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The Eagle

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command

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JFCC-IMD Operations Center opens

By Debra Christman
MDA JNIC Public Affairs

SCHRIEVER AIR FORCE BASE, Colo. — A ribbon cutting for the opening of the Joint Functional Component Command for Integrated Missile Defense Operations Center was conducted at the Joint National Integration Center on Feb. 22. The commander of the JFCC-IMD, Lt. Gen. Larry J. Dodgen, hosted the event and Gen. James Cartwright, commander, U.S. Strategic Command, was the special guest speaker for the commemoration.

Photo by Carol Floyd

Army Lt. Gen Larry J. Dodgen and Marine Gen. James E. Cartwright cut the ribbon officially opening the new Operations Center for the Joint Functional Component Command for Integrated Missile Defense on Feb. 22, at Schriever Air Force Base, Colo. Dodgen, commander, JFCC-IMD, hosted the ribbon-cutting ceremony attended by Cartwright, commander of U.S. Strategic Command.

Dodgen introduced Cartwright by highlighting the USSTRATCOM commander's vision in dealing with the complexities of modern global defense capabilities and requirements. Cartwright ordered the standup of four JFCCs designed to allow USSTRATCOM to focus on strategic level integration and advocacy of their unified command plan assigned missions. In addition to JFCC-IMD, Cartwright authorized the stand-up of JFCCs for Intelligence, Surveillance and Reconnaissance (JFCC-ISR); Network Warfare (JFCC-NW); Space and Global Strike (JFCC-SGS); and the Strategic Center for Combating Weapons of Mass Destruction (SCC-WMD).

The JFCC-IMD is responsible for meeting USSTRATCOM's Unified Command Plan responsibilities for planning, integrating, and coordinating global missile defense operations and support. JFCC-IMD conducts the day-to-day operations of assigned forces and coordinates activities with associated combatant commands, other USSTRATCOM Joint Functional Components and the efforts of the Missile Defense Agency.

Additionally, the JFCC-IMD is required to interface with the Missile Defense Agency as an advocate between the missile defense developer and the warfighter. As a result, the decision was made to collocate the new organization with MDA's JNIC. This affords the two organizations to realize synergies, which allow rapid deployment of research, development, technical and engineering assets from test bed to warfighter as well as rapid

See ***JFCC-IMD*** on page 11

Celebrating cultural diversity

Ruth Steele, executive director of the Dr. Martin Luther King Jr. Cultural Center in Pueblo, Colo., displays a photograph of herself and the late Coretta Scott King during the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, Black History Month celebration on Feb. 27 at Peterson Air Force Base, Colo. Steele spoke of the contributions King made in the civil rights movement during and after her husband's death. Rosemary Harris, president of the Colorado Springs Branch of the NAACP (National Association for the Advancement of Colored People) also spoke at the event and impressed upon the importance of cultural diversity. The event culminated in a tasting of ethnic foods to include catfish, ribs, collard greens and more.

Photo by Sharon Hartman

The Command Corner

Lt. Gen. Larry J. Dodgen
Commanding General

CSM David L. Lady
Command Sergeant Major

The Army and our Nation's ongoing engagement in the War on Terrorism has provided extraordinary challenges as well as great opportunities for transforming our military forces to meet 21st century security threats. Two recently published documents — the 2006 Quadrennial Defense Review (QDR) Report and the 2006 Army Posture Statement (APS) — provide strategic direction and emphasis for the transformation of our Nation's military forces. The essence of this transformation is addressed in the 2006 QDR Report by Secretary of Defense Donald Rumsfeld, "We will need to be prepared and arranged to successfully defend our Nation and its interests around the globe for years to come."

The QDR, released in early February, looks to the future by setting strategic priorities, identifying areas for needed investment, and outlining the mix of forces and capabilities to fulfill the goals and objectives stated in the 2005 National Security Strategy. The Report shows the importance of enhancing military options in four areas: defeating terrorist networks, defending the homeland in depth, preventing the acquisition or use of weapons of mass destruction, and shaping the choices of countries at strategic crossroads. This QDR Report is part of a larger process and will be followed-up with a series of actions and documents to implement its strategic concepts.

A second key document, the 2006 APS, was presented to Congress in mid-February. The APS helps tell the "Army story" to Congress. In setting the tone for the 2006 APS, Secretary of the Army Dr. Francis J. Harvey recently noted, "It is important to remember that Army transformation is not an end state; it is a continuous journey in which the operational Army and the institutional Army adapt to an ever-changing operational environment."

The APS also focuses on the resource requirements for the Fiscal Year 2007 budget by addressing three areas: where we have been, where we are going, and how we are getting there. The main message of the 2006 APS is how the Army is executing four overarching, interrelated strategies to accomplish its mission. The four strategies identified in the 2006 APS are:

- Provide relevant and ready landpower for the 21st century security environment
- Train and equip Soldiers to serve as warriors and grow adaptive leaders
- Sustain an all-volunteer force composed of highly competent Soldiers that are provided an equally high quality of life
- Provide infrastructure and support to enable the force to fulfill its strategic roles and missions

The 2006 QDR Report and 2006 APS both emphasize the importance of building on past successes and "accelerating the momentum" in 2006 and 2007. To support this requirement, significant efforts are underway in the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command to implement necessary organizational and base realignments and business transformations. These initiatives are essential for enabling us to achieve needed efficiencies while enhancing our operational capabilities during this unique window of opportunity.

For example, in support of the Base Realignment and Closure Commission Report, we are moving ahead in developing a plan for implementation of directed and discretionary moves to enhance our operational capabilities and organizational efficiency. In the coming months, the current broad concepts of our plan will gain further specificity. As we implement our plan,

See ***Transformation*** on page 3

Gen. Schoomaker, Army chief of staff, and Sgt. Maj. of the Army Preston have recently directed that leader contributions to unit safety programs must be evaluated as part of their officer or noncommissioned officer evaluation reports (OER, NCOER). This direction is contained in MILPER Message 06-035 and will be reflected in changes to both the regulations governing the Officer and NCO Evaluation Reporting Systems (AR 623-105, AR 623-205).

Effective immediately, every OER or NCOER will include safety program comments in the rating. The remarks will be made by all raters but may also be made by intermediate and senior raters.

As a result of this requirement, all rated officers, noncommissioned officers and rating officials must incorporate safety and accountability into their evaluation support forms, developmental support forms, and NCOER counseling checklist/records for consideration by rating officials as they make annual or other final assessments.

In addition to these new requirements, the message includes metrics by which units can determine the value of their safety programs. The goal is to have commanders and leaders at every level " ... infuse and assess composite risk management into every facet of unit operations and training."

Our chief of staff does not want to encourage zero-defect command environments. Instead, his goal is to set the conditions by which all leaders will take charge of their unit or formations safety programs and "own the edge." Leaders are strongly encouraged to create or tailor metric specific to their individual missions and requirements and also to show linkage and continuity across every echelon from Army to squad.

Some examples of rating metrics and comments which are included in the Army message:

- Effectively incorporated composite risk management in all mission planning and execution to include; QTBS and quarterly safety council meetings.
- Achieved 100% compliance of ASMIS-2 POV use by unit personnel.
- Achieved 100% reporting of all accidents IAW army regulations using the accident reporting automated system (ARAS).
- Within 90-days of assuming command or responsibility, executed all safety awareness/risk management programs to include; ARAP, ADSO and CRM training.
- XX% of my soldiers are enrolled in combat readiness university on-line programs.
- XX% of my soldiers participated in army safe drivers training programs to include; ASDT, motorcycle mentorship, and the accident avoidance course.
- XX% of my aviation crews completed aircrew coordination training-enhanced (ACT-E).
- Developed unit specific safety and accident aviodance training classes using CRC developed products presented in the form of OPD or NCOPD training sessions.
- Received, reviewed and distributed both "got risk" posters and preliminary loss reports across my formation(s) to preclude similar events from occurring within my formations.
- conducted thorough after action reviews (AAR) in order to capture best practices and TTPS that were then shared across the formations to improve communications, refine/standardize SOPS to further mitigate risk.

See ***Unit safety*** on page 3

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A salute to women veterans of the United States

The theme for this year's Women's History Month, "Women: Builders of Communities & Dreams," honors the spirit of possibility and hope set in motion by generations of women in their creation of communities and their encouragement of dreams. Women served valiantly and died in every major war and conflict throughout our nation's history. Officially, women have been serving on active duty in the U.S. military since 1901. Unofficially, they have been serving since the American Revolution. For more information on women's service to our country including information on benefits available to women veterans, visit the Center for Women Veterans Web site at http://www1.va.gov/womenvet/.

What We Think

The Eagle asks:

Which woman would you name as being a great contributor to our Nation's rich history?

Freddy Killen
Information Systems Management Specialist
Huntsville, Ala.

There are so many great women, but I have to go with a local favorite from the Shoals (Tuscumbia, Ala.) — Helen Keller. The adversities of being blind and deaf did not stop her from contributing to others. One of my favorite quotes from Helen Keller to offer to anyone of any age is, "The best and most beautiful things in the world cannot be seen or even touched. They must be felt within the heart."

Mark L. Swinson, Ph.D., P.E.
Chief Scientist
Arlington, Va.

I would say (Anna) Eleanor Roosevelt, wife of FDR. She was the first "First Lady" to take the job seriously, playing a significant role in home-front morale during WWII.

Thomas Pagan
Deputy Chief Scientist
Arlington, Va.

In my estimation, Mrs. Rosa Parks comes to mind. She started the civil rights movement by her decision not to give up her seat on a bus ... quite profound ...

Zakiyyah Shakoor
Work/Life Coordinator
Huntsville, Ala.

Rosa Parks — Most people know Rosa Parks for her significant role in the famous bus boycott that ended segregation on the Montgomery bus system, but her contributions to the human spirit of America goes much deeper than that. Rosa's courage and moral conviction brought about a revolutionary change for the greater good of society, and taught Americans that by facing one's fears great things can be accomplished from just one individual.

Giselle Bodin
Public Affairs Specialist
Huntsville, Ala.

In light of recent events in my hometown of New Orleans, I'm grateful to the contributions of Clara Barton, founder of the American Red Cross. Her creation of an organization to aide those in desperate need displayed a volunteerism that is essential to our nation's foundation. Her actions illustrate the impact one charitable woman can have on the rest of society.

Transformation

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we will minimize disruptions to employees, Soldiers and families while maximizing individual decision options.

SMDC/ARSTRAT actively supports, and is at the forefront of, implementing business efficiencies as part of Army Business Transformation. We have already gained many efficiencies, most notably in the civilian hiring process. Additional business efficiencies will be implemented this year and in 2007.

We also actively support Secretary Harvey's deployment of Lean Six Sigma and look forward to integrating our major processes with Army-level processes that will be subjected to Lean Six Sigma analysis.

In our operational support of the U.S. Strategic Command and the Army, we recently completed a thorough review of our roles and missions. As a result of our review, SMDC/ARSTRAT remains fully engaged with the Army's transformation efforts as reflected with the Army Campaign Plan update in order to support Combatant Commander's efforts.

In turning to another area of important transition, later this month Col. Jeffrey Williams, a member of our U.S. Army Astronaut Detachment, and Pavel Vinogradov, representing the Russian Federal Space Agency, are scheduled to launch from the Russian Baikonur Cosmodrome toward the International Space Station. The six-month stay of Expedition 13 will focus on station assembly preparations, maintenance, and science in microgravity. The crew is also scheduled to conduct several spacewalks. Williams, an Astronaut assigned to NASA since 1996, will be making his second spaceflight, having served as the flight engineer and lead spacewalker on STS-101 in May 2000. Our thoughts and best wishes are with him as well as for the safe return of Colonel (Retired) Bill McArthur, who is currently with the ISS as part of Expedition 12.

Secure the High Ground!

Unit safety

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- Never walked by an unsafe act or procedure by making on-the-spot corrections to ensure compliance with approved standards.
- Provided subordinates the maximum planning time possible (1/3, 2/3 rule) to minimize shortcuts and enhance the potential for overall mission success.

Note that none of these comments refer to number of accidents or personnel lost. All senior leaders must emphasize that leaders are accountable to set the conditions for safety success. All senior leaders must also convincingly convey that they understand some Soldiers and civilians will make bad choices or perform stupid stunts despite the best unit safety programs.

Finally, this initiative is not intended to make units or leaders risk-adverse; rather, leaders must carry their Soldiers and civilians through risky training and other missions by analyzing the risks, reducing the risks, and accomplishing the mission.

Further information concerning valuable safety programs and initiatives can be accessed from the combat readiness center home page at HTTPS://CRC.ARMY.MIL.

On Point!

Adapting the Major Army Command structure

SMDC/ARSTRAT retains current missions, gets re-designated an ASCC

The secretary of the Army and the chief of staff of the Army have directed the realignment of the current Army headquarters, Major Army Commands, Field Operating Agencies and Staff Supporting Agencies to transform the Army into a more agile and adaptable service intended to reflect the most effective, efficient command and control structure for supporting the Modular force.

This decision defines three types of headquarters; Army Command, Army Service Component Command and Direct Reporting Unit. The term MACOM no longer properly defines current and future Army Commands or their relationship to ASCCs and DRUs. The definitions align responsibilities of these headquarters to the Department of the Army and secretary of the Army and assign theater support relationships and responsibilities.

Under this decision, the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command, while still retaining all of its current missions, has been re-designated as an ASCC.

This reorganization was the result of a recommendation from the Army Campaign Plan process.

The ACP directs planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments including the Global War on Terrorism. The ACP offers details for planning, preparing, and executing a full range of tasks necessary to create and sustain a campaign quality Army that has joint and expeditionary capabilities. Army strategic commitments and resource availability dictate sequencing of campaign objectives.

Within the ACP are eight campaign objectives and 77 major objectives. The ACP becomes Section IV of The Army Plan which is used for Program Objective Memorandum (POM) and budget development. As the Army develops its budget, funded programs are linked to ACP objectives.

The ACP specifically outlines and schedules major decisions as numbered, formal Decision Points that are intermediate steps necessary to achieve the ACP campaign and major objectives. Progress toward these major decisions is reviewed in an iterative process monthly before final decisions by the Army's senior leaders.

The Army will continue to refine headquarters' missions, functions and responsibilities through the revision or establishment of General Orders and Army Regulation 10-87. Doctrine will be published to properly articulate command and support theater relationships as well as Title 10 responsibilities. SMDC/ARSTRAT has already staffed the draft General Order and AR 10-87 within the command. It has also forwarded these draft documents to HQDA for incorporation respectively, into General Order and AR 10-87.

This reorganization accomplishes the following objectives:

- It recognizes the global role and multi-disciplined functions of the three Army Commands.
- It establishes the Theater Army as an ASCC reporting directly to the Department while serving as the Army's single point of contact for a unified combatant or functional component command, and;
- Acknowledges DRUs as the functional proponent at the DA level. This also enables the Army to set the foundation for gaining better effectiveness and efficiencies by transforming its business processes while operationally focusing the ASCC to combatant commands.

The Army Campaign Plan decision establishes:

- **Three Army Commands:**
  - Forces Command (FORSCOM)
  - Training and Doctrine Command (TRADOC)
  - Army Materiel Command (AMC)
- **Nine Army Service Component Commands:**
  - Third U.S. Army (USARCENT)
  - Fifth U.S. Army (USARNORTH)
  - Sixth U.S. Army (USARSOUTH)
  - Seventh U.S. Army (USAREUR)
  - U.S. Army Pacific (USARPAC)
  - Eighth United States Army (EUSA)
  - U.S. Army Special Operations Command (USASOC)
  - Surface Deployment and Distribution Command (SDDC)
  - Space and Missile Defense Command (SMDC)
- **11 Direct Reporting Units:**
  - Network Command (NETCOM)
  - Medical Command (MEDCOM)
  - Intelligence and Security Command (INSCOM)
  - Criminal Investigation Division Command (CIDC)
  - U.S. Army Corps of Engineers (USACE)
  - Military District of Washington (MDW)
  - Army Test and Evaluation Command (ATEC)
  - U.S. Military Academy (USMA)
  - U.S. Army Reserve Command (USARC)
  - Acquisition Support Center
  - Installation Management Agency (IMA)

Sea-Based X-Band Radar arrives at Pearl Harbor

(Excerpted from a Missile Defense Agency Press Release)

The Sea-Based X-Band Radar, a critical component supporting Ground-based Midcourse Defense systems, arrived in Hawaii earlier this year after a seaborne 15,000-mile trip from Texas. Although the SBX is self-propelled, it traveled aboard a semi-submersible heavy lift vessel, the *MV Blue Marlin*, in order to save time on the trip and to avoid wear and tear. The SBX will undergo minor modifications, post-transit maintenance and routine inspections before completing its voyage to its home port of Adak, Alaska.

The SBX is compliant with existing national and state environmental regulations and laws and will pose no threat to people or wildlife in Hawaii. It has completed many major milestones in its development, the two most recent being tracking satellites and completing sea trials. Early on Oct. 12, 2005, the radar aboard the SBX successfully tracked several orbiting satellites over a three-hour period. The radar acquired each object and maintained tracks for several minutes, demonstrating this key functionality for the first time. Achieving this mile-stone demonstrates the radar software is able to control thousands of individual transmit and receive modules.

Photo courtesy of Missile Defense Agency

The Sea-Based X-Band radar arrives in Pearl Harbor, Hawaii, aboard the heavy lift vessel *Blue Marlin* earlier this year, passing behind the *USS Arizona* Memorial.

The SBX stands more than 280 feet tall and displaces more than 50,000 tons. It consists of a semi-submersible oil production platform, topped with an X-band radar array.

Although it will be home-ported in Alaska, the SBX will be capable of moving throughout the Pacific Ocean to support both advanced missile defense testing as well as defensive operations. The SBX will provide missile tracking, discrimination and hit assessment functions to the Ground-based Midcourse Defense (GMD) element of the Ballistic Missile Defense System. It will support interceptor missiles located in Alaska and California if required to defend against a limited long-range missile attack on the United States. Over time, the SBX will be able to support defense from missiles that may be used against our homeland, deployed forces, allies and friends.

Civilian News

TSP returns for G, F, C, S and I funds

Rates of return were updated on March 1.

February 2006		Last 12 months (3/1/05 - 2/28/06)	
G Fund	0.36%	G Fund	4.46%
F Fund	0.28%	F Fund	2.78%
C Fund	0.22%	C Fund	8.40%
S Fund	(.98)%	S Fund	18.39%
I Fund	(.27)%	I Fund	17.48%

Percentages in ( ) are negative.

Standard Federal ID to replace CACs

A new, standardized identification card is being developed for all federal employees, including Servicemembers. The new card will replace the common access cards that military personnel, government civilians and contractors now hold. The new cards will look much the same as CACs, with a few changes. The color scheme of the card will be different, and more information will be embedded in the card. The added information on the card will be a biometric of two fingerprints, to be used for identification purposes, and a string of numbers that will allow physical access to buildings. The biggest change on the new cards will be the addition of wireless technology, which will allow the cards to be read by a machine from a short distance away. A prototype of the new card is being developed now and will be finalized in the next couple of months. The cards will be issued starting in October to all military personnel, government civilians and qualified contractors. In the Defense Department, all employees should have the new cards within three or three and a half years. A timeline has not been set for the rest of the federal government.

New Office of Personnel Management retirement services Web site

On a new Office of Personnel Management Web page called "Retirement Services Online," federal employees can:

- change their federal income tax withholding;
- change their state income tax withholding;
- buy savings bonds;
- request a duplicate Form 1099-R;
- change their personal identification numbers (PIN);
- establish allotments to organizations;
- change their mailing addresses;
- sign up for direct deposit of their payments;
- set up checking or savings allotments; and
- view their annuity statements.

To visit the site, go to www.servicesonline.opm.gov/.

FEHBP going electronic

Government workers enrolled in the Federal Employees Health Benefits Program (FEHBP) may have electronic health care records (EHR) if a new bill called the Federal Family Health Information Technology Act of 2006 is passed. The bill was proposed on March 2 by Rep. John Porter, R-Nev. Porter called the act potentially the largest health information technology (HIT) demonstration project in the country. The bill would require FEHBP insurance carriers to generate electronic records for all of their participants. The National Active and Retired Federal Employees Association (NARFE) voiced its support for the initiative, but expressed concern over the funding strategy, which would allow the Office of Personnel Management to use the one percent FEHBP administrative fee to cover initial implementation costs.

Military News

Exchanges match lower prices

The Army and Air Force Exchange Service's new "We'll Match It!" effort works in two ways. If customers see a price differential of less than $10 they can tell the cashier who will match it on the spot. Customers who report a price difference of greater than $10 need only to bring a current local competitor's ad to receive the reduced price. AAFES also offers a 30-day price guarantee on any item originally purchased from AAFES and subsequently sold at a lower price by AAFES, or another local competitor (excluding unauthorized dealers and warehouse clubs).

NMFA summer camp sites

The National Military Family Association announces its 2006 Operation Purple Summer Camp sites. NMFA developed this free summer camp program in response to the need for increased support for military children, especially those whose parents are or will be deployed. Registration begins March 15 and ends May 1. Applications are now available on the NMFA website at http://www.nmfa.org/site/PageServer along with a list of campsites.

Two books help military kids cope

Angela Sportelli-Rehak, wife of Marine Corps Lt. Col. Dennis Rehak, has combined her personal experience with background as a professional counselor and professor to write two children's books about the challenges facing military families. "When Duty Calls" and "Moving Again Mom" are part of a series called "Uncle Sam's Kids" that follows a fictitious military family through the ups and downs of military life. The books are written for children in kindergarten through fourth grade and focus on the stresses of deployments and the disruption of being uprooted during permanent-change-of-station moves. For more information on the books, visit the Uncle Sam's Kids Website at http://www.unclesamskids.com/.

Defense Department updates equipment policy

Defense Department officials have expanded the list of fully reimbursable equipment for operations Noble Eagle, Enduring Freedom and Iraqi Freedom and have expanded the purchase period. The list now includes: complete ballistic vests; most component parts of ballistic vests, including side-plate body armor; helmets; ballistic eye protection; hydration systems; gloves; knee pads; elbow pads; bed insect netting; insect repellant; and reflective vests. The eligible purchase period is now Sept. 11, 2001, through April 1, 2006. To be reimbursed for equipment, Servicemembers must complete DD Form 2902. All claims must be submitted by Oct. 3.

The Thrift Savings Plan

The Thrift Savings Plan is a government-sponsored savings and investment program that offers tax-deferred opportunities similar to the civilian sector's 401(k) plan. All Servicemembers have the opportunity to participate in TSP at any time. For the Servicemembers who want to manage their own account, TSP offers five individual funds. The TSP also offers L Funds, or Lifecycle Funds, which provide a time-targeted professionally determined investment mix among the individual TSP funds for Servicemembers who do not have the knowledge or time to devote to managing investments among the TSP funds. For additional information visit the TSP website at http://www.tsp.gov/. To open an account, go to myPay, https://mypay.dfas.mil/mypay.aspx.

TRICARE plan finalized

The government, in its fiscal 2007 defense budget, unveiled its plan to raise TRICARE fees and deductibles for military retirees under age 65 and their dependents. Co-payments in the TRICARE retail pharmacy network also would climb, but for all beneficiaries except those on active duty. Compared to an earlier draft, the final plan accelerates phase-in of TRICARE increases so major changes occur over two years, not three. The complete article can be read on Military.com. http://www.military.com/features/0,15240,87487,00.html

BlackBerry® jam avoided as settlement is reached

SMDC/ARSTRAT
Office of Legal Counsel

HUNTSVILLE, Ala. — Love your BlackBerry®? Remember life before instant access to your e-mail messages 24 hours a day? Do you have the "BlackBerry® Thumb?" While awaiting a decision by a federal court that threatened to shut down BlackBerry® service in the United States, thousands of federal employees have been feeling uneasy about the future of a device that many now consider to be a necessity.

Litigation background

Concerns about use of the BlackBerry® devices began in 2001 when NTP, Inc. sued Research in Motion Ltd. in the U.S. District Court for the Eastern District of Virginia, alleging that components of RIM's BlackBerry® system infringe NTP's patents. RIM is a Canadian company that manufactures the BlackBerry® e-mail devices. NTP owns several U.S. patents related to integration of electronic mail with radio frequency wireless transmission.

In 2002, the jury found in favor of NTP. The following year, the district court ordered an injunction that would have halted further sales and service of BlackBerry® handheld devices in the United States. However, the district court suspended the injunction pending RIM's appeal to the U.S. Court of Appeals for the Federal Circuit. In August 2005, the Federal Circuit mostly agreed with the jury's findings, and the case returned to the district court. The U.S. Supreme Court refused to hear the case.

The parties appeared to have reached a settlement for $450 million in March 2005, but the agreement fell apart later that June. In November 2005, the district court refused to enforce the alleged settlement, and also refused to suspend the case pending reexamination of the NTP patents by the U.S. Patent and Trademark Office.

A hearing was held on Feb. 24 to determine whether to reinstate the injunction, which, if enforced, could have shut down BlackBerry® sales and service in the United States. Remarking that he needed more time to think about the injunction, the judge said that he would issue a decision "as soon as reasonably possible." However, before the judge was able to make a decision, the parties announced a settlement of the dispute on March 3.

Government involvement

While the case was pending, the federal government had expressed concern over the outcome of the lawsuit. The U.S. Congress urged the parties in 2003 to resolve the dispute, especially considering the U.S. House of Representatives had spent over $6 million on BlackBerry® devices for lawmakers and their staffs.

In addition, in November 2005, the Department of Justice filed a petition with the district court that requested a federal, state, and local government worker exemption from any injunction. The DOJ noted that injunctions cannot apply to the federal government as a matter of law (18 U.S.C. § 1498(a)) and that state governments have immunity from patent-related suits in federal courts under the Eleventh Amendment.

However, the DOJ's petition expressed concern that an injunction could still halt government use of BlackBerry® devices because RIM does not maintain a list that identifies which of its customers are government users. Thus, to prevent any potential service disruption to the government, the DOJ requested time for government agencies to compile lists of their BlackBerry® device users. The lists would then be provided to RIM.

In response to the DOJ's proposal, NTP suggested that the carriers that provide BlackBerry® services to the government should be able to identify and compile the lists of government users. However, RIM stated in a January court filing that it would be "extraordinarily difficult, if not impossible," to separate government users from commercial users because of the "formidable logistical difficulties" of maintaining up-to-date lists of authorized government users. Obviously, RIM and NTP disagreed as to the feasibility of providing a government-user exemption.

The settlement

At the February district court hearing, the judge chided the parties for not settling the case and warned that any legal decision he would be forced to make would be a decision that neither side would like. Thus, with a decision by the district court regarding the injunction fast approaching, RIM was probably feeling more pressure to settle rather than face an injunction.

NTP had more to gain by settling than by forcing RIM to discontinue BlackBerry® service. NTP is merely a patent holding company and does not manufacture any of its own products. Although NTP has begun to license its wireless technology to RIM's competitors, RIM is firmly established in the wireless e-mail business, with approximately four million BlackBerry customers in the United States.

Analysts had estimated that a new settlement, which could have included royalties until the last of NTP's patents expires in 2012, could have been as high as $1 billion. However, under the settlement finally reached, RIM will make a one-time payment to NTP of $612.5 million, and NTP will grant a license to RIM to continue all BlackBerry®-related business. A factor that could have led to the lower-than-expected settlement amount is the ongoing review of NTP's patents by the PTO. In January 2003, the PTO began reexamining the disputed NTP patents in response to questions raised regarding the validity of the patents. The PTO has preliminarily found the patents to be invalid and is expected to finally reject all the patents. Even so, NTP can appeal the findings of the PTO, first to a PTO board and then to the Federal Circuit. The appeal process can take several years for resolution.

The high-profile dispute has raised awareness of the problem of "patent trolls." A patent troll is an individual or company that owns a patent for a product that it does not intend to manufacture or commercialize. Rather, the patent troll seeks potential infringers of its patent and threatens litigation if it is unable to obtain licensing fees. When a court finds that a company has infringed a patent, an injunction is nearly always issued. The Supreme Court will hear a case involving eBay that is similar to the BlackBerry® case on March 29. In the eBay case, the Court will determine whether an injunction should be automatically issued when a company is found to infringe a patent.

Although the eBay decision will come too late to affect the BlackBerry® litigation, BlackBerry® users can breathe a sigh of relief as the four-year saga comes to a close.

Intellectual property rights are important and can have far-reaching implications. For more information, please contact Joan Gilsdorf at (256) 955-3213 or John Popescu at (256) 955-4957 in the Huntsville Office of Legal Counsel, or send e-mail to joan.gilsdorf@smdc.army.mil or john.popescu@smdc.army.mil.

Registration opens for 9th Annual SMD Conference, Exhibition

The 9th Annual Space and Missile Defense Conference and Exhibition will take place Aug. 14-17 at the Von Braun Center in Huntsville, Ala. The theme for this year's event is "Global Missions ... Meeting the Challenge."

Special features of this year's conference include presentations in the areas of global ballistic missile defense system development and operation, emerging technologies, and integration of cruise missile defense. The previously successful Small Business Innovative Research (SBIR) Conference and Exhibition will also be held in conjunction with the 9th SMD Conference and Exhibition.

Registration for the conference can be completed at www.smdconf.org or by contacting Jeanne Weaver at (256) 533-6986 or fax (256) 533-4508. Registrations received before July 1 will be discounted.

Additional information is available by contacting Giselle Bodin by phone at (256) 955-3889, or by email, giselle.bodin@smdc.army.mil.

FWC experiment to improve THAAD weapon system

By Giselle Bodin
SMDC/ARSTRAT
Public Affairs

REDSTONE ARSENAL, Ala. — On Feb. 16, the Future Warfare Center concluded a week-long experiment conducted for the Terminal High Altitude Area Defense (THAAD) Project Office and the TRADOC System Manager (TSM) — Upper Tier (UT) to help improve the THAAD weapon system for the warfighter. The FWC's Battle Lab combined with the Software Engineering Directorate (SED) outside building 5220 here to provide a command post prototype that offers greater situational awareness.

Based on lessons learned from OPERATION IRAQI FREEDOM, the FWC did an analysis to develop the battle drill they conducted. This battle drill was designed by incorporating user requested requirements. This ensured that the system was the most efficient one for the warfighters who will use it.

"Basically, we're bridging the gap between the warfighter and the material developer to validate requirements for the THAAD Command Control System," said E. Paul Semmens, the cofounder of Imprimis, Inc., and the contractor lead for the THAAD command post.

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command's role in this project was to develop a flexible and agile command control laboratory to try new concepts that may benefit the Soldier. While SED maintains the THAAD fire control system and basic command control, SMDC/ARSTRAT maintains the situational awareness for this system.

The object of the experiment was to put these two elements of the system together and allow composite battalions from Fort Bliss, Texas, the opportunity to test the improvements.

They conducted the experiment in what was essentially a replica of a Fire Coordination Center. The Future Operations Center (FOC) Testbed was the network connectivity between everything, and the programs used to test the different elements of the system were AWarE (Advanced Warfare Environment) and TIGER (Tactically Integrated Geographical EnviRonment).

Photos by Giselle Bodin

Chief Warrant Officer 2 David Freeman and Sgt. Adam Grimm test FWC's situational awareness concepts to provide feedback on the construction of a new prototype THAAD command post.

Chief Warrant Officer 3 Romeo Hizon, center, serves as the connection point between all of the Soldiers as they review information on their screens in order to validate various tasks. The information they share with the THAAD Project Office will be used to improve weapon systems for future warfighter use.

"FWC is providing a collaborative environment to support the THAAD program office in the development of their future command post," said John Broussard, FWC project lead.

Maj. Angela Holmes, the government lead for the THAAD command post effort, said the Soldier support for this experiment came from the Fort Bliss TSM composite battalions. "Though the Missile Defense Agency will maintain ownership of the fire units, the Army will operate the system being tested in this experiment," she said.

The Soldiers involved in this experiment expressed enthusiasm at the collaborative efforts of SMDC/ARSTRAT and SED. Onsite, they used the equipment from the FOC Testbed to verify positions and validate tasks. From there, they assessed whether or not this was the concept they wanted to use, tested it, and provided feedback to the material developers.

"SMDC and SED have been the prime organizations helping us in updating the system according to our recommendations and requests," said Chief Warrant Officer 2 Jerry Tarpley, a Soldier from the Fort Bliss TSM UT unit.

This experiment was the first of four scheduled for this year. There are also three more scheduled for 2007, including a flight test. Following each test, feedback from the Soldiers will be incorporated into the next development for the THAAD weapon system.

49th commander gives 'State of the Unit Address'

By Sgt. Jack W. Carlson III
Unit Reporter

FORT GREELY, Alaska — The 49th Missile Defense Battalion's (Ground-based Midcourse Defense) first "State of the Unit Address" was given Feb. 9. The unit's commander, Lt. Col. Greg Bowen, spoke at the event, addressing numerous topics — including his goal for the 49th.

"We need to be the best unit in the Alaska Army National Guard and set the standard for Space and Missile Defense Command," Bowen said.

Bowen's speech included the year's highlights, future plans for the unit and the status of existing concerns. The address also incorporated questions from Soldiers and family members.

One main concern of Fort Greely residents was providing an indoor playground facility for children. This worry was eased by the recent completion of a large play area located inside the Fort Greely School.

Following the address, many Soldiers completed their required annual safety training. Instruction included alcohol awareness and safe driving practices.

Photos by Sgt. Jack W. Carlson III

The new indoor playground inside Fort Greely School recently opened.

Sgt. Lewis Greer, military police officer, wears the "drunk goggles" during the annual safety training at Fort Greely Feb. 9.

Charlie Company fires on new pop-up range

Spc. William Martin
Unit reporter

LANDSTUHL, Germany — Satellite controllers face many challenges in the intellectual realm. They face rigorous technical proficiency training and testing, long hours in a high-pace, highly-technical environment, and must react to real world situations that arise during their shift on the operations floor. There is no end to the mental stimuli.

As Soldiers in the U.S. Army, the controllers also face challenges outside of the mental realm. Change challenges mankind to adapt and grow. And as a company, Charlie Company, 53rd Signal Battalion (SATCON), faced a tough challenge that allowed Soldiers to become more proficient at Soldiering skills. One of these changes was the local qualification range being upgraded to a 300-meter known distance range. It was the first pop-up range that most of Charlie Company's Soldiers had seen since basic training.

Early on the morning of Jan. 18 and 19, the Soldiers of Charlie Company gathered on the bleachers just outside of the local firing range to receive their safety briefing. The Soldiers' anticipation was high as they waited to fire on the new pop-up targets recently installed at the range.

Once the safety briefing was over, those assigned to range detail set out to prepare the 25-meter range for zeroing the weapons. Sgt. Todd Graham, Charlie Company's unit armorer, and a small detail created a weapon's point just outside of the range perimeter. Sgt. Jennifer Mroz and Sgt. Jonathan Maxwell, Charlie Company's unit ammunition managers, along with a detail moved the ammunition and magazines into the ammunition point and began loading. The safeties for the day began ensuring the range was ready for operation.

Since there was now a 25-meter zero and a 300-meter known distance range, the unit was able to zero and qualify Soldiers simultaneously, unlike just a few months ago when only the 25-meter zero was operational. Once the first group of firers zeroed their individual weapon systems, they were able to go onto the pop-up qualification range while the second group zeroed. Despite the chill in the air and the wet ground, everyone came back from the qualifying range in good spirits.

Fog on the second day of the range made it too difficult to see the known distance targets. So, rather than cancel the training event, the unit had to return to using the 25-meter range for both zero and qualification. Since there were less people scheduled to qualify, the range did not take much longer than the first day, despite only having the 25-meter range in use.

Photos by 1st Sgt. Martin Chaffee

Spc. Ryan Morgan loads magazines as part of the ammunition detail during the Charlie Company, 53rd Signal Battalion (SATCON), weapons range on Jan. 18.

Sgt. Todd Graham gets himself into a good-prone supported firing position during the Charlie Company, 53rd Signal Battalion (SATCON), weapons range on Jan. 18.

The unit took many lessons away from the new range. Many Soldiers scored lower on the known distance range, but were overall better firers because of the known distance targets.

"People need to learn how to take into account the trajectory of a bullet," commented Sgt. Christopher Miller. "We also need to have more PMI [pre-marksmanship instruction]."

Compensating for the slight drop in elevation, wind and targets that were actually 300 meters down range presented Charlie Company's Soldiers with a new operating environment. Like with any new environment, mental or physical, one must learn to adapt in a way that will allow them to perform even better the next time the unit tackles this range.

E Company Soldier gets different kind of training

By Echo Company,
53rd Signal Battalion
(SATCON)

FORT BUCKNER, OKINAWA, Japan — As the saying goes, two things in life are constant: death and taxes. January is the start of tax season, and often it's the start of headache season as well.

As the Unit Tax Advisor for Echo Company, 53rd Signal Battalion, Spc. James DeBroeck is responsible for helping the unit's Soldiers prepare their tax returns.

While some Soldiers have simple returns, many Soldiers returns are made much more complex by their financial activities. Foreign earned income, stock trading, IRA investments, non-reimbursed expenses, and many other items can often complicate a tax return

beyond comprehension. To help eliminate this confusion, DeBroeck was sent to a course offered by the IRS on Camp Foster, designed to help turn volunteers into tax advisors.

The course, taught by a representative from the IRS, is part of the Volunteer Return Preparation Program, and is designed to teach individuals the basic skills necessary to be competent in filing the three main tax forms.

Though most people can fill out a 1040EZ form, figuring out a 1040 form with its schedules and other forms is quite a challenge.

The course broke down each section of the 1040 form, defining the terms used and taking the students through the calculation process for each section.

Many training materials were provided, including the actual tax forms, Publication 17 (tax rules in a quick reference), a student workbook full of information and exercises, example forms already filled out, and a final test. The course ran four days and covered the material that mattered most to military members and their dependents.

After completing the course, DeBroeck was certified to be a Volunteer Return Preparer. Not only could he prepare returns for others in a tax assistance office, but he was now more knowledgeable in regards to taxes.

As soon as DeBroeck returned to normal duty, he was asked questions about tax returns and was able to give informed and generally accurate answers.

Those interested in receiving the training can go to http://www.irs.gov in any web browser capable of using Javascript, and search for the term "Link and Learn." In the Link and Learn section, all of the course modules for basic, intermediate, advanced and military/international are available online. After completing the modules, an online test is given, and those who pass will receive a Volunteer Return Preparation Program certificate.

1st Space Battalion demonstrates wide 'range' of skills

By Staff Sgt. Jeffrey Crane
Unit reporter

FORT CARSON, Colo. — On the morning of Jan. 25, Soldiers from the 1st Space Battalion arrived on range 60 at Fort Carson to conduct Close Quarters Marksmanship/Military Operations in Urban Terrain training conducted by the 1st Space Company. The weather was right on cue, producing cold winds while simultaneously allowing the sun to melt the snow on the ground, turning all available dirt into mud. After receiving their range brief and scenario Operations Order from the 1st Space Company range cadre, the companies were assigned their own area of "Rangetown" to conduct dry fire (no ammunition) training and rehearsals in preparation for an afternoon evaluation on the 1st Space Companies' Situation Training Exercise lane.

"Having the rehearsal lanes gave the companies the chance to develop their team's skills prior to being evaluated by the Observer Controllers," said Sgt. 1st Class Luru Berry, 1st Space Company, C-2 Section noncommissioned officer in charge and range officer in charge. As the companies determined that a team was ready, they sent them to the STX lane where they were evaluated. The lane incorporated multiple tasks including: react to direct fire, movement between buildings, entry and clearing of a room/building, target discrimination, and inter-team communication methods. The teams were issued "simunitions" rounds that behave similar to paintball rounds but that are designed for use in real weapons. "It was good training," says Spc. Jason Cotto, 1st Space Battalion S-1 Clerk. "Using simunitions rounds added a lot of realism to the scenario."

Many kicked in doors and paint splattered targets. Later, a review of the training was done with the Soldiers by Maj. J. Dave Price, 1st Space Company commander, highlighting the lessons learned from the day. When asked about the day's training at the MOUT site, Price stated, "Some people may ask, 'Why is the 1st Space Battalion conducting entering-a-building and clearing-a-building tactics, techniques and procedures on this range?' I can tell you that these skills are valuable and applicable today on the modern battlefield, especially in places like Iraq and Afghanistan, whether you are deployed as a JTAGS Soldier or an ARSST. It is like the old proverb, 'A helpless dove can drift with the wind, but it takes an eagle to fly against the storm.' That is what we are doing here, the hard right, hardening Soldiers and teaching skills that one day may save their life and the lives of their team."

Photo by Master Sgt. Dennis E. Beebe

Left to right, Spc. Jason Cotto, Pfc. Michael Easley, Staff Sgt. Alicia Durant, Sgt. 1st Class Jeremy Jones and 1st Lt. David Balfour of Headquarters and Headquarters Company, 1st Space Company, line up in preparation for entering and clearing a building at Fort Carson's Military Operations in Urban Terrain (MOUT) range during the 1st Space Company's Situation Training Exercises in January.

E Company Soldiers qualify with weapons downrange

Sgt. Michael Brondsema
Unit reporter

FORT BUCKNER, OKINAWA, Japan — On Feb. 7, Soldiers of Echo Company, 53rd Signal Battalion demonstrated their abilities in firing the M16A2 rifle.

Their day started with a 3 a.m. formation, so that they could arrive early at the range to get in a little night fire. Unfortunately, miscommunication with the Marine Corps Range Control at Camp Hansen pushed back the firing until after sunrise. There was still plenty to do though.

Once the range was set up and the first firers were on line, "GAS, GAS, GAS!" was shouted, and Soldiers quickly donned their protective masks. Once the masks were securely in place, Soldiers assumed a prone-supported position and soon the familiar sound of the M16 was echoing, and the hapless paper targets were reduced to Swiss cheese. Then the "All Clear!" was given and the Soldiers moved downrange to see how they did. For many, in a real situation, their enemies would be missing everything below their waists.

After the NBC (nuclear, biological and chemical) fire was completed, Echo Company began their main training objective, qualifying Soldiers on their assigned weapons. Once again Soldiers moved out to the firing line, but this time it was to place 40 out of 40 rounds on their targets. After completing three full firing orders before 10 a.m., the range took a break for lunch, as the Soldiers enjoyed a wonderful feast of Meals, Ready to Eat (MREs). Once lunch was finished it was back to business, and once again the sounds of the M16 and the orders from the tower filled the air. By 12:30 p.m., the company had completed its mission with seven sharpshooters and 15 expert qualifiers. Of the 15 experts, five had improved from his/her last qualification. This brought the Eagles to 56 percent qualified as expert and allowing the company to retain their expert streamer. While they had set out to do night fire, NBC, and qualification fire, the mission was still a success with all Soldiers returning home qualified.

Sgt. 1st Class Michael Leiby quickly dons his protective mask after given the "GAS, GAS, GAS!" command.

Photos by Capt. Jason Shin

Echo Company Soldiers do their best to qualify expert during a recent range.

Awards/Promotions

Civilian Promotions

Douglas M. Deason, Huntsville, Technical Center, Advanced Technology Division
Douglas E. Engle, Huntsville, Technical Center, Interceptor Division
Vivian M. Gordon, Colorado Springs, Office of the Deputy Commanding General for Operations
Janice S. Jean, Huntsville, Technical Center, Directed Energy Division
John S. Kirk, Huntsville, Technical Center, BMD System Test Division
John J. Wachs, Huntsville, Technical Center, Directed Energy Division

Military Promotions

2nd Lt. Samuel Anderson, Colorado Springs, 1st Space Company
Capt. Christopher Berisford, Colorado Springs, 100th Missile Defense Brigade (GMD)
Sgt. Michelle Carabello, Colorado Springs, 2nd Space Company
Sgt. Ted Cervantez, Fort Meade, Md., 53rd Signal Battalion (SATCON), B Company
Sgt. Brandi Clapp, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. Todd Graham, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Staff Sgt. Valencia Hollobaugh, Camp Roberts, Calif., 53rd Signal Battalion (SATCON), D Company
Sgt. Dane Kealoha, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Staff Sgt. Thomas Kepler, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Lt Col. Shane Kimbrough, Houston, Texas, NASA Detachment
Maj. Curtis King, Schriever Air Force Base, Colo., Joint Functional Component Command for Integrated Missile Defense
Staff Sgt. Lawrence Lane, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Sgt. Marlena Lewis, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. Russell Merrill, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Spc. Jose Mosquera, Colorado Springs, 53rd Signal Battalion (SATCON), Headquarters and Headquarters Company
Capt. Chad Neibert, Colorado Springs, Office of the Deputy Commanding General for Operations
Warrant Officer 1 Ronnie Price, Colorado Springs, 1st Space Company
Lt. Col. James Romero, Colorado Springs, Future Warfare Center, Battle Lab
Capt. Jason Shin, Fort Buckner, Japan, 53rd Signal Battalion (SATCON), E Company
Spc. Michael Simpson, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Chief Warrant Officer 4 Steven Simpson, Kwajalein Atoll/Reagan Test Site, Logistics and Community Activities Branch
Lt. Col. Mark Vandehei, Colorado Springs, 1st Space Battalion, Headquarters and Headquarters Company
Sgt. Ivan Virruet, Fort Bliss, Texas, 1st Space Battalion, 1st Space Company, B Detachment
Sgt. Joshua Williams, Fort Bliss, Texas, 1st Space Battalion, 1st Space Company, B Detachment
Capt. Jae Yu, Colorado Springs, 1st Space Battalion, Headquarters and Headquarters Company
Sgt. Kevin Zedek, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company

On-the-Spot Cash Awards

Heidi Bowman, Huntsville, Technical Center, MDA Matrix
Nancy E. Byrd, Huntsville, Technical Center, Lethality Division
Timothy J. Cowles, Huntsville, Technical Center, Lethality Division
Mary Louise Crosby, Huntsville, Technical Interoperability and Matrix Center, Matrix Management Directorate
Carolyn B. Harris, Huntsville, Contracting and Acquisition Management Office, Policy and Pricing Division
Dana P. Henslee, Huntsville, Business Initiatives Office
Kyle J. Holdmeyer, Huntsville, Technical Center, Directed Energy Division
Janice S. Jean, Huntsville, Technical Center, Directed Energy Division
Mark A. Kollman, Huntsville, Huntsville, Technical Center, MDA Matrix
Bryon K. Manley, Huntsville, Huntsville, Technical Center, MDA Matrix
Shelby L. Rich, Huntsville, Technical Center, Advanced Technology Division
Harold V. Romero, Huntsville, Technical Center, Lethality Division
Gregory T. Trammell, Huntsville, Technical Center, Directed Energy Division
George W. Welch, Huntsville, Technical Center, Lethality Division
Stacey L. Wilkes, Huntsville, Business Initiatives Office

Time-Off Awards

Carol R. Bates, Huntsville, Resource Management, G-8, Program and Policy Division
David G. Berge, Colorado Springs, Future Warfare Center, Directorate of Combat Development, Training Branch
Janice M. Christopher, Huntsville, Resource Management, G-8, Program Support Division
Deana Moller, Colorado Springs, Future Warfare Center, Directorate of Combat Development, Training Branch
Thomas A. Coleman, Colorado Springs, Future Warfare Center, Directorate of Combat Development, Training Branch
Steven R. Elliott, Huntsville, Future Warfare Center, Simulations and Analysis Directorate, Models and Simulations Division
Lenard O. Gehrke, Colorado Springs, Future Warfare Center, Directorate of Combat Development, Training Branch
Thomas A. Gray, Fort Leavenworth, Kan., Future Warfare Center, Directorate of Combat Development

Special Act Awards

Terrance J. Bauer, Huntsville, Technical Center, MDA Matrix
James S. Brazzell, Huntsville, Technical Center, MDA Matrix
James D. Deaton, Huntsville, Technical Center, MDA Matrix
Barbara C. Dixon, Huntsville, Technical Interoperability and Matrix Center
Andrew L. Dobbs, Huntsville, Research, Development and Acquisition Office, Integrated Capability Management Division
Barry W. Heflin, Huntsville, Technical Center, Data Analysis Division
Gregory W. Jones, Huntsville, Research, Development and Acquisition Office, Integrated Capability Management Division
Kevin D. Nash, Huntsville, Technical Center, Data Analysis Division
Vernal R. Scales, Huntsville, Research, Development and Acquisition Office, Integrated Capability Management Division
Jere S. Singleton, Huntsville, Research, Development and Acquisition Office, Integrated Capability Management Division
Terrell A. Swindall, Huntsville, Technical Center, Safety Office
Patricia S. Vittitow Huntsville, Technical Center, Safety Office
Shirley B. Wilkes, Huntsville, Contracting and Acquisition Management Office, Division T
Christopher J. Wood, Huntsville, Office of Command Counsel

Length of Service

15 Years

James Madewell, Huntsville, Technical Center, Sensors Division

20 Years

Kathleen Leonard, Huntsville, Future Warfare Center, Operations Division

25 Years

Mickey Beavers, Huntsville, Chief Information Office, Automation Division
David Hayes, Huntsville, Technical Center, GMD Matrix
Donny Rodgers, Colorado Springs, Operations/Plans, G-3, Force Management Division
Cristina Rodriguez, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Division

30 Years

George Bennett, Huntsville, Deputy Chief of Staff, Engineer, Operations Branch

40 Years

Les Jones, Huntsville, Kwajalein Atoll/Reagan Test Site, Office of the Garrison Commander

Commercial Exploitation Team deploys to CENTCOM

By Master Sgt. Dennis Beebe
SMDC/ARSTRAT Public Affairs

PETERSON AIR FORCE BASE, Colo. — The 2nd Space Company, 1st Space Battalion, bade farewell to members of their Commercial Exploitation Team in a ceremony last week on Peterson Air Force Base, Colo.

The team, comprised of seven members; Maj. James T. Bushong, Capt. John Yungbluth, Staff Sgt. Timothy Drye, Sgt. John J. Scott, Sgt. Charles Chestnut, Spc. Travian R. Debruce and Spc. Brandon J. Rambo, will be relieving the Colorado Army National Guard CET who have been in-theater for the past year.

The CET provides immediate and direct support to the joint military community through imagery collections from a variety of commercial satellite. The CET also works with the Spectral Operations Resource Center (SORC) in Colorado Springs to provide classified imagery and analysis to other SMDC/ARSTRAT forward deployed teams.

Organized under Headquarters and Headquarters Company, 1st Space Battalion, the team was transferred to the 2nd Space Company last April, and was reorganized with new the team members and trained up for this mission.

"You have some pretty big shoes to fill when you get there," said Lt. Col. Lee Gizzi, 1st Space Battalion commander. "The 193rd team has been doing an excellent job performing their mission for CENTCOM [Central Command], and I know that you will also do a great job."

Photo by Master Sgt. Dennis Beebe

Lt. Col Lee Gizzi, commander, 1st Space Battalion, bestows the battalion deployment coin to Maj. James T. Bushong, officer in charge of the Commercial Exploitation Team that is heading out to Bahrain to replace the 193rd CET that has been deployed for a year.

Photo by John Upp

Dodgen presents Meritorious Civilian Service award

Lt. Gen. Larry J. Dodgen, (left) commanding general, U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command, congratulates Alan B. Goldstayn, associate director for Air Force/Army Program Integration, SMDC/ARSTRAT, after presenting to him the Department of the Air Force award for Meritorious Civilian Service March 13 in Arlington. Goldstayn received the award in "recognition of his distinguished performance as Special Assistant to the Commander, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio, from 1 September 2003 to 15 September 2005. Mr. Goldstayn's extraordinary leadership, technical expertise, and knowledge have immeasurably contributed to the creation of logical, defensible, and rational Materiel Force Study results. This study serves as the launching point for Air Force Materiel Command's transformation, which will positively shape the Air Force Materiel Command for years to come…" Dodgen presented the award on behalf of Lt. Gen. Terry L. Gabreski, vice commander, Air Force Materiel Command.

Four employees receive command safety awards

In July 2003, the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command Safety Office initiated a formalized Safety Point of Contact Program.

Safety POCs have been appointed for each SMDC/ARSTRAT staff element and major subordinate elements. They perform a very important role by promoting safety and ensuring a safe and healthful work environment. There are currently 65 primary and alternate safety POCs.

Four of these safety POCs have exhibited exemplary service in their safety duties during calendar year 2005.

They are Phil Patterson (Future Warfare Center), Barbara Scales (Contracting & Acquisition Management Office), Teena McGee (Resource Management, G-8), and Capt. Rory Bradford (53rd Signal Battalion).

Each of these individuals received a Certificate of Appreciation from the SMDC/ARSTRAT Safety Director.

JFCC-IMD

Continued from page 1

implementation of technical resolutions in the field.

In his remarks, Cartwright said, "Vision is one thing and actualization is another ... this is a benchmark in time. Our test strategies are really producing right now, and we're in a very positive vector right now. We'll sit down with the combatant commanders after this ceremony in the first of many meetings to try to figure out how we will do this and how to handle and manage this global capability. This organization, the COCOMs, intelligence, reconnaissance and sensors will come together in a successful virtual environment to start to network together. We'll be operational this summer on a global footing. These are big tasks ... no doubt, among the functional components you are leading from the front. [We're building] something that the Soldier, Sailor, Airman and Marine can use to defend ... but you cannot rest on that ... this is a big job."

Dodgen concluded that JFCC-IMD would be a "center of excellence for missile defense," and acknowledged the critical teaming with MDA's JNIC.

The ceremony culminated with a ribbon cutting, a cake cutting, a brief in the Battle Lab, and a tour of the Intelligence Directorate and the Mission and Functions area.

Father and son: A story of two American patriots

By Diane Schumacher
SMDC/ARSTRAT Public Affairs

Mike Kaylor says he lived a normal childhood in Troy, Ohio. He attended Eastern Kentucky University and joined ROTC to help pay for his education.

And, although he didn't realize it when he signed up for Army ROTC, the Army would become Mike's life for an enjoyable 22 years. He currently works in the G-3 directorate at Headquarters, U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command in Arlington, Va.

His own son was the same ... he had a normal childhood, and he did well in school. Jeff liked to play football and run. He attended Union Mill Elementary and Rocky Run Middle School in northern Virginia, graduating in 1997 from Centreville High School, where he played linebacker on the varsity football team.

Jeff started out at Radford University, later transferred to Virginia Tech and graduated in 2001 with a bachelor's degree in information systems. While there, he was in the Corps of Cadets (CoC), which is similar to ROTC. Upon Jeff's graduation from Virginia Tech, Mike commissioned him an Army second lieutenant, a proud moment for both men.

Like father, like son, that was Mike Kaylor and his son, Jeff. Mike went through ROTC, Jeff went through CoC. They both went into the Army. Mike went into air defense artillery, Jeff went into field artillery. Mike married his college sweetheart; Jeff married his college sweetheart. Mike says he doesn't know if Jeff planned his life that way or if it just happened that way. In contemplation, Mike wonders about it all.

Jeff met Jenna Cosbey during CoC at Virginia Tech and dated her for a time. After graduation, they became engaged and were planning for a church wedding when Jeff got orders for Fort Stewart, Ga., and Jenna, now in the military police corps, got orders for a different location.

Since they were engaged, they thought they would qualify for a joint domicile assignment at Stewart, and they checked into the matter. They learned they didn't meet the qualification which required them to be married.

But they could fix that right away and did. Without telling their parents, Jeff and Jenna went to a justice of the peace and were married.

Now they had the required documentation for the joint domicile assignment they wanted, and both were assigned to Fort Stewart.

Jeff and Jenna were married two or three months and on July 5, 2002, went ahead with the church wedding they'd planned. A couple of days after that, Jeff deployed to Iraq and Jenna to Kuwait, Mike said.

Like his son, Mike met his wife, Jeff's mother, Roxanne, during college. After Roxanne graduated from college — Mike was already in the Army — she and Mike married and spent the next 20-plus years traveling the globe, living wherever the Army sent them.

In their brief marriage, Jeffrey and Jenna Kaylor never got a honeymoon. Military training and assignments to the Middle East kept the couple apart except for two days at the Sheraton Syracuse University Hotel after the wedding and three brief meetings at her base in Kuwait, said Nanette Cosbey, Jenna's mother.

Nine months after their wedding, Jeff was killed.

"We both joined the Army to serve our country and knew there was always the possibility of the ultimate sacrifice," Jenna said. "You expect the worst and hope for the best."

In 2003, Jeff became a first lieutenant, and his platoon operated multiple rocket launchers to support the 3rd Infantry Division. On April 7 of that same year, Jeff and his men were on a weapons-scouting mission.

"They found a cache of weapons near Baghdad and were ordered to either guard it or destroy it," said Jenna. "They were surface-to-air missiles that had to be launched from vehicles, so they decided to disable the vehicles."

Photo by Diane Schumacher

Michael Kaylor, Operations/Plans, G-3, U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command

Courtesy photo

1st Lt. Jeffrey J. Kaylor, U.S. Army
Date of birth: 10/22/1978; Date of death: 4/7/2003
Veteran service dates: 10/01/2000-4/7/2003
Date of interment: 4/23/2003
Buried at: Section 60, Site 7871 — Arlington National Cemetery

Mike is proud of his son and believes in the mission of Global War on Terrorism. "You never think it's going to happen [death] and the chances are it's never going to, you just don't think that way," Mike said. "But," he added, "if someone has to die, the best reason might be that of being in the service of your country when death comes."

"If the United States doesn't do something, then we're going to continue to have the events that we have had in the past — the attacks in New York City and the attack against the Pentagon. There is a direct link, and if you don't take some action to stop it where it starts, I don't know how to stop it."

> **"You expect the worst and hope for the best,"**
>
> ***— Jenna Kaylor***

Although Jeff's death hurts him deeply, Mike makes it clear that he understands that death in war is the price some must pay for accepting life as a Soldier.

Unlike Jeff, Mike never saw combat duty during any of his years in the Army. He was trained and prepared of course, he says, but his duty assignments never took him to any skirmishes. Mike spent his Army career training young men like his son to be prepared in case of war.

Mike's position duties during the climb in rank, whenever he served as a commander, always included taking care — good care — of his Soldiers. He relied on his company commanders and first sergeants.

During his tours in Germany, Mike worked hard to ensure there were activities to keep families cohesive, like having family movie nights. He arranged for USO shows to come in, and opened those up to include local people in the area which established good German-American relations. He made sure the small post exchanges were always well stocked. He ensured there was something going on for all American holidays. Jeff will never be able to have such experiences.

Jeff was initially assigned as a platoon leader and as the battery supply officer, a job that "drove him crazy," Mike said. Jeff couldn't believe how much time was taken away from him — valuable time he needed with his Soldiers to train and take care of them.

Jeff's unit was getting ready to deploy so he knew it was very important for supplies to be accounted for, Mike said. For Jeff it was frustrating not being able to spend time with his Soldiers — the kind of time it seems his father had had in his career. Even so, "Jeff was self-sufficient and had a great platoon sergeant, which took a lot of pressure off him," Mike said.

One evening, while Jenna was in Kuwait, she was out on a street and an American Army convoy passed her. She saw the bumper numbers on each vehicle and noted that they were Jeff's unit. Jenna stopped the convoy and asked a Soldier if he knew her husband, the answer was a resounding "yes" and Jenna was told of Jeff's location.

Unexpectedly for both, Jeff and Jenna got to spend a week together, which turned out to be the last time Jenna would see Jeff alive. He was killed two or three days after their time together ended.

Mike said Jeff's commanders told him Jeff was doing very well and they all figured he would go very far in his military career. "As a matter of fact, Jeff was so good," Mike said, "it was the reason he was on that specific detail when the accident happened."

Mike and his son were dedicated to their military jobs. They both worked long, hard hours. They understood each other. Mike and Jeff loved the Army. It was a good father-son relationship.

Safety

Safe use, storage and disposal of household chemicals

SMDC/ARSTRAT Safety Office

Many household products can cause problems if not used, stored and disposed of correctly. Chlorine-based cleansers can even be deadly if used in combination with ammonia-based products. Common household products can be dangerous because the chemicals they contain:

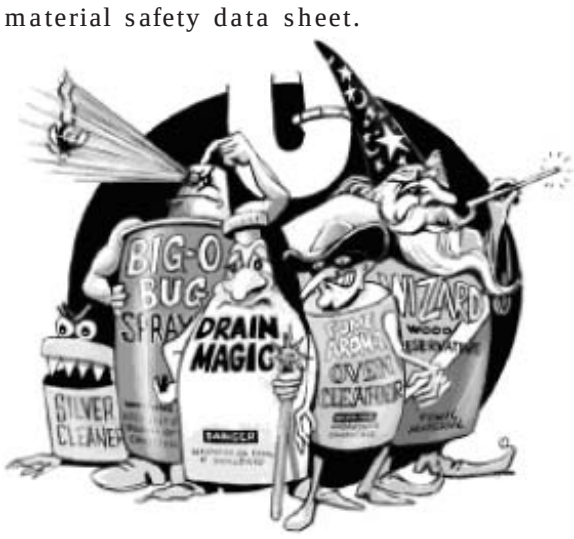
- may burn or irritate the skin, eyes or lungs.
- may burn or explode if close enough to a heat source or spark.
- are poisonous if swallowed.
- may cause cancer, depending on the length and level of exposure.

Such hazardous substances also pose dangers to sanitation and sewer workers and create environmental hazards when they're thrown away, poured down a drain or dumped on the ground.

A chemical safety checklist

To avoid any dangers to yourself or your loved ones, follow these guidelines:

- Store chemicals in a cool place out of direct sunlight.
- Follow the instructions and warnings on a chemical's container, not just for use and storage but also for disposal. Even if you've used the product before, read the label again — don't trust your memory. If the instructions are illegible or have been removed, dispose of the product safely, but never pour chemicals down the drain or sewer or on the ground. Never smell a chemical to identify it.
- Don't mix chemicals unless the label recommends it.
- Keep chemicals away from children, toys, pets (including fish and birds) and exposed food, dishes, pans and eating utensils.
- Keep a poison control center number posted near the telephone in case of accidental poisoning.
- Keep rooms well ventilated when using chemicals in the home.
- Goggles, impermeable gloves and respirators are usually available at home building supply or paint stores. Use them to immediately clean up spills of household chemicals. If any other protective gear is recommended on the container, use it.
- If you spill an irritating chemical, such as a drain unclogger, on your unprotected hands, wash them thoroughly with soap and water and rinse them for at least 15 minutes before you touch your eyes, mouth or nose. If the skin gets inflamed, cover the area with a dry, clean dressing (rather than an ointment) and call your doctor.
- Avoid smoking while using chemicals. A burning cigarette or flame could ignite undetected fumes.
- Maintain proper ventilation and always cover containers of chemicals tightly. Inhaling even common ammonia can irritate your lungs.
- Have a multipurpose (ABC-type) fire extinguisher handy and know how to use it correctly. Make sure its date of effectiveness hasn't expired.
- If you have any questions about a chemical that the product's label doesn't answer, ask your local fire department. The fire department may also provide or be able to refer you to an approved chemical and hazardous waste disposal site or reclamation center.
- Avoid storing incompatible chemicals together. Check the label or consult the material safety data sheet.



- Clean your house annually and dispose of any unknown or unmarked items.

Common household and vehicle products with potentially harmful chemicals

- aerosol products
- air deodorizers
- ammonia
- antifreeze
- auto oil
- bathroom deodorizing cakes
- batteries and battery acid bleach
- cement and concrete mix
- cleaning fluid
- correction fluid
- deodorants
- detergents
- disinfectants
- drain cleaners
- dyes
- fertilizers
- fungicides
- furniture polish
- glass cleaners
- glues
- hair sprays
- hydrogen peroxide
- herbicides
- kerosene
- lighter fluid
- medicines
- metal polish
- mothballs and moth crystals
- nail polish removers
- oven cleaners
- paints, stains and varnishes
- paint thinner
- paint strippers
- perfumes and colognes
- pesticides and rat poison
- pine-scented disinfectants
- rubbing alcohol
- Scotchguard solvents
- toilet bowl disinfectants and bluing
- turpentine
- wood preservatives

National Poison Prevention Week: March 19-25

Each year, unintentional poisonings from medicines and household chemicals kill about 30 children and prompt more than one million calls to the nation's poison control centers. National Poison Prevention Week, March 19-25, aims to help prevent childhood poisonings by reminding people of the dangers and measures to prevent poisonings.

The following are the basic poison prevention tips that every person should check during National Poison Prevention Week:

- Keep all chemicals and medicines locked up out of reach and out of sight of young children because some children can open child-resistant packaging.
- Use child-resistant packaging properly by closing the container securely after each use or choosing child-resistant blister cards, which do not need to be re-secured.
- Keep the poison control center number, (800) 222-1222, next to your telephone, and call immediately if a poisoning occurs. Keep a bottle of ipecac syrup on hand, but use it only if the poison center instructs you to induce vomiting.
- When products are in use, never let young children out of your sight, even if you must take them along when answering the phone or doorbell.
- Keep items in original containers.
- Leave the original labels on all products, and read the label before using.
- Do not put decorative lamps and candles that contain lamp oil where children can reach them. Lamp oil can be very toxic if ingested by young children.
- Always leave the light on when giving or taking medicine. Check the dosage every time.
- Avoid taking medicine in front of children. Refer to medicine as "medicine," not "candy."
- Clean out the medicine cabinet periodically and safely dispose of unneeded and outdated medicines.

Poison Control
(800) 222-1222

Spring ahead, check it out

Remember to change your smoke detector and flashlight batteries when you turn your clocks ahead on April 2.

As many as half of the smoke detectors in American households are not working because the batteries are old or missing. Maintaining smoke detectors and flashlights are two of the least expensive, but most effective, ways to reduce deaths and injuries from fire.

49th names Soldier/NCO of the Quarter

By Sgt. Jack W. Carlson III
Unit Reporter

FORT GREELY, Alaska — Wearing the Army dress uniform, five Soldiers from the 49th Missile Defense Battalion (Ground-based Midcourse Defense) presented themselves to the board members of the Soldier/Noncommissioned Officer of the Quarter board Feb. 28.

Spc. Karen Hurst and Sgt. John Flood, both military police officers, were named Soldier/NCO of the Quarter, respectively.

Flood and Hurst will go on to compete against two other Soldiers from the 49th for the title of Battalion Soldier/NCO of the Year. The winners of the battalion-level boards will represent the unit in the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command Pacific Region board in April.

Leaders select qualified Soldiers for participation in the Soldier/NCO of the Quarter board.

"Soldiers are selected based on their overall initiative and military appearance prior to the board," said 1st Sgt. Jeffery Coker, Headquarters/Headquarters Battery first sergeant and board president.

Photo by Sgt. Jack W. Carlson III

Spc. Karen Hurst, military police officer, 49th Missile Defense Battalion (Ground-based Midcourse Defense), describes her military history during the Soldier of the Quarter Board Feb. 28.

The boarded Soldiers were asked questions and judged on their knowledge of numerous subjects including current events, Uniform Code of Military Justice, chain of command and various Army programs. According to the evaluation sheet used to score Soldiers, candidates' military bearing, physical fitness and marksmanship scores also were used in judging.

Candidates were scored from 0-20 by each of the five board members, all senior NCOs. The tallies from those scores determined the overall winners of the board.

"We have a vast overall knowledge of the military here in the 49th," said Sgt. 1st Class William Ray, board member. "As these boards continue, the confidence levels increase while the nerves of those participating ease as time goes on."

Alpha Company chooses finest NCO & Soldier of the Year

Sgt. 1st Class Kenneth Demars, Unit reporter

FORT DETRICK, Md. — Highly polished, meticulously arranged, crisp, clean uniforms donned by well-groomed, highly prepared, chiseled and fit competitors shrouded in layers of nervousness and anxiousness so thick you could slice it up and serve it with crumpets.

Top this off with the last minute, motivational utterances from their leaders and you might think that it was the opening to a major sporting event like the Super Bowl or game seven of the World Series, but to the noncommissioned officers and Soldiers of Alpha Company, 53rd Signal Battalion (SATCON) who were suited up on Feb. 16, it was so much more.

It all began some 13 months ago when the first monthly competition was held. That was when Spc. Ericka Melius, Spc. Cosme Lavalle, Sgt. William Strong and Sgt. Charles Mercier initiated their quest for knowledge and physical fitness that would ultimately terminate in this clash of the company's finest to determine the Company NCO and Soldier of the Year.

Each month would pass and new Soldiers and NCOs were selected as monthly winners eventually leading to the selection of four quarter representatives in each category for the final stand-off. However, as with any competition, conflict and controversy further limited the field to just two Soldiers and two NCOs. It was shaping up to be a battle of epic proportions.

The stage had been set with the prior administration of an individual physical fitness test and weapons qualification.

Soldiers knew the importance and scoring weight of these events and trained diligently to avoid falling too far behind in the competition before the question and answer session even began.

On the day of the board, Soldiers and NCOs faced a series of questions much more challenging than they had ever encountered before. They were bombarded with situational problems and had to rely on their knowledge of the regulations rather than just the study guides.

Each and every one of them rose to the challenge. Volley after volley was returned with clear, concise responses that overwhelmed panel members, supervisors, observers and perhaps the competitors themselves.

Their rapid replies and tallying scores built up to a summit that was anything but anticlimactic.

When the smoke had settled, only two stood alone as victors. Melius of 2nd Squad, 1st Platoon, and Strong from 1st Squad, 1st Platoon, were hailed as Soldier and NCO of the Year respectively and shared the title of Alpha Company's finest.

When asked for his take on the whole experience, Strong said, "It was the culmination of months of preparation and testing that led to this crowning moment in my life. I would like to thank all of those responsible for helping me accomplish it."

Staff Sgt. Joseph Gust, 2nd Squad leader had this to say, "I am proud of my Soldier. Her (Melius) performance was breathtaking and inspiring. I had no doubt she would win."

An excited and relieved Melius shared her supervisor's view and replied "I knew that I could win because my NCOs believed in me, and sure enough, it happened."

The quest is not over yet, as these two will square off with the best and brightest of Bravo Company in the Eastern Regional competition. If this upcoming pairing of superpowers is half as exciting as the first, it stands to be a monumental sequel.

Photos courtesy of Alpha Company, 53rd Signal Battalion (SATCON)

Spc. Ericka Melius was named Alpha Company Soldier of the Year and Sgt. William Strong was named Alpha Company NCO of the Year. The two will compete in the Regional competition in a bid to advance to the U.S. Army Space and Missile Defense Command/ U.S. Army Forces Strategic Command board.

Bravo Company awards best crew

By Spc. Alicia Brogden
Unit reporter

FORT MEADE, Md. — Bravo Company, 53rd Signal Battalion (SATCON), completed its quarterly Best Crew Competition and honored 1st Squad with the competitions first award.

Best Crew is awarded to the squad that proves to be the strongest in basic Soldiering events as well as operational proficiency.

The scoring breakdown consisted of a wide spectrum of factors. All four squads were judged on the following events: Army Physical Fitness Test scores; a written exam made up of general operational knowledge questions; crew certifications; M16 range scores; and a mystery event, which was the Combat Task Testing range for the quarter.

When all the scores were in and the final tally came out, 1st Squad had more than proven itself. While the scoring showed the strengths of each squad, 1st Squad was able to pull away from the pack with an impressive 15 point lead. They wiped out the competition with their APFT scores, their M-16 range scores and their written exams.

"We have a great dynamic on our squad right now. We've really gelled together to become a strong team," said Staff Sgt. Jacob Holmes, 1st Squad's leader. "It's been really great working with these guys, and it's nice that their accomplishments have been recognized."

This Best Crew award was for more than mere bragging rights. 1st Squad will be the first to hold the title on the Bravo Company Best Crew trophy, which they are allowed to keep in their possession while working the floor. They were also awarded a four-day pass, and to ensure that there is no mistaking who holds the Best Crew title at Bravo Company, they are authorized to wear a pin symbolizing their achievement.

"We have some great competitions here at Bravo Company, but now that we've got Best Crew, it is going to be a fight to take it away. We are keeping this," said Sgt. Andrew Sanders, 1st Squad team leader.

It is clear that the Soldiers at Bravo Company are ready to rise to that challenge.

"Congratulations to them. 1st Squad is solid. They had some really high scores in a few areas, but they are beatable," commented Sgt. Stacy De La Hoz, 4th Squad team leader, when asked about the outcome.

A new title will be awarded at the end of this quarter, and it is anyone's guess as to who will hold the honor of Best Crew, but there is no doubt, after such a strong showing by 1st Squad, that it will be no easy task.

Photo by 1st Lt. Matthew Kisner

1st Squad, a.k.a., "Bravo Company, Best Crew," show off their trophy with the company first sergeant and commander. From top, left to right: 1st Sgt. Lucin Crawford, Pfc. Emmanuel Angulo, Staff Sgt. Jacob Holmes, Spc. Tyler Alcos, Pfc. Thomas Oswald, Capt. Jermaine Sutton, Spc. Robert Wright, Spc. Thomas Baylis, Spc. Joshua Crandall.

Charlie Company welcomes new commander

Spc. Albert Nestler
Unit reporter

LANDSTUHL, Germany — For most of Capt. Christopher Conway's 28 months in command, Charlie Company, 53rd Signal Battalion (SATCON), conducted business as Charlie Company, 1st Satellite Control (SATCON) Battalion. On Feb. 22, at the Landsthul Combined Club, Conway, as his final farewell, released the guidon to Lt. Col. Hae-Sue Park, 53rd Signal Battalion (SATCON) commander. Park then entrusted the guidon to the new Charlie Company commander, Capt. Andre Reed. With this symbolic ceremony, the last remnants of the Charlie Company 1st SATCON Battalion faded, and the recently activated 53rd Signal Battalion came to light.

Forty Soldiers from Charlie Company were present for the historic occasion. Park noted, "This is the most Soldiers from Charlie Company I have seen together at one time." Due to the nature of the Charlie Company mission, some of the Soldiers were unable to attend the ceremony, but every available Charlie Company Soldier witnessed the first moments of Reed's command. Reed, in the same tradition as thousands before him, kept all policies and standard operating procedures in effect, to finalize assumption of command.

The event had a positive impact on Charlie Company Soldiers. Staff Sgt. Woody Scott said, "It was the best put together Change of Command I have attended." Scott is looking forward to working with Reed. Sgt. James Garnett said, "This was a very well organized and smoothly run ceremony." Garnett appreciated Conway's remarks about the accomplishments during Conway's tenure and is looking forward to serving with Reed.

As one of Conway's last acts as company commander, he was able to present Andre Parent, Charlie Company's operations analyst, with the Commander's Civilian Achievement Medal before the ceremony commenced. Parent was instrumental in integrating millions of dollars of new equipment into the operations center during Conway's time at Charlie Company. Parent was also a key adviser to the commander when called upon for technical advice.

In the moments leading up to the Change of Command ceremony, Park awarded Conway with the Army Meritorious Service Medal for his work and efforts from November 2003 to February 2006. Conway oversaw Charlie Company during Operation Iraqi Freedom and Operation Enduring Freedom and said the award was a credit to his Soldiers and dedicated the award to their hard work and efforts.

Photo by Heather Meeson

Lt. Col. Hae-Sue Park hands the Charlie Company, 53rd Signal Battalion (SATCON) guidon to incoming Company commander, Capt. Andre Reed during the Change of Command ceremony for the unit on Feb. 22.

Soldiers, family members and guests said their last parting words of congratulations to Conway, and most headed to the Charlie Company classroom for a reception hosted by Reed. Control Warriors proudly stand tall as Charlie Company 53rd Signal continues its mission with Reed at the helm.

In commemoration of Women's History Month...

Some firsts for American women

Photo courtesy of AfricanAmericans.com

Patricia Harris
(1924-1985) — first African-American woman to serve as Secretary of Housing and Urban Development (1977-1979) and Secretary of Health, Education and Welfare (1979-1980)

Photo courtesy of U.S. District Court

Constance Baker Motley
(1921-2005) — first African-American woman federal court judge in 1966

Photo courtesy of U.S. Navy

Rear Admiral Alene B. Duerk
(Born in 1920) — first woman to be promoted to the rank of admiral in the U.S. Navy in 1972

Photo courtesy of National Library of Medicine

Elizabeth Blackwell
(1821-1910) — first woman to receive a medical degree in the United States in 1849

Photo courtesy of Ladies Professional Golf Association

Nancy Lopez
(Born in 1957) — first woman to be to be awarded both golfing titles of Rookie Player and Golfer of the Year in 1978

Photo courtesy of Library of Congress

Amelia Earhart
(1897-1937?) — first woman to fly solo across the Atlantic in 1928

Photo courtesy of the Supreme Court Historical Society

Sandra Day O'Connor
(Born in 1930) — first woman appointed to the Supreme Court of the United States in 1981

Photo courtesy of U.S. Army

Col. Florence Blanchfield
(1884-1971) — first woman to hold a permanment commission in the U.S. Army in 1947

Photo courtesy of U.S. Department of State

Condoleezza Rice
(Born in 1954) — first African-American woman Secretary of State in 2005 (Madeleine Albright was the first woman Secretary of State in 1997.)

Photo courtesy of Library of Congress

Jeanette Rankin
(1880-1973) — first woman elected to the U.S. Congress in 1916

Photo courtesy of NASA

Sally K. Ride
(Born in 1951) — first American woman astronaut in space in 1983

Photo by Dottie White

Construction continues

This photo, taken March 14, shows the progression of the Von Braun Complex on Redstone Arsenal, Ala., as construction continues. The project, which has been ongoing for five months, will eventually become home to the Missile Defense Agency. It will contain approximately 234,000 square feet and house nearly 1,000 employees. The contract was awarded to Turner Universal Construction Company Inc. of Huntsville, Ala., for more than $30 million. The scheduled completion date is May 2007.