone. My British colleagues working with me in Nigeria said, 'welcome to the real world now'."

Post 9/11 saw a shift in Wise's career. She closed her business in 2003 and came on active duty because she "wanted to participate in a process and help fight the war using the skills that I have."

Despite the events of 9/11, Wise never lost her eagerness to volunteer. In December 2004, she spent a week in Costa Rica, working with orphaned and displaced children at a children's home in Cartago.

"While I was there, other volunteers and I were able to share love, kindness and nurturing with the children so that in that moment in time, they felt important. I can only hope that as they get older, they will understand that they have genuine value so they can become productive members of society. It is always rewarding for me to see that I can have a direct, personal and positive impact on the lives of others. I really enjoy that."

She says she will continue volunteering as the demands of her life allow. She will volunteer because it is up close and personal for her, and it allows her to remain an adventurer, continue as an explorer and remain in service to humankind.

Her volunteer service as well as service to her country has helped her grow as a professional and as a human being.

"I became more compassionate. Overseas I saw people who lived in abject poverty and yet they remained hopeful and optimistic about their future regardless of their circumstances. They were able to apply ingenuity to their circumstances and to make their existence the best it can be. They never gave up. I realized that despite the 9/11 tragedy, that we, as Americans, are still very fortunate and must remain hopeful and optimistic about our own future."

New unit insignia approved for 49th Missile Defense Battalion

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

FORT GREELY, Alaska — The 49th Missile Defense Battalion (Ground-based Midcourse Defense) Soldiers will be pinning on a new distinctive unit insignia, or crest, in coming months.

The design for the new 1-1/8 inch metal and enamel

crest was approved by The Institute of Heraldry Aug. 17. Both enlisted Soldiers and officers wear the DUIs on the shoulder epaulets on their Class "A" uniforms. Additionally, enlisted members wear the crests on their berets.

Unit members worked with TIOH to design a unique, symbolic crest for the New 49th MDB insignia 49th Missile Defense Battalion. The eagle — a



traditional symbol of power and vigilance — rests on the Arctic Region of the globe. This is symbolic of the unit's presence in Alaska. The bald eagle also exemplifies the principles of freedom and embodies the battalion's motto located at the bottom of the crest — "Defensimus Patriam" (Defending the Homeland). The polestar signifies guiding

principles and the northern latitudes. The lightning bolts represent the detection, identification and elimination of intercontinental ballistic missiles launched at the U.S. and its allies. The black background represents outer space — the area of operation for ICBM defense tactics.

The insignia are expected to spend several months in production before arriving at Fort Greely.

Modular Forces: transforming to accomplish mission

By Army News Service

The Army is undergoing its largest restructuring since World War II. This restructuring will transition the Army to a modular force capable of providing increased combat power by the Army's active duty forces by 30 percent and make available the Army's overall pool of warfighting forces by 60 percent. The total number of brigades will increase from 33 to 43. The goal for this larger pool of available forces is to enable the Army to generate forces in a rotational manner. At the current operational tempo, this modular force structure will allow Active Component Soldiers to spend at least two years at home following each deployed year, at least four years at home following each deployed year for the Army Reserve Soldiers, and five years at home following each deployed year for National Guardsmen.

The result of this transformational initiative will be an operational Army that is larger, more power, flexible and more rapidly deployable. This restructuring will also increase available training time, enable predictable deployment schedules, and ensure a continuous supply of manpower required by the Combatant Commanders and civil authorities. Restructuring from a division-based to a brigade-based force will result in brigades that are designed as modules that are self-sufficient and standardized as Brigade Combat Teams (BCTs). These BCTs will be more readily deployable and provide increased combat power for the Army and Combatant Commanders in meeting global requirements.

The force, above the brigade level, will be supported by similarly modular supporting brigades that provide aviation, fires, logistics and other support. Our headquarters structure will also become far more versatile and efficient as we eliminate an entire echelon of command-moving from three to two levels. Similar innovations will occur in the logistics and intelligence organizations that support our forces and other Services.

While BCTs will retain the lineage of division-based structure, they are not permanently assigned to a particular headquarters.

Army unit designations changed in Modular Army

By Army News Service

Under the new Army Unit Designations, the Army will retain the army, corps, division and brigade. Here are few examples of what has changed:

- Each theater army will have the capability to be both Army Service Component Command and Joint Force Land Component Command to support the regional combatant commanders. This was not the case before our restructuring through the creation of Modular forces and organizations.

- The corps and division have the Army structure and manning necessary to serve as a JTF or JFLCC, reducing the risk of ad-hoc "pick-up games" and the need for extensive Army augmentation that decreases readiness across the force.

- The division is a command and control headquarters and has no organic brigades or TO&E. Any modular brigade combat team or combat support brigade may be assigned to any corps or division without extensive task organization or augmentation. This improves the strategic flexibility to provide exactly the right capabilities to support the Joint Force Commander.

- The brigade combat team is the basic combined-arms building block of the Army, with increased ISR and network-enabled battle command capabilities.

- The Army has been using the terms *Unit of Employment (UEy or UEx)*, *Unit of Action (UA)*, and *Support Unit of Action (SUA)* to describe constituent elements of its redesign. These terms were intended for conceptualization only, not long-term use.

A guide to the new terminology follows:

- **Armies:** The units of employment (UEy) will become the Army component of a Joint Major Command and will be referred to geographically. This headquarters will be capable of assuming the duties of a Joint Task Force (JTF) or a Joint Force Land Component Command (JFLCC) — with augmentation from other services —

and controlling operations. Soldiers assigned to one of these commands will wear the patch of a traditional numbered army and perpetuate its lineage and honors.

- **Corps and Divisions:** The unit of employment (UEx) will feature three-star and two-star versions, consisting of a headquarters of about 800 and 1,000 Soldiers respectively and are capable of functioning as a Joint Task Force and a Joint Force Land Component Command. The three-star UEx will be a corps, and will perpetuate the lineages and honors of an historical corps. The two-star UEx will be a division, and will perpetuate the lineages and honors of an historical division.

- **Brigade Combat Teams:** The unit of action (UA) will become a Brigade Combat Team (BCT), and will perpetuate the lineages and honors of a divisional brigade or separate brigade. These Brigade Combat Teams will be of three types: Heavy, Infantry and Stryker.

- **Battalions:** The constituent battalions for brigade combat teams will continue the lineages and honors of U.S. Army Regimental System's battalions — as they have for nearly 50 years. The special-troops battalion of each Brigade Combat Team will perpetuate the lineages and honors of the headquarters company of the brigade being perpetuated by the Brigade Combat Team.

The unit designs formerly known as SUAs will now be organized into five types:

- Combat Aviation Brigades
- Fires Brigades
- Battlefield Surveillance Brigades
- Combat Support Brigades (Maneuver Enhancement)
- Sustainment Brigades

Battalions subordinate to the support brigades will also continue the lineages and honors of U.S. Army Regimental System battalions.

For more information go to the Modular Force site on the Army Homepage at www.army.mil/modularforces.

(This information provided by Army G-3 Force Development Office.)

Call to Duty

Continued from page 2

operations and to develop the skills required to plan and conduct space operations in support of warfighters. More than 160 commissioned and noncommissioned officers from the Army, Marine Corps and Air Force have graduated from

the eight previous classes. The graduates have gone on to provide important contributions in the Army, joint commands and Department of Defense organizations across tactical, operational and strategic echelons.

Finally, our nation paused on Nov. 11, Veterans Day, to honor

those American men and women who have served our country in uniform. We pay tribute to those whose sacrifices and selfless service provided us the privileges of freedom, democracy and unmatched opportunities that we enjoy in the United States.

In closing, I hope all of you

can take time during the Thanksgiving holiday to reflect on the values and principles that make our nation great. This month provides us an opportunity to show our gratitude for the blessings we enjoy in a free and prosperous country.

SECURE THE HIGH GROUND!

Life Cycle

Continued from page 2

imbalance, as monthly promotions continue to take place. A rifle squad may be only authorized one staff sergeant but have several before the three years are up. How

to provide leadership opportunities for all newly promoted NCOs is not yet solved. We senior command sergeants major are working this problem with the Sergeant Major of the Army.

Finally, while our SMDC brigades are not

identified as three/six year life cycle units, we Soldiers must pay close attention to the evolving Army policies that will affect us all during our military careers.

ON POINT!



Photos by Maj. Laura Kenney

Dorothy, aka Reagan, daughter of Capt. Orlando Cobos, focuses on painting her Halloween cookie "just so."



The sugarplum fairy, Natalia, daughter of Capt. George Lambos, decorates a Halloween pumpkin just her size.

Creepy crawlies, storybook heroines shine at Fall Festival

A friendly witch's brew of fun, food, crafts and games set the tone for the 100th Missile Defense Brigade (Ground-based Midcourse Defense)'s Family Readiness Group Fall Festival held Oct. 15 at a local YMCA. Spouses and Soldiers pitched in to throw a party designed to please the youngest members of the unit's extended family. Pumpkins were ripe for decorating, and pint-sized games and food rounded out the day. The combination sent the various Dragons, Draculas and Dorothis home smiling and sticky-faced, appropriate to the season.



Henry, son of Maj. R. Porter Grant, practices putting on a miniature golf green while dressed as a spider to accompany his sister, Little Miss Muffet (not pictured). The extra limbs weren't very helpful in controlling the golf club.

A brief history

The creation of American Indian Heritage Month

What started at the turn of the century as an effort to gain a day of recognition for the significant contributions the first Americans made to the establishment and growth of the U.S., has resulted in a whole month being designated for that purpose.

Early Proponents

One of the very proponents of an American Indian Day was Dr. Arthur C. Parker, a Seneca Indian, who was the director of the Museum of Arts and Science in Rochester, N.Y. He persuaded the Boy Scouts of America to set aside a day for the "First Americans" and for three years they adopted such a day. In 1915, the annual Congress of the American Indian Association meeting in Lawrence, Kan., formally



Courtesy Photo

Dr. Arthur C. Parker was instrumental in what is now American Indian Heritage Month.

approved a plan concerning American Indian Day. It directed its president, Rev. Sherman Coolidge, an Arapahoe, to call upon the country to

observe such a day. Coolidge issued a proclamation on Sept. 28, 1915, which declared the second Saturday of each May as an American Indian Day and contained the first formal appeal for recognition of Indians as citizens.

The year before this proclamation was issued, Red Fox James, a Blackfoot Indian, rode horseback from state to state seeking approval for a day to honor Indians. On Dec. 14, 1915, he presented the endorsements of 24 state governments at the White House. There is no record, however, of such a national day being proclaimed.

State Celebrations

The first American Indian Day in a state was declared on the second Saturday in May 1916 by the governor of N.Y.

Several states celebrate the fourth Friday in September. In Illinois, for example, legislators enacted such a day in 1919. Presently, several states have designated Columbus Day as Native American Day, but it continues to be a day we observe without any recognition as a national legal holiday.

Heritage Months

In 1990 President George H. W. Bush approved a joint resolution designating November 1990 "National American Indian Heritage Month." Similar proclamations have been issued each year since 1994. The theme for 2005 is "Respecting Tradition, Embracing a Healthy Future."

(Information is provided by the U.S. Dept. of the Interior, Bureau of Indian Affairs.)

Civilian News

SMDC authorized 75 early retirement, buyout allocations

On Sept. 8, the Department of the Army approved 75 buyout allocations for the U.S. Army Space and Missile Defense Command for fiscal year 2006. Voluntary early retirement/voluntary separation incentive pay (VERA/VSIP) is a tool for management to support work force revitalization. The command will use the authority to restructure the work force. Employees who wish to participate in the buyout must be off the rolls no later than Sept. 16, 2006. The suspense for each organization's response to G-1 is Nov. 30. Employees approved for the VERA/VSIP will be notified early in December.

2006 per diem rates announced

The General Services Administration has announced changes to the 2006 per diem rates. GSA said its annual review resulted in lodging and meal allowances changes for locations within the continental United States to provide for the reimbursement of federal employees' expenses covered by per diem. The standard CONUS lodging amount of \$60 is unchanged. GSA based the lodging per diem rates on the average daily rate that the lodging industry reports. In addition to the annual lodging study, GSA conducted a meals study which resulted in new meal allowances for 2006. The new rates apply for travel performed after Oct. 1, through Sept. 30, 2006. For the rates of specific locations, go to the GSA Web site at www.gsa.gov.

Senate passes 3.1 percent pay raise

The Senate has approved the Transportation, Treasury, Judiciary and Housing and Urban Development 2006 spending bill. The bill helps to level the playing field in federal employees' fight against unfair contracting out procedures and provides pay parity for all federal workers. Under new contracting provisions, federal employees are permitted to submit their own best bids, and contractors are required to demonstrate a savings of at least 10 percent or \$10 million. The bill also includes a 3.1 percent cost-of-living-adjustment for all federal employees, including wage grade employees, civilian employees at the Department of Defense and all employees at the Department of Homeland Security.

Stanley R. Mickelsen Safeguard Complex employees planning 2006 reunion

Plans are underway for a reunion of former SRMSC personnel. The tentative date is late summer 2006 in the Nekoma/Langdon/Cavalier area of North Dakota. For more information, go to <http://srmsc.org/index.shtml>.

Federal Employees Health Benefits Program announces 2006 premiums

The Office of Personnel Management announced an average premium increase of 6.6 percent in the 2006 Federal Employees Health Benefits Program. OPM said this increase is the smallest in nine years. FEHBP is the nation's largest employer-sponsored health program; it covers approximately 8 million current and retired federal employees, as well as their dependents. On average, the federal government pays 72 percent of total premiums. While the 2006 total average premium increase is 6.6 percent, OPM said 80 percent of FEHBP enrollees are currently covered by plans in which premiums will rise between 2.5 percent and 15 percent. In 2006, individuals with self-only coverage will see an average bi-weekly premium increase of \$5.30; the average bi-weekly premium increase for self and family coverage will be \$12.79. In 2006, there will be 279 plan choices, an increase from 249 this year and 205 in 2004. Open Season is now through Dec. 12.

TSP monthly returns for G, F, C, S, I Funds

Rates of Return were updated on Nov. 1.

October 2005

G Fund	0.36%	S Fund	(2.33%)
F Fund	(0.75%)	I fund	(2.90%)
C Fund	(1.66%)		

Military News

Deadlines established for holiday mail

"Pack it well" and "mail it early" are two tips a military postal official offered regarding holiday mailings to servicemembers overseas. The first deadlines were Nov. 12 for Parcel Post items headed overseas to APO and FPO ZIP codes. Deadlines for other mail classes continue with Nov. 26 for Space Available Mail; Dec. 3, Parcel Airlift Mail; Dec. 10, Priority Mail; and Dec. 19, Express Mail. The Defense Department requests people who send mail to use the servicemember's full name, with or without rank or rating; unit and APO/FPO, Air/Army Post Office or Fleet Post Office; address with the nine-digit ZIP code, if one is assigned; and a return address. For packages, mailers are asked to print on one side only with the recipient's address in the lower right portion. Using nylon tape or some type of reinforced packing tape, because other tapes tend to come off is highly recommended. Any buzzing, ticking or vibrating, is a red flag, so to keep a package from getting bomb-squad attention, remove batteries from electronics. Fill out customs labels completely and use a proper military address. If there's concern that the content list on the customs label will give away a surprise, place the form inside the package and attach a label to the outside of the package noting where the form is. Also be conscious of the box's outside markings. Regardless of the contents, boxes with hazardous substance or alcohol markings won't make it through the system. Boxes used to ship gifts should be strong and well-packed because of the long distances traveled and the high volume of parcels moving with them. Those who may not personally know a servicemember serving overseas, but want to share the holiday spirit, should go to the AmericaSupportsYou.mil Web site. That provides information on how you can support the troops even if you don't have (a servicemember) that is a family member or close relative. The site lists hundreds of organizations that offer ways the general public can support the troops. Several involve sending greeting cards or packages through these organizations. However, for force-security reasons, packages addressed to "Any Servicemember" will not be shipped. It is prohibited to mail the following items to the Central Command region: obscene articles such as prints, paintings, cards, films, videotapes; pork or pork by-products; alcoholic beverages; any matter depicting nude or seminude persons, pornographic or sexual items; or unauthorized political materials.

A Slice of American Life For Troops

This Thanksgiving, troops deployed in support of OPERATIONS IRAQI and ENDURING FREEDOM will pause for 30 minutes in recognition of the holiday. More than 100 name brand fast food locations in and around Iraq, Afghanistan and Kuwait are operated on secure military installations by the Army and Air Force Exchange Service for deployed troops. By logging on to aafes.org or calling (877)-770-4438, any individual, civic organization or business can purchase a gift certificate that can be redeemed for burgers, pizzas, chicken or tacos at any of the popular fast food outlets scattered throughout OPERATIONS IRAQI and ENDURING FREEDOM. "Gifts from the Homefront" gift certificates can be sent to a specific Soldier, Airman, Marine or Sailor (designated by the purchaser) or distributed to "any servicemember" through the American Red Cross, Air Force Aid Society, Fisher House or USO.

SGLI and VGLI amounts increase

The "Servicemembers' Group Life Insurance Enhancement Act of 2005" became law Sept. 30. The law makes permanent increases in the maximum SGLI amount and VGLI amount from \$250,000 to \$400,000 and increases the increment amount to be divisible by \$50,000. The law is retroactive to Sept. 1, 2005, and applies to deaths occurring on or after that date. In addition, the law requires the Secretary to notify a married service member's spouse of the service member's eligibility and failure to be insured; the service member's election for less than the maximum amount of available insurance; a reduction in the service member's amount of insurance coverage; or the service member's designation of a person, other than the spouse or a child of the member, as the policy beneficiary. The notification must be in writing unless prior notification has been provided before the new designation, and the spouse is not a designated policy beneficiary.

Flu pandemic Web page posted

The Defense Department's deployment health officials have posted a Web page as part of President Bush's strategy to combat the possibility of a flu pandemic. The page includes frequently asked questions, information geared to servicemembers and links to other resources. For more information, visit <http://www.pandemicflu.gov>.

Secretary Harvey thanks Army astronaut for service

By Staff Sgt. Carmen L. Burgess
Army News Service

WASHINGTON, D.C. — In a video teleconference while orbiting 250 miles above the Earth's atmosphere Oct. 28, a former Army aviator shared with the Army's senior leader how his military experience developed him for his role as a NASA astronaut.

Retired Col. Bill McArthur shared with Secretary of the Army Francis Harvey that his experiences flying helicopters and being a test pilot helped him develop the needed skills for his current assignment as commander of Expedition 12 on the International Space Station.

"I had three commands in my career — one while serving the Army in Georgia, one with the National Aeronautics and Space Administration in Florida and now one commanding a ship. It just happens to be a spaceship. I don't think anything could've better prepared me for this than my service in the Army," said McArthur as he orbited somewhere over the Pacific Ocean.

During the morale call with the secretary, McArthur attributed his military success to his father who served in World War II and in the Army Reserve Component and was "bigger than life" to him as a young boy. That inspiration led him to West Point where he graduated as an aviator in 1973.

In 1978, he read where an Army major, Bob Stewart, who was a test pilot, became an astronaut and was in the first group to go up in a space shuttle.

"I always wanted to be a Soldier and, as most kids of my generation, I was fascinated with space," said the North Carolina native, "so when I realized I could be a Soldier and still be an astronaut I was ecstatic."

McArthur said that he continued to fly, expanded his education and went to the Navy Test Pilot School while continuing to



Photo by Staff Sgt. Carmen L. Burgess

Secretary of the Army Francis Harvey talks with Retired Col. Bill McArthur in a video teleconference. McArthur is a former Army aviator turned astronaut.

develop as an Army officer and as an Army pilot.

"Evidently those were things that NASA felt were worthy of looking at, so eventually I was able to get into the astronaut program. Although I think they might have selected me to get me to stop submitting all those applications," he said with a laugh.

The former Army officer became an astronaut in 1991 and flew into space three times, aboard the Columbia, Atlantis and Discovery, before his 2001 retirement.

"I was fortunate because I came into the program when it was pretty robust," he said. "I've been very lucky and have had quite a few shots up here."

McArthur left Earth Sept. 30 for a six-month mission aboard NASA's largest, most complex international scientific project in history. While aboard, his duties as science officer will include long-term projects on human biological studies on how to keep astronauts fit both

physically and neurologically.

He and the only other crew member, Russian astronaut Valery Tokarev, are also preparing for a space walk in two weeks — it will be the first one done without a space shuttle present since the Columbia incident in 2003. Next week will mark the fifth anniversary of continued human presence on the ISS.

Harvey expressed his appreciation to McArthur's previous and current service to the nation as both a Soldier and astronaut. The astronaut shared with the secretary that he carries a Warrior Ethos engraved dog tag given to him by Sgt. Maj. of the Army Kenneth Preston.

"I want you to know that I have it in orbit with me as a token of my love and affection for all our young Soldiers and as a reminder of all the sacrifices they are making in the Global War on Terror," he said. "If there's any small thing that we can do up here to serve the Soldiers fighting down there we'll do it."



Courtesy Photo

Ninth interceptor missile for homeland defense emplaced

The ninth interceptor designed to intercept and destroy long-range ballistic missiles was emplaced Sept. 18 in an underground silo located in the second missile field at Fort Greely, Alaska. It is the seventh for Greely. Six interceptors were emplaced in 2004 in the first missile field at Greely, and two additional interceptors are emplaced at Vandenberg Air Force Base, Calif.

The interceptors are part of the Ground-based Midcourse Defense element of the Ballistic Missile Defense System (BMDS). The BMDS is an

integrated system of sensors, ground and sea-based radars and an advanced command and control, battle management and communication system designed to detect, track and launch an interceptor to destroy a target warhead before it can reach its intended target in any of the 50 states. When the system becomes operational, it will mark the first time the United States will have the capability to defend the entire country against a limited attack by a long-range ballistic missile.

(Excerpted from a Missile Defense Agency press release.)

The seventh interceptor missile is lowered into its silo at the Missile Defense Complex at Fort Greely, Alaska, Sept. 18, 2005. The interceptor is designed to destroy incoming intercontinental ballistic missiles before they reach U.S. airspace.

A driving factor in safety

Soldiers, family members take defensive driving course

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

COLORADO SPRINGS, Colo. — People learn differently — some prefer the quick efficiency of on-line learning, others choose to gain knowledge from books. Others favor the classic model requiring teacher-student interaction. A recent requirement to train Soldiers to drive defensively provided an opportunity to showcase how tailoring a class to the individual needs of the Soldier best meets those needs.

Nearly 40 members of the 100th Missile Defense Brigade (Ground-based Midcourse Defense) and 49th Missile Defense Battalion chose the eight-hour “live” option and took the National Safety Council’s Defensive Driving Course in August and September.

This course was offered to military and family members of the two units. Members of the 100th were able to take the course Aug. 26 or 30 here, while 49th troops were offered the course Sept. 7 at Fort Greely, Alaska.

The average cost for DDC is \$85 — however, Guardsmen/women and their families were able to take this class at no cost because the National Guard paid for all course materials. Additionally, many insurance companies offer discounts to customers who have completed DDC.

Command Sgt. Maj. Dan Marques, 100th Missile Defense Brigade, “team-taught” the first course with Chief Warrant Officer

Bob Williams, safety officer, Colorado Army National Guard. Marques taught the second Colorado Springs course and the class in Fort Greely. Marques is a nationally certified instructor and instructor-trainer for DDC and owns a local driving school — The Driving Institute of Aurora. Williams manages the safety program for the Colorado Army National Guard and is also a qualified instructor for the course.

Throughout the course, instructors use a combination of lecture, video and class discussion to provide a comprehensive learning experience.

“The course was very informative,” said Sgt. Jennifer Holmes, assistant administration NCO, 100th Missile Defense Brigade. “The class was more interesting and interactive than an on-line class would have been.”

Marques said the interactive class format helps increase students’ knowledge of defensive driving practices.

“This interaction helps instructors emphasize the importance of the material because we’re able to discuss the latest defensive driving techniques and traffic laws — hopefully the amount of detail we go into will help drivers avoid collisions, tickets and road rage,” Marques said.

The most important thing taught in this course is the three-step accident prevention formula — “RUA safe driver?” — according to Marques.

- R — Recognize the hazards that are inside and outside your vehicle.
- U — Understand the defense by knowing what you should do to avoid an accident.
- A — Act correctly and in time to avoid a



Photo by Sgt. Sara Storey

Command Sgt. Maj. Dan Marques, 100th Missile Defense Brigade (Ground-based Midcourse Defense), teaches the National Safety Council’s Defensive Driving Course at brigade headquarters in Colorado Springs, Colo.

collision.

“If people are prepared prior to driving and drive responsibly within the law, their chances of making it safely from point ‘a’ to point ‘b’ are greatly enhanced,” Marques said.

More DOD civilians sought for flexible-spending accounts

By Jim Garamone
American Forces
Press Service

WASHINGTON, D.C. — It may be the most underused good deal in the government. But less than 5 percent of eligible DOD civilians have enrolled to use flexible-spending accounts.

The benefit, also known as FSAFEDS, allows federal employees to set aside pre-tax money for a wide range of medical and dependent-care expenses.

The FSAFEDS Open Season runs through Dec. 12. About 700,000 DOD civilians are eligible for the program. Right now 33,561 defense employees are enrolled in FSAFEDS, officials said.

Taking the money off the top means the government calculates your taxes at a lower level, said Chris Ryan, vice president for marketing with SHPS, the firm that administers the federal program. Essentially, federal employees in the program reserve a tax-free portion of their salaries to

pay out-of-pocket medical or dependent-care expenses.

There are two types of flexible-spending accounts. The Health Care FSA allows employees to pay for medical expenses not covered by insurance. For example, most insurance programs have co-pays. That money can be reimbursed via the flexible-spending account. The FSA can also reimburse for prescriptions, glasses or eye care, dental procedures, orthodontia, medical screening tests, and even nonprescription over-the-counter medicines.

A second account is for dependent care. This reimburses employees for expenses incurred for child care or elder care.

The money put into the accounts is exempt from federal income taxes, Social Security taxes and Medicare taxes. FSAs are also exempt from most state and local taxes, notable exceptions being New Jersey and Puerto Rico. Pennsylvania taxes the portion placed in dependent care FSAs. The money will not show up on yearly W-2 forms.

Few federal employees have

participated in the program. One reason could be a fear of losing unused funds. If users overestimate expenses and money is left in the account at the end of the effective period, that money is lost. For the 2006 plan, the effective period runs from Jan. 1, 2006, to March 15, 2007.

If a participant elects to put \$2,000 in an FSA medical account and only uses \$1,700, the individual loses the extra \$300. “There are very few people who lose money,” Ryan said. “Most people involved in the program monitor their expenditures very closely. They also monitor their health very carefully.”

The possibility of losing the money is one reason employees must sign up for the program each year.

“People can change what they wish to put in to the program each year,” Ryan said. So if, for example, a family finds that it exhausts a \$2,000 account by September, the employee may increase the amount the next year.

Employees can also increase the program for just one year. “If someone knows the kids are going to need braces, then increasing the

FSA will help,” Ryan said.

“Many people think that if they sign up once, they are in the program for life,” Ryan said. “This is not the case.”

Employees who want to enroll in the program can get more information online at www.fsafeds.com or via toll-free (877) FSA-FEDS or (877) 372-3337. The Web site also has an online calculator that can give employees an idea of savings they can earn.

There are significant changes in the program this year from the past. Employees can elect to pay \$5,000 into the accounts, up from \$4,000 and can file claims against the new year’s account through May 31, 2007.

The process for filing for reimbursement is relatively simple. Participants must keep receipts for eligible expenses and send them to SHPS with a claim form. SHPS personnel process the forms in the order they arrive and pay the money directly into bank accounts within a week.

53rd Signal Battalion emphasizes important role of families

By Ed White
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — “Our families are an important element in the successful completion of our missions,” said Lt. Col. Hae Sue Park, 53rd Signal Battalion (SATCON) commander. “By taking care of our families we are taking care of our Soldiers. I want all of our families to know what resources are available to them to maintain their quality of life and to support their Soldier.”

The commitment to take care of families was evident during a Family Readiness Group conference held Oct. 17 - 21.

Company commanders, from sites as far away as Okinawa, Japan, came to Colorado Springs, Colo., with their FRG leaders and received valuable training to take back to their units.

Part of the conference included level two training of the Army Family Team Building program taught by Tonya Daniels. “The level two training for leaders was most worthwhile,” Daniels said. “Some of the commanders had never had FRG training.”

The training gave the commanders and their FRG representatives more information, more knowledge and more resources to help support their Soldiers’ families.

“The FRG is an important element of the command,” said Michelle Perry, the battalion’s

senior FRG leader and wife of Maj. Mike Perry, battalion executive officer. Perry organized, coordinated and oversaw the details of the conference.

“It took a lot of time and a lot of planning and preparation,” Perry said. “We put a lot of thought into what the company level FRGs wanted and needed to take away from the conference. The FRG advisor’s position in the battalion is delegated by the commander. It is usually the spouse of a senior officer.”

“We are there to offer support and to help direct spouses to resources to help them. We are not counselors, but often

we are the first contact a spouse will make in looking for resources to help solve a problem.”

While the battalion does not have major deployments, individuals from the battalion have been sent to Iraq and their families had to deal with the same issues of having a spouse, father or mother deployed.

“Our role in the FRG remains the same for families with deployed Soldiers,” Perry said. “It does not matter whether it is one Soldier or one hundred. Our role is the same.”

The 53rd Signal Battalion (SATCON) has companies

stationed around the world and at some of the sites it is hard or even impossible for them to find local sources for FRG training.

The conference was a way to bring all the company commanders together with their FRG leaders and ensure everyone was on the same page with the same level of training.

“The conference was a great success,” Park added. “The attendees will go back and use what they got from the conference to help families. That is a very important aspect of our mission and I appreciate the dedication and support of all the FRGs in the battalion.”



Photo by Master Sgt. Dennis Beebe

Members of the 53rd Signal Battalion (SATCON) receive family readiness group training during a battalion FRG Conference, Oct. 17-21, at Peterson Air Force Base, Colo. Commanders from the battalion’s six companies and their FRG leaders came from locations around the globe to receive training on family support issues.

G-2 section applies Lean training to “black book”

By Master Sgt. Dennis Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The Intelligence (G-2) section has the mission to provide the commanding general, Lt. Gen. Larry J. Dodgen, the SCI Intelligence Analysis report for his weekly Operations and Intelligence briefing. This is known as the “Black Book.” The CG needs the Black Book to be there, on-time and factually correct.

The Nelson Accounting firm from Huntsville, Ala., is in Colorado Springs to provide Lean training to the G-2 section of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic

Command in their mission of providing the “Black Book.”

“Lean training is looking at and analyzing your processes to improve your product, reduce duplication of effort and reduce the total workload to deliver a product or service to your customer in a more cost-effective manner,” said Dana Henslee, one of the facilitators of the class. “In this case, cost equals manpower, resources and effort as well as the real budget cost. Because our resources are being reduced across the Army, we need to find more efficient ways to do business. The emphasis is on efficiency.”

The G-2 section decided to conduct the training off-site, because it would reduce distractions and allow them to fully concentrate on the one-day-training.

Working in conjunction with all its sections at Colorado Springs and Huntsville, the G-2 section lays out the procedures, decides who gathers the Intel, (data-mines), analyses, collates, reviews

and finalizes the book. They have worked through the Lean process and decided which of the steps could be reduced, combined or dropped out of the process altogether. They applied the techniques available and came up with a streamlined process, using fewer personnel and having spent less time working through the procedures to come up with the same result. They have reduced the 47 individual steps in the original method to 20. The group has taken the number of approvals from seven down to two which means making their product leaner and meaner but still viable.

The goal has been to streamline the effort, process the data and produce the product in an accurate and timely manner. This has been done and will be transparent to the CG.

“The Lean process is one of the more valuable tools to examine organizational efficiencies,” said Paul Schambach, Chief, Collections and Analysis Branch in Colorado Springs. “It was painful to work through, but the facilitators did a very good job on keeping us focused on examining the job we had chosen to apply the techniques.”

By constant application of the techniques learned in this training the G-2 will be able to produce the weekly product in a more efficient, timely manner using fewer man-hours and freeing up people to work on other important tasks.



Photo by Master Sgt. Dennis Beebe

Lt. Col. Phil Miller, left, Air Force Col. Rick Osmun, Joint Functional Component Command-Integrated Missile Defense G-2 and Col. Toni Smart work with Sandy McAnally and Dana Henslee, center, on developing the Lean process for the “black book.”

100th Missile Defense Brigade Soldier pedals his way to victory

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

COLORADO SPRINGS, Colo. — Hard work, endurance and dedication helped smooth the rocky trails for 1st Sgt. Herbert Rodriguez as he pedaled his way to victory during a recent mountain bike competition.

Rodriguez is the first sergeant for Headquarters/Headquarters Battery, 100th Missile Defense Brigade (Ground-based Midcourse Defense). The 100th, working in conjunction with other



Photo by Sgt. Sara Storey

1st Sgt. Herbert Rodriguez navigates rocky and steep terrain during a mountain bike competition near Colorado Springs, Colo.

elements of the multi-layered Ballistic Missile Defense System, defends the U.S. homeland by protecting against accidental or intentional launches of intercontinental ballistic missiles.

Rodriguez took the second place trophy for his age group (age 40 - 49, males) in the Mountain States Cup Regional Championship Series Sept. 4. This summer series consists of nine races throughout the mountain states — including Colorado, Utah and New Mexico. A typical race is anywhere from 8 - 12 miles and usually takes place on ski slopes after the snow has melted. Rodriguez said the terrain is rocky, steep and requires a lot of technical expertise to handle twists and turns, while avoiding exposed roots and rocks.

“An average race is five miles straight up and then five miles straight down,” Rodriguez said. “The downhill makes the agony of the uphill worthwhile.”

Rodriguez began mountain biking in Alabama about four years before coming to the GMD and Colorado. Since he and his family moved here nearly two years ago, Rodriguez has discovered many great mountain biking trails in and near Colorado Springs.

“If you like the great outdoors and mountain biking, this is the place to live,” Rodriguez said.

Additionally, Rodriguez has an opportunity to share his expertise with a younger crowd — this year he coached his son’s high school mountain bike team, the Front Rangers Cycling Club.

“I like to encourage kids to exercise and influence the young to live a healthy lifestyle,” Rodriguez said. “These days, so many youngsters just sit in front of the TV. It’s very rewarding to be so instrumental in getting them outside.”

In addition to competing in the nine championship series races throughout the summer, Rodriguez and his team do two training rides each week — regardless of weather conditions. They ride mountain bike trails to train for handling rough terrain, participate in road rides to build endurance and take part in criterion races — intense races featuring “explosive acceleration” and taking place on a concrete track. According to Rodriguez, practicing these three different types of biking builds both endurance and technical ability.

Getting out on the trail is

the best way to learn, but Rodriguez also encourages his team to read biking articles and learn from the experience of others. Rodriguez said teaching these eight team members to be better mountain bikers parallels being a good first sergeant in many ways.

“I’m not a coach — I’m just a motivator,” Rodriguez said. “I try to teach the kids a good work ethic, and I use the Army philosophy of ‘crawl, walk, run.’”

Luckily, by the end of the season, Rodriguez’s team was up and running;

they took first place in the “junior” category of the Mountain States Cup Regional Championship Series. Many of Rodriguez’s team also took home trophies in their own age groups.

Rodriguez’s experience with his youth team pushes him to the limit and helps him stay in shape.

“I try to lead by example with the youth. I refuse to be the last one up to the top,” Rodriguez said.

In addition to his training and competitive rides with the youth team, Rodriguez gets plenty of exercise with adult riders.

Rodriguez said he and his friends often do one-half day rides — hard, fast and climbing to incredible elevations. Rodriguez also takes part in an annual Independence Day ride, traveling more than 40 miles over the Continental Divide.

Rodriguez enjoys challenging rides with other enthusiasts; in fact, his motto is “ride with those who are faster than you” — but, he’s always willing to help novices. In keeping with this effort, Rodriguez introduced nearly 15 GMD members to mountain biking during a recent unit morale day. The group spent the day negotiating the Air Force Academy’s Falcon Trail in late September.

Rodriguez has a few tips for new mountain bikers:

- Learn proper trail etiquette and practice it.
 - Use the buddy system — never ride by yourself.
 - Find a local bike club and learn from those with more experience.
 - Purchase a quality used bike instead of a less-expensive new bicycle.
 - Don’t be afraid to take a fall — “if you’re not wiping out once in a while, you’re not going hard enough,” Rodriguez said.
- Rodriguez finds mountain biking exhilarating, although he warns that it can be dangerous at times because of the tricky terrain and intense speed.

“Sometimes it seems like there are only two speeds — stopped and wide open,” Rodriguez said.

This is true whether mountain biking for pleasure or competition, according to Rodriguez. And, although proud that he took home a trophy this year, winning a competition isn’t Rodriguez’s No. 1 priority — taking first place is the quality time he’s able to spend with his son while biking. Tying for a close second are the fresh air

and physical challenges associated with the sport.

“I probably will quit the competitive aspects of mountain biking when my son leaves for college,” Rodriguez said. “But, I’ll never give up

“Sometimes it seems like there are only two speeds — stopped and wide open.”

— 1st Sgt. Herbert Rodriguez

mountain biking. I hope to be known as ‘that guy riding the bike who looks like ZZ Top’ when I retire.”