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The Eagle

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

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Changes bring new opportunities — new career challenges for employees



Photo by Dottie White

In his mid-October town hall meeting in Huntsville, Michael Schexnayder said the decisions made by the 2005 Base Realignment and Closure Commission will bring opportunities and opportunities bring challenges. The deputy to the commander for Research, Development and Acquisition said the command's skill mix will change and the trick is to navigate those changes. "But, we will be here as a command," Schexnayder said.

By LuAnne Fantasia
SMDC/ARSTRAT Public Affairs

Change can be good.

Ask Jack Welch or Lou Holtz. Welch may be the most talked about and widely emulated manager in business history — taking General Electric from toasters to telemedicine. Holtz is the premier NCAA football head coach of his era. Read their books. Both leaders managed change to their advantage.

Major changes in Huntsville and Redstone Arsenal are imminent through decisions of the 2005 Base Realignment and Closure Commission. Along with SMDC/ARSTRAT headquarters element in Arlington, Va., moving to Huntsville, the Missile Defense Agency, or MDA, and the Army Materiel Command (among others) are scheduled to migrate here, bringing with them a collective 4,000 jobs.

Change is already visible here. Since January, 82 SMDC/ARSTRAT employees have moved to the Missile Defense Agency; including 60 engineers and 11 contracting specialists. Some 24 of these positions were matrix to the MDA.

In his mid-October town hall in Huntsville, Michael Schexnayder gave his Soldiers and employees valuable insight

on the impact to the command and the way ahead. Schexnayder is the deputy to the commander for Research, Development and Acquisition.

"MDA is in the middle of relocating to Huntsville. Its employees are experiencing personal shock...facing major changes," he said. "We're transferring selected contracts to them ... and they also decided to transfer some [matrix] GMD positions. We're trying to sort this out ... our working relationship with MDA as it moves additional personnel to Huntsville ... but I will tell you yes, we have many highly productive and qualified people who have moved to MDA."

But, Schexnayder added, "My 'glass half full' perspective is — this is good. There are natural cycles in business that happen to our customers, and in business, you want your customer to be smart and to employ smart people."

He said it's clear from BRAC that the country expects an effective and efficient missile defense enterprise in Huntsville.

"And, this enterprise should consist of SMDC/ARSTRAT and MDA, as well as other members of Team Redstone and the surrounding community, working together

See *Town Hall* on page 4

1957 to 2007 — 49 years and counting!

By Sharon Watkins Lang
SMDC/ARSTRAT, Historical
Office

(Editor's note: Next fiscal year marks the 50th Anniversary of SMDC/ARSTRAT, although our name has changed a few times. What was the world like when we were known as the NIKE-ZEUS Project Office? The following article, written by Sharon Watkins Lang in the command Historical Office, is the first of several planned events and information products next year to celebrate our half-century mark.)

In 1957, the world was a different place. Two super powers — the United States and the Soviet Union — faced each other in the evolving Cold War. Europe had been divided by the Iron Curtain for more than a decade. The Cold War had spread to the Mideast and in January, President

Eisenhower issued a doctrine offering aid to those countries which resisted aggression from communist nations. In April 1957, Great Britain, citing economic factors, announced a plan to phase out combat aircraft and replace them with missiles. Later that year, Britain became the third member of the nuclear club, exploding a hydrogen bomb over the Pacific.

In May 1957, the Soviets announced their first successful test of an intercontinental ballistic missile — the R-7 (also known as the SS-6 in the West). Three months later, on Oct. 4, this missile was used to place the world's first man-made satellite, Sputnik I, into orbit. The 184-pound payload, a radio beeper transmitted for 21 days



Photo courtesy of Pictorial Branch, Post Signal Division, AOMSA, Redstone Arsenal, Ala.

Testing on the NIKE-ZEUS missile and its associated radars began in 1959 at White Sands Missile Range, N.M. The NIKE-ZEUS underwent a total of 147 tests including 79 developmental firings and 68 systems tests at White Sands; Point Mugu, Calif.; and Kwajalein. On Dec. 14, 1961, ZEUS tests were conducted at all three sites. On this date, the ZEUS intercepted a HERCULES guided missile at White Sands, marking the first successful integrated system test, achieved its longest and highest flight to date at Point Mugu, and completed its first flight at Kwajalein.

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The Command Corner



Lt. Gen. Larry J. Dodgen
Commanding General



CSM David L. Lady
Command Sergeant Major

In his recent announcement of the new Army recruiting campaign, **ARMY STRONG**, the Secretary of the Army, Dr. Francis J. Harvey, provides us a reminder that for "231 years our Army has been the vanguard of freedom around the globe." He also stresses that mental, emotional and physical strength is forged in Soldiers through their shared values, teamwork, experience and training. The resulting strength is a special kind of strong: **ARMY STRONG**.

The focus of the Army's new campaign is to remind Soldiers, their families and the American public that Soldiers actively choose to make a difference in their lives, their families, their communities and for the nation. Making this difference takes commitment and a willingness to confront challenges beyond those expected of the average American citizen. This campaign emphasizes individuals who join the Army strive to recognize their potential strength and develop it further. Secretary Harvey encourages us to learn more about this campaign and support its goal: building a volunteer force sufficient to meet the demands of the Global War on Terrorism and our nation's other commitments. Additional information on the **ARMY STRONG** campaign is at the Web site: <http://www.goarmy.com/strong>.

Earlier this month, on Nov. 11, Veterans Day, our nation paused to recognize the men and women who have served America while in uniform. Our nation's veterans, whether they were Soldiers, Sailors, Airmen, Marines or Coast Guardsmen, sacrificed and, through their selfless service, provided us the privileges of freedom and democracy. We owe them and their families our eternal gratitude.

Later this month, on Thanksgiving Day, our thoughts will turn to the opportunity to express our gratitude for the blessings we enjoy in a free and prosperous country. The significance of this holiday is particularly telling with the overseas deployment of more than 265,000 Soldiers in 80 countries. Their sacrifices make possible the good fortunes bestowed to all of us. Our thoughts are with them — but especially the Soldiers who are away from their families engaged in supporting **OPERATIONS ENDURING FREEDOM** and **IRAQI FREEDOM**. I hope that all of you in the **SMDC/ARSTRAT** family — uniformed members, civilians, contractors, and your families — but especially those of you who may be far from home — have a safe and enjoyable Thanksgiving holiday.

This Command Corner column also marks one of the final opportunities to express my appreciation for the great work you have done during my tenure as commanding general of **SMDC/ARSTRAT** and commander, Joint Functional Component Command for Integrated Missile Defense. In my remarks during the assumption of command ceremony, I noted this command has always pointed toward the future, and in conjunction with the Missile Defense Agency, we would bring on new missile defense capabilities to protect our homeland. I also stressed our continued role to integrate space capabilities and develop new technologies to serve our Army and its Soldiers. To an extent that we could not have envisioned, great progress has been made in each of these areas — and you have helped make it possible.

I extend my most sincere appreciation for your great efforts and tremendous support. Best wishes as you continue to face — and surmount — the challenges of the 21st Century in support of our nation's security requirements.

SECURE THE HIGH GROUND!

"Army Strong" is much more than an advertising slogan; this phrase captures a significant truth about being a Soldier.

Military service transforms strong, young Americans into Warriors, leaders and members of the most powerful war fighting team known to mankind, our United States Army.

This slogan is about persons, not equipment. The finest and most expensive systems are mere hardware and software, without Soldiers to employ, operate and adapt them. Army Strong Soldiers make the difference between success and failure in any situation.

This slogan is a culmination of the several-year process to redefine every Soldier as a Warrior, every unit as a relevant, effective organization. Army Strong is grounded in the Army Values, the Warrior Ethos and the Soldier's Creed. Army Strong is a call to young persons to become more than they imagine they can be.

This slogan specifically addresses the interests and motives of the less than 20 percent of American teens who are even eligible to join. Many of these young people want to be part of something much greater than themselves. They want to do something significant. They want challenges and responsibilities, high standards, clear values, and the best of examples. They want rigorous training and expert guidance. They want opportunities to do more, learn more and be more. They want to be proud of themselves, their leaders and their mission.

Leaders of Army Strong Soldiers must be even stronger themselves. They demonstrate the example, and they take care of these persons. They know what they are doing and convince their Soldiers that the plans and programs are the right ones to implement. These leaders will keep their Soldiers and families engaged and informed; they will take care of them over long deployments and longer convalescences.

An organization that produces Army Strong Soldiers is an organization that overcomes all obstacles and endures all strains. It is an organization that will withstand a high **OPTEMPO**, because it is filled with persons and families who are serious, intelligent and patriotic. Army Strong Soldiers continue to volunteer to serve their nation, for they will sustain astonishingly high reenlistment rates despite multiple deployments.

Army Strong is more than a slogan. It is a challenge and a standard. We leaders will serve our Soldiers by demonstrating how to be Army Strong and guiding them to be Army Strong as we secure the high ground.

ON POINT!

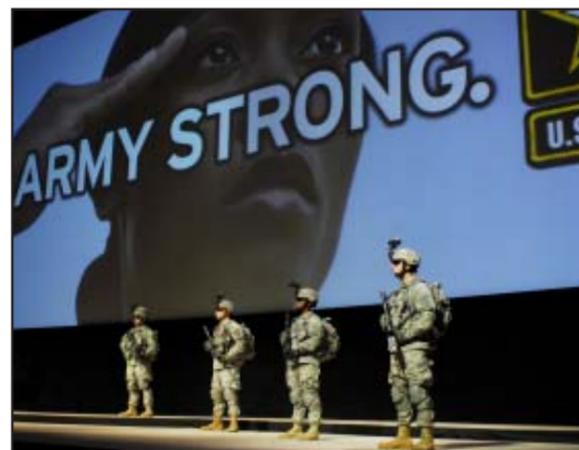


Photo courtesy of U.S. Army, Betsy Weiner

Army Secretary Dr. Francis J. Harvey unveiled the effort to tell the Army about the "Army Strong" campaign, a key component of the Army's recruiting efforts, during an opening ceremony for the 2006 Association of the U.S. Army Annual Meeting Oct. 9 in Washington, D.C. (See related article on page 10.)

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Photo by Diane Schumacher

The past meets the present for the future

Commanding General Lt. Gen. Larry J. Dodgen (center) held a late-October conference with past commanders and incoming commander, Maj. Gen. (P) Kevin T. Campbell (far right). Past commanders of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and the former U.S. Army Space and Strategic Defense Command met at the headquarters in Arlington, Va., to discuss the command's transformation. All of the former commanders are now retired from active duty. (From left) Lt. Gen. John Costello; Lt. Gen. John F. Wall; Lt. Gen. Donald M. Lionetti; Dodgen; Lt. Gen. Joseph M. Cosumano; Lt. Gen. Robert D. Hammond; Maj. Gen. Eugene Fox; and Campbell (confirmed by the U.S. Senate for appointment to the rank of lieutenant general and is scheduled to assume command of SMDC/ARSTRAT in December; see article, right). Lt. Gen. Jay M. Garner also attended the conference but is not pictured.

Saying farewell

On Dec. 15, Lt. Gen. Larry J. Dodgen will relinquish command of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command in a change of command ceremony at 10 a.m. at Comny Hall, Fort Myer, Va.

On Dec. 16, 2003, Dodgen assumed command of SMDC/ARSTRAT. By order of the commander, U.S. Strategic Command, Dodgen was also appointed as commander of the Joint Functional Component Command for Integrated Missile Defense (JFCC-IMD) on Jan. 10, 2005.

A series of farewells are scheduled to honor the Dodgens as they prepare to end their three-year tour with SMDC/ARSTRAT.

- Colorado Springs — A farewell social is scheduled at the Elkhorn Conference Center, Nov. 17, 6 p.m. to 8 p.m.
- Huntsville — A farewell reception and dinner is scheduled in the North Hall of the Von Braun Center, Nov. 30, 6 p.m. to 9 p.m.
- Fort Bliss — A reception is scheduled in honor of Lt. Gen. Dodgen at Maj. Gen. Lennox's quarters on Fort Bliss, Dec. 5, 5 p.m. to 6 p.m. Lt. Gen. Dodgen will also be honored at the St. Barbara's Day Ball at Biggs Army Airfield (Centennial Club) on Fort Bliss where he will speak, Dec. 7, 6 p.m. to 9:30 p.m.

Maj. Gen. (P) Kevin T. Campbell was confirmed by the U.S. Senate for appointment to the rank of lieutenant general and is scheduled to assume command of SMDC/ARSTRAT in December. Campbell is currently serving as chief of staff of USSTRATCOM, Offutt Air Force Base, Neb.

What We Think

The Eagle asks:

Why is wearing a seatbelt important to you?



Brian T. Camperson
Senior Military Analyst to the Commanding General SYColeman
Arlington, Va.

Too often we take the simple everyday activities, such as driving, for granted. We assume "the other driver" is watching the road as we are and driving in a rational manner. The true value of wearing a seatbelt is not realized until a knucklehead attempts to beat a red light, or makes a left-hand turn from the right lane, or switches lanes without ensuring the path is clear — anyone who has witnessed an accident first-hand and saw how the force of the impact affected the passengers understands why seatbelts are worn. Our children are too precious to my wife and me to ever allow them to ride without their seatbelts fastened. It is one of those devices you hope you will never have to test.



Rosemary Cuadros
Military Specialist
FA-40 Personnel Proponent Office
Arlington, Va.

I believe in buckling up as soon as I get in a vehicle — before putting the car in motion. Wearing a seatbelt cannot only make a difference on the extent of injury but it may save your life or someone else's life. I feel this way because I was involved in a car accident three years ago in which I suffered a concussion (no airbag) but no other injuries. I feel certain the outcome would have been very different if I hadn't been wearing both the lap belt and chest restraint belt. Accidents are a fact of life, and it's better to protect ourselves with the simple act of "Buckling Up!"



Carolyn Maddox
Senior Program Analyst
SYColeman
FA-40 Personnel Proponent Office
Arlington, Va.

Seat belts are important to me because they restrain your body from going face forward into objects inside the vehicle. It keeps you from being thrown outside the vehicle and therefore decreases the possibility of serious injury to your body. Seatbelts truly save lives.



Philip Brewer
Computer support technician
SAIC, CIO/G-6 Help Desk
Huntsville, Ala.

It's proven that wearing a seatbelt will save your life in most accidents. As a child, the car I was riding in was involved in a head on collision with a pickup truck. I was standing in the seat and ended up in the floorboard. I was extremely lucky. I only received a cut on the chin. The G-forces created during an accident will overcome the body strength of most people and result in the person hitting the steering wheel, dash or windshield. Put your seatbelt on every time you drive, and put your kids in an approved child safety seat because you might not be as lucky as I was.

Town Hall

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to do exceptional things in the missile defense mission area," Schexnayder added.

Of the 82 employees who moved to MDA since January, 74 were in the GS-13 and 14 pay grades.

"I can tell you that the GS-14 transfers were de facto, non-competitive promotions because MDA has pay-banding under the Acquisition demo, and that's a huge advantage to those employees," Schexnayder explained.

Mark Lumer, the command's principal assistant responsible for contracting, agrees that the move to MDA was good for his 11 contract specialists.

"Change is healthy," Lumer said. "It helps the individuals and the organizations. First, all of our employees who moved over to MDA earned a salary increase. Secondly, with change, you work at a different level. You see a bigger picture. New people come into your organization with a fresh pair of eyes and might ask 'why are we doing this?' It gets us out of our comfort zone and makes everyone stretch and grow."

Lumer sees change as a positive thing for the employees, incoming organizations, and this command. This is, after all, the man who 11 years ago, saw the handwriting on the wall and completely automated SMDC's contracting office, increasing contract awards by \$9 billion since then. For those employees whose positions were reclassified from clerical to contracting specialists, he enabled them to convert, retire, or relocate to other positions in the clerical career field; their choice.

He said being mobile is the way to rise to senior levels. "Most Army Senior Executive Service [SES] people have moved a few times ... with at least one tour in a major command as well as one at the Pentagon."

But with today's defense budget stretched thin, many hiring organizations don't pay relocation expenses for federal civilian employees. Being mobile becomes a personal financial burden most working people can't afford. Many vacancy announcements on the Army Civilian Personnel Online website specify, "PCS expenses not authorized." Unlike active duty military whose permanent change of station expenses are automatically paid, that benefit is not always offered to civilian employees, so they sometimes move across town for that career change or challenge.

What is 'matrix'?

William C. Reeves Jr., director of the command's Technical Interoperability and Matrix Center, explained how some jobs at SMDC/ARSTRAT are funded by the Missile Defense Agency.

"We have about 70 employees who are currently matrix employees to the Missile Defense Agency," he said. "Most are engineers and some are administrative and budget personnel. They're on our TDA [table of distribution and allowance] but we loan them to MDA." He explained that still other positions are simply funded by MDA without being considered matrix.

Reeves said that when the matrix employee pool was established in the early '90s, the concept was to cross train core and matrix SMDC/ARSTRAT employees in both the command's in-house skills and

experiences (heavily research, development, test and evaluation activities) with skills and experiences in the matrix [then Ballistic Missile Defense Organization] and the Program Executive Office for activities of the Program/Project Management Offices.

"The skills and experiences in the matrix PMOs were Department of Defense acquisition-based milestone mandated for weaponizing the RDT&E transitioned technologies," Reeves said.

He explained how the original intent was for employees to be on a continuous three-year rotation that would result in a pool of SMDC/ARSTRAT core and matrix employees trained in both RDT&E and PMO-type skills and experiences.

'Although the Missile Defense Agency has undergone significant changes in the past year, our business with them is still strongly aligned due to their long term plans.'

**— Michael Schexnayder
Deputy to the Commander
Research, Development,
and Acquisition**

"But in reality, due to aggressive PMO milestones and dynamic changes in programs' funding and mission requirements, it wasn't practical for these employees to rotate within a three-year timeframe, if some reasonable amount of program stability was to be maintained. So, the matrix employees basically stayed in place and the original intent never came to fruition."

Where are we going — long, near and short term?

Schexnayder told the town hall group that BRAC brings opportunity and opportunity brings challenges.

"The only thing I can promise you is change, but we will be here as a command," he said. "The trick is to navigate those changes."

He said how we work together will have a huge impact on the command's future. "Our skill mix will be slightly different. Even if job series don't change, the skills you'll need will be different."

Although the command doesn't plan to backfill the matrix positions initially, it will backfill the other vacancies, "but with the future in mind — where the incumbent will do slightly different work than his or her predecessor," Schexnayder said. "Your knowledge, skills and abilities may have to be adjusted in the future but if what you do is value-added, there will be money to pay you."

Reeves thinks the incoming organizations will hold off moving the bulk of their personnel to Huntsville as long as they can. "Although the law is that BRAC moves are completed by calendar year 2011, [organizations] have to complete major military construction and cover large moving expenses. Everyone's budgets are stretched thin with the Global War on Terrorism."

He said there will be work in Huntsville

— before the incoming organizations arrive and certainly afterward. A large part of Reeves' responsibilities is workforce management as it pertains to providing and maintaining matrix employees. "Employees might have to do different work from what they're used to doing during MDA's restructuring and BRAC implementation," Reeves added.

"I don't know what SMDC/ARSTRAT is going to look like, but there will be work ... and good career challenges for our employees."

Schexnayder encouraged employees to take assertive responsibility for their training. What do you want? Get a game plan and work it. Establish a five-year goal. Write your individual development plan and talk to supervisors about training, he advised.

On a lighthearted note, Schexnayder joked, "... and don't try to justify a SCUBA diving course in Aruba, either! We won't approve that."

"Seriously, do tell your management and leadership what you need for training. The management of your career is an individual responsibility."

Points of light

- Schexnayder said the skill-of-the-future is architecture development — a career field

that will combine systems into more complex systems; unclear if it will be in the 300 or 800 series — or a combination of series.

- He feels the command is in a stronger position than it ever has been because of the command's two deployable brigades [100th Missile Defense Brigade and the Army's 1st Space Brigade]. Both are TO&E units; usually permanent.

- SMDC/ARSTRAT is the Army service component command for the U.S. Strategic Command. As such, Schexnayder said we are known as an organization that comes up with innovative ideas for that unified command. He added that we are a small but highly leveraged organization, with a lot of high-demand skills.

- Although the Missile Defense Agency has undergone significant changes in the past year, our business with them is still strongly aligned due to their long term plans, according to Schexnayder.

- He said the command's contracting and acquisition management office, or CAMO, is the best in the Army...and probably in Department of Defense. They are pursuing many technology efforts, and their mix is likely to change but what we do for the warfighter will increase.

- Lumer said CAMO is working a counter-narcotics contracting effort for several billion dollars, and heavily involved in environmental restoration and support to the warfighter in Afghanistan and Iraq. That will ripple across SMDC/ARSTRAT. If the workload goes up in the contracting office, it goes up for the rest of the command.

- Huntsville is the second-largest concentration of government contractor operations, second only to the national capital region, Washington, D.C., according to Lumer.

Schexnayder, Lumer and Reeves are Senior Executive Service leaders who came to the command in 2004, 1995 and 1996, respectively.

History

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before the batteries failed. This achievement was followed on Nov. 3 by the launch of Sputnik II, which carried a dog, Laika, into space. The 1,119 pound satellite, which remained in orbit until April 1958, demonstrated the potential to launch a nuclear weapon. By the end of the year, the "Space Race" had begun in earnest.

In the United States, national defense was a key issue. In July, the Distant Early Warning or DEW line, a series of radars in the arctic region of Canada and Alaska, became operational. The DEW line would detect incoming Soviet bombers and missiles. Soon thereafter, the United States and Canada ratified an agreement to form the North American Air Defense Command. By the end of the year, the Strategic Air Command had placed its B-52 bombers on 24-hour alert in the event of a possible attack by the Soviet Union. At the same time, the Security Resource Panel of the Science Advisory Committee, formed to review active and passive measures to protect the civil population in the event of a nuclear attack issued the Gaither Report. Included in the recommendations are the construction of more American missiles and nuclear fallout shelters and the development of an area defense against ICBMs at the earliest possible date. The report, which also credited the Soviet Union with a substantial lead in long-range ballistic missiles, gave rise to the so-called "missile gap" argument.

It is in this environment that the foundation is made for what will become the U.S. Army Space and Missile Defense Command. In February 1957, the Deputy Chief of Staff for Logistics would formally establish the NIKE-ZEUS project. The next phase in the NIKE anti-aircraft series, NIKE-ZEUS was to be an anti-ICBM system based upon an improved nuclear-tipped solid-propellant NIKE-HERCULES missile combined with both long and short range radars. A joint Army-Air Force committee reviewed the ballistic missile defense

missions in April 1957. The committee, headed by Mr. Hector Skifter, recommended that the Army continue the terminal defense system (ZEUS) and the Air Force oversee the early warning system. In addition to the ZEUS, the Army would develop the target track radar and the local acquisition radar. A directive by Secretary of Defense Neil McElroy would confirm these proposals in January 1958.

In the interim, on Oct. 3, 1957, the Army Ordnance Corps established the first ballistic missile defense program office — the Redstone Anti-Missile Missile Systems Office (RAMMSO) — under the Army Ballistic Missile Agency, at Redstone Arsenal. As designed at that time, the NIKE-ZEUS was to be developed in a three-phased deployment. Phase I would see the development of a local control system and an anti-missile missile limited to approximately 100,000 feet altitude and approximately 70 nautical miles range. In Phase II, the anti-missile missile would be equipped with a jet-head extending the range to 500,000 feet altitude. The third phase missile would have a fully-active seeker which further extended range capabilities to approximately 200 nautical miles. Following the launch of the Sputnik in October, the Army published a space program recommendation which included a new requirement for the NIKE-ZEUS program — to serve as an anti-satellite system.

The events of 1957 and the NIKE ZEUS are but the beginnings for a long tradition of Army excellence in missile defense. A tradition which has grown and evolved from the NIKE-ZEUS Project Office, the NIKE-X Project Office, the SENTINEL System Command, the SAFEGUARD System Command, the Ballistic Missile Defense System Command, the Strategic Defense Command, the Space and Strategic Defense Command, and finally, the Space and Missile Defense Command.

(Note: A copy of the Gaither Report can be found at <http://www.gwu.edu/~nsarchiv/NSAEBB/NSAEBB139/index.htm>.)

The NIKE family of missiles, from back to front — NIKE-AJAX, NIKE-HERCULES and NIKE-ZEUS

Fielded in 1953, the 1,000-pound NIKE-AJAX anti-aircraft missile had a range of 20,000 yards and an altitude of 60,000 feet. Equipped with a nuclear warhead and exceeding the AJAX in range, velocity and altitude, the NIKE-HERCULES first became operational in June 1958 in Chicago. Unlike its predecessors, the NIKE-ZEUS was developed as an antiballistic missile.

Although never deployed, the 24,000-pound ZEUS missile provided the basis for the SAFEGUARD system's SPARTAN missile.



Photo courtesy of U.S. Army

Notes from 1957

- Soviet Premier Nikita Khrushchev is *Time* Magazine's Man of the Year
- Egypt reopens the Suez Canal
- Ghana becomes the first country in colonial Africa to gain independence
- International Atomic Energy Agency established
- Treaty of Rome creates the European Economic Community
- International Geophysical Year begins in July 1957
- Little Rock Nine enroll in Central High School integrating the Little Rock Public Schools
- U.S. Commission on Civil Rights established
- James R. Hoffa becomes President of International Brotherhood of Teamsters
- Maj. John Glenn Jr. (USMC) sets an air speed record traveling from California to New York by jet in 3 hours, 23 minutes and 8.4 seconds.
- U.S. Navy airship sets duration record for non-rigid airship traveling 9,448 miles in 264 hours and 12 minutes
- Capt. Joseph Kittinger (USAF), as part of Project *Man High*, set a balloon altitude record of 96,760 feet — the first solo balloon flight into the stratosphere
- The Edsel is introduced by Ford Motor Company
- FORTRAN computer program introduced to the public by IBM
- Velcro patented in Switzerland
- Medical Advances — artificial heart, interferon, internal pacemaker
- Theory of Superconductivity developed
- Nobel Laureates
- Physics: Chen Ning Yang and Tsung-Dao Lee
- Chemistry: Lord (Alexander R.) Todd
- Medicine: Daniel Bovet
- Literature: Albert Camus
- Peace: Lester Bowles Pearson
- Sam Hanks won the Indianapolis 500
- Milwaukee Braves defeated the New York Yankees in the World Series
- Brooklyn Dodgers play their last game at Ebbets Field
- Boston Celtics won the NBA Finals over the St. Louis Hawks
- Detroit Lions won the NFL Championship defeating the Cleveland Browns
- Doug Ford won The Masters
- Bobby Fisher, 13, became chess champion
- Barry Gordy Jr. founded Motown Records
- *Around the World in Eighty Days* — Academy Award for Best Picture
- *Leave it to Beaver*, *Wagon Train*, and *American Bandstand* premiered on national television
- Elvis Presley spent 21 weeks at number 1 with "All Shook Up," "Teddy Bear," and "Jailhouse Rock"
- Dr. Seuss writes *Cat in the Hat*
- John F. Kennedy receives the Pulitzer Prize for *Profiles in Courage*
- Duracell introduced the AA battery
- Frozen pizza among 5,000 new supermarket products
- Burger King introduced The Whopper for 37¢
- Prices — Milk, \$1; Bread, 19¢; Bacon, 60¢; Gas, 24¢; Postage, 3¢

Mountain Madness, indeed

Runners take on 170-mile relay through rugged terrain

By Ed White
SMDC/ARSTRAT Public Affairs

ROCKY MOUNTAINS, Colo. — Who in their right mind would volunteer to run a 170-mile relay through Colorado's most rugged mountains, along hiking trails, through streams and over roads ranging from altitudes of 5,000 feet above sea level to almost 13,000 feet above sea level for a day and a night?

Mountain Madness did it. This is the name for the team of intrepid Soldiers and spouses who took on the challenge this year. They attacked the Outward Bound Race with a passion and intensity more than equal to the roughness of the course.

The Mountain Madness team consisted of current and former 1st Space Battalion Soldiers, civilians and their families. Team captain Cliff Mullen, Kathleen Owings, Michael Owings, 1st Sgt. Mark Van Horn, Maj. Timothy Dalton, Steve Bremmer, Capt. Daryl Breitbart, 1st Sgt. (ret) Timothy Gore, Cadet (formerly Staff Sgt.) Leslie Wayman, and Capt. Alyssa Aarhaus. The team's time was 24 hours, 51 minutes, and they placed 26th in the field of 130 teams. Team drivers were Ben Aarhaus and Mark Mingleton, and team volunteers were Jessica Davis and Judy Mullen.

Each runner ran three legs of the course. The legs ranged in length from 9.4 miles to 22.3 miles and the race was nonstop, day and night, rain, snow and sunshine.

"It poured all weekend," said Aarhaus. "Last year it was really beautiful, so this year it was quite a shock to run in the downpour."

Now, one might think that motivation



Photo by Ed White

Capt. Alyssa Aarhaus ran two legs of the 170 mile Outward Bound race through the clouds for team Mountain Madness. Elevations the team conquered ranged from 5,000 feet to 13,000 feet above sea level.

might have waned a bit in the wee hours of the morning while running across the North American backbone but that hardly was the case.

"When everyone is doing something that challenging, you can't help but be motivated by the people around you," Aarhaus said. "Right before First Sergeant Van Horn passed the baton to me on my last leg, I remember thinking, 'what in the

heck am I doing running the last of my 12 miles at 2 a.m.?' And then I remembered he was just finishing 22 miles. That's motivating! However, it was actually pretty spooky running the six miles with just a headlamp on some back highway outside of Vail at 2 a.m. while it was raining," Aarhaus added.

"First of all," Van Horn said, "I really didn't know what I was in for. That specific leg was 13 miles in total length, and the elevation peaked at 11,800 feet. It was Georgia Pass that I ran over.

"I knew that it would be tough, and I had to pace myself, because I had another leg to run later that night at about 12:30," Horn said.

"It had been raining pretty much all day, but for that leg of the race, it had stopped raining and the sun had come out for a few moments," he said.

"Getting to the top didn't seem to take all that long but it seemed to take forever to get to the bottom. The trail was in rough shape with a lot of rocks and tree roots, and the trail would get very narrow which made it difficult to stay on."

Will they do it again next year?

"Of course," Aarhaus stated firmly.

"Once you have done it, it is kind of an addiction to the craziness," she

said. "I think I am even going to try for a longer leg this year, maybe 18 miles."

Van Horn added, "Overall the experience to run and compete with 10 other friends and doing this for over a 24-hour period, through the rain, sleet, snow and darkness is something that is special and that you won't forget. I'm already looking forward to next year's race."

Now that's motivating!



Photos by Ed White

Zero dark thirty is a real time on every Soldier's clock. It is Physical Training time, a time when the 1st Space Brigade warms up for a "fun run."



And as the sun rise bathes Pikes Peak "America's Mountain" in the warm, early morning sun, the 1st Space Brigade completes a three-mile circuit on Peterson Air Force Base, Colo.

1st Space Brigade holds 'Fun Run'

By Ed White
SMDC/ARSTRAT Public Affairs

PETERSON AIR FORCE BASE, Colo. — Zero dark thirty is a mythical time. It comes between the last true bits of darkness and just before sunrise. It is a time for Soldiers. It is a time for physical training, often called PT. It is a time for sweating and singing "Jody" calls and getting the blood running hard through one's veins.

The pre-dawn darkness was disturbed by the sounds of about 150 members of the 1st Space Brigade forming up in the parking lot across the street from Building 3 on Peterson Air Force Base. In a brigade formation they stretched and then rendered courtesy to the national colors, and then the fun began. With the command "Forward, March!" the formation moved in unison towards Vandenberg Street. Once on the street, they received the command, "Double Time, March!" and

they were off, moving at an easy pace.

During the run, guidon bearers circled the formation representing their units in a show of endurance and just plain attitude. At the end of the run, Col. Timothy Coffin, the brigade commander addressed the Soldiers.

He complimented them on their service, and added, "We just returned from an exercise in Europe and the supported elements were so pleased with our performance that they determined they will take space support with them whenever they deploy."

The 1st Space Brigade is responsible for providing space support to the warfighter. Currently there are about 30 Soldiers deployed in the middle-eastern Area of Responsibility. Space has supported both OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM since the initial phases of each operation, and it continues to be a key element of planning and operations in the theater.

SMDC/ARSTRAT represented in Best Warrior Competition

By Sharon L. Hartman
SMDC/ARSTRAT
Public Affairs

ARLINGTON, Va. — Two members of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command participated in the Sergeant Major of the Army's Best Warrior Competition Oct. 2-6.

Staff Sgt. Stacy-Lyn De La Hoz of Bravo Company, 53rd Signal Battalion (SATCON), and Sgt. Patrick Mann of Charlie Company, 53rd Signal Battalion (SATCON), vied in a grueling competition for the titles of Department of the Army NCO of the Year and Soldier of the

Year, respectively.

Sergeant Major of the Army Kenneth Preston named Spc. John Emmett and Sgt. 1st Class Jason Alexander Soldier and Noncommissioned Officer of the Year at the Association of the United States Army Annual Meeting Oct. 9.

Alexander serves with the 3rd Army Area Support Group in Camp Arifjan, Kuwait, and represented U.S. Army Forces Command. Emmett serves with 21st Theater Support Command in Kaiserslautern, Germany, and represented U.S. Army, Europe.

"These Soldiers — not only the winners but all the competitors — represent the

best of what our Army has to offer," said Preston. "They come from different backgrounds and different military occupational specialties, but this competition put them on an

even field. Our Army needs flexible, adaptive leaders. Each one of them is a solid professional who is dedicated to defending the United States of America. As part of the Army team, they are all winners."



Photo by Mike Strasser, Fort Lee Public Affairs

Staff Sgt. Stacy-Lyn De La Hoz, moves a casualty to a collection point during the Warrior Tasks and Battle Drills, Oct. 5, at the 2006 NCO/SOY "Best Warrior" Competition.



Photo by Jorge Gomez, Fort Lee Public Affairs

Sgt. Patrick J. Mann presses on during the two-mile run of the Army Physical Fitness Test as part of the Department of the Army Best Warrior Competition Oct. 4.

49th Missile Defense Battalion members receive media training

Sgt. Seth Paul, military police officer, 49th Missile Defense Battalion (Ground-based Midcourse Defense), looks on as Sgt. Melissa Zarones, communications operator, Alpha Crew, is interviewed by the Alaska National Guard Public Affairs Office during media training for the 49th. Soldiers from the battalion are being trained on interaction with the media in preparation for national news coverage of the Missile Defense Program and the Alaska National Guard mission with the battalion.



Photo by Sgt. Jack Carlson III

Finding NEEMO

By DJ Montoya
SMDC/ARSTRAT Public Affairs

UNDER THE SEA — The concept of two Soldiers training on the ocean floor seems to be all wet — or does it? Not for two Army Astronauts. This past Sept. 16-22, Col. Timothy J. (TJ) Creamer and Lt. Col. Timothy L. Kopra joined other fellow NASA team members on a week-long exercise at an undersea laboratory known as the National Oceanic and Atmospheric Administration's (NOAA) Aquarius.

The event was the NASA Extreme Environment Mission Operations (NEEMO) 11 and was the third and final exercise conducted for this year. The crew for this last NEEMO mission consisted of four Astronauts with Sandra H. Magnus and Air Force Maj. Robert L. Behnken joining Creamer and Kopra.

During the seven-day stay on the 45-foot-long, 13-foot-diameter Aquarius complex, the crew simulated moonwalks, techniques for communication, navigation, geological sample retrieval, construction and the use of a remote-controlled robot. All of this was conducted three miles off Key Largo in the Florida Keys National Marine Sanctuary 62 feet beneath the ocean's surface.

Valuable lessons were learned as the crew conducted their daily routines outside the Aquarius with a watchful eye at NASA's Johnson Space Center's Exploration Planning Operations Center, Houston.

"Making remote operations work well takes a lot of practice and choreography," said Creamer.

"We just can't start tomorrow operating on the lunar surface, or on Mars. There is so much preparation, rehearsal, protocol development, difficulties in coordination to overcome.

"This NEEMO environment exercises all of that and is part of the very necessary baby-stepping required to get us back to the Moon and farther."

Kopra echoed these same thoughts by saying, "This sort of mission, just like complex military operations or space flight which requires a tremendous amount of planning, coordination, training, rehearsal and review."

"These are skills we can all use during our preparation and execution of missions



Photo courtesy of NASA

The NEEMO 11 crewmembers and support team return to the surface as the eleventh NASA Extreme Environment Mission Operations (NEEMO) project draws to a close. The crew is spending seven days, Sept. 16-22, on an undersea mission aboard the National Oceanic and Atmospheric Administration's (NOAA) Aquarius Underwater Laboratory, which is operated by the University of North Carolina at Wilmington and located off the coast of Key Largo, Fla.

onboard the International Space Station, but NEEMO 11 was also an opportunity to identify and hone 'best practices' that can be used on future lunar missions. This type of mission is the leading edge development for how we'll conduct operations once we return to the moon."

The crew, split into two teams, took turns daily performing Extra Vehicular Activity as in a simulated extraterrestrial environment. Since both Creamer and Kopra have the same first names they were paired up with different partners — Creamer/Magnus and Kopra/Behnken.

Also, to avoid confusion during their voice transmissions outside the Aquarius — which at times sounded like Darth Vader — Creamer was referred to as "TJ" saying, "I am TJ Creamer — full name: Timothy John Creamer, but I only ever heard that when my mother was upset with me."

Although one would think operating in an underwater environment would be a cakewalk as seen in all those Discovery Channel documentaries, Creamer and

Kopra found both ups and downs.

"The fun aspects were simply being able to observe nature so closely — we were truly on "another planet" while we were EVA-ing, and seeing all of the wildlife, the activity, the interactions, the beauty was the most fun aspect; and in my mind's eye, extending that to when we really do walk on the Moon again," said Creamer.

On the flipside, Creamer pointed the more difficult aspect of the EVAs tended to be the developmental projects dealing with the design of the next generation of space suits for planetary exploration.

"The worst case was a 90-pound suit with a very forward center of gravity, and trying to pick up a dozen rocks as samples. This configuration made it extremely difficult to recover from either a prone position or from one knee, and of course ... the event was timed, so we were at max effort.

"My thoughts during this portion of the testing were that I'd not like this

See **NEEMO** on page 10

Space professionals meet with commanding general



Photo by Marco Morales

Lt. Gen. Larry J. Dodgen (standing), commanding general, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, and commander, Joint Functional Component Command for Integrated Missile Defense, speaks with Functional Area (FA) 40 class members Oct. 30 in the command's conference room. The CG offered his thoughts on a variety of space-related issues during the meeting. He said it is important for the Army to push for some space control capabilities and that the Army will be protecting precise capabilities and denying space capabilities to others. "People have been asking me when the Army is going to get on-board with its Space Cadre," the CG said, adding, "I tell them we have a Space Cadre — it is the FA40s and we will be adding more in the future as we add the Space Enablers. The Army is now sorting through what is an important assignment." The CG further stated that the Army will grow from about 180 FA40s to some 1,700 space professionals. "We are looking hard at sending some of our best space officers to joint assignments and to serve Army formations; we are putting more to the Joint Space Operations Center at Vandenberg Air Force Base."

Civilian News

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

Rates of return were updated on Nov. 3.

October 2006		Last 12 months (11/1/05 -10/31/06)	
G Fund	0.43%	G Fund	4.97%
F Fund	0.73%	F Fund	5.22%
C Fund	3.27%	C Fund	16.32%
S Fund	4.99%	S Fund	16.93%
I Fund	3.87%	I Fund	27.54%

Experts encourage employees to check TSP year-to-date contributions on LES

For 2006, the IRS annual limit on elective deferrals for TSP is \$15,000. Employees are strongly encouraged to check their TSP year-to-date contributions on their LES to ensure they do not exceed the limit prior to the end of the pay year. When the maximum contribution limit is reached, employees' contributions will be suspended for the remainder of the year, and the agency matching contributions for FERS employees will also be suspended.

Open season begins for civilian insurance

The Office of Personnel Management has announced an open season will be held Nov. 13 through Dec. 11 for three civilian benefit programs. The three programs are the Federal Employees Health Benefits, or FEHB, program; the Federal Flexible Spending Account, or FSAFED, program; and the new Federal Employees Dental and Vision Insurance, or FEDVIP, program. FEDVIP allows dental and vision insurance to be purchased on a group basis which means competitive premiums and no pre-existing condition limitations. Premiums for enrolled federal and postal employees will be withheld from salary on a pre-tax basis. For more information on any of these programs, visit <http://www.opm.gov/insure/>.

Veterans continue streaming into federal workforce

Veterans are continuing their march from military service into being active members of the federal civilian workforce, said a new report from the Office of Personnel Management. Vets hold about 25 percent of all federal jobs, said the report, released Nov. 9. The report said total veterans' employment has increased to 456,254 — out of a 1.8 million-employee civilian workforce — in Fiscal Year 2005. Furthermore, total employment of disabled veterans increased to 92,642 in FY 2005, up from 87,390 in FY 2004. Total new hires of all vets increased to 48,257 in FY 2005, up from 43,262 in FY 2004, the report said. "The men and women who have given years of their professional and personal lives to serving America in the military have earned our respect and the chance to contribute their knowledge and expertise as part of the civilian workforce," OPM Chief Linda Springer said.

SMDC/ARSTRAT non-bargaining unit employees to transition to NSPS in March

The U.S. Army Space and Missile Defense Command/Army Forces Strategic Command is planning to transition all non-bargaining unit employees to the National Security Personnel System (NSPS) March 18, 2007. Approximately 300 employees command-wide will transition. Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT, stressed the importance of this transition and the requirement for 100 percent completion of training for all non-bargaining unit employees. "I want all leaders actively engaged as we push through the conversion," Dodgen said. "With your involvement, we will make this one of the best Human Resources Systems possible — one that is reflective of our quality workforce." Additional information concerning NSPS can be obtained from Bob Goodman, SMDC/ARSTRAT transition manager; SMDC/ARSTRAT G-1, Civilian Personnel Division; or by visiting the NSPS Web site at <http://www.cpms.osd.mil/nsps/>.

Military News

Anthrax vaccine program to be resumed

Based on the continued threat to Servicemembers deployed to the United States Central Command and Korea, the Department of Defense has issued a policy to resume the mandatory Anthrax Vaccine Immunization Program. Servicemembers already in theater should anticipate beginning the vaccination series at the beginning of 2007, depending on CENTCOM and HQDA guidance. Those who have already started the series can voluntarily continue. Members of the armed forces, to include civilian employees and contractors, are required to get vaccinations as long as they remain in the higher threat area.

Army increases weight limits for females

Weight limits for female Soldiers have changed to incorporate current research regarding differences between male and female body types. The change allows most females to weigh five to 19 pounds more under Army Regulation 600-9, "The Army Weight Control Program." Repercussions for Soldiers failing to meet Army weight standards remain unchanged. They will still be enrolled in the Army Weight Control Program, through which Soldiers seek counseling from a nutritionist on eating properly and incorporating exercise into their daily routines. They must also receive a blood test from their local military treatment facility to rule out medical problems.

Disabled military veterans to get memorial

The American Veterans Disabled for Life Memorial will be the first memorial to honor the sacrifices of America's three million disabled military veterans. The American Veterans Disabled for Life Memorial Foundation has raised half the money needed to build the \$65 million marble and glass memorial, which will be located on two acres of land adjacent to the National Mall within view of the U.S. Capitol. Groundbreaking is set for 2008, with completion planned in 2010. For more information, visit <http://www.avdlm.com/>.

Exchanges let customers 'Take it Home Today'

The Army and Air Force Exchange Service is expanding its "Take it Home Today!" initiative, which allows Servicemembers immediately to enjoy furniture, major appliances, carpeting, mattresses and box springs, and select electronics. The new plan includes benefits such as instant credit upon approval, no up-front fees or down payment, a low interest rate and low monthly payments. "Take it Home Today!" is now available at all AAFES facilities that stock qualifying merchandise. Authorized exchange customers can contact their local exchange's store or general manager for additional details. Contact information is available at www.aafes.com under the BX/PX Store Locator link.

Fully paid household claims

Servicemembers who have household goods damaged or lost during government-directed moves will be reimbursed under a more robust "full replacement value" standard could start as early as March of 2008. Congress set the deadline in the 2007 defense authorization act signed into law Oct. 17. Service advocacy groups had urged the action after the Department of Defense fell behind in implementing "Families First," a personal property program initiative that includes a goal of full replacement value (FRV) reimbursement. For more information, read the article at Military.com.

Most retirees to get benefit increase

Social Security payment recipients and most military retired members will receive a 3.3 percent Cost-of-Living Adjustment (COLA) starting in January 2007. The same COLA will also be seen by Survivor Benefit Plan annuitants and those getting Veterans Disability Compensation and Dependency Indemnity Compensation. The COLA will not be the same for all military retired members. Servicemembers who retired during calendar year 2006 will receive a somewhat smaller, partial COLA for this year only.

Army Secretary addresses Soldiers at AUSA annual meeting

By Dennis Ryan
Army News Service

WASHINGTON — Soldiers' minds, hearts, characters and sense of purpose must all be strong, Secretary of the Army Francis J. Harvey said Monday at the Association of the U.S. Army annual meeting as a video of Soldiers training and fighting played in the background.

"Soldiers must be strong for themselves," the secretary said. "There is only one place to find this strength. You are Army strong."

The new advertising campaign slogan will replace "the Army of One" slogan Nov. 11. The "Army Strong" campaign is part of the secretary's efforts to sustain the all-volunteer force against tough competition from the other services and colleges.

The theme of this year's AUSA meeting was "Boots on the Ground" and the 19th secretary of the Army told a large crowd at the Washington Convention Center how his service has boots on the ground in 70 countries.

The speech was also a chance for Harvey to update active-duty Soldiers and retirees on the state of Army transformation. He told how the Army has transformed during active combat from a



Photo courtesy of U.S. Army, Betsy Weiner

Secretary of the Army Dr. Francis J. Harvey gives the keynote address at the opening ceremony of the Association of the United States Army annual meeting Oct. 9 in Washington, DC. Harvey also unveiled the Army's new slogan: "Army Strong."

cold-war, division-heavy organization to 35 modular brigades.

Harvey said terrorist attacks on the United States date back to the Beirut bombings in 1983 – not just to 9/11.

"We are indeed fighting a long war," he said. "It is a war we must win. It is an asymmetric war."

The Army must be "ready and relevant" for warfare in the 21st century, Harvey

said. The brigade-based modular force will become the future combat system.

A video portrayed a unit using sensors and unmanned vehicles and devices. A Soldier was shown throwing a small surveillance robot through a window, while little drone helicopters scanned the area outside the building under attack for threats. The robot righted itself and proceeded up stairs to scout for enemy activity. This information was instantly relayed to the attack force waiting outside the building. When the enemy was identified the assault force stormed the building.

A small group of Soldiers were able to defeat a much larger enemy force by using real time intelligence to coordinate artillery and air attacks.

Such high tech systems will require "first-class Soldiers and leaders" able to engage in "full-spectrum warfare," Harvey said. Soldiers and civilians who support the warfighter will also have to be of similar quality.

Harvey also touted the Lean Six Sigma business-management tool as an example of transformation in the Army's business culture. LSS are ensuring efficient use of resources and improving Soldiers' equipment.

"On the cover of the *Rolling Stone* ..."

Jack Hitt, a writer for *Rolling Stone* magazine, looks on as Col. Thom Becsh, director, Operations Support Group-Alaska, and Lt. Col. Edward Hildreth, commander, 49th Missile Defense Battalion (Ground-based Midcourse Defense), explain the role of the exo-atmospheric kill vehicle (EKV) as part of the nation's Missile Defense capability.



Photo by Sgt. Jack W. Carlson III

NEEMO

continued from page 8

configuration if I was remotely operating on the Moon — I'd get dangerously fatigued pretty quickly."

Kopra, who has scuba diving experience, found the adjustment from swimming to walking in this simulated lunar environment more natural.

"Depending on the particular dive, we had weights distributed on a spacesuit mockup, around our torso, or on our legs," said Kopra.

"With this sort of configuration, it was quite natural to

walk or run, but we were more buoyant to simulate the reduced gravity of the moon. It wasn't difficult at all to move around during the EVAs. In fact, after a few days, it felt quite natural.

"Sometimes, you could feel the pull of the umbilical that supplied our air and communications or had to walk against a slight current, but I think it would be very difficult to find a better analog for an extraterrestrial environment."

Both Creamer and Kopra felt their experience during this mission and the role the Army has to play in future space

missions is a valuable one.

For Creamer his robotics training at NASA helped when he was flying the Remotely Operated Vehicle around Aquarius. According to Creamer the ability to do mental gymnastics and change coordinate frames were the key.

"I have to confess, to a greater extent, my Army helicopter background helped even more with the control touch and vehicle awareness," he said.

Kopra said, "The Army clearly has a role in future space exploration missions.

"The Army provides critical skills that contribute to these ambitious goals — operational experience, discipline, and mission focus — and these will be vital for NASA's planning and execution of missions to the Moon and Mars."

After a successful seven-day mission, which included swapping notes with fellow Army Astronaut Col. Jeffrey Williams aboard the International Space Station on day six via a video teleconference, both Creamer and Kopra continue working toward future missions on board the ISS.

Rapid Improvement Events save more than \$400K — staff empowered to make changes

By Sandy McAnally, SMDC/ARSTRAT, Business Initiatives Office

HUNTSVILLE, Ala. — As the Army faces funding challenges in the Global War on Terrorism environment, the Secretary of the Army has directed all Army organizations to incorporate Lean Six Sigma to achieve greater efficiency and directed budget cuts.

Lean was adopted by this command in 2005 as a way to address the impact of diminishing funds.

Within SMDC/ARSTRAT, we are seeing some initial success and find that a key factor in a successful Lean activity empowers employees to find new ways to work more efficiently and at least costs. Each time a Lean event is conducted a team is formed and employees are given the green light to roll up their sleeves and dig into their work processes. They look for opportunities to reduce operating costs, improve the quality of the service or product, and find ways to decrease the time to execute their work.

Recently two teams composed of government and contractor employees who manage and work with the Command Information Office/G-6 Help Desk, formed and conducted Lean Rapid Improvement Events, or RIEs, on the work tasks and the steps involved in resolving a customer's Help Desk request. As chief of CIO/G-6 — and process owner — Col. Timothy O'Hara charged each team to make a thorough analysis of Help Desk services and use their experience on the Help Desk process to recommend improvements.

With sleeves rolled up, each team tackled the work before them. The first team analyzed the Help Desk operations and services provided to customers during non-prime operating hours, such as holidays, weekends and after normal work hours. The second team looked at prime operating hours.

Lorie Longshore, who manages the Help Desk operation in Huntsville and Arlington, led both teams. Each team collected real-time data on Help Desk ticket workload and mapped the steps in the flow of work from start (the time a customer calls the Help Desk for assistance) to finish (when the ticket is closed). Using this data and Lean tools, the teams then analyzed tasks associated with both the prime and non-prime functions, calculated the operating costs,



Photo by Sandy McAnally

Using the Lean Six Sigma tools, the Rapid Improvement Event team works on optimizing the Huntsville and Arlington Help Desk Process and saving money. Team members who analyzed the process and found potential for savings are (from left) Evelyn Daniels, CIO/G-6; Lorie Longshore, SAIC; Bob Ogle, CIO/G-6; Jason Bryant, SAIC; and Torrie Johnson, ASD Inc.

and identified inherent cycle times.

The work was intense, but each team was successful. Significant *time* savings were recognized as the teams found ways to reduce cycle time by 92 percent. Cycle is the time it takes one Help Ticket to be resolved after the customer calls. Another 20 percent reduction was identified in the time needed to pull tickets and go to the customers' work area. Reductions of this size result in significant dollar savings.

The teams identified a \$436,800 annual savings based on changes to the current Help Desk service, and recommended that, in the future, technicians carry BlackBerry's, which will eliminate travel time between the technician's work area and the next customer's office. The data supported an increase in the technician-to-customer ratio, which decreased the labor cost per ticket by 34 percent. Also, the team identified and recommended an immediate savings by reducing some government oversight.

Based on the analysis of non-prime operating hours, the team recommended eliminating Help Desk coverage for holidays and re-directing routine information assurance vulnerability assessment patches and upgrades to third shift. Re-balancing the standard or routine work optimized the flow of work among shift technicians without reducing support to incoming callers.

"The team did a tremendous job

balancing the customers' requirements and keeping in mind the need for optimizing the current processes of the Help Desk," Longshore said. "The Lean tools we used in our analysis helped us focus on facts to drive our recommendations and improvement changes.

"The results accomplished by this team were a collaborative effort," she said. "The team was supported by on-call subject matter experts from both Huntsville and Arlington, who participated in the analysis as well as the final recommendations. Also, I think allowing the team the freedom to use their ideas and see those ideas turned into results helped make the RIE process successful."

Chief of Staff Col. James Bedingfield, charged the teams to maintain and improve the service the Help Desk provides to its customers. Even though Longshore's team was able to reduce the time a technician works a ticket by 83 percent, changes in task assignments will offer customers the same level of service. This is another of the major benefits to using Lean principles. Efficiencies are gained by creating a streamlined work process, without compromising quality.

Bedingfield and O'Hara were positive about the results of this Lean event.

"I could not have been more pleased with the G-6/CIO team on this," Bedingfield said. "We made a mistake or two along the way, but it was all in the name of learning. Most importantly, the employees doing the work crafted the solutions for the organization's success and showed supervisors and me how it could be done better.

"I think we came away from these events with a greater appreciation of Lean Concepts and a better understanding of the time, quality and cost aspects associated with operating the Help Desk in a 24/7 mode," Bedingfield added. "What is important is that our workforce is helping us find a smart way to absorb our directed budget cuts — this benefits us and more importantly Soldiers who are deployed where the resources are needed."

Although the annual cost savings are significant, these RIEs demonstrate what can be accomplished when the people in the process are empowered to move their ideas forward toward a common goal using Lean principles and tools as a guide for improvements.



Photo by Sgt. Jack Carlson III

49th MDB commander holds awards formation

Lt. Col. Edward Hildreth, commander, 49th Missile Defense Battalion (Ground-based Midcourse Defense), holds an awards formation on the Missile Defense Complex at Fort Greely, Alaska, Oct. 30. The 49th is the operational arm of the nation's emerging missile defense system manned by Alaska Army National Guard Soldiers.

Ready...GO! The Army Ten-Miler is

By Diane Schumacher
SMDC/ARSTRAT Public Affairs

WASHINGTON — Oct. 8 arrived sunny and cool, a perfect morning for a race in Washington, D.C. The men and women of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command waiting under the tent top at the Pentagon south parking lot were one in purpose — to run.

15,589 lightly clad men, women, boys and girls of all ages, sizes and shapes gathered in the early Sunday morning hours at the Pentagon for the annual Army Ten-Miler race, hosted by the Association of the United States Army.

As their competitors waited in the sunshine, SMDC/ARSTRAT Soldiers, officers, civilians and a few family members relaxed in

the cool shade of the Hooah tent. Some spent time prepping their bodies, some visited with each other and family members, others seemed aloof, perhaps in their "zone" mentally preparing for the grueling 10-mile run. These athletes had come from around the globe: Camp Roberts, Calif., Colorado Springs, Colo., Huntsville, Ala., Landstuhl, Germany, Fort Buckner, Okinawa, Fort Detrick, Md., Fort Meade, Md., and other diverse places.

The commanding general of SMDC/ARSTRAT, Lt. Gen. Larry J. Dodgen and his command sergeant major, David L. Lady, gathered their Soldiers and officers for a quick pep-talk and photo op, then the runners returned to individual or group preparation.

While the runners relaxed and prepped, several stated that

they were there for the fun of the run itself, and most hoped to complete it in 90 minutes or less.

SMDC/ARSTRAT Soldier of the Year, Sgt. Patrick Mann, said he entered the race simply because he loves to run and loves the race atmosphere.

The 2006 race was the second Ten-Miler for this 31 year old, and he hoped to complete the run in one hour. Mann was off by only five minutes, finishing in 1:05:03.

Mann's time placed him as the 359th competitor among all male runners. The Rib Lake, Wis., native averaged a 6:33-minute mile, making him the fastest runner from the command participating in this year's Army Ten-Miler.

Salamanca, N.Y., native, Sgt. 1st Class Joe Winsor, from the 100th Missile Brigade was

participating in his fourth Army Ten-Miler. "I like it, especially during October, it's more scenic, and I notice more things," he said. "I ran the Ten-Miler last year in Iraq. I ran it in 1:14, which is my personal best." Winsor was shooting for 80 minutes this time around and finished in 1:21:20.

Sgt. Daniel Campbell, A Company, 53rd Signal Battalion, ran with his retired Air Force father, Dr. Roy Campbell, of Wilmington, N.C.

"It's a bit of a competition for me," said the younger Campbell. "I just have to one-up Dad. I can't have him beat me, especially because of the age difference."

The 26 year old said he expected to run in about one hour 40 minutes. He actually finished in 1:30:26, beating his 64-year-old father by 22

minutes. The came in at 1: good timing f have much t year since su spinal injuri problems. "T Campbell sai cleared me t

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"I ran in 9 2004 race, b 20 minutes s since I was s year," Perhar race. "I've o running the

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Photo by John Upp

SMDC/ARSTRAT runners and volunteers mill around the Hooah Tent in the early morning hours before the start of the Army Ten-Miler race.

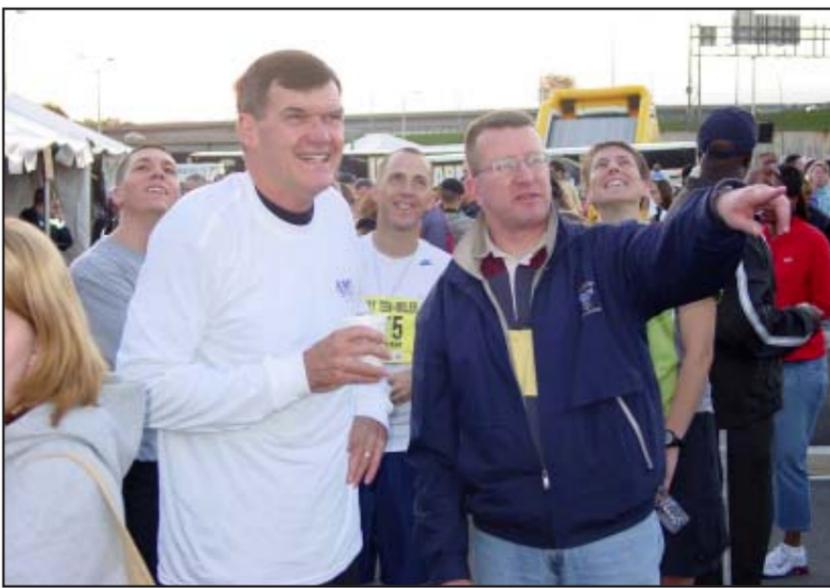


Photo by John Upp

Lt. Gen. Larry J. Dodgen, commanding general, SMDC/ARSTRAT; Col. Michael Yowell, commander, 100th Missile Defense Brigade (Ground-based Midcourse Defense); Sgt. Patrick Mann, SMDC/ARSTRAT Soldier of the Year; and others watch the sky as the Army Golden Knights parachute into the Pentagon south parking lot.



Photo

A field of 16,676 starts the 22nd Army Ten-Miler, America's largest 10-mile road race that begins at the Pentagon. There were 15,134 official finishers in the Oct. 8 running of the event.



Command Sgt. Maj. David L. Lady, far left, presents coins to our Soldiers who set up the SMDC Tent in support of the command's Army Ten Miler Team. Sgt. Maj. Randall Williams, front, also for a job well done.

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-Miler on page 14



Photo by John Upp

Commanding General, Lt. Gen. Larry J. Dodgen, and Command Sgt. Maj. David L. Lady stand with officers and Soldiers in front of the SMDC/ARSTRAT Hooah Tent before the Army Ten-Miler begins.

Good race, good food, good times

Commentary by
Spc. Quentin Kendall

Commentary

LANDSTUHL, Germany — I felt like Rocky. I had just run 11 miles and still had energy to burn.

When we started training for the Ten-Miler, we were as soft as cookie dough. Now, we are as hard as rocks. Standing there on top of the mile-long hill I had just climbed and overlooking the small town of Landstuhl, Germany, below, I could not help but think about how far we had come. Then I thought about how far we still had to go.

We should start at the beginning. About eight grueling months ago, Spc. Martin Jensen and I decided training for the Ten-Miler would be a good way to get back into shape. We began receiving tips from everyone including armytenmiler.com. Every aspect of the race was addressed, from stretching to cool downs and tips on what to eat the night before the race.

With all of the information we were receiving, it was hard to choose who and what to listen to. So, after much deliberation, we decided to go to our aces in the hole — Staff Sgt. Dawn Westrum and Sgt. Patrick Mann. Both had been to the race before and were already training for this year's event.

As soon as we began asking questions, we knew we were in good hands. Not only did they help us with workout schedules and diet tips, but they ran with us as well, (actually, we mostly followed as they ran like deer).

There were several setbacks during the training time hurting our motivation and slowing our progress. First, Jensen sprained his ankle while training during a long solo run, putting him out of the

running for quite a while. Then I sprained my ankle while leading a long PT run with my squad. This is obviously a very dangerous sport! Despite the pain during the healing period, we were up and ready to train after the swelling was down.

Originally there was to be a contingent of six people from Charlie Company heading to Washington, D.C. The mission called and lowered that number to only four. Two of them were already in D.C. for the Soldier of the Year competition — Mann as the competitor and Westrum as his sponsor.

Here is a puzzle for you math whizzes out there. We board a plane in Frankfurt at 10:15 a.m. and debark in Washington, D.C. at 12:15 p.m. How long were we on the plane?

Several people commented during our stay in D.C., "You flew eight hours and thousands of miles to run 10 miles!?"

Yes, but the true reason we came was to represent SMDC/ARSTRAT and Charlie Company, 53rd Signal Battalion, not only at the Army Ten-Miler, but also at the AUSA conference showing what we do for the Army.

Washington D.C. is home to the White House, Arlington National Cemetery, two international airports, the Pentagon, dozens of museums, hundreds of monuments large and small, as well as the location of the second largest 10-mile race in the world.

The Army Ten-Miler is such a popular event, that 24,000 people signed up for this long run within 88 days of registration opening. That's up 4,000 from the

previous year. Army Soldiers from across the world fly to Washington, D.C., to compete and find out who has the strongest legs, fastest feet and best endurance.

Soldiers came from every state in the U.S. and further, some making the flight from Korea and the land of beer, Germany. Perhaps some of the strongest competition came from the Soldier and NCO of the Year hopefuls. These Soldiers had a lot to prove on the day before the next Soldier and NCO of the Year were announced.

The race wasn't limited to military; so many thousands of civilians participated, pitting themselves against the sons and daughters of America.

The starting (and hopefully finishing) area was a fenced-in parking lot only a couple hundred meters from the Pentagon which was quite an awe-inspiring site just before the race. Before entering the fence, everyone was checked by military security. Obviously they were ensuring our safety. Inside the fence, there were booths representing the major commands, many of the duty stations throughout the world and a few of the sponsoring companies. These were the places where their respective runners could sit, stretch and hydrate.

Of course, with all these people hydrating and all of the nervousness in the air, facilities were needed in abundance and were used to the fullest extent. A large platform was set up at the head of all the booths where several bands played music to pump everyone up before the race began.

Soon, the run would begin. Seas of people packed on the road for miles on end eagerly awaiting the start. The air was

See **Good Race** on page 15



courtesy of U.S. Army, by Brian Lепley
ins and ends at the



Photo by John Upp
ARSTRAT Hooah
o thanks volunteers

Delta Company Soldiers honor victims of Sept. 11

By Spc. Paul Preston
Unit reporter

CAMP ROBERTS, Calif. — Soldiers of Delta Company, 53rd Signal Battalion and Charlie Company, 302nd Signal Battalion held a memorial ceremony to honor those who lost their lives on Sept. 11, 2001, and the family members who lost their loved ones that tragic day.

The leadership of the two companies decided that Sept. 11 was a day that could not pass without remembrance. Both Companies joined in a formation at the flag pole located in front of Charlie Company's building at 3 p.m. to commemorate those who made the ultimate sacrifice.

Maj. Gerald Shaw of Charlie Company took charge of the formation and ordered a moment of silence. Shaw then spoke to the companies about how Sept. 11 affected him. And like this experience did for many Soldiers around the world, it reassured him of why he is, and always will be, a Soldier.

After a few words from Shaw, Delta Company's commander was given the chance to address the Soldiers.

Capt. Conway Lin spoke of how the world changed on that day, especially for him, considering he was just a young lieutenant stationed in Korea at the time of the attacks. From that moment

on, the Army would have to change and adapt to a new enemy and a new type of war, the war on terror.

Sgt. Justin Brock of Delta Company, a New York native and the guidon bearer, was a little emotional during this time. "I wasn't aware that this many people around me were this affected by 9/11. It makes me very proud to be a New Yorker serving my country."

One way or another every American knows someone who was personally affected by the traumatic events of 9/11.

One Soldier who knows of the loss first hand is 1st Sgt.

Mark Gehrt of Delta Company, whose wife lost a friend when the third plane crashed into the Pentagon.

Although 2,948 people paid the ultimate price that day, as Americans we must look for the good in all tragedies. This is how we as people grow stronger.

Staff Sgt. Gilberto Serna of Delta Company admitted, "As horrible as 9/11 was for everyone, it did something to all Americans that needed to be done. For the first time in a long time, all Americans — no matter their race, religion or creed — came together and stood united."

At the end of the ceremony some Soldiers stood around for a moment thinking and talking to each other about where they were when they heard of the first plane crash and what their reaction was through the entire tragedy.

Most were the same; they thought the first plane was an accident, until the rest of the planes started to crash. They all said they would have tried to stop the hijackers like those on flight 93.

Anyone can say what they would have done, but there's no telling what any of us would have done under those extreme circumstances and facing the unknown.

It's been five years since the Sept. 11 attacks, but it seems like just yesterday.

A lifetime's worth of events has happened for America since then. World elections and insurgencies continue; hurricanes and tsunamis have ripped apart entire cities; attacks and threats of attack have unfolded with such speed that it can be hard to sort through. So much has transpired throughout the world it is hard to recall everything of consequence.

The United States of America still stands strong in the wake of all that has happened. One thing we as Americans can do is never forget or allow anyone else to forget the day our world changed forever — Sept. 11, 2001.



Photo by Sgt. 1st Class Alfredo Martinez

Charlie Company, 302 Signal Battalion commander, Maj. Gerald Shaw commemorates those who made the ultimate sacrifice on Sept. 11, 2001.

Ten-Miler

continued from page 12

and I just want to get out with the folks."

Upon his return to the Hooah tent, Perham said he was tired but satisfied in his time considering what his body had been through in the past 12 months. His time was somewhat better than he expected, finishing in 1:48:51.

An avid runner, Askins stated that he runs for personal challenge. This was the 52 year old's fourth time running the Army Ten-Miler. He crossed the finish line in 1:13:05, averaging a pace of about 7:20 per mile.

There's more to a race than just people running and yet some people don't think about that — it's the administration. How does a runner register? Is there a fee? How much? Where will the runner be placed among the competitors? Where do runners put the 'stuff' they bring? Where can they relax or 'psych-up'? What about food and drink before and after the race? Someone has to find answers to those questions. That means there's an organizer or an administrator and, usually, a host of volunteers. Only dedicated people researching, gathering data and organizing can make a race work well.

The dedicated person for the command was Staff Sgt. Joseph Gust, a member of A Company, 53rd Signal Battalion. Gust volunteered to be the race coordinator for SMDC/ARSTRAT. He ensured the runners were signed up, had plenty of room for stretching and relaxing under a large tent top, and supplied plenty of proper drinks and energy foods before and after the race.

"This is the best layout I've ever seen in all of my days attending the Army Ten-Miler," said Lady. He praised Gust for ensuring the tent area was large enough for runners to stretch out in shade. Lady said he appreciated Gust going out and looking for bargains and for "working friendly" with the Army Space and Missile Defense Association. It was the ASMDA that provided funding for the foods and all items Gust needed to purchase to keep the runners well-nourished and hydrated.

"It's a nice presentation, and Staff Sgt. Gust used a lot of imagination," Lady said. He added that he was pleased Gust also thought to bring in wall lockers for use in securing personal items, stating, "no one has ever done that before."

"I knew the moment I met him he would do a good job," Lady said about Gust. "He knew what he was doing. He kept me informed via e-mail all along the way ... he seemed to think of everything."

"I received a lot of help and advice from Sgt. 1st Class Donn Marcus at the headquarters office in Arlington and four Soldiers from 53rd Signal Battalion helped me as well," said Gust. "You have to know the names of these Soldiers," he said. "They were Sgt. 1st Class Kenneth DeMars from A Company and three Soldiers from B Company: Sgt. Zach Strausser, Spc. Abraham Dornberger and Pfc. Chad Kennedy. I'm very grateful for their help," Gust said.

Gust focused on who helped him, not on the amount of time he had to take out of his personal life to make sure everything he planned would turn out well. He did most

shopping and preparation during his few off-duty hours because he was busy at work fulfilling that mission. And, oh by the way, he lives in one state and went discount shopping in a different state "because that's where the bargains were," he said. Why did Gust go to extreme efforts? "Because we are a team, and I wanted to support my fellow Soldiers," he said.

There were two phrases most SMDC/ARSTRAT members used to explain why they were at the Ten-Miler, "We are a team," and, "the love of running."



Photo by Diane Schumacher

Hooah tent volunteers converse while Timothy Parsons, an SMDC/ARTSTRAT runner, eyes nutritious foods, and in the background, Lt. Col. Hae Sue Park, former 53rd Signal Battalion (SATCON) commander, visits with Command Sgt. Maj. Terrence Farmer, 53rd Signal Battalion.



Photos by Ed White

In a truly multi-cultural effort, Sgt. Tonya Castorena puts a Kung Fu sword move on the evasive piñata.



(Left to right) Col. Timothy "Swivel Hips" Coffin, commander 1st Space Brigade, Dorina Valentin, Salsa dance instructor, and Pam "Happy Feet" Fuhrman explore the movements that are ... Salsa!!!

Chips and 'Salsa' SMDC/ARSTRAT celebrates Hispanic Heritage Month

By Ed White
SMDC/ARSTRAT Public Affairs

PETERSON AIR FORCE BASE, Colo. — Hispanic peoples and culture continue to have a huge influence on the United States. The celebration of this influence and a celebration of the independence of several Hispanic countries occur every year during Hispanic Heritage Month.

Hispanic Heritage Month begins on Sept. 15, the anniversary of independence for five Latin American countries — Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. In addition, Mexico declared its independence on Sept. 16 and Chile on Sept. 18.

For U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, a celebration featuring games, prizes and Salsa dance lessons was the order of the day for attendees of the event. The celebration, held in the training rooms in Building 3, kicked off with 1st Space Brigade commander, Col. Timothy Coffin speaking about the positive influence the Hispanic culture has made on the military and on him personally.

Food and drink prepared by volunteers was abundant and delicious, and reflected the Hispanic heritage theme of the event. There were traditional dishes like burritos, enchiladas and beans. And someone snuck in some cupcakes in honor of Equal Employment Opportunity Officer Robert Howard's birthday.

Games of skill and chance gave participants the opportunity to win tickets that were then used to enter a drawing for prize items. The games included a form of dominos, a dice throw, and a hotly contested musical chairs event.

Ticket winners put their tickets into any of several cups that corresponded with items and tickets were then drawn for a winner. Drawing items included decorative glassware and personal pampering items.

"The games and camaraderie were all fun," said Master Sgt. Frances Sanchez-Jones. "But there is a bigger issue here. We wanted to make the statement that Hispanics, no matter where they are from have been and continue to be an integral part of American culture and the American way of life."

On the 2000 Census form, people of Spanish/Hispanic/Latino origin could identify themselves as Mexican, Puerto Rican, Cuban, or "other Spanish/Hispanic/Latino." More than 35 million people identified themselves as Hispanic or Latino on the 2000 Census.

"These millions of people have affected our language, our culture and our way of looking at the world," said Howard. "This celebration is recognition of the importance of seeing our diverse culture in light of the accomplishments of the American people, in addition to and even because of their race, culture or nation of origin."

Good Race

continued from page 13

tense and calm all at the same time.

While many ate power bars and drank Gatorade or water, others joked and laughed with whoever happened to be next to them. Either way, it was obvious everyone there was eager and ready to run.

Then, seemingly without warning, the race was underway. We were off and happy to finally be going. If only we could have felt that way the entire race.

For the first few miles, everything was good. People made jokes and good time as the miles peeled away. No matter what speed you went, you were always passing someone and someone was always passing you. The mood was jovial and light. The route was even better.

After the Pentagon was no longer in view, there was still no lack of sites. The first spot of interest was the Arlington Memorial Bridge over the Potomac River. Early in the morning this was quite a site. Soon, we passed the Lincoln Memorial and the Reflecting Pool next to the World War II Memorial.

Soon after this, we were at

mile five and nearing the Washington Monument. It was obvious that the race was starting to take its toll on some individuals. While the sun moved higher in the sky, the temperature raised. It was not long before the individuals handing out water on the side of the road to the runners were conspicuously out-matched. Not that they could not pass out enough water, all of us runners thanked them graciously.

Next, we reached mile six and the Capitol Building. Everyone stared in awe as we passed. Participants who had lost limbs in the past completed their event here and everyone cheered as they ran by on their way to marker seven. By this time, runners looked gaunter than ever. If it had not been for all of the individuals cheering on the racers over the next long stretch, I believe yours truly might not have finished.

After all this, it seemed as though delirium had set in. I decided that for the last mile it was no longer a race. This was when I decided that the road was my stage and I did my comedy act. Not only did I tell everyone around me my old grade school depantsing story, but I almost convinced one individual that we were all following Forrest

Gump.

Toward the end of the race, nearly everyone was suffering from the torture they were putting their bodies through. It helped that many people lined the way and cheered everyone on, as well as the understanding volunteers that got splashed many a time by a weary runner dropping their cup at their feet.

As everyone reached the finish, they were assaulted with a never ending roar of people's voices cheering and yelling and clapping their hands sore. Crossing the finish line never felt so good. Even more volunteers waited past the line handing out water bottles and collecting our time chips, urging everyone to continue walking to keep their legs from cramping.

Further down the after race walk, we were handed Hooah! Bars and bananas to further nourish our hungry and empty stomachs. As we arrived at the SMDC tent, there were sandwiches and refreshments awaiting us. We both ate and then headed to Brookstone to try out the new automated calf and thigh massagers.

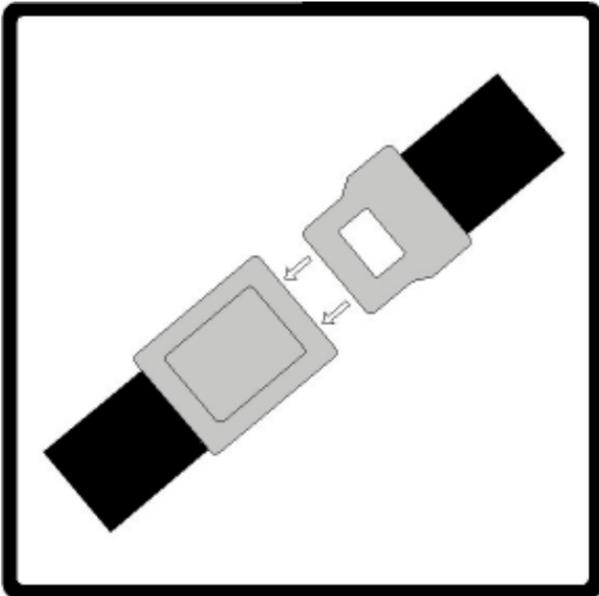
The AUSA conference is an annual gathering of all of the Component Commands and many hundreds of the companies that vie for U.S.

Army contracts. The Washington Convention Center became a beehive of activity for three days, with each company and many different units setting up their separate booths. SMDC had a large floor area showing off its many different components, and using all of its space.

From the Future Warfare Center to an area for the Army Astronauts and an area for Space Operations, all of SMDC was well represented. In the Space Operations area, Soldiers from Charlie Company, Bravo Company and HHC 53rd Signal Battalion, manned the area designated for them. Their job was to ensure that anyone who walked by, from specialist to general to retired sergeant major, understood the mission of the 53rd Signal Battalion.

Once the conference was completed, everyone packed up and made ready to return to their respective units. It had been a long and exciting week for everyone, but they were all ready to return to their respective homes. As everyone said their goodbyes and went their separate ways, the air was definitely humbling. I believe Mann said it best when he mused, "It's been a great week. Good race, good food, good times ... can't wait for next year."

Safety



Do you know?

Seatbelt facts

Some think

- "I can't move with those belts on -- they're so uncomfortable!"
- "I only drive around town; how can I get hurt going 25 mph?"
- "I'm a good driver. I've never had an accident."
- "It's better to be thrown out of the car than be trapped in by a seatbelt."

The facts

- Newer seatbelt design allows for total freedom of motion while driving.
- People who are thrown from cars are 25 times more likely to be killed than if they had been held securely in their seats.
- In the unlikely event a car catches fire or is submerged, seatbelts can keep the driver and passenger(s) from getting "knocked out" and greatly improve their chances of escape.
- The majority of all car accidents occur within 25 miles of home.
- Eighty percent of all serious injuries and fatalities occur in cars going 40 mph or slower.
- People may consider themselves to be good drivers, but there are situations beyond their control such as weather and road conditions (not to mention other drivers) that can affect their safety.
- Seat belts are 57 percent effective in preventing traumatic and fatal brain injuries.
- Brain and chest injuries are the most frequent cause of death in collisions without seatbelts.
- In a crash, unrestrained occupants of a car keep moving during the time the car takes to stop. They are still moving forward at their original speed when they slam into the steering wheel, windshield or other part of the car.
- Ejection from the vehicle is one of the most injurious events that can happen to a person in a crash. In fatal crashes, 73 percent of passenger car occupants who were totally ejected from the vehicle were killed.
- Safety belts are effective in preventing total ejections. Only one percent of the occupants reported to have been using restraints were totally ejected, compared with 20 percent of the unrestrained occupants.
- According to the National Highway and Traffic Safety Administration, over the past 10 years, safety belts have prevented some 55,600 deaths; 1,300,000 injuries and saved more than \$105 billion in costs.

SMDC/ARSTRAT employees share thier experiences

If only the child had been in a booster seat

I have a very sad story about wearing a seat belt on a small child without a booster seat.

One Saturday, I drove to Los Angeles to get my hair braided by an old friend of mine. She lived on two busy cross streets, Vermont and Roscrands. It was hard for me to get to her apartment because of the traffic that went thru there even on a Saturday.

Well as she was braiding my hair, we heard a very loud wrenching metal noise. At first, I thought that someone had hit the big advertisement sign that stood up about 30 feet in the air supported by a metal leg.

Her son was outside playing, and we both jumped up and ran outside. He was okay, but what he had witnessed was not.

As we looked on from the south side of the intersection, there was a van facing north and a small red car facing south. The small red car had been traveling east, and the van had been traveling north. The red car ran the red light and crashed into the driver's side of the van.

As the red car lost control and landed in front of an LAPD patrol car traveling south on Vermont, their lives would change forever. There was a 47-year-old man driving the red car along with his wife and their young son. He was six years old, and he sat in the back seat.

The police officer immediately jumped out and swore to himself as he looked in the backseat. I stood about 25 feet away from the car, and I could feel that there was something very wrong as I myself stared in the

backseat of that car.

The couple would not get out of the car, and they sat there until the ambulance came. Something kept telling me to go over there and help the police officer, but something also told me not to go over there.

When the ambulance came, the police officer had already started to put the yellow tape around the scene. I then knew that the young boy had passed away from the impact. His parents were sitting in the car stuck and in shock from what had just happened. I can only imagine the guilt his father must have felt because he thought that a seatbelt alone was safe enough for him without the booster.

The moral of this story is, not only should you wear a seatbelt, but you should also make your kids use booster seats if it applies to them. Booster seats go by age or weight and height. You may think your kid is old enough and tall enough to just wear a seat belt, but he may not weigh enough. A booster seat will give that extra support.

Please be safe when you're out there. You may be the safest driver in the world, but who's to say that the driver in the car next to you is as safe. Just like the man in the red car who ran the red light and caused his own son to die, that van could have been you safely driving across that green light in a smaller vehicle with your kids riding with you. Imagine that ... thanks for listening.

Be safe ...

— **Sgt. Maya Harris,**
D Company, 53rd Signal Battalion

I avoided serious injuries by wearing my seatbelt

I was rear ended in March of this year, and I was wearing my seatbelt.

The gentleman who rear ended me was going approximately 40-45 mph when he struck my vehicle. When he hit my car, it pushed me into a skid from the number one travel lane into the number two travel lane.

Had I not been wearing my seatbelt and not been able to control the car subsequently, the accident could have been much, much worse especially since this was during rush-hour in Las Vegas.

As it was, I did sustain whiplash, but if I had not been wearing my seatbelt, I would have sustained serious injuries by hitting the steering column with my chest at the least, because my airbag did not

When I saw that I was going to be rear ended, I sat back in my seat, put my head on the headrest, and relaxed as much as possible (not easy when you know you are about to be in an accident).

My doctor told me that was the best thing I could have done, and that is probably what kept me from severe injuries (I add that information because that is a very important thing to remember. Tensing up, which is the natural reaction, can make the injuries more severe).

As it was, I was under a doctor's care for almost three months for whiplash. But, I avoided any lasting or serious injuries because I was wearing my seatbelt.

— **Name withheld by request**

Safety

Seatbelts can and do save lives

One day during the first week of September 2006, I witnessed a rear-end collision. An elderly gentleman was erratically driving down the road in the right lane of a two-lane roadway.

As I passed him, he began to move over into my lane. I tooted my horn to let him know a car was there. In my rearview mirror, I saw him driving down the center of the road. The traffic was coming to a stop because of a red light.

The gentleman kept on going and rear ended the vehicle ahead of him. This was in the right lane next to the one I was in, and the stopped traffic was a few feet ahead of me in that lane — that is how I saw him rear end the vehicle.

I called 911 and stayed on the phone with them until emergency services arrived. The gentleman was disoriented and couldn't unlock his car door. The police officer had to break the rear side window to access the vehicle.

When emergency services arrived, they indicated he had had and was still having a "stroke."

I walked up to the car that had been rear ended, and there was a very young girl in the driver's seat. Her mother

was in the passenger seat, and the young girl, who said she had a driver's permit and was 15, was very shaken and thought she was going to lose her permit.

I told them I had witnessed the accident and was going to fill out a witness report. I also tried to reassure the young girl that there should be no reason to lose her permit as she was stopped and had done nothing wrong. I noticed they both still had their seatbelts on and commented I

worked in safety and was glad to see they had them on.

The mother said they always wore them, and she was glad they did.

If neither of them had had their seatbelts on, and due to the impact of the vehicle when it was rear ended (I believe the gentleman was still going about 30-35 mph when he hit them), they both could have sustained very serious injuries. But they didn't because they had their seatbelts on.

The moral of this story: ALWAYS wear your seatbelt and ensure your passengers wear theirs. They DO save lives, and they do PREVENT serious injuries.

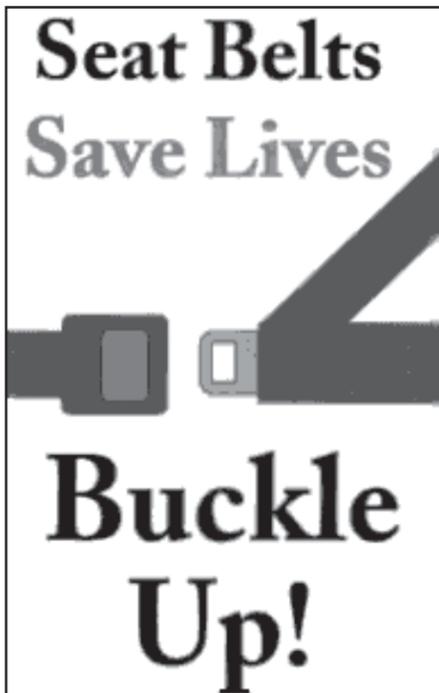
— **Cheryl A. Humbolt,**
SMDC/ARSTRAT
Safety Office

Cheryl,

Thank you for the reminder. I spent many years working as an EMT with a high volume, high performance EMS agency (MAST in Kansas City). I have worked hundreds of motor vehicle accidents and have spent a lot of time with our medical director and other emergency physicians in classes to learn the

physics and mechanics of collisions. I absolutely, 100%, without a doubt, believe that seatbelts save lives. I have seen too many tragedies first hand to think differently. Too often do I hear the myths of "I knew someone who knew someone who was thrown clear of an accident ... without seatbelts ... survived," etc. That's an urban legend that I've heard too often.

— **Terry**



I survived because I had my seatbelt on

I was in an accident in February 2001 on Zeirdt Road (Huntsville, Ala.). It was early morning, and it had just started to rain. I passed the Martin Road gate to Redstone Arsenal and came up on the curve on Zeirdt Road.

There was a utility truck parked three-fourths of the way in the road, because it didn't want to get stuck in the mud. It was the kind with the "cherry picker" on it and had a trailer attached to the back.

I didn't see the truck, until the car in front of me swerved to the other lane to pass it. There were other cars coming toward me, so by the time the other car got around, I didn't have time to pass nor did I have time to stop. This all took place in a matter of seconds, and I had to make a decision quickly.

The speed limit was 50 mph. At that speed, I knew if I tried to pass and hit an oncoming car straight on, someone would be seriously injured so I decided to hit the ditch. I turned the wheel and hit my brakes. Because it had just started raining and the oils were on top of the road, my car began to slide. I ended up sliding into the trailer attached to the

utility truck.

Police estimate that I was doing about 60 mph by the time I hit the truck, which was parked. The truck didn't budge, and the passenger in the truck said he didn't feel anything. However, the front end of my car was smashed in, the motor mounts were bent, the windshield was shattered, and the engine was pushed into my dashboard. I was driving a 1989 Chevrolet Celebrity, which is a large car. By the time the paramedics arrived on scene, I was already visibly bruised from the seatbelt.

The officer and the paramedics told me I was lucky to be alive, and that they had seen less involved accidents where the driver did not survive. If I wouldn't have had my seat belt on, I probably wouldn't have made it. They said I could have easily been thrown from my vehicle.

I didn't sustain any long-term damage, broken bones or fractures; I had just a bit of whip lash. I have shown the pictures of my car to my children to help them realize what you can live through and walk away from, if you have a safety belt on.

— **Shelley**



Top 10 reasons to buckle up

10. My car doesn't have an ejectable canopy.
9. Lying in a hospital for months is not my idea of a vacation.
8. Steering wheels don't make good pillows.
7. I never aspired to be a hood ornament.
6. A wheelchair is not my idea of a hot set of wheels.
5. I always wanted to fly, but not into a tree.
4. Tombstones are not the best way to get the last word.
3. I always hated statistics. The last thing I'd want is to be one.
2. I faint at the sight of blood, especially my own.
1. My family needs me.

(Traffic Safety humor courtesy of the AAA Foundation for Traffic Safety.)

The SMDC/ARSTRAT Safety Office thanks everyone who contributed their seatbelt stories. When all is said and done, it pays to remember that seatbelts were designed with safety in mind. Seatbelts, like safety seats for children, can make a life and death difference if you or your loved ones are involved in an automobile accident. As can be seen from these stories, seatbelts can make a difference. We can't pick and choose the time we will wear a seatbelt — a hazardous situation could occur at any time. The bottom line — drive preventively and use your seatbelt! The life you save may be your own or that of your loved one.

Awards/Promotions

Military Promotions

Sgt. 1st Class Patrick Anderson, Fort Meade, Md., 53rd Signal Battalion (SATCON), B Company
Staff Sgt. Christopher Barber, Colorado Springs, 1st Space Brigade, Headquarters Company
Pfc. Vyncent Beasley, Pacific, 1st Space Company, C Detachment
Sgt. David Blotter, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Sgt. Blair Boggs, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. Tomekia Brevard, Colorado Springs, 1st Space Battalion, 2nd Space Company
Chief Warrant Officer 4 Todd Buckhouse, Colorado Springs, G-3
Sgt. John Campbell, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. William Essex, Colorado Springs, 1st Space Brigade, Headquarters Company
Maj. Eric Everts, Kwajalein Atoll/Reagan Test Site
Sgt. Henry Eye, Fort Buckner, Japan, 53rd Signal Battalion (SATCON), E Company
Sgt. Adam Fairchild, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. Sheldon Fogarty, Camp Roberts, Calif., 53rd Signal Battalion (SATCON), D Company
Staff Sgt. Maya Harris, Camp Roberts, Calif., 53rd Signal Battalion (SATCON), D Company
Staff Sgt. Zachary Hedlund, Fort Buckner, Japan, 53rd Signal Battalion (SATCON), E Company
Lt. Col. Scott Heise, Colorado Springs, Future Warfare Center
Staff Sgt. Gerald Kaye, Colorado Springs, 1st Space Brigade, Headquarters Company
Sgt. Charles Keller, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Lt. Col. Jeffrey Klein, Kwajalein Atoll/Reagan Test Site
Maj. Sang Lee, Colorado Springs, 1st Space Battalion, Headquarters Company
Spc. Russell Malinsky, Fort Buckner, Japan, 53rd Signal Battalion (SATCON), E Company
Staff Sgt. Shaun Marvin, Colorado Springs, 53rd Signal Battalion, Headquarters Company
Staff Sgt. O'Henry McMillan, Europe, 1st Space Company, A Detachment
Staff Sgt. Timothy Parsons, Colorado Springs, 53rd Signal Battalion, Headquarters Company
Lt. Col. David Paugh, Arlington, Va., G-8
Lt. Col. Michael Perry, Colorado Springs, 53rd Signal Battalion, Headquarters Company
Staff Sgt. Joshua Pierce, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Pfc. Christopher Pond, Pacific, 1st Space Company, C Det

Staff Sgt. Michael Pugh, Colorado Springs, 1st Space Company
Master Sgt. Phillip Rivera, Fort Meade, Md., 53rd Signal Battalion (SATCON), B Company
Lt. Col. Larry Roberts, Colorado Springs, G-3
Lt. Col. Alex Robinson, Huntsville, G-3
Sgt. Darryl Rowland, Colorado Springs, 4th Space Company
Staff Sgt. Ryan Simms, Colorado Springs, 2nd Space Company
Capt. Patrick Smith, Fort Detrick, Md., 53rd Signal Battalion (SATCON), A Company
Sgt. 1st Class Dustin Swinney, Colorado Springs, 2nd Space Company
Sgt. Stephen Thomas, Fort Meade, Md., 53rd Signal Battalion (SATCON), B Company
Staff Sgt. Jennifer Whitty, Colorado Springs, Future Warfare Center
Col. Bennie Williams, Arlington, Va., Inspector General
Staff Sgt. Justin Williams, Colorado Springs, 4th Space Company
Sgt. Marlon Williams, Fort Buckner, Japan, 53rd Signal Battalion (SATCON), E Company
Spc. Joseph Williams Jr., Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company
Staff Sgt. Corey Wilson, Landstuhl, Germany, 53rd Signal Battalion (SATCON), C Company

Civilian Promotions

Teresa Brown, Huntsville, G-2, Security Division
Lea Cesani, Huntsville, Technical Center, Test and Evaluation Directorate
Frank Cox, Huntsville, Future Warfare Center
Roberta Jones, Kwajalein Atoll/Reagan Test Site, Office of the Deputy Garrison Commander
Gordon Jones, Kwajalein Atoll/Reagan Test Site, Contracting and Acquisition Management Office, Contract Site Operations
Jimmy Pleasant, Huntsville, Research, Development and Acquisition Office, Command Analysis Division
Jimmie Sherode, Huntsville, G-8, Program and Policy Division
Denny Skiles, Colorado Springs, G-3
David Sallo, Huntsville, Research, Development and Acquisition Office, Command Analysis Division
Jimmy Taylor, Florida, Regional Satellite Command Support Center CONUS
Beth Whitaker, Huntsville, Research, Development and Acquisition Office, Command Analysis Division

On-the-Spot Cash Awards

Adam Aberle, Huntsville, Technical Center, Directed Energy Division

Jason Calvert, Huntsville, Technical Center, Ballistic Missile Defense Test Flight Division
Barbara Dixon, Huntsville, Technical Interoperability and Matrix Center
Susan Drennan, Huntsville, G-8, Accounting Division
Penn Foreman, Huntsville, Huntsville, Technical Center, Ballistic Missile Defense Test Flight Division
Doris Ingram, Huntsville, G-8, Program Support Division
Ricky Judy, Huntsville, Technical Center, Space Division
Dianne Nichols, Huntsville, Technical Interoperability and Matrix Center
Birtha Otey, Huntsville, Technical Center, Directed Energy Division
Barbara Scales, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
William Schneider, Huntsville, Technical Center
Robert Snead, Huntsville, Technical Center, Directed Energy Division
Daniel Wesnor, Huntsville, Technical Center

Special Act Awards

M. D. Batts, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Terrance Bauer, Huntsville, Technical Center, MDA Matrix
Carolyn Beverly, Huntsville, Technical Center
Giselle Bodin, Huntsville, Public Affairs Office
Garfield Boon, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate
Heidi Bowman, Huntsville, Technical Center, MDA Matrix
Rhonda Brock, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
John Broussard, Huntsville, Future Warfare Center, Battle Lab, Missile Defense Division
Paula Brunlow, Huntsville, G-1, Civilian Personnel Division
Robert Burks, Huntsville, Technical Center, MDA Matrix
Deborah Childress, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Elbert Clarke, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K
Joseph Cloft, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division T
Frank Cox, Huntsville, Future Warfare Center
Donna Davis, Huntsville, G-1, Civilian Personnel Division

Leslie Duncan, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Command Support Services Division
Tyrus Edwards, Huntsville, G-8, Accounting Division
Joel Ellis, Huntsville, Technical Center, MDA Matrix
Adrian Epps, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K
Christopher Evans, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Vernon Frazier, Huntsville, Technical Center, MDA Matrix
Angela French, Huntsville, Technical Center, Operations
John Fussell, Huntsville, Chief Information Office, Plans and Operations Division
Esam El-Din Gad, Huntsville, Technical Matrix, GMD Matrix
Eva Giovando, Huntsville, Chief Information Office, Communications and Visual Information Division
Jessica Hardage, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Carolyn Harris, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Lillie Jackson, Huntsville, Contracting and Acquisition Management Office, Operations Directorate
Patricia James, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K
O. Wayne Koger, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K
Judy Krawczyk, Huntsville, G-8, Program and Policy Division
Astrid Lahiere, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Command Support Services Division
Juanita Sales Lee, Huntsville, Office of the Command Counsel
Joyce Lenoir, Huntsville, G-1, Civilian Personnel Division
Carolyn Lucas, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate
Sylvia Martin, Huntsville, Technical Center
John Mason, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Teena Mcgee, Huntsville, G-8, Management Division
Nicole Meenen, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K

Awards/Promotions

Yancy Mitchell, Huntsville, Technical Center, Operations
Clara Moore, Huntsville, G-8, Management Division
Denise Owens, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Melanie Passero, Huntsville, G-8, Force Structure Division
Aubrey Pinkerton, Huntsville, Chief Information Office, Automation Division
John Popescu, Huntsville, Office of the Command Counsel
Brenda Rains, Huntsville, Technical Center, Operations
Nevrik Ratliff, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Leondra Robinson, Huntsville, Chief Information Office, Plans and Operations Division
Vicki Robinson, Huntsville, G-8, Force Structure Division
Cristina Rodriguez, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate
Barbara Scales, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Gail Sikes, Huntsville, Technical Center
Cynthia Smith, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Command Support Services Division
Jae Steele, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Raymond Steele, Huntsville, G-8, Management Division
Louise Steil, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Policy and Pricing Division
Bobby Stewart, Huntsville, G-8, Program and Policy Division
Dan Ta, Huntsville, Technical Center

Chanda Tallman, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Deborah Vaughn Teague, Huntsville, Contracting and Acquisition Management Office, Acquisition Management Directorate, Division K
Dianne Trimble, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Wanda Tucker, Huntsville, G-8, Program and Policy Division
Patricia Vail, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division N
Andrea Weathington, Huntsville, Technical Center, Operations
Belinda Williams, Huntsville, Contracting and Acquisition Management Office, Operations Directorate, Division T
Jason Williams, Huntsville, Technical Center, Interceptor Division
Christopher Wood, Huntsville, Office of the Command Counsel
Charles Woodson, Colorado Springs, G-6

Time-Off Awards

Alesia Barger, Huntsville, G-1, Plans, Policy and Training Division
Thomas Coleman, Colorado Springs, Future Warfare Center
Douglas Ennis, Huntsville, Research, Development and Acquisition Office, Integrated Capability Management Division
Kathleen Gotto, Huntsville, Technical Center, Lethality Division
Michael Hersh, Colorado Springs, Future Warfare Center
Susan Johnson, Huntsville, Future Warfare Center, Computer Resources Division
Timothy Lynch, Colorado Springs, G-3, Operations
Larry Mize, Colorado Springs, Future Warfare Center

Hien Phan, Arlington, G-4, Logistics
Norberto Soto-Fuentes, Arlington, Office of the Secretary General Staff

Meritorious Civilian Service Award

Mike Belcher, Huntsville, G-3

Invention Award

Frederick Clarke, Huntsville, Technical Center

Length of Service

15 Years

Virginia Partan, Huntsville, Future Warfare Center
Mary Hill, Huntsville, Technical Center
Lisa Gilbert, Huntsville, Research, Development and Acquisition Office
Vicki Robinson, Huntsville, G-8
Jeffrey Franssen, Fort Leavenworth, Kansas, Future Warfare Center
Terry Day, Huntsville, Technical Center
John Brophy, Colorado Springs, Future Warfare Center
Charity Goudy, Huntsville, Chief Information Office

20 Years

Mike Andrews, Huntsville, Chief Information Office
Angela French, Huntsville, Technical Center, Operations
Walter Zumbach, Huntsville, Technical Center, MDA Matrix
Kathryn Sandlin, Colorado Springs, Chief Information Office
Donald Hodge, Huntsville, Technical Center, Matrix

25 Years

Brent Beason, Huntsville, Technical Center

Coy Perry, Huntsville, Technical Center
Kathy Simmons, Huntsville, G-2
Daniel Selman, Colorado Springs, G-2
Norman Forsythe, Huntsville, Technical Center
Carolyn Randles, Huntsville, Technical Center
Nelda Reynolds, Huntsville, Office of Command Counsel
Charles O'Neal, Colorado Springs, G-4
LaJeannia Lacey, Huntsville, G-1
Christella Green, Huntsville, Office of Command Counsel
Eugene Stout, Europe, Regional Satellite Command Support Center
Theresa Gopher, Huntsville, G-8
Billette Kimbrough, Huntsville, Future Warfare Center
Lynn Selfridge, Arlington, Contracting and Acquisition Management Office
Hector Del Toro, Colorado Springs, G-8
Carl Ghent, Huntsville, G-2

30 Years

Brian Hermes, Arlington, Future Warfare Center
Richard Brown, Huntsville, Technical Interoperability and Matrix Center
Robert Snead, Huntsville, Technical Center
William Greenhaw, Huntsville, Technical Center, GMD Matrix
Kenneth McDonald, Huntsville, Research, Development and Acquisition Office
Bobby Brooks, Huntsville, G-3
Frederick Clarke, Huntsville, Technical Center
Kacheshwar Pathak, Huntsville, Technical Center
Philip Gresh, Colorado Springs, G-8

35 Years

Sandy Miller, Kwajalein Atoll/Reagan Test Site



Photo by Diane Schumacher

New chief counsel receives meritorious service medal

Col. Mark S. Graham (right) is officially welcomed to the command by Lt. Gen. Larry J. Dodgen, commander, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command. Graham, new chief counsel for SMDC/ARSTRAT, was presented a defense meritorious service medal and certificate by Dodgen Oct. 24. Graham was awarded the DSM for the diverse achievements he made during his assignment as the associate general counsel while assigned to the Missile Defense Agency in the Office of the General Counsel from July 2004 to August 2006. Graham also served as MDA's lead environmental attorney. During the reading of the citation, it was noted that Graham provided extraordinary leadership and innovative solutions during a crucial period in the development and deployment of the ballistic missile defense system. He also provided expert support and guidance in the implementation of the Base Realignment and Closure law as it applied to MDA.

Soldiers are helping young Marshallese prepare to join the U.S. Armed Forces

By J.J. Klein, Reporter,
Kwajalein Hourglass

KWAJALEIN ATOLL, Republic of the Marshall Islands — Young Marshallese men and women interested in a career in the U.S. Army just got a huge leg up from U.S. Army Kwajalein Atoll green suiters and civilians in the form of a voluntary Army orientation program.

The Recruit Indoctrination Program is intended to acquaint the young men and women with Army customs and discipline, provide them with skills and techniques necessary to pass the Armed Services Vocational Aptitude Battery and help raise physical fitness levels to standards required for entrance into the Army.

Participation in the program does not guarantee enlistment, but it does greatly improve the chances of success, said Lt. Col. Jeffrey Klein, USAKA Host Nation office director.

"The training that the Army gives you while you are a Soldier is used to ensure freedom around the world, but once you decide to leave it, the training you received is valuable on the outside," said Maj. Eric Everts, Inter-Continental Ballistic Missile test director.

Over sixty highly-motivated Marshallese youth attended the first information briefing last week after word got out about RIP, significantly more than had been expected by the all-volunteer program coordinators. These

participants will have to maintain that same level of motivation five times a week for the next five months as they are challenged to complete two-mile runs, perform timed pushups and sit-ups, and learn how and when to salute.

In addition to physical training, they will receive classroom training in Math and English, take practice ASVAB tests and be required to speak only English to help improve English language skills necessary for success in the armed forces.

Aside from the usual challenges every baby-faced recruit struggles with when experiencing the military for the first time, these Marshallese young people will have to overcome specific logistical hurdles.

"Specific obstacles to these Marshallese trainees include language barriers, work schedule conflicts, and the hassle of taking the ferry to and from Ebeye," said Everts. "I applaud these men for stepping up, not only to make themselves better, but the possibility of getting valuable, skilled training that they can bring back to their community."

Interest in this pilot program grew out of a desire to join a smaller training program Master Sgt. Frank Cota developed for five young Marshallese men. These five excelled under Cota's tutelage, and USAKA recognized the potential for a structured program that would address the overwhelming



Photo by J.J. Klein

Hideo Freddy, left, Jenai Kiboi and Abon Arelong were among the Marshallese signing up for the Army program.

interest in Army enlistment.

Program coordinators and instructors, all military Soldiers and civilians with prior military service except one, volunteer after-work hours because they have a strong desire to help these young men and women fulfill their goals and become successful in the military. This viewpoint grows out of the idea that those who go before bear a responsibility to help those who come after.

"First, it is my duty as a Soldier to be part of anything that will help the U.S. Army become a better Army, and second, it is the right thing to do. We are living on their soil, anything I can do to help, I will," said 1st Sgt. Kenneth Mackey. "The USAKA commander did not tell one USAKA Soldier that we will have this program or that they will be a part of it. We are all here because we want to be here, not because we have to."

"So many [Marshallese people] have asked me questions about the Army and my career," said CW3 Phyllis Mitchell, USAKA Food Service/Medical evaluator. "As a leader it is very important that we don't miss

the opportunity to help a [potential] Army or military recruit as much as possible."

Not many potential recruits were scared off at the information briefing by the hard work and personal obstacles they were told they would face. A week after the initial orientation, over 75 RIP participants showed up at the first physical fitness training session, motivated and prepared to run.

"The way I look at our leaders [of RIP], I think they expect to bring everything out of us. They are not going to waste their time," said Binton Felix, potential RIP recruit. "I heard about these guys setting this up; it's such a good opportunity for getting help and getting opportunities before joining the Army."

"Bottom line, if you want to join the Army and get a headstart on learning how the Army operates, RIP is a great place to start," said Mackey. "The program is designed to give anyone the basics they need to enlist into the Army and go on to be successful. It's open to anyone, and we will do our best to help those who desire to serve the Army ... Hooah!"



Photo by Nell Drumheller

Master Sgt. Frank Cota helps young Marshallese interested in joining the United States military by preparing them for the physical demands of basic training. Cota is the senior non-commissioned officer at the Ronald Reagan Ballistic Missile Defense Test Site, at the U.S. Army Kwajalein Atoll. Kwajalein is in the Republic of the Marshall Islands, 550 miles from the equator. Marshallese youths are interested in the U.S. Armed Forces and the Soldiers. The American workforce at USAKA tutor them in English and Math to help prepare them for their entrance exams.

Logistics liaison employees win awards

Phan turns Javits-Wagner-O'Day opportunity into government career

By Marco Morales, SMDC/ARSTRAT Public Affairs and Lisa Ward, vice president, Communications and Community Development, The ServiceSource Network

Two employees of the command will be recognized and presented with awards at a dinner Nov. 21 at the Annual Monumental Achievers Award Presentation sponsored by the ServiceSource Network in Washington, D.C.

Hien Phan and Solomon Tadesse, who run the supply office in the command's Headquarters in Arlington, Va., will share this special night with friends and family. In the National Capital Region, Phan will receive the 2006 Community Placement Award and Tadesse the Monumental Achiever Award. Phan is Tadesse's supervisor.

Phan, a disabled Veteran, has progressed through 10 years of extensive and excruciating rehabilitation after an almost fatal car accident which injured his brain. He has steadily worked his way up in the Command starting as a ServiceSource Network contractor earning his present duty position as a Department of the Army civilian. But his journey to the present was not an easy one.

In 1999, Phan's caseworker at the Bridge Program, Brenda Tripp, referred him to ServiceSource a not-for-profit agency that helps people with disabilities find employment. Phan was hired by ServiceSource to work as a supply technician on a Javits-Wagner-O'Day (JWOD) contract at the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (SMDC/ARSTRAT) in Arlington, Va. This was the first job he had held since sustaining his brain injury that challenged him to further develop and use the skills he had struggled with.

As a supply technician, Phan organizes supply schedules, orders supplies, and coordinates and sets up meetings for Command leaders. He learned how to use computer programs to help organize himself, developing data spread sheets to stay current on duty requirements.

Five years into the job, when the SMDC/ARSTRAT logistics liaison was promoted to another government job and was asked to recommend who should take his place, the resounding choice was Phan. Phan interviewed for the job and was hired by SMDC/ARSTRAT and became a federal employee in December 2005. Today Phan is a valuable member of the team, a co-worker and colleague to many of the people working at SMDC/ARSTRAT.

The accident

In 1989 Phan was stationed at Aviano Air Force Base, Italy, as an active duty captain in the U.S. Air Force. On April 30 that year it was raining with low visibility as he and a fellow airman were driving north to Aviano from southern Italy. They noticed a motorist with apparent mechanical problems alongside the road and stopped to offer assistance.

After helping the motorist, Phan and his fellow airman got back on the road. As Phan made a u-turn in the 2-door Honda Accord and completed the turn, a large truck traveling at a high speed plowed into

his car on the driver's side ripping it in half. Both Phan and his passenger went into a coma upon impact. They were rushed by ambulance to a regional Italian hospital.

Phan remembers aspects of that tragic day based on what he was told.

"I was in a coma for two days after the accident. Unfortunately, my fellow airman did not survive," Phan said.

Phan's unit immediately arranged to have his family join him in Italy from the United States. Phan reflects on those initial days after the accident.

"While in the hospital I was extremely bitter and didn't recognize any of my family members," Phan said, referring to the effects of his brain injury. "I became very violent."

Rehabilitation: Road to recovery

Shortly after the accident, the Air Force transported him back to the U.S. for further treatment and to begin rehabilitation.

"I was treated at the National Naval Medical Center in Bethesda, Maryland, and received further treatment and rehabilitation at Mount Vernon Hospital in northern Virginia," he said. "I felt like I had been born again, that is, like starting from the very beginning in life - walking, talking, eating, — everything," Phan said, adding, "My speech was slurred and difficult to understand."

"I used to enjoy swimming before the accident but during rehabilitation, I couldn't walk or swim a straight path. I was very disoriented," he said.

Phan worked closely with staff from INOVA health systems Bridge Program which assists people who have sustained brain injuries in "bridging" the gap between hospitalization and returning to community life. While at the Bridge Program Phan began to rebuild his life by first attending classes at a local university.

"I went to class and would do well in the classroom, but was unable to remember what I had learned. So even though the classes were good for me to learn how to read and organize my thoughts, I was never able to pass the tests because I couldn't remember what I had learned. I decided to go to George Mason University where the courses didn't cost as much," Phan said.

Supervisor, co-worker comments

The job has been both rewarding and challenging to Phan and it has helped him in his ongoing rehabilitation.

"Hien keeps our operations functioning at the highest level," said Maj. Brian Gibson, SMDC/ARSTRAT secretary of the general staff. "Without Hien's support, we would not be able to do what we do on a daily basis."

"When I first met Hien, about two-and-a-half years ago, my first impressions were 'here is a guy who shows up early for work and works very hard and is a very happy and contributing member of our team'," said Col. Jim Bedingfield, SMDC/ARSTRAT chief of staff. "Hien is a vital member in support of our Command and its mission, and he makes sure the 'trains run on time' and that we have all the supplies we need," he said, adding, "Hien has a very strong work ethic and an ability to get



Photo by Marco Morales

Hien Phan talks with a customer about the current status of the Base Realignment and Closure logistics actions in preparation for part of the command's projected move to Huntsville, Ala.

along well with people."

"When I first hired Hien as a supply specialist, I found him to be very forthcoming with me as far as his abilities and what he presented and could do for the Command," said Larry Courtney, Phan's former supervisor and mentor. "At first he was very shy and self-conscious, so I looked at his background regarding his education and military service, and it was more on the exterior than what Hien was capable of or putting forth in effort. I said to myself, 'if he [Hien] has his self-confidence, then he can do his job'," Courtney said.

"As we progressed along, my main focus was to bring up and 're-build' his self-confidence. I told him that if he starts believing in himself, then he can do the job. So, it was gradual and I never relented," Courtney said, adding, "Hien never once complained about what I told him to do or how to do things."

"Hien is easygoing and always a good person to be around in an office environment," said Sgt. 1st Class Cynthia Arrington, G-1 senior human resources administrator, SMDC/ARSTRAT. "He is very dependable and goes out of his way to meet customer support needs - not just with me but with everyone who needs support in the Command," she said.

"Hien takes the initiative in providing support to the front office where key leadership works," said Cassandra Cottrill, assistant to the secretary of the general staff, SMDC/ARSTRAT. "He is the type of individual that no matter how complex a task is, you can ask something of him in the interim, and he will find a way to support multiple requests," she said.

"Hien taught me how to do my job when I first arrived here," said Solomon Tadesse. "I have learned how to build and monitor the supply database on the computer, thanks to Hien. He is a great mentor and supervisor."

Perhaps no one can sum it up better than Phan himself, who continues to progress and maintain his optimistic demeanor.

"I really enjoy this job because it challenges me to learn the things that I have struggled with since my brain injury. I use the computer and build databases to help me track things. Also, I have the opportunity to interact with people who have similar military backgrounds to myself. It is a very rewarding job," Phan said.

Army Space Support Team 4 deploys

By Ed White
SMDC/ARSTRAT Public Affairs

PETERSON AIR FORCE BASE, Colo. — A three-man Army Space Support Team is on its way to provide space support for OPERATION IRAQI FREEDOM. They will backfill a team from the Colorado Army National Guard Space Support Battalion already supporting the war-fighters in Iraq.

Maj. Mike Russell, Sgt. George Mead and Spc. David Courtney of the 2nd Space Company, 1st Space Battalion, were farewelled in ceremonies held at the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command operational headquarters. Col. Timothy Coffin, 1st Space Brigade commander said, "The reason why we have these ceremonies for our deploying troops is that we want you to understand the level of support you have behind you as you go out on deployment. We are here to help you and to make sure that all the important things stay connected while you are gone."

Lt. Col. Lee Gizzi, the team's battalion commander presented Russell with a coin symbolic of the team's



Photo by Ed White

Col. Timothy Coffin, (right) commander, 1st Space Brigade, wishes Sgt. George Mead of Army Space Support Team 4, Godspeed on the eve of the team's departure for Iraq. Also pictured are Maj. Mike Russell (far left) and Spc. David Courtney (second from right). Mead is holding his infant daughter Alexis who, in a touching moment, crawled to her father during the farewell. Mead scooped her up into his arms and held her throughout the remainder of the ceremony.

commitment and unity.

"I charge you to accept this coin, protect it while you are deployed and bring it and all your Soldiers back safely from the fight," Gizzi said to Russell. "You are responsible for each other. Watch each other's back,

help each other accomplish the mission, and come back as one team."

Space support plays a key role on the modern battlefield and Space Soldiers have had a continuous presence in Iraq since the war began in

2003. Whether it is digital imagery that can be used in a wide variety of ways for planning and executing operations; or the effects of space weather on the accuracy and capabilities of communications and location systems; or the ability to make 3-D flythroughs for mission rehearsal, Space support has earned its place in the pantheon of primary military operational requirements and it is here to stay.

For the families left behind, Gizzi added, "For these Soldiers it is easy. They know what they are going to be doing for the duration of their deployment. For you, it is much harder, and we appreciate the support that you provide to them. It is the unknown that makes it difficult on the families. It is all the responsibilities that you have as wives and as mothers taking care of the family, keeping things moving on the home front that often goes unrecognized and underappreciated. We recognize and appreciate your sacrifices, and we have a Family Readiness Group standing by to support you for whatever you might need during your husband's deployment."

Delta Company excels at RSCCE Course

By Sgt. Matthew Decicco
Unit reporter

CAMP ROBERTS, Calif. — In the world of satellite communications it is imperative to understand what the satellite is doing — 24 hours a day, 365 days a year. This is part of the mission of the satellite control companies of 53rd Signal Battalion.

Ten Soldiers of Delta Company, 53rd Signal Battalion recently completed the four week Replacement Satellite Configuration Control Element (RSCCE) course. This course is designed to teach the Soldiers how to communicate with and understand the satellite.

The course consisted of three separate exams, both consisting of written and practical sections. This ensured the Soldiers understood both the theory and mechanics of what the satellite does, as well as how to control the satellite from the ground. Following the class, the Soldiers began a 90-day Participation with Industry (PWI), in which civilian contractors further test the Soldiers knowledge of satellite functions and capabilities, as well as the Soldiers ability to command the satellite in a hands-on environment.

Upon completing this process, the Soldiers are able to fill the Communications Payload Controller (CPC) position at the Operations Center. This is one of the most vital positions, and the only one that requires Soldiers to attend a class before they can be qualified to work

it. Because of the constraints involved in becoming CPC qualified, it is also one of the most desired qualifications by the Soldiers.

"Having just had all these Soldiers attend the class and begin their PWI gives us the opportunity to expand as a company. The work that these Soldiers have put into earning their qualification speaks volumes about their dedication to bettering not just themselves, but the Army," said 2nd squad leader, Sgt. Shane A. Transue.

During the class, the Soldiers were taught about the different capabilities of the satellite and how to leverage those capabilities. This requires a great deal of technical understanding that forced the Soldiers to put in extra effort. With all Soldiers passing, Delta Company is rightfully excited.

"There are no guarantees in life, but determination is essential to success," said 2nd Lt. Clint Rutter, the operations platoon leader. "Some people try and some fail, but a lot more never try, and they cannot win. Our Soldiers demonstrated the will, drive and determination to succeed. Their success may have been measured by a letter grade; however, their determination proved their dedication to the mission."

With all of the different places where the Army is deployed, it is vital for the satellite communications systems to maintain their operational readiness. The class embodied this attitude.



Photo taken by 2nd Lt. Clint Rutter

Spc. Alex Mitchell maps out the theory and mechanics of satellite control.

Spc. (P) David S. Hansen, the "Diablo Defender," said of the class, "The current and future missions of the Army demand that we as controllers are on top of our game to ensure that the Soldiers on the ground have the reliable, worldwide communications they need to accomplish their missions. By taking this class, I now have a better understanding of the capabilities that are available to us to support the mission success of the warfighter."

GMD couple adopts 'at-risk' children from Liberia

By Maj. Laura Kenney, 100th Missile Defense Brigade (GMD) Public Affairs

COLORADO SPRINGS, Colo. — Educated people around the globe read about the terrible conditions too many children grow up under in the poorer countries of the world. Very few, however, do anything about it — at most, they might contribute to funds designated for assistance. Not so one couple from the 100th Missile Defense Brigade (Ground-based Midcourse Defense) ... instead, they literally rescued two children suffering near starvation and critical lack of medical care, from the war-devastated country of Liberia.

Capt. Karl Gansler, a missile defense operator here, and his wife Linda recently moved earth and heaven (almost literally) to adopt Mark, a seven-year old boy with life-threatening injuries. They had just begun adoption proceedings, which can typically take as long as a year, and had not even completed the home-study process which would certify them as suitable adoptive parents, when they heard Mark's story, and of his desperate need of them. In an amazingly abbreviated period of two weeks, Karl flew to Liberia and returned to America with the seriously ill boy, and immediately got him the surgery and medical care necessary to save his life.

Mark had accidentally ingested lye in his impoverished home. The toxic substance severely burned his esophagus, and subsequent scar tissue had practically closed this vital passage. He was barely able to swallow liquids, and, even in the orphanage for special needs children that he'd been placed in after the injury, there wasn't enough of the liquid nutrient PediaSure to keep him alive — due to the extreme poverty of the surrounding region. It was critical to get him both corrective surgery, and people who could provide sustenance for him.

That's where the Ganslers stepped in. They had decided that, with their two children half-grown at 8 and 13, the house was too quiet. Linda, a social worker in the field of adoption, knew that adoption was the best route for their family to follow. Her husband was in full concurrence, and in fact, on his 40th birthday told her decisively that, for this special birthday, the gift he wanted most was to adopt a child. She got on the phone to start the process within five minutes of his declaration. They expected, however, to have to wait a long time, at least a year. That was in April.

In September, a good friend of theirs departed for Liberia on a fact-finding mission for the humanitarian assistance organization she worked for. The Ganslers half in jest asked her to find "their" child for them. A week later, the call came — their child was found, and he was in dire need.

"Karl flew within days of that phone call. My days began at 3 in the morning, because Liberia is six hours ahead of us, and I was on the phone non-stop, calling embassies, calling the orphanage, calling our senator ... I sent pictures of Mark, literally skin-and-bones, to anyone I thought who could help. I had to make mountains move — and they did. I don't think I stopped to breathe until I got the phone call saying Karl and Mark were coming home," said Linda.

Knowledge of an added and unexpected wrinkle/joy came back with the two returning male Ganslers. Mark's younger sister, a toddler of 1 ½ years, had been offered for adoption to Mark's new parents, as their biological parents were unable to



Photo courtesy of the Ganslers

Big brother Christian Gansler teaches his newly adopted brother Mark how to play the guitar. Mark was adopted from Liberia by Capt. Karl Gansler and his wife Linda.

care for them, and believed that the siblings should stay together. The tiny girl, called Princess in Liberia but who will be named Alaya when she formally becomes a Gansler, is still in Liberia while details are being worked out.

Linda, who'd lived on the phone those two weeks and had no small-children sized supplies, sent out an emergency email to all members of her husband's unit, requesting donations of clothes, toys and equipment. She was flooded with responses.

"I have enough clothes for Mark until he's 25! Everyone was wonderful, and a bunch of wives from the unit even came over to help me get the house in order for the arrival. Our church also gave us a monetary donation to help with some of the considerable costs — we are so grateful for everyone's kindness."

A picture of Karl, Mark and Princess (Alaya) in Liberia shows the almost bone-thin condition of the children then. Looking at Mark today, one sees a completely different child.

The sturdy and bouncy seven-year old was excited about his first ever Halloween and eagerly dressed up as his favorite movie character, "Captain Jack Sparrow," from *Pirates of the Caribbean*. His mother described him as bright, funny, a charmer and practical joker. He proudly displayed his new backpack which he'd take on his first day of school.

Mark spoke English upon arrival, a second language for him, but one in which he was fluent. At first naturally shy of his new surrounding and parents, in addition to considerable culture shock (he couldn't believe the cold, and had never seen snow before being confronted with a blizzard in mid-October) he is now affectionate with his parents and two older siblings.

The Ganslers' first-born, 13-year-old son Christian, and Mark share a room. Christian is teaching Mark to play the guitar, and encourages him in the practical joking arena at which he himself has always excelled. Daughter Autumn, 8, likes having a "baby brother" to look after. Mark sometimes cries for his younger sister, the Alaya-to-be, but is comforted when his parents tell him, "Soon."

The rescue was not a moment too soon for Mark. When Karl flew with him to America, the feeding tube that had been emplaced by a physician from Doctors without Borders was retreating into Mark's body, no longer accessible. Surgery and follow-up treatment has enabled the child to achieve a healthy weight, and although he is currently restricted to a liquid diet (he just graduated to soup) further treatment will eventually allow him to eat normally. He will have to maintain periodic treatments throughout his life.

Karl said, "Every step of this process has almost been a miracle. First, our finding out about him in time to help, then me being able to leave within a week of the call, and Linda being able to work her magic with the help of so many good people. She had everything worked out for Mark's surgery — the operating room was almost literally ready for him when we stepped off the plane."

The house that the Gansler parents feared was becoming a bit too quiet is now filled with the sounds of three rambunctious and happy children. Soon, hopefully, a fourth joyous voice will be added, once Alaya joins her new family.

Linda, who, as a daughter of a career Marine, had spent some of her growing-up years in disadvantaged countries, said that she had always known she wanted to adopt a child from such a place.

"I spent a lot of time in Bolivia. On the surface, it appeared rich, but there were all these starving children hiding out on the edges. The average Bolivian just refused to see them. They were throw-away children.

"Mark and Alaya were given to us with love by their biological parents, who could not care for them due to the dire straits their country is in. We are blessed to have them, and I hope they will be blessed in having us."

Linda turned to Mark, and received an exuberant kiss.

**November is
National Adoption Month.**



Photos by Dottie White

Sam Bertling of the Business Initiatives Office concentrates as he tosses a horseshoe during the morning games, while his competitor, Donnie Vanzandt of G-2, watches. Despite fierce competition from seven other teams, returning champs Bob Connell of the Chief Information Office and retired SMDC/ARSTRAT employee David Cross were able to score enough "ringers" to win again this year.

Sports, food, fun ... Organizational Day offers something for everyone

By Dottie White
Editor, *The Eagle*

REDSTONE ARSENAL, Ala. — Employees and family members of U.S. Army Space and Missile Defense Command/Army Forces Strategic Command came together at the Rustic Lodge here for an Organizational Day Oct. 18. Events of the day included softball, horseshoes, bingo and volleyball. Winners not only claimed bragging rights for the year but also received plaques for first and second place. Everyone enjoyed a catered lunch followed by a talent show and dancing.



Employees enjoy a picnic-style lunch of barbeque pork, baked beans, potato salad and coleslaw from Lawler's Barbecue at Redstone Arsenal's Rustic Lodge.



William Reeves, director of the Technical Interoperability and Matrix Center, and his wife Lucille, a retired SMDC/ARSTRAT employee, share a dance to "their" song, "My Girl," during the talent show.

Stephen Williams of G-2 stretches for the volleyball as Angela Dawkins of the Future Warfare Center prepares to defend her side of the court. The G-2 team was the overall volleyball tournament winner.



From left, Sgt. Maj. Randall Williams, Lt. Col. Al Personius, Maj. Rob Phillips and Lt. Col. Alex Robinson — all of G-3 — enjoy a friendly game of spades and the beautiful weather outside the Rustic Lodge.