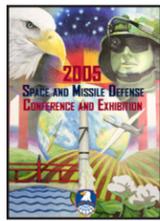


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The Eagle

United States Army Space and Missile Defense Command

Volume 12, Number 9, October 2005

SMDC team aids relief efforts from hurricane's destruction

SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — In the wake of Hurricane Katrina, members of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command were called upon to provide critical space support to Joint Task Force – Katrina. Several distinct elements of the command — the Spectral Operations Resource Center, the Global and Regional Satellite Communications Support Centers and the Joint Blue Force Situational Awareness Mission Management Center — are currently supporting relief efforts by providing satellite imagery, satellite communications management and

situational awareness.

“Our entire team has done and continues to do a tremendous job in response to the tragedy in the Gulf Coast region,” said Brig. Gen. Jeffrey Horne, SMDC/ARSTRAT deputy commanding general for operations. “I think it makes a very clear statement about the preparedness and professionalism of not only our command but all our military services and organizations who stepped in with our civilian authorities to assist in saving lives, sustaining lives and executing a comprehensive recovery effort. And, when you look at the specific contributions we made by bringing space-based capabilities to the overall effort, I am very proud of what our team has done.”

Spectral Operations

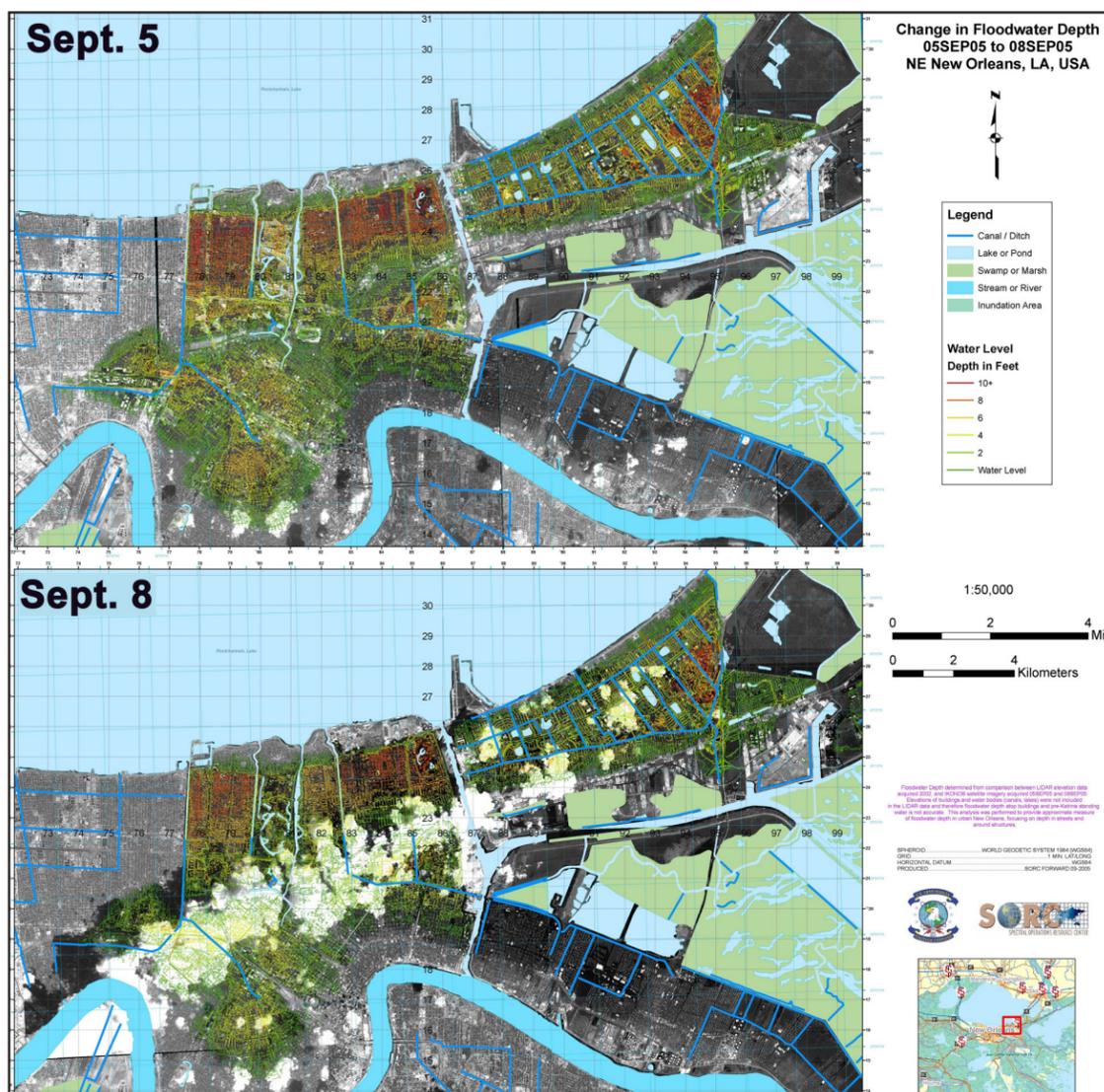
On Sept. 2, members of the SORC deployed to Camp Shelby, Miss., to provide key planning support in the form of commercial and spectral imagery, to JTF-K, the task force responsible for relief and recovery efforts in the Gulf Coast region.

A five-person team from the SORC, a component of the newly formed U.S. Strategic Command, Measurement and Signature Intelligence/Advanced Geospatial Intelligence (MASINT/AGI) Node is taking raw data from commercial imaging satellites and turning the data into a variety of imagery analysis products. The products include “before” and “after” views of areas, which reveal the extent of damage. The images are also being manipulated to show what roads are passable and which areas are under water.

“The SORC created immediate disaster response products that they provided to forces conducting search and recovery missions,” said Brian Plaisted, an operations planner who supports the MASINT/AGI Node. “Their products included current image maps of New Orleans with the individual streets identified. As the rescuers are doing the search and rescue, they have a product they can look at and say ‘okay, here are the street names’ and know where they are.”

These maps have become critical because search and rescue teams are not from the flood-affected areas and are not familiar with road names or neighborhood streets.

The path to providing this critical support began after SMDC/ARSTRAT submitted a list of capabilities to U.S. Northern Command’s crisis action team. On Sept. 1, SMDC/ARSTRAT received a Request For Forces specifically calling for 24-hour imagery assistance in support of relief forces operating in the disaster area. The following morning, team leader and JTF-K liaison, Lt. Col. Mike Foss along with four other SMDC members deployed with equipment and supplies to Camp Shelby. By Sept. 4, the team was up and running and has since been producing valuable planning and operational imagery tools for the rescue and recovery operations.



The above images show the floodwater depth changes in New Orleans from Sept. 5 to Sept. 8. Commercial satellite images were acquired from DigitalGlobe. These source images were manipulated by the Spectral Operations Resource Center to show water depth and can then be compared to previous images to determine the change in floodwater depth.

See **Katrina Relief** on page 4

The Command Corner



Lt. Gen. Larry J. Dodgen
Commanding General



CSM David L. Lady
Command Sergeant Major

The catastrophic devastation inflicted by Hurricane Katrina on America's Gulf Coast Region provides a vivid illustration of the destruction that can be wrought by a single natural disaster. Rescue and relocation of displaced persons are now ongoing and they will continue for weeks and possibly several months. Recovery from the devastation will take an extended period of time. President George Bush has emphasized this point with his statement on Sept. 5: "This is one of these disasters that will test our soul and test our spirit. But we're going to show the world, once again, that not only will we survive, but we will be stronger and better for it when it's all said and done. Amidst this darkness, there is light." The vast wake of damage left by this unprecedented hurricane has been met by an outpouring of generosity and kindness from the American people and the world community as a whole. The Army Web site link at <http://www.army.mil/katrina/> provides additional information on Hurricane Katrina relief efforts.

SMDC/ARSTRAT is intensely engaged in supporting Joint Task Force Katrina, the Department of Defense focal point to support the Federal Emergency Management Agency's relief efforts along the Gulf Coast. Our initial support has included personnel and equipment from the Spectral Operations Resource Center, which provided more than two dozen spectral products in the first few days after the hurricane. Many more spectral products will be provided as rescue operations continue. These spectral products are being used by military leaders and civilian planners as well as rescue helicopter crews. We have also stood up the Crisis Action Team and implemented additional coordination and reachback procedures with our 24/7 Operations Center in Colorado Springs, Colo. Our role is expected to expand consistently with the opportunities to leverage our capabilities in support of the relief operations.

This command's timely response to this most recent "call to duty" is indicative of our support in general to joint warfighters engaged in ensuring our nation's security. SMDC/ARSTRAT Soldiers, civilians and contractors are serving throughout the world providing capabilities vital to joint warfighters as they fight in the war on terrorism and defend the homeland. Over the past year alone, SMDC/ARSTRAT has made significant contributions across all of our mission areas, but particularly in the areas of providing responsive support to joint warfighters, enhancing space and missile defense capabilities and transforming to better meet mission requirements.

SMDC/ARSTRAT's support of globally deployed joint warfighters provides space force enhancement and space control capabilities that are vital to their operational readiness. We leverage these capabilities on a 24/7 basis from forward deployed and reachback locations. Tremendous success has been achieved in establishing and training organic Space Support Elements for the new Units of Employment (UEX and UEY). The first SSE joined the 3rd Infantry Division for its deployment to Iraq in January this year. Additional SSEs are with the 10th Mountain, 101st Airborne (Air Assault) and 4th Infantry Divisions. Most recently, the August 2005 formation of the U.S. Strategic Command Measurements and Signals Intelligence (MASINT) Node has built on the SORC's MASINT capabilities (e.g., radar, infrared) in support of U.S. Strategic Command. The continued growth of the Army Space Cadre and completion of the Space Force Management Analysis process in the coming months are important steps in facilitating our development of space professionals across the entire force.

See **Wrapup** on page 3

In this article I want to introduce all of you, but especially our Soldiers, to the Army Force Generation Model. This model shows how the Army is to maintain units that are ready to deploy into conflicts or other operations. This model, known as ARFORGEN, will guide our leaders and the Army staff in resourcing the Modular Force.

ARFORGEN redefines "readiness." The old concept was known as "Tiered Readiness." Units were resourced to a readiness level based on the order in which they would deploy into a major conflict in Europe or Korea or Southwest Asia. This concept was based on the assumption that the Army would normally be at peace, and would have time to increase the readiness level of later-deploying units when responding to major conflicts.

The "new normal" is one of continuous operations and persistent conflict. The Army will engage in a sustained level of global conflict, must create a larger number of deployable units and must give leaders and Soldiers greater predictability.

"Cyclic Readiness" is the new readiness concept. All major units are placed within a readiness "life-cycle" and, at any given time, a number of them will be untrained, unequipped and unable to deploy. This concept is akin to that used by the Air Force and the Navy, which maintain only a portion of their air wings and naval battle groups as "battle ready" at any given time.

The ARFORGEN Model will initially be applied to our 43 Active and 34 National Guard Brigade Combat Teams (BCTs, formerly known as UAs), our brigade-sized combat support and combat service support units (still known as UAs), and our 13 Active and eight National Guard Division and Corps headquarters (still often referred to as UEX and UEY).

All of these units progress through a readiness cycle of three years (Active Component) or six years (Reserve Component). During this period, the units progress through three force or capability pools. Initially, as units are designated as modular units, they will enter into the Reset/Train Force Pool and, after a period of time for resourcing (new leaders, personnel and equipment) and training, will advance to the Ready Pool. Following additional training, all these units will spend one year in the Available Force Pool. AC units are available for immediate deployment and RC units are available for alert/mob/required pre-mob training and validation/deployment. At the end of their respective Available Force Pool time, all units return to the Reset/Train Force Pool.

The Reset/Train Pool will remain the initial force pool for any unit, at the beginning of the readiness cycle. It includes modular units that redeploy from long term operations, are directed to reset and retrain, or are experiencing significant personnel and/or equipment changes which prevent them from attaining Ready or Available Force capability levels. The Ready Force Pool includes those modular units that have been assessed as "Ready" at designated capability levels and will then conduct mission preparation and higher level collective training with other operational headquarters. The Available Force Pool includes those modular units that have been assessed as "Available" at designated capability levels and will execute missions as part of the deployable force.

Our SMDC units must be prepared to deploy in order to augment these modular units with Army Space Support Teams, Commercial Exploitation Teams and Theater Missile Warning (JTAGS) detachments. Although none of our units will undergo modularization, they will be affected by resourcing decisions made using the ARFORGEN Model. Our Soldiers must also become more familiar with this model because they will all serve tours of duty with modularized units whose life-cycle is based on ARFORGEN.

ON POINT!

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What We Think

The Eagle asks:

What have you done to prepare for a large-scale emergency situation?



Will Dennis
Alternate Foreign
Disclosure Officer
Intelligence, G-2
Huntsville, Ala.

I am a resident of the Gulf Coast — my home is in Niceville, Fla. (an annex of Fort Walton Beach, Fla.), in the panhandle. My family currently resides there. Immediately after the last group of hurricanes hit Florida, I made duplicate copies of all our important documents and transported them to Huntsville. I also took an inventory of all the expensive furnishings and took digital pictures with dates on each photo. Along with the digital pictures are the computer disks and hard copies which are also maintained here in Huntsville. When we get the word of an emergency evacuation from the panhandle, my family (including the dog) will meet me in Montgomery, Ala., and then be transported back to Huntsville, until the emergency is lifted.



Kate Bryant
Senior Strategic
Communications
Analyst
SY Coleman
Arlington, Va.

I am a member of the Red Cross Disaster Action Team in D.C., so I've got my plan set. In addition to this, I keep some cash (in \$1 bills) at home (I learned that from living in earthquake territory years back — ATM's don't work when the power goes out. Plus, no one will have change, so if you really want that \$2 bottle of water, you won't get change if you don't have ones.) I have water in my house (enough for about 2 weeks); canned foods that can be eaten without heating (earthquake food in the little awful bars is truly nasty — but when one is starving, one will eat nasty food); and a "go" bag with important papers, low shoes and other emergency stuff (flashlights, tools, etc.). Lastly, I have detached myself from possessions — I really don't need them, and if they disappear, as long as my loved ones and I get out, I'm ahead of the game.

For insurance purposes, I have a video of every room in my house which details the furnishings, paintings, etc. I have an inventory of all items including photographs of jewelry and other valuables. I keep records of all my credit cards, and I have a will with a designated Executor. I also keep a medical kit and emergency lights in the basement. We live on the Occoquan River, which was hard hit by Hurricane Agnes in 1972. We learned that heavy rain will damage the dock so we have added pilings, constructed retaining walls to prevent the soil from washing away and purchased new back-up lighting.



Portia Davidson
Chief, Community and Family
Programs Division, G-1
Arlington, Va.

I keep at least a month's supply of food and water in my basement. You just never know when some natural disaster may come along. Anything might happen, and I feel better about being prepared.



Floyd Light
Chief, Blue Force Tracking-
Mission Management Center
Peterson Air Force Base,
Colo.



Dan Selman
Intelligence, G-2
Peterson Air Force Base,
Colo.

I keep a fairly large, long-time food and water supply on hand in my basement, along with candles and flashlights. I do have enough ammo for my handguns to be ready for any contingency. But I really don't worry a lot about some of the natural disasters that affect the rest of the country. The worst that might happen here is that we become snowbound for a period.



Capt. Stephen K. Elisha
100th Missile Defense
Brigade (GMD)
Colorado Springs, Colo.

My family has an emergency action plan for what to do should we get separated during any emergency. We also focus on everyday emergencies by having the car fully stocked with food, first-aid supplies and blankets.

Wrapup

Continued from page 2

Providing our homeland, deployed forces, allies and friends a credible capability to defend against ballistic missile attack is one of our nation's highest priorities. Ground-based interceptors have been emplaced in silos at Fort Greely, Alaska, and Vandenberg Air Force Base, Calif. The nation's Ballistic Missile Defense System will be systematically upgraded with additional GBIs, sensors and battle management capabilities in the future as emerging technologies become available to meet the projected threat.

Well-trained, certified Soldiers of the 100th Missile Defense Brigade (GMD) and the 49th Missile Defense Battalion (GMD) operate the ground-based portion of the integrated BMDS.

This command's actions in supporting transformation, particularly over the past year, have significantly enhanced our capabilities to meet current and future full-spectrum requirements. Our research, development and acquisition activities have been realigned to enhance responsiveness and efficiency and the Future Warfare Center has been organized with the goal of rapidly infusing innovations to joint warfighters. Our full

support of the Base Realignment and Closure Commission process, Quadrennial Defense Review, and National Security Personnel System is essential for enhancing our capabilities and responsiveness during a time of war and an era of constrained resources.

In closing, it is important to remind ourselves that with every challenge, an unparalleled number of opportunities arise for us to accomplish even more, and that is indeed something to look forward to. Again, thanks to all for your continued support.

SECURE THE HIGH GROUND!

Katrina Relief

Continued from Page 1

While the forward team continues to provide on-the-ground support to JTF-K, the rest of the SORC element remains busy. An additional SORC analyst was requested the following weekend to join a joint team composed of analysts from the Defense Intelligence Agency and the National Ground Intelligence Center to help with analysis of an airborne hyperspectral sensor. The sensor is being flown to identify environmental hazards that pose a threat to relief personnel. This team's first priority is the gas stations and superfund sites that have been inundated with water. Their goal is to determine which tanks may be leaking fuel into the water, so they can concentrate their efforts on stopping the leaks and hopefully stemming some of the environmental problems that have been caused by the situation.

The rest of the SORC personnel remain at the operational headquarters on Peterson Air Force Base, Colo., and have been providing reachback support for the forward deployed JTF-K team, as well as direct support to NORTHCOM and the National Guard Bureau to name a few.

To address one request for data from NORTHCOM, the SORC analyzed elevation data and current imagery to identify helicopter landing zones in Mississippi. The SORC analyst used current imagery to identify areas covered with standing water, the vegetation cover of the land and the elevation data to identify relatively flat areas. Based on this information, the SORC analyst identified areas where helicopters could safely land.

The multitude of products

provided by the SORC continues to assist users with planning support to determine where to focus their efforts and potentially save lives. The SORC has also assisted in other disaster relief situations to include fighting wildfires, earthquake and tsunami relief efforts as well as providing space support to the warfighter.

"This was a sterling example of citizens helping citizens," said Col. Timothy Tritch, SMDC/ARSTRAT G-3, Operations. "Our team performed superbly in getting capabilities to those elements of the JTF who needed them. We provided imagery production, blue force tracking, and prioritized satellite communications support to help JTF-Katrina. These systems aided the JTF in performing their principle missions of search and rescue, recovery and evacuation, and life sustainment early on, and will continue providing support to the JTF consistent with their priorities.

Satellite Communications Management

"We are putting communications where communications no longer exist," said Wanda Woodson of SMDC/ARSTRAT's G-6, Information Management Office.

"All terrestrial communications within the hurricane strike zone were destroyed by the storm. Using our diverse satellite and planning capabilities, rescue workers now have telemedicine capabilities over the Internet, and ground operations elements working in the disaster area now have reliable voice and digital

communications within and between the various federal, state and local agencies," she added. Telemedicine is the capability to link medical expertise via the Internet so that the best and most knowledgeable medical specialists can consult on difficult cases no matter where they are located. X-rays, CT scans, MRIs and even video of a patient's injuries can be shared over the Web and a community of experts can communicate for the benefit of the patient.

More than 35 different links have been established over military communications satellites to support JTF-K. Those links support the Federal Emergency Management Agency, the American Red Cross and hospitals throughout the area, the National Guard and offshore naval support vessels.

"The RSSC-CONUS (Regional Satellite Communications Support Center — continental U.S.) located at MacDill Air Force Base, in Tampa, Fla., was the first SMDC element to respond to the disaster and has played an invaluable role in support for hurricane relief," Master Sgt. Travis Adams said. "Each of our four sections has had to adjust fire on pre-hurricane communication missions while adding a few new ones to support ongoing efforts to accommodate the Department of Defense's role

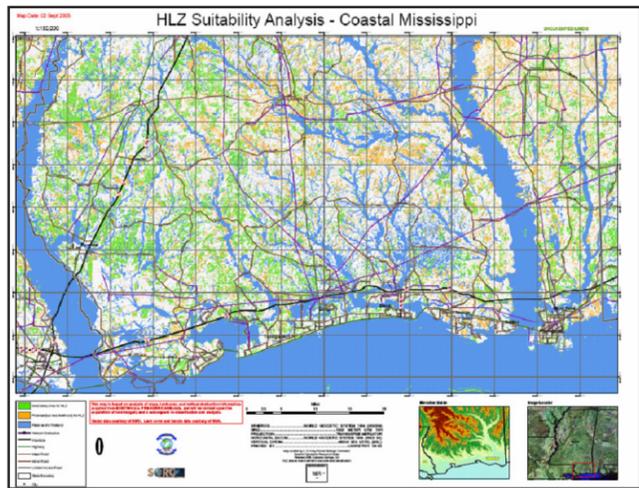


Photo by the Spectral Operations Resource Center and DigitalGlobe

One of the Spectral Operations Resource Center's recent products provided to the U.S. Northern Command in support of the relief efforts for Hurricane Katrina is the map that shows all areas along the Mississippi coast where helicopters can land. This allows emergency personnel to pinpoint where the most accurate and complete levels of relief can be placed to support survivors.

in support of JTF-K. Our missions support several military commands such as Commander Second Fleet (COMSECONDFLT), the 2nd Marine Expeditionary Force, the 82nd Airborne, and National Guard units from several states.

The efforts have grown daily, demanding more and more bandwidth support. SMDC/ARSTRAT communications planning experts have supported the relief efforts from the RSSC at MacDill Air Force Base, Fla., and the Global Satellite Communications Support Center (GSSC), at Peterson Air Force Base, Colo. These satellite communication planners engineer the most efficient usage of wideband military space resources for all deployed forces. The evaluation is based on available space resources, deployed equipment, requested bandwidth and communication equipment configuration. The SATCOM planners will then

Continued on page 5

193rd Space Battalion sends Army Space Support Team to New Orleans

By Sgt. 1st Class Dennis Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The State of Colorado activated two Army Space Support Teams from the 193rd Space Battalion, Colorado National Guard. Team 10 left Sept. 14 for Belle Chase, La., near New Orleans. They will support 700 National Guard Soldiers of Task Force Colorado which is made up from various units throughout the state that have been conducting relief efforts in Saint Bernard Parish in the wake of Hurricane Katrina. The home team will remain in Colorado Springs and support the away team.

"They will be providing communications capabilities to Task Force Colorado with Internet connectivity and Internet Protocol

telephone service," said Maj. Randy Lovelady, Team 10 chief. "They are bringing two plotters (large-scale color printers) and will be able to put satellite imagery street maps in the hands of the guys on the ground who are going door to door as part of their recovery efforts."

Lovelady's team includes Capt. Daryl Breitbach, operations officer; Capt. Martin Jobe, communications officer; Sgt. Chad Tipton, intelligence sergeant; Sgt. Brian Singmaster, topographic specialist and Pvt. Eric Pershing, topographic specialist.

There will also be a home team supporting the efforts of those in Louisiana. The support team is headed by Capt. James Innes, rear detachment commander with Staff Sgt. Hugo Lara, communications sergeant and Spc. Aric Armstrong, communications specialist. The administrative duties will be

performed by Sgt. Jackie Harris. Staff Sgt. Annmarie Reaux will be providing logistical support when needed.

"This is the first time an ARSST team has been deployed in the U.S. in an operation like this," said Lt. Col. Scot Cuthbertson, the 193rd Space Battalion commander.

"We have never performed a State mission like this before — a disaster relief mission using a Space Support team," Cuthbertson added. "Because of this, we are also educating the people we are supporting about what capabilities we can provide. Everyone understands the communications piece we provide; what they don't understand is the imagery portion of our mission and what the imagery can really do for them. This will be an evolving process once we get on the ground down there.

Katrina Relief

Continued from Page 4

coordinate with the satellite communications payload and network controllers in the SMDC/ARSTRAT's 1st Satellite Control Battalion to ensure the links are established as requested by the supported users — in this case JTF-K and other relief agencies — and that each user gets what they need.

These efforts are transparent to the users. When a state policeman or a National Guardsman uses their radios within the supported area, they do not and should not care how their signal was provided — they just need to be able to communicate when and where needed.

Blue Force Situational Awareness

"The capability of blue force tracking — knowing where troops and vehicles are on the battlefield — continues to help commanders prosecute the fight against global terrorism," said Floyd Light, chief, Joint Blue Force Situational Awareness Mission Management Center. "Moreover, these same technologies and experience are now also playing an important role in synchronizing efforts bringing relief to the victims of Hurricane Katrina."

Over the past few weeks, federal, state, local and volunteer emergency responders have poured into the areas affected by Hurricane Katrina. In order to help track and control the complex number and kinds of activities involved in bringing relief, NORTHCOM has leveraged JBFSAs technologies to build and share across JTF-K critical assets. These assets include people, vehicles and capabilities.

"The Joint Blue Force Situational Awareness Mission Management Center is fully engaged with NORTHCOM in supporting JTF situational awareness requirements associated with Hurricane Katrina relief efforts," Light said. "We normally provide combatant commanders with this capability and now NORTHCOM is no different. Our unique challenge on this mission, however, is to educate and assist new users. To that end we have deployed one of our MMC personnel, Josh Brown, to the JTF-K headquarters to

support the NORTHCOM team's overall effort down there. Additionally, we leveraged our JBFSAs Testbed to bring into our dissemination new devices brought to the relief effort by government agencies."

A tracking device may track an agency leader moving about the area, or one may be attached to the lead vehicle of a convoy bringing drinking water to survivors. Critical assets such as medical or hazmat (hazardous materials) teams may also have tracking devices with their vehicles so they can be dispatched to situations in the most efficient manner.

The bottom line is that those elements being tracked can be seen by the task force commander and his staff in one common operating picture, allowing him to disperse his elements quickly, accurately and effectively.

"JBFSAs in support of JTF-Katrina, in my opinion, will change the expectations of federal, state and local authorities because it opens the door for them to the 'realm of the possible' with NORTHCOM for situational awareness. I believe one of our most significant and collective lessons learned from this disaster will be the value of implementing a common operating picture to synchronize early recovery efforts. This may also change the way all agencies prepare and plan for future disaster responses," Light added.

"The biggest challenge for the SMDC team involved was responding to a situation involving a multitude of DOD and non-DOD organizations, not knowing in advance exactly what capabilities had already been employed to support the JTF," Tritch said. "Coordinating with NORTHCOM through our Operations Center gave us a clearer picture of disaster-related developments. We realized the challenges of both service and interagency coordination and did what was necessary to effectively integrate our capabilities and systems. This operation served as a valuable lesson in our future preparation for another disaster.

"We are looking hard at what authorities we must have pre-approved so we can expedite actions and affect events earlier on in the process. We are updating our contact rosters, and building playbooks to readily enable response options should we have to do this again," he said.

DOD seeks civilian employee volunteers for Katrina Relief

By Donna Miles
American Forces Press Service

WASHINGTON, D.C. — In light of the ongoing need for volunteers to support hurricane relief efforts in the Gulf, the Defense Department is encouraging its federal civilian employees to consider participating.

In a Sept. 8 memo to department leaders, David S.C. Chu, undersecretary of defense for personnel and readiness, urged DOD employees to offer their services, as long as it doesn't impact on their immediate defense mission.

Chu also announced DOD's participation in an emergency leave transfer program to help employees affected by Hurricane Katrina. That measure, authorized throughout the federal government by President Bush, will allow DOD civilian employees to donate unused annual leave to other federal civilian employees who need more time off from work because of the hurricane.

DOD components are establishing programs and are expected to begin seeking leave donors as well as requests for help soon.

In his memo regarding the volunteer program, Chu noted that the Department of Homeland Security anticipates the need for 2,000 volunteers to help with the federal government's response and recovery efforts under way. As a result, the Federal Emergency Management Agency is offering federal civilian employees the opportunity to volunteer for 14- to 30-day deployments to affected areas to help support DOD efforts.

Volunteers will remain on the DOD payrolls and will be in a temporary-duty status while performing their volunteer service, Chu said.

Mark Smith from the Defense Civilian Personnel Management Service said he expects the program to become an ongoing effort between DOD and FEMA, with ongoing volunteer rotations for the foreseeable future.

While encouraging employees to volunteer, Chu emphasized that they must receive their supervisor's approval before volunteering, and that their temporary absence from the workplace "cannot diminish or compromise service or support to our critical DOD mission."

Volunteers must go through their Defense Department component point of contact, not FEMA, to offer their services, Smith emphasized.

Details about both the leave-donation and volunteer programs are posted at the DOD Civilian Personnel Management Service's Web site, www.cpms.osd.mil, under the "Hurricane Katrina" link. The site also includes points of contact within DOD about where to apply for the volunteer program, Smith said.

All volunteers must be physically able to work outdoors all day, with long work hours under arduous conditions. They also must require no refrigeration for medications.

Skills particularly in demand are bilingual capabilities in all languages, a commercial driver's license, logistics capabilities and expertise in information technology.

Before deploying to the affected area, all volunteers will receive one day of training in Orlando, Fla., before moving to the hurricane disaster area, officials said.

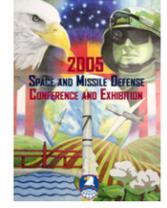


Photo by Becky Proaps

Everyone doing their part

Employees at SMDC in Huntsville, Ala., stepped up, opened their hearts and their wallets Sept. 14, to help victims of Hurricane Katrina. Boxes of diapers, baby formula and health kits were donated and taken to one of the local Red Cross chapters, while other employees cooked turkeys and brought in baked goods, which employees purchased with donations. \$1,256 was raised and went to the Combined Federal Campaign Relief Fund. Sarah Trial, military personnel specialist with G-1 organized the effort.

2005 Space and Missile Defense Conference and Exhibition



United States Army Space and Missile Defense Command

Aug. 15-18, 2005

2005 SMD Conference at a glance...



Photo by Sigma Services

Gen. James E. Cartwright, commander of the U.S. Strategic Command, spoke of the evolving mission of STRATCOM and the formation/incorporation of the Joint Functional Component Commands into STRATCOM's overall mission requirements.



Photo by Japheth R. Edmonds

Capt. Jeff McClung, left, and Maj. Jeff Headman the JFCC for Integrated Missile Defense booth outside the South Exhibit Hall at the Von Braun Center.



Photo by Japheth R. Edmonds

Lockheed Martin sponsored a Jazz and Champagne reception Aug. 15 after the conference presentations in the South Exhibit Hall.

The 2006 Space and Missile Defense Conference and Exhibition will be Aug. 14-17, 2006. More information is available at www.smdconf.org.



Annual conference great success, again

This year's Space and Missile Defense

Conference and Exhibition was a success according to committee members. The eighth annual conference held Aug. 15-18 at the Von Braun Center in Huntsville, Ala., hosted more than 1,000 attendees and showcased nearly 350 exhibiting organizations.

The conference included military, government, academia and industry presenters and displays that provided the latest information on global security issues, space enablers and the evolution of the Ballistic Missile Defense System.

Among this year's guest speakers were Gen. James E. Cartwright, commander, U.S. Strategic Command; Lt. Gen. Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command; Lt. Gen. Henry "Trey" Obering, director, Missile Defense Agency; and Rear Admiral Kathleen K. Paige, program director, Aegis Ballistic Missile Defense.



Photo by Japheth R. Edmonds

Gen. James E. Cartwright, left, commander, U.S. Strategic Command, visits exhibits in the South Hall of the Von Braun Center during the Space and Missile Defense Conference after delivering a speech on the evolving missions of STRATCOM. Lt. Gen. Larry J. Dodgen, right, commanding general, U.S. Army Space and Missile Defense Command, also speaks with exhibitors.

The conference also included the Small Business Innovative Research Exhibition and Mirror Technology, which provided interface with the people and businesses developing some of the leading edge technologies that will carry the industry well into the next decade.

The conference committee planning members say they are looking forward to next year's conference, and plans are already underway to prepare for another successful conference in 2006.

First responders receive situational training

Madison County first responders received emergency situational simulations throughout the Space and Missile Defense Conference.

The training focused on reaction techniques in the event of a nuclear, biological or chemical attack. The training was conducted by a group from Texas A&M University.

Operational planning was conducted in a classroom type setting, but the true benefits of the program were evident when the responders were able to practice the techniques in real time on an extremely sophisticated human patient simulator named "Charlie."

Madison County's first responders work on a human patient simulator named "Charlie."



Photo by Japheth R Edmonds

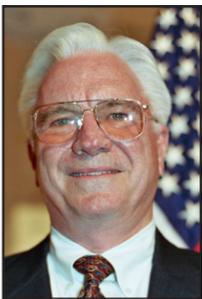
Four new members inducted into Distinguished Civilians Wall of Fame

HUNTSVILLE, Ala. — As a part of the opening reception for the 8th Annual Space and Missile Defense Conference held at the U.S. Space and Rocket Center Aug. 15, the U.S. Army Space and Missile Defense Association inducted four new members into the U.S. Army Space and Missile Defense Distinguished Civilians Wall. This wall is on display in the lobby of Bldg. 5220, on Redstone Arsenal, the home of the U.S. Army Space and Missile Defense Command's Huntsville element.

The Distinguished Civilians Wall honors past members of the organizations dedicated to supporting the U.S. Army efforts in space and missile defense. It honors selected civil servants who made a significant engineering, scientific, technical, analytical, management or administrative contribution to the research, development, test and evaluation of missile defense and space technologies or systems.

These four individuals are past civil servants who distinguished themselves with significant and lasting contributions to the advancement of missile defense for our country. The following new inductees are pictured on the U.S. Army Space and Missile Defense Distinguished Civilians Wall:

THOMAS M. PERDUE entered his government career when hired by the U.S. Army Missile Command as an electronics engineer. He served as chief, Systems Technology Systems Definition Office, headed the Range Safety Office for the command's Kwajalein Missile Range Directorate and was manager of the



Thomas M. Perdue

Army's Ballistic Missile Defense Systems Command's Low Altitude Defense Project. He was the assistant deputy undersecretary of defense (Ballistic Missile Defense) in the Office of the Deputy Undersecretary of Defense (Advanced Technology) from 1994 to 1996. He was responsible for staff oversight of the ballistic missile defense technology and advanced concept programs. From 1996 to 1999, Perdue was the principal assistant deputy undersecretary of defense (Advanced Technology) with responsibility for the development and oversight of Advanced Concept Technology Demonstrations, which focused on rapid development and fielding of urgently needed defense capabilities.

DR. SHELBA PROFFITT entered the Senior Executive Service on Oct. 21, 1990. She culminated her stellar government career in January 2005. Proffitt began her government career as a member of the Von Braun space team. She then joined the U.S. Army Missile Command where



Dr. Shelba Proffitt

she spent 13 years developing advanced technical weapons. In 1980, she moved to the Army's Ballistic Missile Defense Advanced Technology Center, later the U.S. Army Space and Missile Defense Command, where she became an

expert in management, communications and space surveillance technologies. In 1995, Proffitt became program manager of the Army's National Missile Defense Program in the Program Executive Office for Air and Missile Defense. She became deputy program executive officer for Air, Space and Missile Defense in February 2001. This position she held until her retirement in 2005. Proffitt, a pioneer for women in the missile and defense industry, was the first female member of the Senior Executive Service at the U.S. Army Strategic Defense Command in Huntsville.

DR. J. RICHARD (DICK) FISHER retired in January 1999 after 28 years of civil service with the U.S. Army Space and Missile Defense Command, where he was executive director of the Missile Defense and Space Technology Center. In the mid 1980s, he was the scientific advisor to the commanding general at SMDC Headquarters, and he directed one of the first North Atlantic Treaty Organization collaborative efforts on extended air and missile defense which provided the foundation for the current MEADS system. He pioneered much of the work in ballistic missile target discrimination and sensor phenomenology. He initiated the Army's development of directed energy for ballistic missile defense which is now manifested in the Tactical High Energy Laser system. Fisher was a charter member of the Senior Executive Service.



Dr. J. Richard Fisher

EDWARD HARRIS VAUGHN retired in January 1997 after 29 years of government service. Vaughn joined the Army's

ballistic missile defense program and the public affairs field in 1968. He directed the public affairs activities of the Strategic Defense Command and its predecessors from 1977 to July 1986. With the several-fold expansion of the command's mission under the Strategic Defense Initiative, he headed one of the command's two public affairs offices.



Photos by Just b Photography, Inc.
Edward Harris Vaughn

New members are nominated and selected every other year and are widely recognized as true giants of the profession.

"I had the distinct pleasure of working for some, with others, and some I only know through their great reputation," said Garth Bloxham, representing ASMDA. "But, I can attest that the successes we are enjoying today in missile defense can be directly traced to the individuals who worked for the decades before us."

There are now 33 members on the Space and Missile Defense Distinguished Civilians Wall. To read about the other 29 honorees and the dedication of the new Distinguished Civilians Wall go to <http://www.smdc.army.mil/PubAff/05Eagle/Apr05.pdf>.

ASMDA is a non-profit organization promoting the defense of our nation through strong space and missile defense programs. ASMDA's fundamental purpose is to provide programs and support for activities contributing to the advancement of a common understanding of the vital importance of space and missile defense systems to our national defense.

(From an ASMDA press release)

SMDC employee awarded special scholarship

Each year the Army Space and Missile Defense Association awards the "Loretta Spencer" Scholarships to undergraduate or postgraduate students studying in engineering or a hard science relating to space and missile defense.

This year Kayla Lemoine, a student-engineering technician at the U.S. Army Space and Missile Defense Command's Future Warfare Center received one of the two \$2,000 scholarships awarded. The ceremony was during the opening reception for the 8th Annual Space and Missile Defense Conference held at the U.S. Space and Rocket Center Aug. 15.

Lemoine is a senior pursuing an undergraduate degree in Biomedical Engineering with a concentration in electrical engineering at Louisiana Tech University. While there, Lemoine has excelled as an engineering student and has been recognized by being placed on the Dean's List and President's List for academic achievement over the past three years, as well as being nominated for the university's Outstanding Female Junior.

Lemoine also supports the community through an active role in the American Cancer Society's Relay for Life, is a



Photos by Just b Photography, Inc.

Huntsville Mayor Loretta Spencer, left, congratulates Kayla Lemoine for receiving one of the ASMDA "Loretta Spencer" scholarships.

member of the Southeastern Software Engineering Digital Combat Exercise committee and the National Defense Industrial Association sponsored Women in Defense.

The ASMDA "Loretta Spencer" Scholarship was named after Spencer in recognition of her lifelong effort to encourage the education of youth in science and engineering and in recognition of her generous financial support of the ASMDA scholarship fund.

Alaskan exercise tests units' mettle

By Maj. Laura Kenney, 100th Missile Defense Brigade (Ground-based Midcourse Defense) and Spc. Jack W. Carlson III, 49th Missile Defense Battalion

COLORADO SPRINGS, Colo. — Earthquakes, gates rammed by terrorists, bomb threats, sniper attacks — all these and more tested the mettle of members of the 49th Missile Defense Battalion (Ground-based Midcourse Defense) and its Colorado-based headquarters, the 100th Missile Defense Brigade, as both participated in Alaska's premier annual military exercise NORTHERN EDGE.

This year, the focus of the exercise was on homeland defense, and U.S. Northern Command, headquartered here, was a key player. A small contingency force element of the 100th Missile Defense Brigade at Vandenberg Air Force Base, Calif., also 'played'.

NORTHERN EDGE 2005, held Aug. 15-19, featured NORTHCOM, in coordination with the State of Alaska's Division of Homeland Security and Emergency Management, as well as other federal, state and local government partners, in a scenario-driven exercise designed to challenge and train civilian and military first responders.

Simulated terrorist and natural disaster events tested organizational and integration skills of all the participants.

As part of the nation's emerging missile defense structure and with interceptors located in Alaska and California, the 49th and the 100th were essential pieces of the puzzle. The two units, and the contingency force at Vandenberg, conducted force protection and tactical



A member of "the white cell", a group comprised of observer controllers, detonate a mock Improvised Explosive Device at the Garrison Headquarters on Fort Greely Aug. 16.



Photos by Spc. Jack W. Carlson III

Assisting in a head-on collision scenario, members of the Fort Greely fire department treat an "injured" individual during the NORTHERN EDGE exercise on Fort Greely Aug. 16.

operations center exercises in conjunction with the massive Alaskan operation.

The "enemy" in the exercise scenario, planned to cause panic and terror throughout the U.S. by attacking Alaskan military and civilian targets — with the additional intent of disrupting U.S. anti-ballistic missile capabilities.

That intent was born out graphically at Fort Greely, with two "explosive laden vehicles" forcing their way onto the garrison with intentions of detonating in a strategic area. Such scenarios, which also included bomb threats and head-on collisions, tested response force operations on the post. The opposing forces, (a.k.a. the enemy or OPFOR) kept the Soldiers of the 49th busy.

"The tactics our opposing forces used in NORTHERN EDGE were designed to mirror the tactics used currently by terrorist cells in Iraq," said Capt. John Webb, brigade force protection officer.

Webb was a member of "the white cell," a group of observer controllers who maintained the integrity of the exercise and ensured the safety of all the participants. The observer controllers were various personnel who each had an area of expertise.

At Vandenberg Air Force Base, the emphasis was slightly different. A five-Soldier team deployed to augment the current two-person liaison team during the crisis. All five members were certified to man the operations center and to arm the ground-based interceptors inside each silo. Instant status updates from the missile field are critical during any such crisis, and the Vandenberg Augmentation Detachment enabled the enlarged group to assume 24-hour operations.

"NORTHERN EDGE provided a unique opportunity for the brigade to deploy this detachment for the first time,"



Members of the 49th Missile Defense Battalion (Ground-based Midcourse Defense) prepare slides at the battalion tactical operations center during the NORTHERN EDGE exercise Aug. 15.



Firemen and paramedics from Fort Greely remove an "injured and pregnant" role-player from a head-on collision scenario during Fort Greely's NORTHERN EDGE exercise Aug. 16.

said Maj. Martin Bortolutti, 100th Missile Defense Brigade's liaison officer. "During times of increased tension, or war, it's crucial to provide the essential manpower at Vandenberg Air Force Base for an indefinite timeline. This allows the brigade to maintain better combat effectiveness for the ballistic missile fight by maintaining constant information flow."

From the overall brigade point of view, the exercise accomplished its purpose.

"NORTHERN EDGE proved to be well worth the planning effort in providing an integrated training venue that aggressively challenged all aspects of the brigade's and battalion's ability to execute its operational missions," said Col. Gary Baumann, commander of the 100th Missile Defense Brigade.

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November 2004

Commander reinforces need for Huntsville reorganization

By Debra Valine
Editor, *The Eagle*

ARLINGTON, Va. — Business processes in Huntsville, Ala., are in the process of changing. While the final organizational structure is not official, plans announced in October are in the works.

Michael Schexnayder, deputy to the commander for Research, Development and Acquisition at the U.S. Army Space and Missile Defense Command in Huntsville, explained in October that reorganizing will help improve business processes.

Changes include renaming the Office of Technical Integration and Interoperability to Technical Interoperability and Matrix Center, which will oversee the command's matrix employees; the Battle Lab and the Force Development and Integration Center are merging to form the Future Warfare Center; and the Test and Evaluation Center will become the Test and Evaluation Directorate, part of the Technical Center.

SMDC Commanding General Lt. Gen. Larry J. Dodgen said the reorganization of the RDA element in Huntsville is important for the nation, the U.S. Army and the Missile Defense Agency and has to be managed to continue to be an absolute center of excellence.

Dodgen stressed that while SMDC has started on this path, he does not expect everything to be in place before the end of his time as commander. "I just want us to be in a better position at the end of my command. I do not have anything that says this needs to be done before I leave."

For the future, Dodgen sees SMDC doing more work for MDA, and doing so will allow us to better and more properly develop our work force. "Waiting each year to see what will be funded is not healthy for our work force. We need some stability."

The command is also growing operationally. The commanding general, SMDC will be dual-hatted as the Joint Functional Component Commander to

work integrated missile defense for U.S. Strategic Command.

"We are going to provide some of the positions for that Joint headquarters at Shriever Air Force Base in Colorado Springs, Colo.," Dodgen said. "It is a coup for SMDC that STRATCOM went with us for that. It will cause us to do some new functions and there will certainly be a uniformed aspect to this headquarters."

"Our operations side will be heavily involved. And, I think, that will put some requirements on the RDA side as well. We will have to develop some modeling tools to develop global missile defense systems and we will have to develop them in the next year to year-and-a-half. I do not think there will be a problem with that; our command does that very well."

Other operations areas that are growing are space and missile defense. Dodgen sees the RDA side continuing to provide tools the space operators will need.

"When we have a global ballistic missile defense system, there will be a lot of moving parts: the Navy, the Army, sensors in space, radars and others. To make sure all these components work to defend the homeland, our allies and our deployed Soldiers will take a huge effort. That is a STRATCOM mission. Gen. Cartwright has said he wants to use a joint competency model, and SMDC will be the component that does it."

Future Warfare Center blends best of Battle Lab, Force Development and Integration Center

By Debra Valine
Editor, *The Eagle*

The U.S. Army Space and Missile Defense Command is taking a major step forward by taking two organizations that reported through separate deputy commanders and making them one organization so they can focus on the futures work in the command missions.

What was the Space and Missile Defense Battle Lab and the Force Development and Integration Center are combining to form the Space and Missile Defense Future Warfare Center. This new

organization will report to SMDC's deputy commander for operations.

"What we do today in the two organizations is really force development," said Larry Burger, director of the Future Warfare Center. "We develop the space and missile defense capabilities for the future force. The Army and Joint services have spread them across what they call DOTMLPF (Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities) — how we will plan, organize, with what equipment, and how we will fight using space and missile defense. We had two organizations working different phases of the force development. We worked well as separate organizations, but as a single organization we can work better."

Combining the two organizations will help streamline the interface with Training and Doctrine Command's Futures Center, which was stood up in the past year. The Future Warfare Center will be the single organization to execute space and ground-based missile defense proponentcy.

This is the proposed initial starting point for the organization. There will be future adjustments, if necessary.

The proposed structure for the new organization has five sub-elements: the Innovative Ventures Office; Operations Division; the SMD Battle Lab; Directorate of Combat Development; and Simulations and Analysis Directorate.

"We kept the name Battle Lab because there is a lot of name recognition with that," Burger said. "FDIC will be known as the Directorate of Combat Development. That name is known and recognized in the TRADOC world."

"What we have changed is the single point of contact for all these things in the command," Burger said. "This helps with our external customers and interfaces as well as smoothing the operational flow within the command."

"That is to make sure we have our concepts work linked with experiments and analysis, and linked back to DOTMLPFs. We hope by the end of this to have established a smooth business flow for all the force development pieces. And also, hope to have a cohesive management structure."

"This restructuring presents an opportunity for the command to help bring the Research, Development and Acquisition side and the operations side together into more cooperative opportunities because we are firmly rooted in both of those camps," Burger said.

Experiments gather data that may one day help mitigate ballistic missile defense threats

By Debra Valine
Editor, *The Eagle*

HUNTSVILLE, Ala. — Recent launches of data collection experiments from Wake Island in the Pacific may one day help engineers at the U.S. Army Space and Missile Defense Command, Missile Defense Agency and other government



Photo by Becky Proaps

Sarah Trial, left, with G-1, Personnel, and Charlotte Green, with the Technical Center, keep the grill fires burning and the hot dogs cooking for SMDC's open house.

Employees, family, friends participate in first SMDC Open House

The U.S. Army Space and Missile Defense Command held its first Organization Day and Open House in Building 5220 on Redstone Arsenal Oct. 22. The Technical Center had the responsibility of planning and orchestrating the event. Brenda Rains coordinated the festivities. A lunch of grilled hot dogs, chips and drinks were served on the front lawn to SMDC employees, their families and friends.

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agencies develop ways to counter ballistic missile defense threats.

The Critical Measurements Program launched two sub-orbital rockets on Sept. 29 and Oct. 6 respectively, from Wake Island into the Ronald Reagan Ballistic Missile Defense Test Site on Kwajalein Atoll.

"We collected an extensive amount of radar, optical and telemetry data," said Kim Bauer, SMDC's program manager for the CMP 4 launch. "Preliminary data indicates most of the experiments performed near nominal, however it's still early in the data reduction process. We know it was a good collection, but it will take us six months to a year to completely reduce the data and fully understand things."

Bauer was on Wake Island with a team of hardware engineers who built the missile.

The payloads included a re-entry vehicle, a number of missile defense related experiments and a Fly Away Sensor Package, as part of a mission designed to collect radar and optical data addressing critical system level issues for missile defense elements.

"We used the KREMS (Kiernan Re-entry Measurements Site) suite of radars and GBR-P (ground-based radar-prototype) to collect metric and signature data," Bauer said. "This data will be used to validate and improve the algorithms involved in the design of missile defense interceptor and sensor systems." High Altitude Observatories I and II also participated along with numerous ground-based sensors.

This was the last mission launched under the Critical Measurements Program. The Missile Defense Agency recently renamed the program to include countermeasures. The new program name is Critical Measurements and Counter Measures (CMCM) Program. Partners in this CMP-4 program included the Massachusetts Institute of Technology/Lincoln Laboratory, MDA's Targets Joint Project Office and Orbital Sciences Corporation.

MIT Lincoln Laboratory was the payload developer and participated in mission planning and sensor coordination efforts.

MDA's Targets Joint Project Office provided the launch vehicle and launch services through Orbital Sciences Corp. Technical support was provided by various contractors.

December 2004

SMDC among first to use revised civilian personnel system

HUNTSVILLE, Ala. — The Defense Department announced Dec. 15 that the U.S. Army Space and Missile Defense Command will be among the first organizations to take part in the initial implementation of the National Security Personnel System. NSPS is a new human resources management system that establishes rules for how civilians are hired, assigned, compensated, promoted and disciplined.

SMDC's approximately 1,000 civil service employees in Huntsville, Ala.; Arlington, Va.; Colorado Springs, Colo.; and White Sands Missile Range, N.M.; will take part in Spiral One scheduled to be rolled out in July 2005.

"SMDC is fortunate to be among the first Army organizations to convert to this new system. We volunteered because we have a dedicated, adaptable work force ready to take on new challenges," said SMDC Commander Lt. Gen. Larry J. Dodgen.

For more information on NSPS, visit the CommandNet or the Internet at www.cmops.osd.mil/nsps/index.html.



Courtesy Photo

The Total Municipal Awareness System demonstrated by SMDC personnel during the Homeland Security Summit held Nov. 4-5 in Somerset, Ky., provides enhanced situational awareness and can be scaled from the full capability shown here down to a laptop version.

Situational awareness software showing promise for U.S. homeland security

By Debra Valine
Editor, *The Eagle*

HUNTSVILLE, Ala. — You get the best of both worlds when a product developed for use by warfighters can also be used to defend the homeland.

Representatives of the Innovative Ventures Office of the Space and Missile Defense Future Warfare Center and the Space and Missile Defense Technical Center participated in the Tennessee Valley Corridor Summit Nov. 4-5 in Somerset, Ky. The theme was "Technology: Linking Homeland Security and Hometown Prosperity."

"There was great cooperation between the Technical Center and the Future Warfare Center," said Dr. Glenn Priddy, the associate director for space in the Space and Missile Defense Technical Center, and the assistant director for science and technology, Alabama Department of Homeland Security. "We are working together for the common good."

SMDC put together a technology demonstration featuring the Total Municipal Awareness System (T-MAS) capability. The T-MAS is based upon the Battle Lab's Advanced Warfare Environment (AWarE) situational awareness capability and an agreement with Quantum Research to develop the

Tactical Emergency Asset Management (TEAM) communications van. The TEAM van was selected by Alabama DHS to become part of the state's interoperable communications network architecture.

"We took mature technologies and leveraged them for homeland security," Priddy said. "T-MAS is a good example of taking something already developed for the military. We did this out of hide to show Homeland Security we are serious about leveraging Defense Department investments to address homeland security issues."

The T-MAS provides a means to integrate various individual technologies into a situational awareness showcase capability that can augment E911/Emergency Operations Centers.

"The T-MAS demonstration received praises by Homeland Security Secretary Tom Ridge, during his dinner speech at the summit," Priddy said. "The total capabilities provided by T-MAS and the TEAM communications van would cost about \$500,000. This capability can be packaged to support a variety of municipality requirements, ranging from a full-sized capability down to a single laptop that provides an

integrated situational awareness for a small municipality. Interest was expressed by several summit attendees."

"The command came through with flying colors," said Norven Goddard, director of the Innovative Ventures Office. "The command did a good job of demonstrating the integration of technologies. We were the only group mentioned in Tom Ridge's speech."

The team pulled together a demonstration of the T-MAS by using AWarE as the centerpiece, and integrating sensor technologies, geographical information systems, wireless communications technologies and situational awareness capabilities," Priddy said. "We took existing commercial-off-the-shelf/government-off-the-shelf capabilities — things that were already developed and paid for by the military — and integrated those into T-MAS to demonstrate the ability to improve situational awareness at an operations center."

ALCOR sees 10,000 hours of action over past 35 years

By Mig Owens
Assistant Editor
Kwajalein Hourglass

Supporting all missile-related missions and some space identification tasks since 1969 is

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the ARPA Lincoln C-Band Observables Radar — otherwise known as ALCOR. The radar is situated on Roi-Namur Island at the Millimeter Wave (MMW)/ALCOR complex next to the Tracking and Discrimination Experiment (TRADEX) and is operated by “a team of people dedicated to national security,” said Benjamin Davenport, MMW/ALCOR antenna leader.

Their teamwork paid off in November when the antenna reached 10,000 hours of “drives-on” work, which means time spent tracking and looking out into space. Davenport believes this feat was accomplished because of the dedication of an outstanding team.

“The ALCOR team truly has a never-give-up work ethic,” he said. “If no one hears about ALCOR we know our work was done right.” According to Davenport, most antennas in remote locations do not normally see as much action and are often replaced or upgraded to newer sensors.

“The fact that ALCOR has been working hard since 1969 without any major upgrades is attributed to the hard work of many people throughout the years, most recently to the dedication of antenna mechanics Greg Howson and Arcadia Orillo,” he said.

January 2005

Exercise tests lessons learned in Iraq

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

COLORADO SPRINGS, Colo. — EXERCISE TERMINAL FURY, Dec. 3-11, 2004, allowed the U.S. Army Space and Missile Defense Command to test improvements in space support coordination processes that will improve support provided to the warfighter.

Over the past year, SMDC has deployed four Army Space Support Teams out with the Combined Forces Land Component Command, V Corps, III Marine Expeditionary Force, 4th Infantry Division (Mechanized) and other elements to support OPERATION IRAQI FREEDOM. TERMINAL FURY, at Hickam Air Force Base, Hawaii, and Camp Courtney, Okinawa, Japan, exercised the lessons learned by these ARSSTs.

“Our teams performed well in Iraq, but they learned that certain coordination elements would have enabled them to have more impact with the units they were supporting,” said Maj. Troy McKeown, the Army senior space officer working as liaison with the Joint Forces Air Component Command during the exercise.”

Based on guidance from SMDC’s commanding general, the 1st Space Brigade developed a deployable Army Space Coordination Detachment to serve as the liaison to the JF Air Component Command and an Army Space Coordination Element to support the JF Land Component Command. These two elements provided space support and planning in the development of the theater campaign plan to each component commander.

Throughout TERMINAL FURY 05, SMDC space experts ensured space resources

were in place and integrated into combat operations. With these space experts on hand, space assets were refined to provide maximum capabilities to friendly forces.

“With space providing a force multiplier, the warfighter is able to find, target and deliver the required effect to the enemy in hours, versus days or weeks using conventional methods,” said Brian Finter, part of the exercise control cell for EXERCISE TERMINAL FURY. “Space has helped the U.S. fighting force instill a new type of *blitzkrieg* on the battlefield, in the sky, on the sea and in space.”

Total Defender exercise works to integrate missile defense planning, net assessments

By Debra Valine
Editor, *The Eagle*

HUNTSVILLE, Ala. — The U.S. Army Space and Missile Defense Command hosted the Total Defender 5.1 Global Integrated Missile Defense Seminar Dec. 13-16, 2004, at the Advanced Research Center in Huntsville, Ala.

The seminar focused on intelligence strategies to support missile defense planning; offense/defense integration; U.S. Strategic Command’s missile defense regional net assessment and insights into the Joint Functional Component Command for Integrated Missile Defense (JFCC-IMD) functions.

The Total Defender Experiment is a partnership between STRATCOM and SMDC/Army Forces Strategic Command to focus on the integration of all pillars of Global Ballistic Missile Defense through planning in a 2017 timeframe.

The Total Defender seminar series addresses STRATCOM’s military capabilities that underwrite future strategic deterrence and present results to senior leaders and experiment participants.

“We understand that missile warfare is more than missile defense,” said Randy Wallace, a program engineer in SMDC’s Future Warfare Center.

“We need to understand the best way to integrate our offensive and defensive operations in order to achieve the most efficient defense. We would rather blow threat missiles up on the ground before they are launched than shoot them in the air after launch. That is how you integrate offensive and defensive postures.”

Lessons learned so far need to be re-examined in the context of the proposed STRATCOM Joint Force Component Command structure, with emphasis placed on the JFCC-IMD and its relationship to other STRATCOM JFCCs, Wallace said.

Lessons learned at this seminar will be analyzed and refined before being presented at the next seminar.

“We have another event examining a similar scenario under different ground rules scheduled for April 2005 at Offutt Air Force Base in Omaha, Neb.,” Wallace said.

“Our experiments are lengthy processes that culminate in seminars and workshops,” Wallace said. “Total Defender

is an ongoing event. It is definitely not an exercise or a training event.”

100th Missile Defense Brigade (GMD) to sew on new patch

By Sgt. Sara Storey, 100th Missile Defense Brigade (Ground-based Midcourse Defense) and Maj. David Bennett, Crest and Patch Designer

COLORADO SPRINGS, Colo. — The 100th Missile Defense Brigade (Ground-based Midcourse Defense) Soldiers are scheduled to wear a newly designed patch and crest within the next few months.

The original concepts for the crest and patch were designed by Maj. David Bennett, assistant training and operations officer, 100th Missile Defense Brigade. The final effort was a

collaboration between Bennett and Rhonda Reiner, an artist with The Institute of Heraldry at Fort Belvoir, Va.

The patch and crest share similar features — an eagle, symbolizing the unit’s commitment to national defense; a lightning bolt, representing the power and strength of the unit and its tie to the U.S. Army Space and Missile Defense Command;

and mountains, replicating those on the state seal of Colorado and signifying the connection with the Colorado Army National Guard.

The motto that appears on the crest is “Contegamus et Cassamus,” a Latin phrase meaning “Guard and Destroy.” The word “guard” relates to the unit’s National Guard heritage and its day-to-day mission of shielding and protecting the nation. “Destroy” embodies the mission — the launch of ground-based interceptors designed to protect against accidental or intentional launches of ballistic missiles.



New 100th MDB crest



New 100th MDB patch

February 2005

SMDC’s Tactical Operations Center architecture transitions into civilian service

By Debra Valine
SMDC Public Affairs

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

A Cooperative Research Agreement between the U.S. Army Space and Missile Defense Command and

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Quantum Research International signed in 2003 led to a contract between Quantum and the state of Alabama for Quantum to build eight Tactical Emergency Asset Management (TEAM) communications vans for use within Alabama's seven Emergency Management regions and the Alabama Emergency Management Agency in Clanton.

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

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

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

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

The idea for the TEAM van was discussed between Norven Goddard, SMDC; Russell; Bob Belton, a senior corporate staff member with Quantum; and Lt. Col. Terry Payne, SMDC, at a conference in 2002. The group discussed taking the capabilities in the Future Operational Capabilities/Tactical Operations Center and applying it to a civilian application. That in turn led to a functional analysis of the Huntsville-Madison County EOC to determine the information requirements of a tactical civilian emergency operations center. Based on that analysis, the TEAM system was developed.

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

By Debra Valine
SMDC Public Affairs

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

OMNI FUSION, held from Jan. 18-Feb. 11 at Fort Knox, Ky., Fort Leavenworth, Kan., and Redstone Arsenal, Ala., included 19 military, government and contractor participants from



Photo by Debra Valine

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

the U.S. Army Space and Missile Defense Command's Future Warfare Center.

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

"Build 1 analyzed the Future Force concepts of the Future Combat System Unit of Action (FCS UA) and the Tactical Unit of Employment (UEX)," said Michael Florio with the Space and Missile Defense Battle Lab in Colorado Springs, Colo.

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

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

"SMDC is looking at how to integrate space operations into these Future Force units," Florio said. "Capt. Michael Belton of the Battle Lab, Huntsville, represented the space operations officer at the FCS UA and Lt. Col. David Hotop of the Battle Lab, Colorado Springs, represented the Space Support Element at the UEX. These organizational concepts have been written into the UA Organization and Operations document and into the UEX White Paper documents.

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

March 2005

Spectral Operations Resource Center supports tsunami relief efforts

By Ed White
SMDC Public Affairs

COLORADO SPRINGS, Colo. — In the aftermath of the devastating tsunami in Asia on Dec. 26, 2004, people from all over the world were filled with overwhelming compassion for those affected. From across the globe came assistance in the form of money, food, shelter and much more. But some members of U.S. Army Space and Missile Defense Command were able to provide a different type of aid — satellite imagery.

The Spectral Operations Resource Center in Colorado Springs, Colo., produced three main types of scenes in their imagery to support the relief effort — highways and road systems, before and after scenes and land saturation.

"We were pulling imagery of the affected areas the day after the tsunami," said Chris Russelavage of the SORC, who was the key technician in providing satellite imagery requested by U.S. Pacific Command and the 8th Army — the units directly involved in the support efforts for tsunami survivors.

"The Sumatrans had one main highway running along the coast that was their principal shipping artery," Russelavage said. "We sent them satellite imagery of what remained after the tsunami. This was key to getting relief supplies delivered throughout the countryside quickly and effectively.

"The before and after scenes showed locations of population areas, among other things so that



Courtesy Photo

First Space Support Element joins 3rd Infantry Division

In August 2004, the U.S. Army Space and Missile Defense Command, in direct support to the Army's Task Force Modularity, equipped and activated the Army's first unit of employment (UEX) Space Support Element (SSE). The activation took place after more than seven years of materiel experimentation and four years of concept and doctrinal development. The Army's first SSE is comprised of three space operations officers. The element chief is Lt. Col. George Andary, left. He is supported by Maj. Cliff Hodges, Maj. Jim Rozzi and one noncommissioned officer, Staff Sgt. Ronnie Anglin, not shown, whose MOS is 25S, satellite controller. The SSE supports the 3rd Infantry Division, which is currently deployed in Iraq serving as the Multinational Division – Baghdad.

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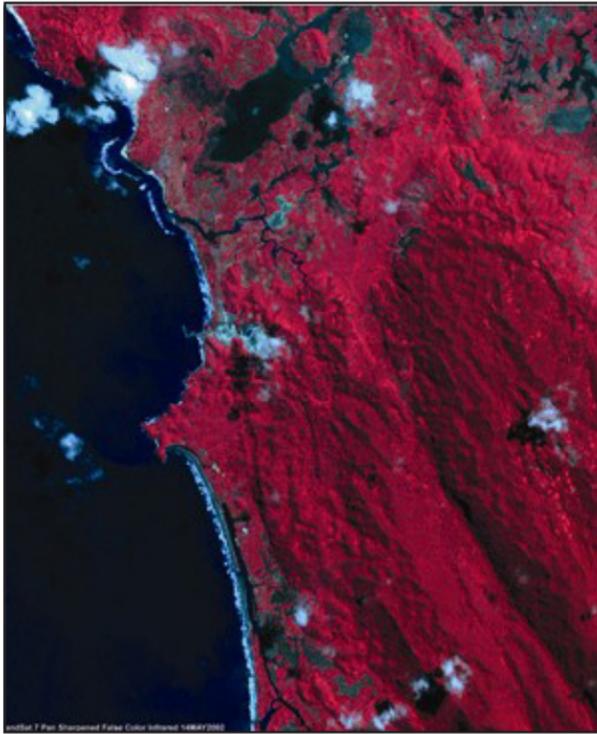


Photo courtesy of Spectral Operations Resource Center

This Spectral Operation Resource Center satellite image, produced four days after the tsunami, shows standing water across Banda Aceh after the disaster.

searchers would know where to look for survivors, and the soil saturation views showed levels of saturation of agricultural areas.”

For the tsunami relief efforts, the SORC provided products from Jan. 4 through Feb. 9.

“We sent scenes on Sumatra, Sri Lanka and Thailand. About 95 percent of the scenes were for Sumatra though,” Russelavage said.

The overall knowledge and experience in dealing with prior disaster relief efforts gave the SORC a powerful edge in assisting with the tsunami relief work and most certainly will give them an edge in whatever the future may bring.

‘Constant Vigilance’ takes command in Qatar

By Spc. Joshua Williams
Unit reporter

CAMP AS SALIYAH, Qatar — As the New Year rolled in, so did a new Joint Tactical Ground Station section, replacing the crew that had served as the 2nd Section, Alpha Detachment, 1st Space Company, and had kept watch of the Central Command Theater for slightly more than 13 months.

An energized section comprised of Soldiers from Colorado Springs, Colo., and El Paso, Texas, took command of their new area of operations. The new section, known by their motto “Constant Vigilance,” is led by Chief Warrant Officer 2 Christopher Hall and Sgt. 1st Class Ronnie Price, both from Colorado Springs. Hall officially took charge Jan. 11.

Before the outgoing section left, the two teams were joined and the professionalism of both ruled the day. Outgoing personnel worked with incoming Soldiers to bring them up to speed on day-to-day operations to ensure a smooth changeover. The departing section was finally relieved of duty and returned home to take some well-deserved time off. Their unit motto of “Everyday I do” will be re-established as they continue to support their mission back in Colorado Springs.

All eyes are now turned to “Constant

Vigilance.” Everyone on the team is excited to be doing his or her part in support of OPERATIONS IRAQI and ENDURING FREEDOM. Spc. Jonas Moody expressed his feelings of being in Qatar by saying, “Serving in this capacity is like being the support element of a football team — not a player on the field, but still a vital part of the game.”

Keller named U.S. Army Military Tester of the Year

By Nell M. Drumheller
Editor, Kwajalein Hourglass

Maj. Winfield Keller, range executive officer, has been named the U.S. Army Military Tester of the Year by the National Defense Industrial Association.

“As a test director, I am responsible for our cost, performance and schedule in support of a test,” Keller said. “The RTS (Reagan Test Site) team must conduct missions, safely and on time; collect all required data and provide the data to our customer; and do all this within budget.”

Tests can be categorized as developmental, operational or live fire testing. In general, a tester could be anyone involved in testing a new system such as the test coordinator, data collector, evaluator or test subject.

Keller identified building a qualified, motivated team as most critical to being a successful tester.

Daugherty agreed with Keller. “Tests are team events, not executed by any one person or group. Win successfully coordinates with many diverse organizations, both internal and external to the command, in order to ensure timely test support. Staying coordinated is a critical task, with the number of players involved in the kinds of tests we support here at RTS. Win enables communication within the team to ensure that when requirements change — and they always do — all test team members are aware and adjust their support and mission execution plans accordingly,” she said.

Recognizing the importance of the mission

tests, Keller said. “From the USAKA (U.S. Army Kwajalein Atoll) commander down, regardless of your particular job, ultimately we are all here to conduct or support the conduct of tests.”

April 2005

Army Space and Missile Defense Association dedicates Distinguished Civilians Wall at SMDC

By Debra Valine
SMDC Public Affairs

HUNTSVILLE, Ala. — In the lobby of Bldg. 5220 on Redstone Arsenal, home of the U.S. Army Space and Missile Defense Command’s Huntsville element, there is a Distinguished Civilians Wall containing photos of 29 individuals who were key leaders and engineers in Army space and missile defense efforts.

The Army Space and Missile Defense Association hosted a dedication ceremony March 10 to honor these pioneers for their lifetime of accomplishments and contributions. Fourteen of the distinguished civilians attended.

Honorees attending included: Fred Stevenson, Dr. Michael Holtcamp, Dr. William Davis Jr., Alan Sherer, A.Q. Oldacre, Frank Vann, Robert Menotti, William Graves, Dr. Edward Wilkinson, Lois Spruiell Cain, James Pignataro, William Roberson, Wallace Kirkpatrick and Melvin Capps.

“For many of our honorees, this is the first time they have been in the new building,” said Garth Bloxham, representing ASMDA. “Our purpose today is to officially cut the ribbon on the new and improved Distinguished Civilians Wall.”



Photo by Dorothy Moore, Redstone Photo Lab

Fourteen of the 29 honorees on the U.S. Army Space and Missile Defense Command’s Distinguished Civilians Wall attended the ceremony dedicating the display March 10. Front row, left to right, Fred Stevenson, James Pignataro, Lois (Spruiell) Cain and William Graves. Second row, left to right, Robert Menotti, Mike Holtcamp, Melvin Capps, Bill Davis and Ed Wilkinson. Back row, left to right, Wallace Kirkpatrick, A.Q. Oldacre, Frank Vann, William Roberson and Alan Sherer.

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SMDC lends situational awareness expertise to test common command post concept

By Debra Valine
SMDC Public Affairs

FORT BLISS, Texas — In a nondescript beige building on Fort Bliss — far away from the action of EXERCISE ROVING SANDS 05 — important work is being done.

Taking a live feed from the actual exercise, a team of government and contractor employees are testing an Air and Missile Defense concept that involves two weapon systems: Patriot and Avenger/SLAMRAAM (Surface Launched Advanced Medium Range Air-to-Air Missile).

"We asked the Space and Missile Defense Command to support us in this effort," said Chief Warrant Officer 3 Odie Huffman, Air and Missile Defense Battle Lab's project officer for the experiment. "This partnership is invaluable. What we brought to the table is basically the need — the requirement — to do this based on real world events. We are incorporating lessons learned from OPERATION IRAQI FREEDOM. SMDC brings considerable technical expertise. We are coming together to try to work through some issues. We have a long way to go."

Inside the common command post, operators sit at computer terminals watching large video displays that are monitoring the skies over the exercise areas, looking for any sign of an incoming threat missile or aircraft. Avenger/SLAMRAAM and Patriot weapon systems stand ready to shoot them down.

And that's what the Air Defense community is looking for — a common command post that can participate on the battlefield using multiple weapon systems.

SMDC provided its Future Operational Capability/Tactical Operations Center II Testbed to support the Common Command Post Joint Experimentation Test and Evaluation Advanced Concept Technology Demonstration (CCP JETA ACTD).

The FOC Testbed Program is a hardware and software technology testbed that allows SMDC to demonstrate emerging technologies and concepts in a warfighter context to support systems requirements definition for both system developers and industry. In its current form, the FOC Testbed permits warfighters to conduct exercises, experiments and combat operations with an enhanced decision-making capability using a significantly reduced footprint.

The SMD Battle Lab had previously participated using this equipment and software during EXERCISE AMALGAM VIRGO 04 at Tyndall Air Force Base, Fla., in August 2004.

EXERCISE ROVING SANDS is a three-week joint air training exercise involving U.S. and coalition troops and aircraft to practice joint air defense interoperability and incorporate lessons learned from OPERATION IRAQI FREEDOM. ROVING SANDS is part of the larger exercise JOINT RED FLAG, a multi-service and multi-national exercise involving 12,000 participants at various



Photo by Debra Valine

Chief Warrant Officer 3 Michael Hamlin, left, and Chief Warrant Officer 3 Odie Huffman, Air and Missile Defense Battle Lab, Fort Bliss, Texas, project managers for the Common Command Post Joint Experimentation Test and Evaluation Advanced Concept Technology Demonstration, check out the capabilities of the Future Operational Capability/Tactical Operations Center II Testbed during EXERCISE ROVING SANDS, March 31, at Fort Bliss.

locations across the U.S. Allied forces from the Netherlands, United Kingdom, Canada and Kuwait are participating this year. The exercise focuses on Joint Theater Air and Missile Defense (JTAMD) and Joint Tactical Air Operations while integrating Army, Air Force, Navy and Marine Corps command and control nodes and associated air and missile defense systems.

May 2005

Wall replaces ground in 'groundbreaking' effort

By Sgt. 1st Class Dennis Beebe
SMDC Public Affairs

SCHRIEVER AIR FORCE BASE, Colo. — A whack of a sledgehammer May 2 started what is being called the deconstruction phase of the facility that will house the Joint Functional Component Command — Integrated Missile Defense at the Joint National Integration Center here.

"We have compressed this project down from a year to two, 120-day periods," said Kirby Brown, director of the Space and Missile Defense Future Warfare Center's Battle Lab in Colorado Springs, Colo. Brown literally broke ground, or wall, as he swung the first sledgehammer in a ceremony that marked the start of the build-out phase of the operation.

"We took the first 120 days to lay the plans and set up the architectural details," Brown said. "This next 120-day period will be for the construction of this 13,500 square foot facility which will be comprised of both the Operations Center and the Staff Center. About 120 folks will be working here when it is finished on or near the first of September. New Equipment Training will begin very soon after that.

The facility at Schriever Air Force Base is one of several being built around the nation to support U.S. Strategic Command missions. STRATCOM exercises command authority over four joint

functional component commands, also known as JFCCs. These commands are responsible for the day-to-day planning and execution of primary mission areas: space and global strike; intelligence, surveillance and reconnaissance; network warfare; integrated missile defense; and the recently added mission of combating weapons of mass destruction.

The STRATCOM headquarters' mission is to provide command and control, to integrate planning and ensure mission accomplishment and advocate for resources to fulfill component requirements.

193rd Space Support Battalion says goodbye to deploying team

By Sgt. Jillian Basso
128th Mobile Public Affairs Detachment Detachment 1

PETERSON AIR FORCE BASE, Colo. — Goodbyes are never easy. Just ask the members of the 193rd Space Support Battalion Commercial Exploitation Team. Family members and fellow Soldiers said farewell to the 193rd CET March 8, before they deployed in support of OPERATION IRAQI FREEDOM.

The CET prepared for the deployment by doing everything from on-the-job training to live-fire exercises to learning what it's like to encounter pepper spray and a tazer.

While deployed, one of the main missions for the team will be acquiring satellite imagery to help the troops on the ground with their mission. Capt. Matthew Bowes, the team leader, says serving others like this is never an easy task but so far his team has performed admirably.

Members of the chain of command were also at the ceremony to help with any last minute jitters family members were feeling. Lt. Col. Scot Cuthbertson, the commander of the 193rd Space Battalion, reassured family members that his staff and his family would be available for any trials that may arise.

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June 2005

Plan sets training, development roadmap for civilians

By Debra Valine
SMDC Public Affairs

For Soldiers, career training and leadership development follows a well-established path. Certain training courses and leadership development positions are required at each rank. This process is not clearly defined for the civilian work force at this time, but a group at the U.S. Army Space and Missile Defense Command is working to change that.

Bill Reeves, director of SMDC's Technical Integration and Matrix Center, and SMDC/Army Forces Strategic Command Chief of Staff Col. Jim Bedingfield have joined forces to head up the Civilian Workforce Leadership Development Integrated Process Team. The team's goal is to develop an innovative, streamlined approach to enhance career development and diversity.

Representatives from organizational elements throughout the command, to include the employee work group, provide input, advice and assistance to the Civilian Workforce Leadership Development IPT. The concept of using a command-wide IPT for program development and implementation represents an innovative, streamlined approach to enhance career development and diversity. The IPT will develop a master plan that will be a model for other Army and DOD agencies to use when fully implemented.

Duty, honor, country *193rd captain likened to one of Army's great generals*

By Sharon L. Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Duty, Honor, Country. These words were made famous by Gen. Douglas MacArthur in his acceptance speech of the Thayer Award in 1962. But, the significance of what MacArthur intended with those words can only be truly understood by those who sacrifice of themselves for others. No one in the history of this country has sacrificed more than the men and women of the U. S. Armed Forces.

To that end, the Gen. Douglas MacArthur Leadership Award was established in 1987, and has since been presented annually to Army company-grade officers and warrant officers who demonstrate those ideals of duty, honor and country of which MacArthur spoke.

Capt. Angie L. Tofflemeyer, of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command is one of

those officers.

Tofflemeyer was nominated for the award earlier this year, and in May was one of 27 Army officers who were selected to receive the award. Of the 27, seven were National Guardsmen, seven were Reservists and 13 were Active Duty.

Tofflemeyer is the commander of the Space Support Company, 193rd Space Support Battalion, Colorado Army National Guard which is nearly identical to its sister battalions, the 1st Space Battalion, Second Space Company.

Lt. Col. Scot Cuthbertson, commander of the 193rd Space Battalion, nominated her for the award saying, "Capt. Tofflemeyer is a strong leader and always has been.

"This is a very prestigious program. There are very few captains per year that receive the award, but she has faced many challenges being in a dual military family, and she has always managed everything well and is an extremely effective leader."

Army Chief of Staff Gen. Peter J. Schoomaker presented the awards May 25 in a ceremony at the Pentagon.



Courtesy Photo

Gen. Peter J. Schoomaker, Chief of Staff of the Army, left, presents Capt. Angie Tofflemeyer with the Gen. Douglas MacArthur Leadership Award during a ceremony at the Pentagon May 25.

Interceptor Center of Excellence formed at Space and Missile Defense Technical Center

By Noel Paschal
SMD Technical Center

HUNTSVILLE, Ala. — A recent Memorandum of Agreement executed between Lt. Gen. Trey Obering, director of the Missile Defense Agency, and Lt. Gen. Larry Dodgen, commander of the U.S. Army Space and Missile Defense Command, directs establishment of an Interceptor Center of Excellence at the Space and Missile Defense Technical Center located at the Wernher Von Braun Complex on Redstone Arsenal in Huntsville, Ala.

Formation of the ICoE at the Space and Missile Defense Technical Center acknowledges the superior past contributions and current key competencies of the people who make up the Center. The purpose of the ICoE is to develop and apply advanced technology to

BMD enterprise-wide interceptor development, integration and overall performance challenges. As such, the ICoE fills a ballistic missile defense mission need for focused, synergistic interceptor improvement.

A vital function of the ICoE will be assisting MDA and SMDC leadership, strategic partners in the evolution of the BMD system, in synchronizing interceptor investment needs, plans and progress. The ICoE will gather experts and the key interceptor programs they manage in one location to better enable rapid transfer of knowledge and developing technologies among missile defense interceptor programs.

The ICoE will be in close proximity to major BMD programs such as Ground-based Midcourse Defense and Terminal High Altitude Area Defense as well as principal members of the missile defense technology development and application community such as the U.S. Army Aviation and Missile Command, the Program Executive Office for Missiles and Space, and the strong contractor base in Huntsville and the surrounding area.

The close proximity of these activities will speed development and transition of interceptor technology to BMD programs to improve capability and/or lower costs for the recipient program. The transitions will range from insertion of interceptor subsystems and components into current BMD interceptors to block upgrades providing new interceptor systems.

Lean initiative looks at ways to streamline processes, reduce costs

By Kim Gillespie
SMDC Public Affairs

Merriam-Webster's on-line dictionary defines "lean" as "characterized by economy (as of style, expression or operation)." The U.S. Army Space and Missile Defense Command's implementation of Lean business concepts are intended to do just that — help economize the command's processes and operations.

Lean is a program being adopted by SMDC that will help streamline business processes, thereby reducing the time and resources it currently takes for some processes and reducing the overall cost involved.

Commanding General Lt. Gen. Larry J. Dodgen directed the command to begin implementing a Lean program in May. Major Subordinate Elements and the staff will appoint Lean Champions to be the focal point for their respective organizations and all leaders and managers will receive training.

After the Lean training, Lean Champions and members from the Business Initiatives Office will then facilitate Value Stream Analyses and Lean Rapid Improvement Events for each organization. Lean Champions will lead their organization in Lean implementation and through this process Lean knowledge will be transferred to employees within each organization.

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According to the SMDC Lean Implementation Plan, each MSE and Headquarters staff will have at least one VSA and RIE before the end of first quarter Fiscal Year 2006.

July 2005

SMDC senior leaders receive Lean Training

By Sandy McAnally
Business Initiatives Office

SMDC has embarked on a better way of conducting business.

Directors and commanders met in Huntsville, Ala., during the Board of Directors meeting on June 16 to participate in the first training session in "Lean thinking" and to kick off the command's Lean Initiative.

There was much enthusiasm as the training unfolded. The practical exercise was a collaborative process requiring active listening, brainstorming and creative problem solving. The task was to build a model C-5 aircraft; the challenge was to analyze the work flow and decide on the steps needed to eliminate waste in time and materials. The fun part for these leaders was to build the prototype with Legos.

As with any quality management program, it was essential that senior leadership understand and fully support the process. This Lean event for senior leaders did just that. Through training and the fun "exercise," senior leaders are now fully "bought in" to Lean and committed to making it work in SMDC.

Following the Executive training, members of the Lean cadre (Lean champions, major subordinate element directorate heads and staff) from throughout the command received training in a separate session June 17. The session was held in Huntsville, but video teleconferenced to Arlington, Colorado Springs and the High Energy Laser Systems Testing Facility, White Sands Missile Range, N.M. These participants learned about the five principles of Lean Thinking, and participated in discussions on Value Stream Analysis and Rapid Improvement Events, which are the projects SMDC organizations will conduct as Lean is implemented.

August 2005

New mission expands Army role in joint missile defense

By SMDC Public Affairs

Lt. Gen. Larry J. Dodgen, the commander for the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, was

named the military's joint functional component commander for integrated missile defense by the commander, U. S. Strategic Command in January. The formal designation came by way of a memorandum issued by Gen. James Cartwright, commander, STRATCOM, on Jan. 10, 2005.

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

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



Photo by Sharon L. Hartman

Two members of the youth delegation, Clarissa Holton, left, daughter of Maj. Craig Holton, Kwajalein, and Courtney S. Cox, right, daughter of Col. David K. Cox, Huntsville, work on the dream catcher project during the Army Family Action Plan Conference held in Colorado Springs, July 19-22.

AFAP Conference puts spotlight on issues

By Sharon L. Hartman
SMDC Public Affairs

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

Basic Allowance for Housing without Dependents topped the list of issues at the

conference. Family Service Member's Group Life Insurance Law, Outside Continental U.S. Entitlements and Benefits for Alaska, Benefits for Dependent Children Not Residing with the Military Sponsor and the Youth Arts Competition Programs rounded out the top five issues.

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

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

The youth delegation as part of their

issue of Youth Arts Programs worked together to create a large scale dream catcher that had images reflecting their ideas of freedom.

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

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

By Nell M. Drumheller
Editor, Kwajalein Hourglass

In a traditional Army change of command ceremony July 22, Lt. Col. Anne R. Daugherty relinquished command of the Ronald Reagan Test Site to Lt. Col. Justin A. Hirniak.

Daugherty has been the commander of RTS since July 24, 2003. This was her final military assignment before retiring.

Hirniak arrives from the U.S. Strategic Command, Offutt Air Force Base, Neb., where he served on the J-5 staff.

SMDC deputy commander for operations promoted to brigadier general in ceremony

SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — U.S. Army Col. Jeffrey C. Horne was promoted to brigadier general in ceremonies held here Aug. 12. Horne has been the deputy commander for operations, for the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command since July 1, 2004. With this promotion Horne becomes the deputy commanding general for operations for SMDC/ARSTRAT and his duties remain the same.

Lt. Gen. Joseph R. Inge, deputy commander, U.S. Northern Command and vice commander for the U.S. element of the North American Aerospace Defense Command presided over the ceremony.

“Our nation has a way of growing leaders,” Inge said during the ceremony.

“We are in a time of war, and our nation needs leaders. Brig. Gen. Horne is a man highly qualified to be here today to lead.” “I am humbled by this,” Horne said. He dedicated the ceremony to his mother and the memory of his father. “When I was a young cadet and men like Sgt. Maj. Smith (his ROTC sergeant major) were teaching me skills I would need to be a Soldier, I never foresaw this.”

Elements of the ceremony also featured all the Horne family members. Horne’s wife, Terri pinned his star on his Army combat uniform. His daughter, U.S. Air Force 2nd Lt. Jennifer Logan pinned the star on his beret and rendered a formal salute. Son-in-law Richard Logan, middle daughter Lindsey and son Alex all took part in unfurling Horne’s general officer flag for the first time. Horne hugged each family member in turn and told them how proud he is of them.

“This formation represents the 2,000 Soldiers in the command deployed all around the world,” said Horne, addressing the Soldiers assembled for the ceremony. “You are the heart and soul of our nation. Our liberty rests with you. We look to you to lead us into the future.”

As the deputy commanding general for operations, Horne oversees a worldwide effort with a variety of missions centered on two brigades and the operational side of the Future Warfare Center and the Army Training and Doctrine Command’s System Manager, a position Horne held before his assignment as deputy commander for operations.

The 1st Space Brigade is made up of two regular Army battalions and one Army Reserve battalion. The brigade’s 1st Satellite Control Battalion is charged with providing long haul communications support to the Department of Defense and a variety of other agencies, including support to the White House.

The brigade’s 1st Space Battalion provides direct support to the Joint warfighting community through a variety of space capabilities that shorten the warfighter’s decision cycles and give them pertinent, focused, timely information to prosecute the fight.

The 100th Missile Defense Brigade (Ground-based Midcourse Defense) is responsible for the operation of the nation’s only national missile defense site. The brigade is also composed of a mix of regular Army and Army Reserve Soldiers. The site, located at Fort Greely, Alaska, is manned primarily by a joint force of Colorado and Alaska reservists.

The Future Warfare Center is the Army integrator and proponent for space and missile defense mission areas. The FWC



Photo by Sgt. 1st Class Dennis Beebe

Brig. Gen. Jeffrey C. Horne, right, smiles as he receives a salute from his eldest daughter, U.S. Air Force 2nd Lt. Jennifer Logan, who had just pinned a general’s star on his beret, during his promotion ceremony on Aug. 12 at Peterson Air Force Base, Colo.

identifies, develops and rapidly transitions concepts and innovations that enhance Army and joint warfighting capabilities. Part of the FWC in Colorado is the Space and Missile Defense Battle Lab.

The Battle Lab in Colorado Springs has a history of developing prototypes, tools, hardware and future operational concepts and delivering them to the warfighter. The Battle Lab’s successes can be traced back to the late 1980s’ introduction of the Global Positioning System devices the Army now uses and development and fielding of the Army Space Support Teams, now a part of the 1st Space Battalion.

The TSM for GMD is the Army’s user representative and centralized manager and integrator for all Doctrine, Organizations, Training, Materiel, Leader development, Personnel and Facilities products associated with the currently deployed, land-based GMD system.

The TSM acts on behalf of the Army and joint warfighter community, including the U.S. Army National Guard, U.S. Strategic Command, U.S. Northern Command, U.S. Air Force Space Command, and all subordinate user organizations in the GMD program.

LEAN Initiatives Calendar of Events

<u>Dates</u>	<u>Organization</u>	<u>VSA Projects</u>
Oct. 3-5	TIMC	Matrix Support Process
Oct. 17-19	100th GMD Brigade	TDY Process of Unit Members
Oct. 19-20	Future Warfare Center	Part 3 of DTS Travel Process
<u>Dates</u>	<u>Organization</u>	<u>RIE Projects</u>
Oct. 24-28	1st Space Brigade	TBD
Oct. 31 – Nov. 4	TIMC	TBD
Oct. 31 – Nov. 4	Technical Center	Standard Work Process for Internal Taskers

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

Security Awareness Day becomes week-long expo

By Teresa Brown
SMDC G-2

This year the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command in Huntsville is partnering with the U.S. Army Aviation and Missile Command to expand the Security Awareness Day into a week long Security Awareness Expo, Nov. 14-18.

All presentations will be at the Sparkman Center’s Bob Jones Auditorium. The day set aside for SMDC/ARSTRAT employees is Nov. 16. The sessions begin at 9 a.m. and 1 p.m. Buses will only run on Nov. 16 from the Wernher Von Braun Complex and 106 Wynn Drive in Huntsville. The other days of the week the sessions begin at 8 a.m. and 1 p.m. The week is open to all employees. All sessions will be the same. The speakers will address Information Assurance and the personal responsibility of security. A former New York Police Department officer will talk about his experiences training with the Israeli National Bomb Team. Security Awareness Days are planned in Arlington, Va., on Dec. 7, on U.S. Army Kwajalein Atoll, Nov. 7, and in Colorado Springs and the High Energy Laser Systems Test Facility on Nov. 30.



Gunnery Sgt. Roosevelt Dunn, left, and Gunnery Sgt. Michael Lambuth, both with 3rd Marine Expeditionary Force, review a satellite imagery map near Pyongteak Pier, South Korea during EXERCISE ULCHI FOCUS LENS. The imagery was provided by U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command's 2nd Space Company.

Photos by Michael L. Howard



Staff Sgt. Anthony Perreault and Spc. Taurus Jones of 2nd Space Company, 1st Space Battalion review a satellite image as it comes off the plotter. Perreault and Jones were part of an Army Space Support Team that provided space support to III Corps, deployed near Yongjin, South Korea during EXERCISE ULCHI FOCUS LENS.



Capt. Daryl Breitbach, standing, of the 193rd Space Battalion, Colorado Army National Guard assists Air Force Capt. Charles Alanzo, a member of the joint forces deployed to Seoul, South Korea, during EXERCISE ULCHI FOCUS LENS.



SMDC supports Ulchi Focus Lens

OSAN AIR BASE, South Korea — Members of U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command recently returned from South Korea where they played a key role in ULCHI FOCUS LENS, a command post exercise in the Korean Theater of Operations. The exercise focuses on training theater staff components on command and control of multi-service organizations and units.

The 1st Space Brigade supported the exercise by deploying its largest force ever in support of the warfighter. The brigade's deployed forces consisted of three Space Coordination Detachments and seven Army Space Support Teams supporting the Combined Forces Commander, Ground Component Commander, Maritime Component Command and Unconventional Warfare Task Force.

The brigade supported the theater through capitalizing on the mission areas of Space Force Enhancement and Space Control.



1st Space Company (Theater Missile Warning) Petty Officer 2nd Class Amanda Holliday was one of many JTAGS members who provided Theater Missile Warning during EXERCISE ULCHI FOCUS LENS.

Spc. Joseph Sullivan of 2nd Space Company, 1st Space Battalion checks the cables on a satellite dish used to provide support to III Corps, deployed near Yongjin, South Korea during EXERCISE ULCHI FOCUS LENS.

Awards/Promotions

Civilian Promotions

John F. Broussard, Huntsville, Future Warfare Center, Missile Defense Division
Stephen A. Hutson, Huntsville, Technical Interoperability and Matrix Center, Interoperability Technology Directorate
Jeremiah D. Wesley, Huntsville, Resource Management, G-8, Program Support Division

Military Promotions

Spc. David Day, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company
Spc. Christopher Irick, Fort Buckner, Japan, 1st Satellite Control Battalion, E Company
Sgt. Taurus Jones, Colorado Springs, 1st Space Battalion, 2nd Space Company
Staff Sgt. Tamika Lane, Colorado Springs, 1st Space Battalion, 2nd Space Company
Staff Sgt. Glenn Shockley, SMDC Operations Center
Spc. Parker Maddox, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company
Spc. Jason Sachinger, Fort Detrick, Md., 1st Satellite Control Battalion, A Company
Spc. Nicholas Smith, Fort Buckner, Japan, 1st Satellite Control Battalion, E Company
Staff Sgt. Jennifer Swift, Colorado Springs, 1st Satellite Control Battalion, Headquarters and Headquarters Company
Capt. Jonathan Webb, Colorado Springs, 100th Missile Defense Brigade (Ground-based Midcourse Defense)
Spc. Danial Zweifel, Camp Roberts, Calif., 1st Satellite Control Battalion, D Company

On-the-Spot Cash Awards

Karol C. Boutwell, Colorado Springs, Operations and Plans, G-3, Plans and Exercises Division
Jessica J. Hardage, Huntsville, PARC/Office of Contracting and Acquisition Management, Policy and Pricing Branch
Thomas W. Miller, Kwajalein Atoll/Reagan Test Site, Test Support Division
Paul B. Simpson, Huntsville, Tech Center, Systems Directorate
Dianne F. Trimble, Huntsville, PARC/Office of Contracting and Acquisition Management, Branch N

Time-Off Awards

Chad L. Daly, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Studies and Analysis Division
Michael J. Dorsett, Huntsville, Tech Center, Joint Center for Technology Integration
Steven T. Eacret, Huntsville, Tech Center, Test and Evaluation Directorate Matrix
John H. Hennings, Huntsville, Tech Center, Joint Center for Technology Integration
Michael A. Huhlein, Huntsville, Tech Center, Joint Center for Technology Integration
Gregory W. Jones, Huntsville, Tech Center, Joint Center for Technology Integration
Zakiyyah S. Shakoor, Huntsville, Personnel, G-1, Plans, Policy and Training Division

Special Act Awards

Lisa P. Benjamin, Colorado Springs, Operations and Plans, G-3, Integrated Air



Photo by Sgt. 1st Class Dennis Beebe

New eagles on her shoulders

Brig. Gen. Norm Andersson, right, deputy commanding general for operations, 96th Regional Readiness Command, presides over the promotion of Col. Mary Miller, executive officer of the Space and Missile Defense Battle Lab in Colorado Springs, Colo. Miller's son Scott, left, and her husband John, an Army major who was on his mid-tour leave from Afghanistan, pinned her new eagles on her shoulders.

and Missile Defense Division
David V. Mayo, Huntsville, Systems Directorate Matrix
James W. Penley, Huntsville, Office of Chief Counsel
Barbara S. Tooley, Huntsville, Tech Center, Test and Evaluation Directorate
C. Phillip Watson, Huntsville, Tech Center, Space Technology Directorate

Invention Awards

Leon H. Riley, Huntsville, Tech Center, Advanced Technology Directorate

Length of Service

20 Years

Richard Bowen, Huntsville, Tech Center, Information Science and Technology Directorate
John Brannen, Huntsville, Chief Information Office, Communications/Visual Information Division
Barbara Cantrell, Huntsville, Tech Center, Test and Evaluation Directorate
Karen Downs, Huntsville, Tech Center, Directed Energy Directorate
Dennis Fairchild, Huntsville, Tech Center, Directed Energy Directorate
Duane Fulton, Arlington, Operations/Plans, G-3
Rodolfo Gil, Huntsville, Tech Center, Test and Evaluation Directorate
Gary Gunter, Huntsville, Engineering Division, Technology Branch
Gary Mayes, Huntsville, Tech Center, Advanced Technology Directorate
Susan Scifert, Huntsville, Tech Center, Office of Associate Director, Missile Defense
Ellen Smith, Arlington, Personnel, G-1, Civilian Personnel Division
Caliethsa Vann, Huntsville, Future Warfare Center, Operations Division
Pamela Willis, Huntsville, PARC/Office of Contracting and Acquisition Management, Command Support Service Branch

25 Years

Jack Boswell, Huntsville, Engineering Division, E, P C and R Branch
Carolyn Caudle, Huntsville, Office of the Deputy to the Commander for Research,

Development and Acquisition
Jerry Esquibel, Huntsville, Tech Center, Test and Evaluation Directorate
Thomas Fisher, Arlington, Directorate of Combat Development, TAMD Division
Gary Indihar, Huntsville, Tech Center, Systems Directorate Matrix
Louis Kubik, Huntsville, Intelligence, G-2, Intel Branch
Osborne Milton, Huntsville, Tech Center, Systems Directorate
Pamela Mitchell, Arlington, Protocol Office
Joseph O'Malley, Colorado Springs, Logistics, G-4, Readiness/ILS Branch
Rodney Robertson, Huntsville, Tech Center, Associate Director, Technology
Diane Schumacher, Arlington, Public Affairs Office
Wilson Small, McDill Air Force Base, Fla., Information Management, G-6, Regional SATCOM Support Center CONUS
Jacqueline Steele, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Computer Resources Division
Patricia Vittitow, Huntsville, Tech Center, Systems Directorate
James Walker, Huntsville, Historical Office

30 Years

Ernest Anderson, Huntsville, Tech Center, Systems Directorate Matrix
Kenneth Jordan, Huntsville, Tech Center, Information Science and Technology Directorate
James Landgraff, Kwajalein Atoll/Reagan Test Site, Directorate of Public Works
Daniel McCauley, Huntsville, Engineering Division
Philip Patterson, Huntsville, Future Warfare Center, Operations Center
Fredrico Segura, Colorado Springs, Personnel, G-1, Military Personnel Division

35 Years

Karl Fastenrath, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate
Duane Stott, Huntsville, Tech Center, Kinetic Energy Interceptor Directorate

40 Years

Michael Dorsett, Huntsville, Tech Center, Joint Center for Technology Integration

President sends BRAC Commission report to Congress

By Gerry J. Gilmore
American Forces Press Service

WASHINGTON, D.C. — President George W. Bush concurred with and sent the 2005 Base Realignment and Closure Commission's report to Congress Sept. 15 for legislative review, White House officials announced.

Congress now has 45 legislative days to accept or reject the report in its entirety. Congress cannot make changes to the final report.

The commission delivered its final report to the president on Sept. 8.

The report lists the commission's recommendations for revamping the U.S. military's infrastructure and force structure.

The president chose to approve the commission's report. He could have rejected it or returned it to the commission for revisions.

Defense Secretary Donald H. Rumsfeld cited the 2005 BRAC process as an opportunity "to reset our force." DOD took two and a half years to study and compile its recommendations for the 2005 BRAC. The department's BRAC report was released May 13.

The BRAC commission

approved 86 percent of DOD's original recommendations — 119 with no change and another 45 with amendments. However, the commission rejected 13 recommendations, significantly modified another 13, and made five additional closure or realignment recommendations on its own initiative.

The BRAC panel withdrew its recommendation to realign Connecticut's 103rd Fighter Wing. That recommendation, one of the commission's many deviations from the original DOD plan regarding realignment of the Air National Guard, met with legal opposition in the U.S.

District Court for Connecticut.

Anthony Principi, the panel's chairman, said he's proud of the commission's work and recommendations.

"We reached our decisions through an open, fair and non-partisan process," he said. "While we listened carefully to the input from local communities, military value was our top priority."

DOD's BRAC recommendations would reduce excess military infrastructure between 5 and 11 percent and save \$48.8 billion over 20 years, Rumsfeld said.

Mustard Seed Ministries — a calling, a way of life, a dream, a reality for one SMDC general engineer

By Becky Proaps
SMDC Public Affairs

Little did Russ Medley know that when he got on that plane in 1996, his life and plans for his future would change forever. Medley was going to Norway, as a team leader for a Southern Baptist mission trip, when he met a preacher from Montgomery going on the same trip. Through conversation Medley learned about trips the preacher had been taking to Africa.

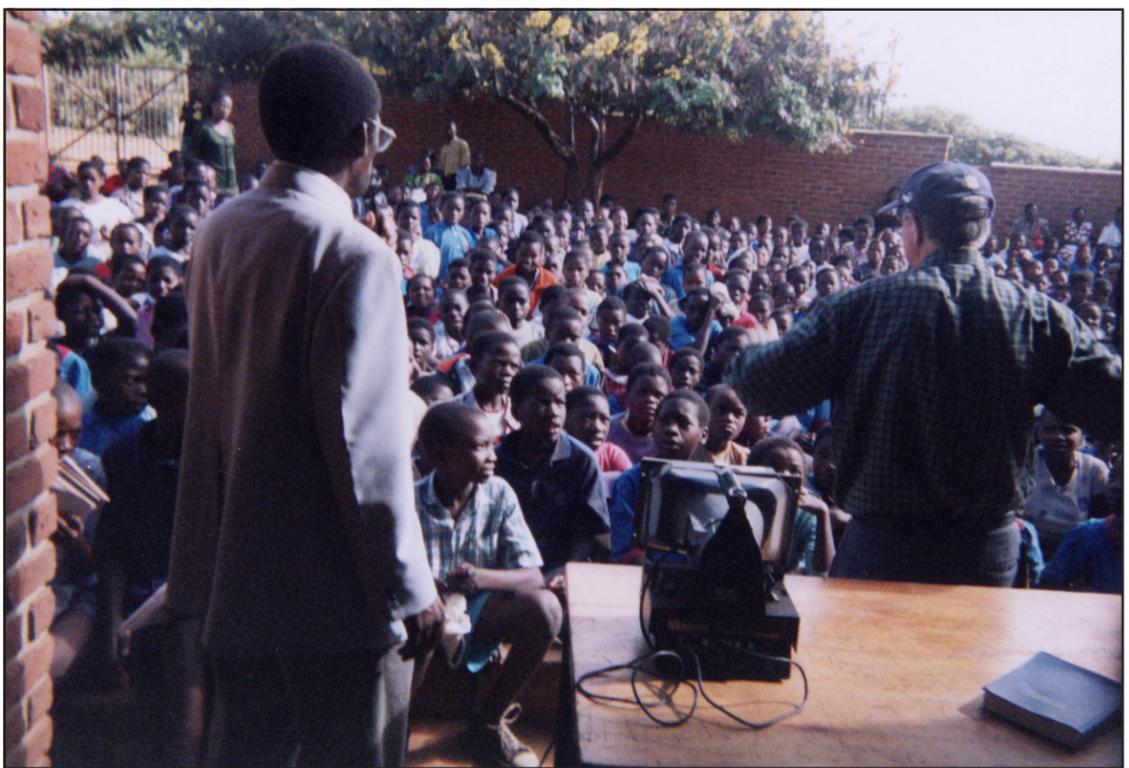
"He told me he had been going to Africa and saw 25,000 students trust Christ as their Savior the last time he was there," Medley said. "He wanted to know if I would like to go with him sometime, and of course I'm thinking 'just try to stop me'."

For four years Medley traveled to Africa with the preacher. Having done this and being trained for this sort of work, he decided to form his own organization. Thus Mustard Seed Ministries was legally formed in May 2000.

"At first I was conducting evangelistic middle school assemblies here in Huntsville," Medley said. "Then I called an old friend, who was from Africa, and asked him if he would like to be my continental coordinator for African evangelism. He said yes and in April 2001, I made my first trip to Africa as the president of Mustard Seed Ministries."

Medley employs 13 African preachers,

Mustard Seed Ministries is a non-profit organization and contributions are tax-deductible. It is CFC #1367.



Courtesy Photo

Russ Medley speaks to 7,000 students in Lilongwe, Malawi during his visit to Africa in June. Medley is the head of Mustard Seed Ministries, a non-profit organization that is eligible for Combined Federal Campaign contributions.

who have been given permission from the Departments of Education to go into the schools in Zambia and Malawi during normal school hours and present weekly Bible studies to the students. Mustard Seed Ministries spoke to more than 770,000 students last year on a \$17,000 budget.

"I have been making trips annually, since 2001; with the last trip being this past June," Medley said. "I had the privilege of speaking to 7,000 students in one service in Lilongwe, Malawi. I also call Africa once a week to get reports and discuss the ministry."

Medley says he sees a lot of poverty there, and the water is contaminated. AIDS is rampant in Zambia and Malawi.

Mustard Seed Ministries has been accepted by the Combined Federal Campaign and its organization number 1367 in the CFC brochure. Medley publishes a monthly newsletter that contains a short Bible study and ministry news. Anyone interested in receiving the newsletter can call Medley or send him an e-mail at ljrrmed@wmconnect.com.

Medley is a general engineer with the Advanced Technology Division of the Technical Center, U.S. Army Space and Missile Defense Command. He manages 14 small business contracts to develop technologies for weapons systems. He loves engineering and his job, however, he hopes to retire soon and run Mustard Seed Ministries full time.

Civilian News

Various Web sites available to help support troops

Operation Hero Miles, established by the Fisher House Foundation, offers Americans the opportunity to donate their unused airline sky miles to wounded troops and their families for visits to medical facilities and trips home. For more information or to donate sky miles go to www.fisherhouse.org. Also, find many other ways to support the troops at www.army.mil/howyoucanhelp.

Open seasons for health insurance and flexible spending accounts coming

The Federal Employees Health Benefits (FEHB) and the Flexible Spending Accounts (FSA) open seasons are once again coming this fall. This year's open seasons will begin Nov. 14, and end Dec. 12. Although it is too early to make an election, it is never too early to begin thinking about your health insurance and pre-tax benefits for the upcoming year.

Leave refunds for federal employees

In the past, federal employees were improperly required to use military leave when drilling in the Guard or Reserve, even when they would not have been required to work in their civilian jobs. A U.S. Court of Appeals ruling in 2003 and a more recent 2005 ruling have resulted in the option for federal employees to apply for reimbursement for lost leave as far back as 1994. Now, federal employees who serve as a member of the Reserve or National Guard are entitled to 15 days (120 hours) of annual paid leave for training. During the period of military leave the employee is entitled to both his or her full civilian salary and military pay. This means that each October, when leave is added to a military member, the employee may use the accrued annual or military leave as they see fit. Claims must be filed within six years after the date of the claim. A claim to recover lost leave must be in writing, include signature and address, and have evidence establishing the claim. Federal employees (current, retired and former) who: (1) were charged military leave while they were appropriated fund employees, and (2) believe they have valid leave claims may file a claim with the federal agency or the Department of Defense component that charged them leave. The claim must include the following: (i) a copy of his or her employing agency orders; and (ii) documentation substantiating that he or she engaged in one or more periods of military duty, including non-workdays, during the applicable claims period. If the employer was a Military Department or DOD component, the employee may elect to file a claim with DFAS. The court has authorized those affected to request a credit of annual leave as a replacement for military leave charged on non-work days prior to Dec. 21, 2000. And, they can go back six years from that date as per an unrelated ruling in 2005 that allows for payment back to 1994. Current federal employees whose claim is approved will be credited with annual leave and will have it placed into a restored leave account. The employee will be required to use the restored leave by the end of the leave year in progress and within two years after the date of restoration. Former and retired federal employees will receive a lump-sum payment for any annual leave re-credited as a result of their claim. The payment will be paid at the rate of pay the employee was earning at the time of his or her retirement or separation.

Combined Federal Campaign beginning soon

The 2005 Combined Federal Campaign will begin Oct. 3 in Huntsville and Oct. 12 in Arlington. This annual fall fund-raising drive allows federal employees and service members to contribute to thousands of local and national nonprofit organizations.

2006 per diem rates announced

The General Services Administration announced changes to the 2006 per diem rates in the Sept. 1 issue of the Federal Register. 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. The new rates apply for travel performed on or after Oct. 1, through Sept. 30, 2006. For the rates of specific locations, go to the GSA Web site at www.gsa.gov.

Military News

Retirees, annuitants affected by Hurricane Katrina should update pay information

Military retirees or annuitants who have relocated or changed their banking information after Hurricane Katrina must contact the Defense Finance and Accounting Service as soon as possible, DFAS officials said. Officials recommended any of three ways to report the changes: Call (800) 321-1080 Monday through Friday between 7 a.m. and 7:30 p.m. Eastern time. Have current address, banking data and beneficiary information available when calling. Use the myPay Web site, <https://mypay.dfas.mil>, to update mailing and banking information. Customers can change their financial institution and designate direct deposit as the method of delivery. To establish a myPay account, log on to myPay and select "New PIN." For answers to questions about myPay, call (800) 390-2348. Fax your updated information to (800) 469-6559, making sure mailing and banking data are complete and that "Hurricane Katrina" is written at the top of the page. Include a contact phone number if possible.

Army creates mentorship Web sites

The new Army Mentorship Community and Army Mentorship Resource Center Web sites are now operational and available to those with Army Knowledge Online access. As part of the new mentorship philosophy, "Leaving a Legacy Through Mentorship," the sites are designed to help bring mentors and mentees together. All active component Soldiers, reserve component Soldiers, Department of Army civilians, spouses, retirees, veterans and contractors, who are authorized AKO access, are encouraged to participate in the program. Within the Army Mentorship Community, there are multiple tailored mentorship forums. Each forum offers the opportunity for open dialogue between voluntary mentors and those seeking advice, guidance and mentorship. In these forums, open discussions are highly encouraged in order to help others develop and grow personally and professionally. The Army Mentorship Resource Center offers valuable information for both mentors and mentees including related articles, a mentorship handbook, a sample Individual Development Action Plan and a searchable mentorship profile server for mentors. You can visit the Army Mentorship Resource Center at mentorship.army.mil; from this site you can also log on to the AKO Army Mentorship Community.

Army launches spouse employment Web site

The Army has announced a new spouse employment Web site containing more than 26,000 job vacancies. The address for the new site is www.militaryspousejobsearch.org. It is designed to provide spouses employment opportunities while fulfilling corporate America's demand for skilled workers. Military Spouse Job Search is a database where spouses can build their resumes and research valuable information. Spouses can also access career tools, labor market information, career assessment, training and education opportunities as well as information on colleges and technical schools. The site also has a financial aid center for spouses considering going back to school and a relocation center for families considering a permanent move or temporary change of location.

New Sexual Assault Victims Assistance Policy

Military members who are victims of sexual assault now have the option of making a confidential report and receiving medical assistance without involving the military investigative process. A new Department of Defense policy establishes sexual assault response coordinators or SARCs at all military installations. SARCs assist people who want to report sexual assault, without involving law enforcement, and need assistance in accessing military and civilian community support. This reporting option allows military members who become victims of sexual assault to make a confidential report to a SARC and provides an avenue to receive medical care and counseling, along with access to a victim advocate, without initiating the investigative process or involving notification of the commander. Only sexual assaults that occur during military status will be eligible for restricted reporting. Sexual assaults occurring while Reserve and Guard members are in civilian status will be referred to a local agency for medical care and may be reported to the local authorities. However, a report of a civilian sexual assault does not require a report to a commander. For information about the new DOD sexual assault reporting policy, contact your base SARC or Maj. Denise Thompson at DSN 497-0391. Her e-mail address is denise.thompson@afrc.af.mil.

Charlie Company conducts force protection exercise

By Sgt. Enrique Lopez
Unit Reporter

LANDSTUHL, Germany — During this year's force protection exercise, Charlie Company, 1st Satellite Control Battalion Soldiers were tested and validated in their ability to perform guard force activities. Soldiers were alerted only minutes prior to the start of the exercise, as would most likely be the case in an actual situation. The exercise NCOIC, Sgt. 1st Class Jerry Mobry, briefed the Soldiers on the rules of



Photo by Sgt. Enrique Lopez

Spc. Shane Hillstead, right, Spc. Ramon Benitez, Spc. John Bittner and Sgt. John Priebe prepare to enter a building where their platoon sergeant, Sgt. 1st Class Kevin Newman is being held hostage by opposing forces during a force protection exercise.

engagement upon their arrival to the site and sent them out to man and guard the *Kirschberg Kaserne* perimeter.

Shortly after the teams set up, the scenarios began to unfold before them. The teams had to react to improvised explosive devices, suspicious contractors, hostage situations, news media and sniper fire as well as perform vehicle searches, building clearances and personnel searches.

As each scenario crossed over into another, the Soldiers found it taxing to deal with seemingly multiple situations with very limited personnel and resources. The exercise tested the ability of the teams to deal with stress and helped build teamwork.

Helping to add to the realism of the training, Soldiers from the 236th Medical Company acted as the opposition force for the training. The train-up for the exercise included a crawl phase of



Photo by Sgt. Enrique Lopez

Spc. Shane Hillstead searches Spc. John Bittner during Charlie Company, 1st Satellite Control Battalion's force protection exercise.

individual squads training their Soldiers, a walk phase where the company's antiterrorism and force protection level 2 certified Soldiers gave classroom instruction, and finally the run phase where Soldiers tested and evaluated. The training was intended to give Charlie Company Soldiers a new confidence in their ability to perform force protection tasks and will continue to evolve to meet new threats and challenges of the future.

100 percent certified

Alpha Company, 1st Satellite Control Battalion learns CPR

By Alpha Company
1st Satellite Control Battalion

“Quick! Someone call 9-1-1!” The moment you hear this, you look two rows over in the parking lot and see a small crowd gather around someone who appears to be unconscious. Your adrenaline kicks in. The only one who appears to be taking action is the person who just darted into the store to use the phone. As the mass of spectators grows and watches helplessly, you know you must take control of the situation until help arrives.

“Check-Call-Care” you remind yourself. Once you assess the scene and the casualty, you move the crowd back and begin to provide the necessary care until trained medical responders arrive on the scene to take over. As the ambulance and other rescue vehicles clear the parking lot, the show is over and the crowd dissipates.

The life-saving steps you just performed in those few critical moments made a difference in a young woman's life. The young woman you helped was fortunate because you were trained in Cardio-pulmonary Resuscitation, better known as CPR.

This type of scenario could happen anywhere, to anyone at any moment. According to the American Heart Association, there are 1.2 million people per year who suffer from coronary

attacks. This statistic illustrates the strong likelihood that you may have to be a responder in such an emergency. This, however, does not include the number of respiratory or accident and injury victims that you may possibly encounter as well.

During the week of June 7, eight more Alpha Company, 1st Satellite Control Battalion Soldiers received CPR training maintaining the company's standard of having its Soldiers 100 percent CPR-qualified.

The 8-hour course was taught with mostly hands-on training from Staff Sgt. David Barrentine and Sgt. 1st Class Jesse Walz, both members of the company and both Red Cross certified instructors.

The importance of CPR training was emphasized to all Alpha Company Soldiers as they attended the American Red Cross classes in adult CPR.

The purpose for training all assigned personnel is to provide the skills necessary to handle a variety of emergencies in the workplace.

Some of the areas covered included care for conscious and unconscious choking, rescue breathing, adult CPR and use of the automated external defibrillator, a device used for victims of sudden cardiac arrest.

“I sincerely feel that I can save a life or at least help someone in a desperate situation,” said Sgt. Marlana Lewis, a recent trainee. That

confidence in the ability to aid someone in need is important.

“I feel better prepared to handle certain situations where CPR might be required,” said Spc. Robert Girard, when asked how critical CPR/AED training is.

No one is more keenly aware of what impacts a unit's mission than the unit commander. How much can proper training mitigate the impact of a sudden medical emergency on site?

“Because we work around high powered equipment, it is definitely important to the safety of our Soldiers,” said Capt. Joseph Schaefer, the Alpha Company commander. “We strive to keep everyone in

the company 100 percent CPR-certified. Thus far, I do not know of an incident where the skills have been needed, but it is comforting to know that if the need arises, the Soldiers have received the training required to take action in a life or death situation.”

Regardless of whether an injury or attack occurs in the workplace, the community or even the home, it is always best to be prepared with the proper life-saving steps to respond to an emergency situation.

Sgt. Eric Spitz summarized the course as being “extremely valuable and overall excellent training. I just hope I never have to use it.”



Courtesy Photo

Staff Sgt. David Barrentine, right, shows Sgt. Marlana Lewis how to use the automated external defibrillator during Alpha Company, 1st Satellite Control Battalion's cardiopulmonary resuscitation/AED training.

Space Forces in Germany battle urban terrain

By Staff Sgt. Franklin Barrett
Unit Reporter

“Our unit has been alerted; you need to report in less than two hours for mobilization and deployment.” These were the words heard at 4 a.m. by the Soldiers and noncommissioned officers of Charlie Company, 1st Satellite Control Battalion. Months of preparation and training quickly became reality as the unit prepared for its first-ever field training exercise.

Company Commander Capt. Christopher Conway, along with other senior leadership and support personnel, spent months assembling a plan of action for reacting to an increase in [imaginary] Krasnovian Forces in the town of Lahnstein, the Military Operations in Urban Terrain (MOUT) training site situated in a hilly training area of Baumholder, Germany. 1st Sgt. Ralph Martin, operations officer 1st Lt. Marcus White and platoon sergeants Sgt. 1st Class



Courtesy Photo

Sgt. Donald Amos risks life and limb to recover the black box from a downed Apache helicopter during Charlie Company, 1st Satellite Control Battalion's field training exercise.

Jerry Mobry and Sgt. 1st Class Kevin Newman, brainstormed with the commander to develop situational strategies for combating the mock terrorist threat. With the aid of support platoon Soldiers and NCOs, the command group developed scenarios for the three operations platoon squads to deploy, engage and destroy whatever opposing forces they might encounter during the exercise.

In the months leading up to “notification hour” (N-hour), squad leaders Staff Sgt. Franklin Barrett (1st Squad), Staff Sgt. Francis Schaf (2nd Squad), and Staff Sgt. Trinity Peterson (3rd Squad), focused their Sergeant's Time Training on preparing their squads for the warrior tasks and drills that they would employ during the exercise. Training on drills like react to or break contact, as well as avoiding or reacting to an ambush, enabled these combat service support Soldiers to conduct business similar to squads performing raids and pulling security services in places like Baghdad, Iraq and Kabul, Afghanistan.

Throughout the exercise the Tactical Operations Center, which was set up in a secluded field and codenamed Area Pigeon, was headed by White. He briefed each squad leader as missions came down from higher command. Every scenario was unique in reacting to the Krasnovian threat. Some scenarios pitted two squads against an inferior OPFOR with superior

positioning. Some scenarios pitted a superior OPFOR against inferior blue forces with and without support from the other squads.

The senior leadership of the unit acted as observer controllers for each of the scenarios. These OCs were necessary to ensure the proper and fair application of Military Integrated Laser Engagement System (MILES) gear. Every Soldier wore a halo-like receiver around their Kevlar helmet, a harness-like receiver over their shoulders and a transmitter on the barrels of their rifles. When the M16A2 rifle was fired, the transmitter triggered a laser beam pulse, which initiated a loud tone on the receiver for a successful hit. The supply and support effort for the exercise was almost an exercise in and of itself. Staff Sgt. Darren Haynes and his fellow support platoon Soldiers, including unit supply NCO, Sgt. David Etheredge; personnel clerk, Spc. Nicholas Pease; PLL Specialist, Spc. Juan Dejesus; and training NCO, Sgt. Enrique Lopez were instrumental in gathering the necessary materials.

During the final after action review, Conway lauded each and every Soldier and NCO. He further commented that the performance of each of the squads reflected the quality of training. “I can now validate each of the squads as combat effective,” the commander stated when discussing the Army's “Soldiers first” concept.



Courtesy Photo

Spc. Patrick Mann patiently waits for members of the blue force to enter his sights while playing as a member of the opposition force, during Charlie Company, 1st Satellite Control Battalion's field training exercise.

Delta Soldiers undergo mask confidence training

CAMP ROBERTS, Calif. — Following a week of temperatures averaging 107 F, it could have been the worst way to end the week. Delta Company, 1st Satellite Control Battalion, Soldiers conducted their annual nuclear, biological and chemical mask confidence training requirement.

Delta Company started cooking the CS capsules at 7 a.m. By 7:30 a.m., when

Capt. Conway Lin, Delta Company commander, donned a protective mask and decided to evaluate the potency of the gas-filled chamber, the judgment was overwhelming — fit for consumption as indicated by his hasty evacuation from the chamber.

After a good laugh at Lin's expense, the Delta Soldiers proceeded with the training. Each squad assumed Mission Oriented Protective Posture Level 4, and entered the chamber through the door appropriately marked “1st SGT's Office.” While inside, they performed a number of physical movements to ensure proper seal of the protective mask. They even practiced drinking from a canteen while wearing their protective masks.



Photo by 1st Lt. Ryan Renkin

Staff Sgt. Brandon Rennirt, receives instructions from Delta Company nuclear, biological and chemical chamber trainer, Spc. Sheldon Fogarty.



Photo by 1st Lt. Ryan Renkin

Sgt. Matthew Blumer exits the nuclear, biological and chemical chamber in a frenzy after being exposed to CS gas.

The trainer inside the chamber then gave Soldiers the opportunity to unmask. Despite having seen their commander looking less than composed, most of the Soldiers still chose to brave the storm and a few felt the experience was not so bad — but only a small few.

Heidelberg Triathlon pushes two Charlie Company, 1st Satellite Control Battalion Soldiers to their limits

By Spc. Quentin Kendall
Unit Reporter

For some, the joy of receiving a 300 score on their Army physical fitness test is more than enough to carry them through until their next test. The need to do something even more physically strenuous is not a must for many, but two Charlie Company, 1st Satellite Control Battalion Soldiers, Sgt. Dawn Westrum and Spc. Patrick Mann, felt the need to go outside the military experience and be challenged to the utmost.

For three months Westrum and Mann trained by swimming twice a week, biking up hills and across the German countryside, and running many, many miles preparing for the Heidelberg Man Triathlon.

The training proved to be worthwhile when Aug. 7 rolled around and the two Soldiers found themselves at the start line for the triathlon with their company 1st Sgt. Martin Chaffee, who was there to cheer them on.

Beginning in the chilly Rhine River, the triathlon competitors swam 1,600 meters (one mile) in a course so packed with racers that spectators could only see colorful caps glide across the water. After

crawling onto dry land, the racers next had to bike 40 kilometers (25 miles) in a loop around a mountain. The bike route had endless kilometers uphill, but the course eventually zoomed back downhill at breakneck speeds.

"The bike portion was the most interesting," said Westrum, who finished with a time of 03:31:29. "This was one of the hardest races I have ever done. During two parts of the course you reached speeds close to 50 mph on a bike. I was glad I didn't crash."

Finally, after dismounting their mechanical beasts of burden, the triathletes coaxed their muscles to carry them through the 10 kilometer (6.2 mile) run. The torrential downpour that overtook the runners halfway through helped to cool down the exhausted racers. At the finish line the triathletes were able to enjoy refreshments while being congratulated by supportive families and friends.

"This was my first real triathlon and it was a lot harder than I expected," said Mann, who finished with a time of 2:51:52. "During the biking and the running portion there were huge hills, but it was a great event to push you to the limits. I can't wait until next time."

Mann and Westrum are two thirds of Charlie Company's Army 10-Miler team.



Courtesy Photo

Spc. Patrick Mann allows the rain to cool him off during the 10 kilometer run, the third stage of the Heidelberg Triathlon.

Army softball team shoots down Air Force league competition

By Sgt. 1st Class Dennis Beebe
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — The team from U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command recently won the Peterson Air Force Base Softball Championship. The SMDC team played in the base recreation league and with a 14-1 record took first place. After catching their breath from the excitement of the league win, the team then battled their

way through the end of season tournament to win the base title.

"I have been on this team since 2000, but this has been the best team yet," Sgt. James Smith said. "It seems we had more talent to draw from than the other teams. We were more cohesive, and we played together with a greater team effort."

With 23 players, this was by far the largest team SMDC fielded for the base softball league.

"I had a hard time getting all my guys onto the field," said Sgt. 1st Class Chris Breeden, coach of the team. "I wanted to have the best players on the field at all times, but I found every position was deep with great talent. That is not to say the competitive

juices did not flow, but that just made us better; knowing someone was ready to step into your position made you play harder and step up

your effort. I have never played or coached a team that came together better than this one," Breeden said.

During the preseason scrimmages, SMDC won their first two games with blowouts of 40-0 and 30-0. Many started to wonder as the team continued to win, whether they might have been underrated with all the talent they had to draw from. Although the team finished with a near perfect record, several games were close calls with the SMDC team having to battle against opponents determined to take them down.

"We had to come from behind during several playoff games, but we pulled it off, and we continued to advance," Staff Sgt. Jay Richbow said. "During the last game we jumped out ahead of the other team early. They had a nice run in the fourth and fifth innings, but we were able to shut them down and go on to win the championship."

As the players continued to grow as a team throughout the season, their cheering section grew as well.

"The whole team worked very well together with lots of support from the command. We had a wide variety of folks come out with the regular supporters to really cheer us on," said Col. Craig Whitehill, SMDC/ARSTRAT chief of operations.

"This Army team seemed to be unbeatable," said Staff Sgt. Harry Ross, a member of the 2nd Space Company (Theater Missile Warning) who came to cheer on the team.

"I made it to every game and

saw some impressive plays.

Once they came back from being down 13 points to win. It took incredible teamwork with very good communication and support from each other," Ross said.

"I have never played or coached a team that came together better than this one. After being dry for eight years, we finally came out on top and made our mark on the league," Breeden said.

Although the entire team was not present at every game because of duty and family conflicts, each player contributed along the way.

The full lineup included Staff Sgt. Samuel Anderson (1st Space Company, TMW); Sgt. 1st Class Chris Breeden (1st Space Brigade); Sgt. Matthew Brown (1st Space Company, TMW); Steve Brozo (G-6); Chief Warrant Officer 4 Bruce Dejong (G-2); Sgt. Brian Ginetti (1st Space Company, TMW); Sharon Hartman (Public Affairs); Sgt. 1st Class Buddy Hartlaub (G-6); Staff Sgt. Gaylon Hensley; Lt. Col. Kevin Janes (G-3); Capt. Paul Kuettner (G-2); Garry Mallett (G-6); Maj. Michael Perry (1st Satellite Control Battalion); Dan Porreco (G-6); Sgt. Jerry Richbow (1st Space Company, TMW); Denny Skiles (G-3); Doug Smith (G-2); Sgt. James Smith (1st Space Battalion); Chief Warrant Officer 2 Jeffrey Sprague (1st Space Company, TMW); Staff Sgt. James Wayman (1st Space Company); Col. Craig Whitehill (Chief of Operations); Jeffrey Williams (G-3); and Spc. Brian Yoder (1st Space Company, TMW).



Photo by Sgt. 1st Class Dennis Beebe

Members of the SMDC/ARSTRAT championship softball team celebrate after winning the Peterson Air Force Base softball championship. Players include, back row, left to right, Gary Mallet, G-6; Sgt. 1st Class Gaylon Hensley, JTAGS; Lt. Col. Kevin Janes, National Guard Senior Advisor; Steve Brozo, G-6; Denny Skiles, G-3; Sgt. Matthew Brown, JTAGS; Doug Smith, G-2; Staff Sgt. Samuel Anderson, JTAGS; Col. Craig Whitehill, chief of operations; and Staff Sgt. Bryan Ginetti, JTAGS. Kneeling, left to right, is Sgt. 1st Class Burnell 'Buddy' Hartlaub, G-3 PLEX; Sgt. James Smith, Headquarters and Headquarters Company, 1st Space Battalion; Sgt. 1st Class Chris Breeden, S-3, 1st Space Brigade; and Staff Sgt. Jay Richbow, JTAGS. Rich Provinzano, USAR/Boeing Contractor, is on the bottom of the pile.