

## Simulation program is a purple, progressive one

*Program sponsored by Ballistic Missile Defense Organization assists in the joint family of systems working together for cohesive defenses*

by LuAnne Fantasia  
Huntsville, Ala.

Talk of simulation in the space and missile defense industry is nothing new. So what sets the Extended Air Defense Testbed apart from other simulations?

"It's in a class by itself," said Lt. Col. Phil Macklin. "EADTB's major strength is in modeling weapon systems, sensors, and communications in a joint context with varying levels of detail. It started out as a constructive simulation, but has developed now into one that has the flexibility to combine constructive with live and virtual simulation capabilities."

Macklin, an Air Defense Army officer, is the product manager for the testbed product office, in the command's Space and Missile Defense Battle Lab here.

The testbed product office also develops the Israeli testbed, or ITB and extended air defense simulation, or EADSIM.

Macklin explained that constructive simulation uses simulated systems and operators, running on its own.

By contrast, a live simulation requires real systems and operators,

and a virtual simulation involves simulated systems and real operators. Both have a delayed turnaround time for results, as well as the added expense of using live and real resources.

According to Macklin, EADTB flexibility for joint analysis and versatility for experimentation and training, make it a unique simulation. EADTB also offers embedded analysis tools for quick turnaround of results, he explained.

"The EADTB was built to show how weapon systems best work together, in both theater and national missile defense," Macklin said, allowing the integration of a family of systems like THAAD, MEADS, space-based sensors, Navy cruiser AEGIS, and AWACS. He likened this cooperative integration to athletes and team sports.

"They're all good players, but they have to work together (interoperate) to be stronger (provide a coherent defense.) EADTB is the only constructive simulation that can model joint data network to the level of detail that it does, within the context of aTMD architecture," Macklin said.

"It costs a lot less doing 'what-ifs' here (pointing to a computer) than it costs to do 'what-ifs' using a real THAAD, Patriot, Navy AEGIS, space-based sensor, or other real systems."

### But wait, there's more

Macklin said the EADTB is sponsored by the Ballistic Missile Defense Organization, and developed by the Testbed Product Office in the command's battle lab.

"BMDO is a joint organization, and this is a joint product," he said. "And, it's the only simulation tool being used for a major theater missile defense BMC3 study by NATO in the Netherlands." (BMC3 is battle management command, control and communications.)

Members of BMDO, SMDC and dedicated contractors make up the team that recently delivered another capability, making the EADTB simulation more robust and capable for analysis.

"The new 4.4R capability, delivered last month, will enhance the joint data network and similar architecture modeling," Macklin said.

"That means more detail than we had, which means more capability to help define the joint data network architecture."

Macklin pointed out that EADTB simulation is based on extensive data



**Lt. Col. Phil Macklin, Air Defense Army officer, is the product manager for the Testbed Product Office at the U.S. Army Space and Missile Defense Command. The TPO develops the EADTB, EADSIM, and the Israeli Testbed.**

verification and validation.

"We're not just showing animation," he said. "EADTB uses verified and validated data and industry-standard algorithms, which allows close matching of our models with reality."

**"EADTB flexibility for joint analysis and versatility for experimentation and training, make it a unique simulation."**

**-- Lt. Col. Phil Macklin**  
Product Manager, TPO

Once those models are constructed for specific theater and national missile defense weapon systems, their outputs are compared to actual flight test data. "We try to make them work as close to the real system as possible," Macklin said.

EADTB team members believe the product is the world's most versatile missile defense simulation. With the capability and flexibility to vary weapons, scope and communication details, few-on-few to theater-wide and global levels of scope are possible.

"EADTB covers the gamut of theater air missile defense, space and national missile defense simulation needs," Macklin said.

### Key uses (past and present) for Extended Air Defense Testbed simulation

- Ongoing theater missile defense study at the NATO Consultation, Command and Control Agency, Netherlands
- Ballistic Missile Defense Organization's system requirements document analysis study
- Joint data network, or JDN, study
- MEADS analysis
- Home station training, Fort Bliss, Texas
- Battle command reengineering II experiment
- Air directed surface-to-air missile analysis
- Theater air missile defense analysis
- SMDC Battlelab-sponsored over-the-water experiments (with Israeli Testbed, or ITB, and Extended Air Defense Simulation, or EADSIM.)
- SHORAD interoperability analysis, Fort Bliss, Texas, and Huntsville, Ala.
- Navy battle management command, control, communications and computers; and Intelligence Pilot Study
- Joint missile alert broadcast feasibility study, or JMABS
- National missile defense integrated flight test risk mitigation analysis

# Commanding General's Comments



**Lt. Gen. John Costello**

As we begin 1999, I think it is important to focus on key events that give SMDC a chance to excel this year.

First, in January, the senior leadership held its first off-site to chart the vision and objectives for the command. The results of this meeting will be further fleshed out in a larger command off-site this month in Houston. In turn, shortly after that, SMDC will participate in its first off-site with the Ballistic Missile Defense Organization. All three off-sites should help us better

determine where we need to go and how we can best get there.

In the area of testing, there are a series of critical milestones.

Later this month, PAC-3, the Army's lower-tier Theater Missile Defense, or TMD, system of the future, is set for its first intercept. This will be followed later on by an intercept attempt by the Army's upper-tier TMD system of the future. Needless to say, success in this THAAD test is critical.

In the summer, SMDC will participate in the first intercept test of the Exoatmospheric Kill Vehicle, or EKV, which is the heart of the Nation's future National Missile Defense, or NMD, program.

The EKV will be launched atop a Ground Based Interceptor from SMDC's Kwajalein Missile Range in the Marshall Islands against a target launched from Vandenberg Air Force Base in California. As is the case with the EKV, the target is mainly a product of SMDC developmental efforts.

This month, there will also be a major effort in Army space. SMDC, together with the U.S. Army Training and Doctrine Command, or

TRADOC, and the National Reconnaissance Office, will conduct Space Game 3. This is the third space game in a series of TRADOC Army After Next Wargames.

These wargames are being used to shape the Army of the future. Lessons learned from the space games will contribute much to the national leadership's understanding of how space will impact the battlefields of the 21st century.

Throughout the year, SMDC elements will be testing TMD operational and weapons concepts and doctrine in numerous military exercises, including this spring's Roving Sands '99 in the Southwest and Optic Windmill '99 in Europe.

There are many other key SMDC programs with important milestones this year.

The Kinetic Energy Antisatellite program will integrate two kill vehicles by mid-year.

The U.S.-Israeli Tactical High Energy Laser program is making great progress.

Its subsystems are undergoing testing and integration at our High Energy Laser Systems Test Facility. When testing and integration are

completed later this year, the THEL demonstrator will be available for shipment to Israel.

Meanwhile, because of funding shortfalls in this year's budget, the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System program, or JLENS, is being restructured.

JLENS is exploring the use of elevated, tethered sensor platforms to increase the ability to detect and track cruise missiles, a threat for which there is no defense.

I consider JLENS to be one of my highest priorities, because of its potential for detecting enemy cruise missiles and providing a single integrated picture of the TMD battlefield, which can stretch more than a thousand miles.

These are just some examples of why 1999 will be an extremely challenging year for SMDC, one which will give us many chances to excel.

I am excited about it.

I hope you are, too, because as we get set to enter a new millenium, SMDC has a chance to take the Army and the Nation to a new level in military space and missile defense.

## *The greening of the Baldrige Criteria*

# It's called APIC and it's here to stay

by LuAnne Fantasia  
Huntsville, Ala.

It's a common sense way to assess and improve, and it's the management philosophy the commanding general advocates.

The Army Performance Improvement Criteria, or APIC, is a reworked, *greened* offspring of the Malcolm Baldrige National Quality Award Criteria for Performance Excellence.

"The Army took out the industry-specific criteria and kept Baldrige's principles on management, organization, performance and results," said Liz Hurt, who works in the command evaluation branch of SMDC's newly formed directorate for strategic planning and analysis.

"That left us with the APIC—a set of criteria with a primary focus on an organization's *results*."

The APIC provides a process to align work and achieve performance excellence via strategy and action plans, and Hurt said the command is involved now in a course of action to develop a strategic plan, with three targets in view.

"We aim to raise performance expectations and standards; learn of and share the very best practices among other Army organizations; and establish an ongoing tool for understanding and managing performance, planning, training, and assessment of

what we learn," she added.

Hurt said the command's major subordinate elements will each assess their goals and how they plan to achieve those goals, and that APIC provides a blueprint to guarantee goal alignment.

"We want to be very sure that what we are doing across the command is focused on the mission of the command," Hurt said, "and that goals at the lower elements are consistent and aligned with what our leadership says this organization is about."

Hurt emphasized that APIC is an Armywide initiative; one now included in Army regulations on management philosophy. It provides a common language within an organization, a baseline for improvement, and a tangible way to measure results, i.e., this is what we did, this is the result of what we did, and this is how those results fit into the command's strategic plan for improvement.

"If we trained 60 people in 'Seven habits of highly effective people,' we need to go back and determine how that training changed anything in the command, or benefited it in any way," Hurt said.

One of the many core values and concepts to APIC, Hurt said, is a long-range view of the command's future. "This is a three- to five-year strategic planning process, that involves customers, employees, leadership and a lot of management by

fact," meaning, listening to the bad news as well as the good; and gathering accurate and relevant information.

"This criteria is a superb tool," Hurt said. "The command's senior staff will soon receive a more in-depth overview of the concept, after which time members of the command will start to see its implementation."

Hurt said getting started with this effort will be a challenge for managers. Some tips are:

- Understanding that this is a team-based tool.
- Accept the criteria as a superb tool.
- Develop a business overview with your senior staff.
- Conduct a strength, weakness, opportunity and threat exercise.
- Identify existing and emerging leaders; change agents and risk-takers.
- Network with other organizations involved in this effort, and,
- Understand the challenges of leading people through change.

**Did you miss us? We did not publish a January issue due to waiting for a contract award for our commercial printer. But, we are back on track now.**

### **The Eagle ...**

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Photo by Alicia Muñoz

David Muñoz, left, a senior at Kwajalein High School, stands by his older brother, Juan Muñoz, Jr. David donated bone marrow to his brother after Juan was diagnosed with leukemia. The transplant was successful and was completed March 30, 1998.

## Kwajalein son gives a gift of life to his Army brother

by Joanne Ricker Maynard  
Reprint from *Kwajalein Hourglass*

For one Kwajalein family, the season of giving goes on and on. Here is the story of one Kwaj son's gift to his brother and his entire family.

In September 1997, the Muñoz family — Juan Muñoz Sr., his wife, Alicia, and their son, David — arrived on Kwajalein from Fort Meade, Md., for their first tour. Juan, retired after 22 years in the military, began his job as superintendent of Marine Repairs. David was enrolled as a junior at the high school, and Alicia set up housekeeping.

Only two weeks later, they got a phone call that changed their lives. Their first son, Pfc. Juan Muñoz Jr., 23, called from his Army post to say he had been diagnosed with leukemia.

Assigned to a military intelligence battalion at Fort Meade, Juan was a newlywed of less than a year. At his annual physical, required by the Army for every soldier, he weighed in a few pounds over his optimal weight. As is the practice in the military, he was sent for standard tests to determine the cause of his extra weight.

"The blood tests showed that my white blood cell count was really high," he said, "and the doctor didn't know why because I wasn't feeling dizzy or tired." So, they reran the test; the results were the same.

### Leukemia confirmed

Juan was referred to internal medicine, and hematology and oncology for more work. Doctors extracted bone marrow from his hip, the only way to confirm the leukemia they suspected.

"We were shocked. We couldn't believe it," Alicia said. "There was no history of cancer in our families."

Juan was diagnosed with chronic myelogenous leukemia, a progressive form of leukemia in which abnormal, immature white blood cells, called myeloblasts,

flood the body's bone marrow.

Sleepless nights and many phone calls filled the next weeks, as Juan's doctors put together a treatment plan and began standard chemotherapy to slow the progress of the disease.

"The doctors said that Juan presented a good picture for a bone marrow transplant," Alicia said. "His age was a plus, and he was diagnosed early."

A bone-marrow transplant is one of the weapons used in the treatment of many leukemia patients. Healthy bone marrow from a donor is injected into the patient's blood stream to be carried to his or her bone marrow. Once there, it can restore healthy blood-cell production. However, the donor's marrow must match that of the recipient as closely as possible for the procedure to have the best chance of success.

In the order of likelihood for a match, siblings of the patient come closest, then parents, other relatives, and, finally, unrelated people who share the same ethnic background.

Three days before Thanksgiving, the word came in: David's bone marrow was an identical match to his brother's.

"It was an easy decision to make," said David of his agreement to donate marrow to his brother. "There really wasn't any other choice. He's my brother." It didn't phase David that the surgical procedure he was agreeing to would be somewhat painful. "I wasn't really worried about it — until right before we did it," he laughed.

Meanwhile, in Maryland, Juan also got the word.

"I kept hoping for another way to do it, so that David wouldn't have to have any pain," he said, "It was my sickness and I didn't want him to have to do this. But, he was very brave, and I am glad he did it."

Through the holiday season of '97, Juan stayed in Maryland, receiving chemotherapy and being monitored. He remained in the chronic phase of the disease. By February '98, however, the leukemia had progressed, and preparation

for the bone-marrow transplant began. **Family meets in Seattle**

Alicia and David left Kwaj for Seattle, where Juan had been sent for the transplant, arriving on Feb. 18. As the date for the transplant neared (March 30), Juan Sr. arrived in Seattle. "It was very stressful not being there until the transplant," he said. He tried to keep busy on Kwaj, working lots of extra hours to pass the time.

Juan received very high doses of drugs and radiation to kill more cancerous cells. The procedure destroyed most of his bone marrow. David received four immunization shots — an experiment specific to his donation to determine whether their protection would carry over to his brother.

But, even these shots didn't worry him. Only one thing did: "I was afraid the anesthesia wouldn't work during surgery and I would feel it," he admitted.

His brother, Juan, said, "I told him I'd make sure they knocked him out!"

In a standard bone marrow transplant, about 40 billion of the body's blood cells are extracted from the back of the pelvic bone using a special needle and syringe. The amount of marrow taken does not affect the donor's white cell or platelet count and is completely replenished by the body in four to six weeks.

After marrow was removed from David, it was hand-carried to the hospital lab, where it was filtered, then taken to Juan, who received it in a process similar to a blood transfusion. David stayed only one night in the hospital, but his brother's battle was about to intensify.

"All cells have proteins on their surface to help them identify foreign materials," explained Dr. Eric Lindborg, Kwajalein Hospital's chief medical officer. "The antigens on bone marrow cells are even more extensive and will reject what they determine to be foreign materials. If the donation works, the donor's cells will seed and grow."

Additional drugs are usually administered to the recipient after the transplant

to reduce the chances of rejection.

Juan was in isolation for 30 days. He lost his hair and got violently ill, his body and his eyes welled. He suffered high fevers, confusion, and lethargy as his body dealt with the new marrow and the high doses of antirejection drugs.

But, he came through it all, and finally attained outpatient status on April 25, 26 days after what he describes as his rebirth. Juan had additional red blood cell and platelet transfusions — even another short hospital stay — and continues on antibiotics now, but 100 days after the transplant, he and his wife, Tania, moved from Seattle to Denver to be close to her parents, and Alicia and David came back to Kwaj.

"Family is so important," Juan said. "No one will ever know how it felt to go through what we went through."

"This changed our future completely," said Tania, adding, "David is our hero!"

### He ain't heavy, he's my brother

How is it now for the two brothers who—they both admit—were typical siblings, always getting on each other's nerves?

"Juan said he was proud of me," David said humbly. "I know he would do it for me, too."

"We are closer now," Juan said. "I call David more, talk to him more. I don't want to miss out on his life. After this experience, I don't take people or life for granted. I want to keep going on."

And, with the gift of life from his brother, he is. In his own words, Juan is almost living a normal life.

He is limited in his physical activity and can't return to work until one year post-transplant. Early in his illness, Juan received a temporary five-year retirement from the Army.

During this time, he will decide whether to return to service.

David is a senior at Kwajalein High School. He plans to join the Air Force after graduation.

## Navy officer, Army unit, Air Force base



The JTAGS-Pacific Detachment is small, but the effect of its capability reaches throughout the Pacific Theater. Wakefield and Jamshidi are pictured holding the company guidon; Wakefield is second from left; Jamshidi is front row, right.

Story and photo by Ed White  
Colorado Springs, Colo.

“This is the best tour I’ve ever had in the Navy - and the only tour I’ve had in the Army,” said Navy Lieutenant Sandra Jamshidi as she passed over the reins of command of the Joint Tactical Ground Station - Pacific detachment.

Taking up the command was Navy Lieutenant Tonya Wakefield.

The JTAGS-PAC detachment provides early warning of missile launches to the forces of the Pacific Theater from Osan Air Force Base in Korea. The detachment

is small—only 19 soldiers and sailors are required to operate the equipment 24 hours a day, seven days a week.

Their skill and dedication provide the basis for early warning of missile launches for U. S. and coalition forces in the Pacific Theater.

Jamshidi had an unusual assignment being a Navy officer in command of an Army unit stationed on an Air Force base.

She praised the strong leadership of the detachment non-commissioned officers, whether Army or Navy, and she commended the soldiers and sailors who operated the JTAGS -PAC missile warn-

ing equipment.

“They spend many long hours of boring watches, but when there is a real TBM out there, they know how to make 10 or 15 seconds count.”

The second best thing about the command according to Jamshidi is, “the incredible opportunity to work with so many outstanding people stretching from CINCSpace to CINCPAC to U. S. Forces Japan, and U. S. Forces Korea, Chief of Naval Forces Korea, and right here to 7th Air Force.”

She added that the opportunity to contribute to the development of Theater Missile Defense Concept of Operations

and provide input to the operation plan in Korea has allowed the small Army Space Command detachment to ensure that the data they provide is understood and disseminated to the necessary operators.

Jamshidi also praised the staff of ARSPACE and a litany of other units locally who provide the day to day support required to keep the high tech missile warning capability running.

Jamshidi and Wakefield, the new commander, first met as students at the Naval Postgraduate School.

Wakefield did her thesis on theater missile defense, giving her a strong understanding of how the system works, and the communications architecture that JTAGS uses to support the warfighter.

“Tonya knows more about JTAGS and the comms architecture than I did one quarter of the way through this assignment,” Jamshidi said.

“You can be assured she’s qualified to lead this unit and provide Pacific Command timely, accurate TMD warning.”

Wakefield said, “Ballistic missile defense is an important mission in theaters where the threat exists.

The early-warning forces represent not only a vital link, but the very first link in the chain of passive defense of our forces.”

Wakefield said JTAGS is a team, not just a group of soldiers and sailors who happen to work together.

“Their cooperative effort provides a synergy that is vital to mission accomplishment. JTAGS-PAC has an outstanding reputation in the [theater and ballistic missile defense] community, which I intend to maintain with the help and support of the detachment and all those who support us,” Wakefield said.

# Adage: Image is everything

## Multi-Spectral mapping system technology paves way for warfighter

Story and photo by Ed White  
Colorado Springs, Colo.

Multi-Spectral Imagery... words not destined to send shivers of patriotism down the spine. They won't motivate men and women to greater deeds. They won't bring a nostalgic tear to the eye.

But they do represent a force that is sweeping through the Army today with the speed of, well, digits being beamed to earth.

Multi-Spectral Imagery products provide the Army with a key to a new kind of warfare—information! What can we learn from an electronic image beamed to earth and passed through some filtering software to make a product that is intelligible to the operator in the field?

“By looking at an image map visually, I can only interpret what my eyes can perceive on the map,” said Maj. Bo Dunaway, chief of the ARSPACE Remote Sensing Branch.

“But if I take satellite imagery that ranges in, say, the near infrared, I can pick up much more information about the vegetation, infrastructure, and things of that nature that I can't see physically on the hard copy map.”

Dunaway said that, based on the resolution of the imagery, the computer can then interpret the information in that imagery much quicker and much more precisely than we can by visual inspection..

“By having a digital copy you can look at, you can say ‘yeah, that’s a road.’ With a computer, you can run through some mathematical processes, some algorithms and say, ‘yeah, that’s a road. Now let’s identify its composition. Is it asphalt? Is it gravel? Are those pine trees?’ By using the digital remote sensing data and capitalizing on the power of the computer, interpretive skills are increased,” he said.

“Our capabilities really go beyond just creating great image maps for the soldier,” Dunaway said. “We can process and derive information from the imagery to support, for example, the topographic engineers, or the [intelligence] analysts. We are able to give them up front the information they need to do the mission specific analysis to feed the S-3 or a G-3 trying to do a campaign or battle plan. They have to be very precise, defined analysis, but to do that, they have to have current, relevant data.”

According to Dunaway, that information is gathered from the data by taking the seven bands that multi-spectral imagery “sees” in and combining them in different ways. For instance, bands 2, 4, and 6 may give a good idea whether the vegetation is thick or thin, or whether the streams are deep or shallow. Other combinations of bands give other types of information.

“We take the data and put it together the way the customers can use it, then we get it to them by the fastest method,” Dunaway said. While the MSI facility at

ARSPACE primarily supports the Army Space Support Teams, it also has produced imagery for most of the divisions in the Army and many special elements. For instance when the politico-military situation in Rwanda threatened to explode in 1995, the MSI team had maps in the hands of the European Command survey team in-country within 36 hours.

In the future, the imagery will go from multi-spectral to hyper-spectral. That means instead of having only seven bands of light to read from, the system will have over 230 bands. Much more information will be available to the warfighter when that technology matures over the next several years.

“... if I take satellite imagery that ranges in, say, the near infrared, I can pick up much more information about the vegetation, infrastructure, and things of that nature that I can't see physically on the hard copy map...”

-- Maj. Bo Dunaway

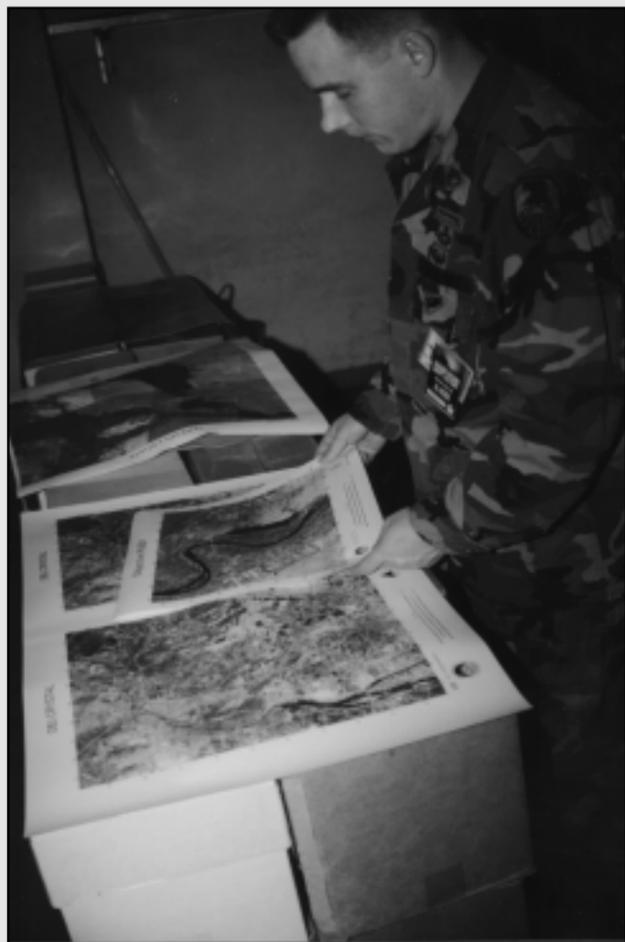


Photos by Ed White

## *Battle lab phone home...*

A soldier in the Space and Missile Defense Battle Lab in Colorado Springs demonstrates the Iridium phone. The Battle Lab purchased 11 phones to demonstrate to the warfighter. "This is the first truly global phone system, and will be invaluable to the soldier in the field," said Capt. Dwayne Dickens of the Battle Lab. Dickens said

the purchase was a smart one since the phones are supported by a constellation of about 70 satellites orbiting around the globe. The system was fully operational as of last November. The next trend, according to Dickens, is to make the second generation of the phones the size of a cell phone.



Staff Sgt. Bill Bates checks map products during an exercise in Germany. Bates is a member of the Army Space Support Team.



Sgt. 1st Class Earl Jones, maintenance noncommissioned officer for the headquarters element of the 1st Satellite Control Battalion, gave a pint of blood in the recent ARSPACE blood drive. A total of 70 people volunteered to give blood and 56 pints were collected.

# Companies... ten



Courtesy photo

The Mighty Turtle Heads—1<sup>st</sup> Satellite Control Battalion's finest!—competed admirably at the Department of the Army's Battle of the Bands last September at Fort Stewart, Ga. Band members were (left to right) Sgt. Stephen Stout, keyboard; Clint Harrell, lead guitar; Sgt. Alfredo Bernal, drummer; and John Taves, bass guitar.

## The Mighty Turtle Heads

Battalion's finest one of nine best bands in the Army

### Charlie Company 1<sup>st</sup> Satellite Control Battalion

KIRCHBERG KASERNE, GERMANY—Sometimes you just gotta play...and that's what this band of soldiers and civilians did.

When the Mighty Turtle Heads played their way into second place last year at the U.S. Army Europe Battle of the Bands, in Heidelberg, Germany, they were just getting started.

Band members are two non-commissioned officers from Charlie Company of the 1<sup>st</sup> Satellite Control Battalion, and two civilian employees from the Defense Satellite Communications System Operations Center in Landstuhl, Germany.

Front man Clint Harrell is a six-year Army veteran and a seven-year self-taught guitarist. Civilian John Taves, bass guitarist, is also an Army veteran, who taught himself guitar more than 10 years ago. Drummer Sgt. Alfredo Bernal, and Sgt. Stephen Stout, who plays the keyboard, are both satellite network controllers assigned to Charlie Company.

Since the band didn't have a singer, members decided to stick with instrumentals, focusing on the music of Joe Satriani to take advantage of heavy guitar leads. They practiced in the unit pavilion.

"The first time I heard their music coming from outside, I thought someone was having a cookout and had a radio turned up too loud," said Capt. Christina Guthrie, Charlie Company's commander. "They were that good."

At the competition in Heidelberg, seven bands representing military communities throughout Europe,

played in an order based on randomly drawn numbers. The Mighty Turtle Heads drew lucky number seven and closed the show with a 15-minute set. Their selections included Eric Johnson's "Cliffs of Dover" and Joe Satriani's "Circles"; "Satch Boogie," and the band's name sake, "The Mighty Turtle Head."

In addition to the band's second place win, Harrell won the award for best guitarist. These wins guaranteed The Mighty Turtle Heads a trip to the Department of the Army Battle of the Bands at Fort Stewart, Ga., last September.

There, the band met and competed against eight other Army bands from all over the world, making them one of the best nine bands in the Army. Although The Mighty Turtle Heads didn't take any honors at that competition, they did receive an award for outstanding participating band, and the trip was a fantastic experience for the four men from Landstuhl, Germany.

During the week prior to the actual competition, The Mighty Turtle Heads gave a free concert in Daytona Beach, Fla., where each band member received a free boom box from a sponsoring corporation.

Recently, The Mighty Turtle Heads lost their drummer, Bernal, due to permanent change of station orders. The remaining three members have not yet decided if they will reform the band for another run at the Armywide competition this year.

In any case, "We are mighty proud of The Mighty Turtle Heads," Guthrie said, "and the band is just another example of the talent and versatility displayed by the soldiers and civilians [here] everyday."

Communication site, live f  
forces, and...oh yeah, a roc



(Left to right) Sgt. Bryan Rollison, and Spcs. Scott Taylor and Jason Perkins support they provided units at the National Training Center...and just as p  
Control Battalion rock they painted and left behind at the Fort Irwin rock

### Delta Company 1<sup>st</sup> Satellite Control Battalion

CAMP ROBERTS, CALIF.—Last October, three soldiers from Delta Company, 1<sup>st</sup> Satellite Control Battalion, participated in a National Training Center rotation with the 3<sup>rd</sup> Brigade Combat Team from Fort Carson, Colo.

Sergeant Bryan Rollison, and Spcs. Scott Taylor and Jason Perkins are all satellite controllers assigned to the Camp Roberts [Calif.] Defense Satellite Communications System Operations Center. During their rotation at the NTC, they were assigned to the 534<sup>th</sup> Signal Company, which provides the mobile subscriber equipment, or MSE, support to the 3<sup>rd</sup> Brigade.

The intent of the operation was to give satellite controllers here a break from routine and an opportunity to participate in field training.

These experienced soldiers quickly became involved in the platoons they were working with.

They were outfitted with the required

multiple integrated laser engagement system which all soldiers use to simulate weapons fire. After Taylor's platoon learned he was a licensed driver for a two-and-a-half ton truck, he spent most of the rotation driving in support of the platoon's mission.

Rollison, Taylor and Perkins helped with the communications site set up, after which the focus shifted to defending it from numerous attacks by the opposing force. In some instances, the platoons had to rapidly move locations to get out of the way of a major attack they could not defend against.

During exercises, many of the moves occurred at night or under conditions of limited visibility due to frequent dust storms. Another favorite training technique of the trainers at the National Training Center is to throw tear gas grenades to simulate a chemical attack.

"There's nothing like the smell of [tear gas] the afternoon," Rollison said.

The exercise's final week included the live phase. During the times that live firing is conducted, all movement of soldiers and vehicles to be escorted to minimize risks of a soldier moving into one of many impact areas. This training

## hut!

ire, opposing  
ck



Courtesy photo

Perkins are proud of the satellite control  
proud of the Delta Company, 1<sup>st</sup> Satellite  
k pile.

was made more complicated by the fact  
re. that the soldiers still had to be vigilant  
used against attacks by soldiers of the op-  
at posing force.

When the week—and the exercise—  
was over, all the units moved back to  
the *dust bowl* they had left 17 days  
earlier.

After saying goodbye to the friends  
they had made in the 534<sup>th</sup> Signal  
Company, Rollison, Taylor and Perkins  
prepared to leave Fort Irwin a lot dirtier  
than when they arrived. But, not  
before one final stop at the Fort Irwin  
rock pile, where the three painted a  
rock with the Delta Company logo, to  
show the 1<sup>st</sup> Satellite Control Battalion  
had participated in the rotation.

The three Company D soldiers also  
looked forward to food other than  
Meals, Ready to Eat, or MREs, which  
had been their chow during the  
exercise. All three soldiers received  
praise from the 534<sup>th</sup> Signal Company,  
and Perkins was awarded the Army  
Achievement Medal.

## Satellite teams unite for joint blood drive

### Charlie Company 1<sup>st</sup> Satellite Control Battalion

KIRCHBERG KASERNE,  
GERMANY—Since both organiza-  
tions changed leadership almost a  
year ago, they have established a  
precedent for cooperation between  
them—one falling under the U.S.  
Army Space Command; the other  
under the Army Signal Command.

The *goal*: a blood drive. The  
*players*: Charlie Company, 1<sup>st</sup> Satellite  
Control Battalion, and the Defense  
Satellite Communications System, or  
DSCS, Station, an element of the 181<sup>st</sup>  
Signal Company, 43<sup>rd</sup> Signal Battal-  
ion, Landstuhl, Germany. The  
*officials*: soldiers from the Landstuhl  
Regional Medical Center blood  
donor center.

The *guy who actually made it  
happen*: Chief Warrant Officer  
William Cooler.

“Chief Cooler first mentioned the  
idea of an on-site blood drive last  
[Fall], and he asked if our soldiers  
would be interested in participating,”  
said Capt. Christina Guthrie, Charlie  
Company’s commander.

“After a few weeks of campaigning,  
C Company had signed up over 30  
volunteers, which when combined  
with equal numbers from the 181<sup>st</sup>  
Signal Company, was enough to  
justify a special site blood drive.”

The day of the blood drive last  
October, the C Company family  
support group delivered cookies and  
juice to the site for the blood donors.  
The drive was set up inside the 181<sup>st</sup>  
Signal Company’s classroom.

As soldiers entered, signed in and



Make a fist, Sgt. Brian Watson.

Photos by Liz Tompkins

filled out eligibility sheets  
to answer questions about  
their health history, they  
then moved to various  
stations for screening by  
health care personnel.

The donor team origi-  
nally set up two donor  
beds. By mid-morning,  
there were so many  
soldiers, civilians, and  
family members waiting to  
give blood, the donor team set up two  
more beds and doubled their capacity.

The blood drive began at 9 a.m..  
By 4 p.m. that afternoon, the  
center had collected 52 pints of  
blood.

“We are thrilled,” said  
one member of the donor team.

“We consider 50 pints a successful  
blood donor drive, and normally we  
have to travel several hours to outlying  
Kasernes to get this many donors.”

“Chief Cooler did a tremendous thing  
here by organizing this drive,” Guthrie  
said, adding that she is proud of her 34  
soldiers, civilians and family members  
who signed up to donate.

“Army Signal Command and Army  
Space Command worked together and  
helped save a lot of lives today.”

According to Guthrie, all blood  
collected by military donors remains at  
military hospitals for members of the  
DoD community in need of life-saving  
transfusions.

Cooler already has plans to organize  
another drive this spring, she said.



Sgt. Nakia Maxon was one of  
58 donors who participated in  
the blood drive.



Staff Sgt. Mark Lowe might be  
wondering if the medical  
technologist was honor grad in  
her class.

# Advice available to Army people who want to apply for astronaut program

(The following was submitted by Army Astronaut Col. Bill McArthur. There are seven Army astronauts assigned to the Army Space Command, with duty at the Johnson Space Center, Houston, Texas.)

A total of 12 Astronauts have been selected from the Army, including two who were selected during the last board in 1998. Hopefully, the guidelines presented below will assist interested Army personnel in preparing their applications for this highly competitive position. The goal is to increase the participation of soldiers in the human exploration of space.

All applications submitted to the 1998 Army Astronaut Candidate Screening Board were reviewed by Mr. Rick Yager, Army Acquisition Corps Assignments, and several current Army Astronauts.

The board members felt it would be beneficial to provide guidance to assist Army personnel in strengthening their applications for this highly competitive process. Since the original seven astronauts were selected in 1959, NASA has selected 16 additional Astronaut Candidate classes with a selection rate of less than one percent for the Astronaut Candidate program. The following suggestions have been reviewed by the Army's most senior astronauts and by Mr. Duane Ross, Chief of the Astronaut Selection Office at Johnson Space Center, Houston, Texas.

**Team players wanted...**NASA seeks candidates who have demonstrated the ability to work as team members in a highly stressful environment. For this reason, the NASA astronaut application should emphasize these qualities. Highlight your abilities to function in a stressful work environment and to operate as a team player.

**Details...details...**One of the factors that the Astronaut Selection Board uses to judge the seriousness of potential candidates is the care that is taken to prepare the application itself. Attention to detail is as important for astronauts as it is for professional soldiers. The care that candidates take with their application is a direct indicator of their potential performance in this detail-oriented job. Anything less than perfect is *not good enough*. An application that is deemed to be unprofessional in quality or is incomplete is an indication to the Board the candidate might not consider him/herself to be a serious competitor. Examples cited during the most recent Army Astronaut Candidate Screening Board include:

1. Applications missing one or more required forms. The most frequently noted form missing was the List of Previous Supervisors.

2. JSC Form 498 states "see attached OERs/ORBs" instead of providing descriptions of previous positions and experience. Take the time to summarize your work experience in terms that NASA personnel will understand and that will help you look like a strong candidate.

**Applicants who apply for both the Astronaut-Mission Specialist and Astronaut-Pilot positions...**The minimum requirements for Astronaut-Pilot positions are 1000 hours in high performance jet aircraft, with test pilot experience in high performance aircraft highly desirable. If you clearly do not meet these requirements and still apply for that position, you lose credibility.

**Write in third person...**Refrain from using "I" frequently in job and experience descriptions, since this may imply an abrasive ego.

**All-around American...**Include outside interests, hobbies and athletic activities in your application. Some common threads can be identified from astronaut biographies - active people with a variety of interests like running, scuba diving, flying, group sports, climbing, etc.

**Don't be modest...**Special awards and recognitions are used by board members to filter out those who deserve a closer look. Be sure anything that separates you from your peers is easily seen in your application, i.e., distinguished or honor graduate of a military course and special military or community awards.

**Type those forms...**Applications should be typewritten. Use the computer-based forms available from NASA on the Internet if possible (<http://www.jsc.nasa.gov/ah/jscjobs/aso/astroapp.htm>).

[www.jsc.nasa.gov/ah/jscjobs/aso/astroapp.htm](http://www.jsc.nasa.gov/ah/jscjobs/aso/astroapp.htm).

**Speak English...not militaryese...**Keep in mind that a significant number of the individuals at NASA reviewing your application are civilians; many with no prior military experience.

The following tips are provided based on experience reviewing records and applications:

1. Provide clear, concise descriptions of your military experience. Avoid military acronyms and try to state jobs in "civilian equivalent terms".

2. Emphasize the operational aspects of your military experience rather than the management aspects.

3. Stress any related experience in your qualifying degree field including research during the completion of advanced degrees.

4. Refrain from writing your application in a manner similar to Officer Efficiency Reports, or OERs. It is not as important to stress the number of troops you have commanded or the monetary value of the equipment under your control as it is to stress your operational experience.

5. The day-to-day responsibilities of an astronaut position are "hands-on", operationally oriented. NASA looks for candidates who desire this type of position, rather than management or command.

**Flight experience...**Although not a requirement for the Mission Specialist position, flight experience is highly desirable. Applicants who are not military aviators should stress any civilian aviation experience.

**Don't do it...**Congressional letters of endorsement are inappropriate for the Astronaut Selection Board. If you do choose to include these, please review them before submission. A letter of recommendation that begins "although I have never personally met the candidate" has little impact.

**Do it...**Advanced civilian education is important. Higher degrees and recency of education in technical fields is valuable. Very few applicants are selected without an advanced degree, i.e., Master's or PhD.

## Now what?

Once all applications are received by NASA—to include those nominated by respective military services and all civilian applicants—a screening board rates applicants according to the following parameters:

- demonstrated performance
- experience in stressful environments
- responsibility of assignments
- breadth and quality of experience, and
- relatedness of education and training

Individuals will be also be assigned to one of the following discipline groups for further consideration:

- space science
- earth science
- life science
- materials science
- general engineering, and
- flight test engineering

Applicants have no input concerning which discipline group they are placed into. This decision is made by the screening board, based upon the educational and occupational experience information provided by the individual on the application.

The screening process ultimately reduces the extremely large number of applicants—typically 3,000—to approximately 100 highly qualified individuals. These finalists will be invited to the Johnson Space Center for comprehensive medical evaluations and an individual one-hour interview with the Astronaut Selection Board. Applicants may have little insight into their status during the selection process.

Information is readily available from the Army Personnel Command on whether an application has been sent to NASA. From that point on, however, applicants have little or no contact from NASA unless selected for an interview.

In this case, no news is *not* good news!



Dilworth

## Are you a member of the Army Acquisition Workforce?

by Maggie Dilworth  
Huntsville, Ala.

If you are a permanent civilian or military employee occupying a DoD acquisition position that falls in one of the following categories, the answer is probably yes.

- Program management
- Contracting
- Purchasing and procurement
- Industrial and/or property management
- Business, cost estimating and financial management
- Auditing
- Manufacturing and production
- Quality assurance
- Acquisition logistics
- Systems planning, research, development, and engineering
- Test and evaluation

As your point of contact for the Army Acquisition Support Service, I would like to offer my help and services to you who are working toward fulfilling your career goals. Such help includes guidance and direction in attaining certification in your parent career field, cross-certification, or guidance and information on becoming a member of the Army Acquisition Corps.

Other information I can help you with includes:

- Long-term training
- Competitive Development Corps
- Acquisition Tuition Assistance Program

This office is for you; members of the Army Acquisition Workforce...open for comments and complaints. Help us perfect our programs by sharing your input and insight. This is the place to ask questions, and I look forward to helping you.

Maggie Dilworth  
(256) 955-2554  
DSN 645-2554  
[Dilworthm@smdc.army.mil](mailto:Dilworthm@smdc.army.mil)

# Senior NCOs agree:

## *Financial management takes \$\$\$ and sense*

### Staff compiled report

Recent surveys aimed at gauging the personal financial health of enlisted service members confirmed what DoD officials suspected and field commanders regularly witness: For many lower-ranking service members, financial management is more likely to be a contradiction in terms than a plan of attack. Two of the U.S. Army Space and Missile Defense Command's senior non-commissioned officers agree.

### **Mantia says...**

"I have found over the years that most soldiers come into the Army already in debt," said Command Sgt. Maj. Frank Mantia. "More than 63 percent of our soldiers are married and most have one or more children when they report for duty."

Mantia said that since most of these young men and women have never had a steady income before [active duty], the first thing they want to do is buy what they've always wanted; stereos, cars, and television sets.

"It seems like they learn how to max out their deferred payment plan at the post exchange before they learn how to fire an M-16," Mantia said.

"It is our responsibility as leaders to continue to educate our young men and women on how to manage their money," he added.

### **See it, want it, gotta have it**

If you're pulling the plastic out of your wallet more than cash to pay for purchases, chances are you're one of the people DoD is concerned about. During the study, supervisors, NCOs and commanders at all levels consistently cited easy access to credit as a problem — especially for young personnel, whose salaries cannot support a lot of debt.

DoD family policy officials agree. They say the availability of credit, combined with a generation of young service members raised in an era of unrestrained consumerism, is an increasing concern.

"This is such a growing problem," said Iris Bulls, a DoD family policy specialist. "We're in an instantaneous society. We're used to instant e-mail and voice mail, and cell phones make us accessible 24 hours a day. So the question becomes, why can't we have everything we want right now? We don't have to wait and save. We can have it today."

Bulls pointed out that credit card companies are now targeting young people with incomes of less than \$25,000—a large shift from 20 years ago when "you had to have a certain income level and a valid credit history to get a credit card."

"Now it's offered to almost anyone," she said. "And Americans generally may not think about the interest rate, only what they have to pay from month to month. We have to get service members and families to think about the long-term cost."

Here's an example of just how expensive it can be: Let's say you owe \$3,500 on a typical high-interest credit card. And let's say you decide to never use it again and pay it off by making the minimum monthly

payments. It will take you 40 years to pay it off. And it will have cost you \$13,000 when you're done.

### **Not just a personal issue**

Sgt. Maj. Leon McGraw, at the Army Space Command in Colorado Springs, Colo., said a credit card is only one factor that drives a soldier's inability to save money. "Family needs, such as housing, car insurance, child care, and varying costs of living according to assignments, along with a low pay scale for a lower enlisted soldier drives his or her inability to save," McGraw said.

McGraw agrees with DoD family policy officials that an individual soldier's financial situation is important to the unit.

"A soldier's financial fitness is just as important to the unit as his or her physical fitness and MOS proficiency," the operations NCO said. "A soldier's inability to provide food, housing and creature comforts affects the soldier and his or her family."

### **Now, the good news**

The good news is, help for service members is available, is increasing in all the services, and DoD initiatives planned for release early in 1999 will make it even easier to manage your finances. Here's how the services are dealing with the problems:

As of this fall, Army personnel receive a training package for personal finances at their first duty station.

The Army is also developing a training package on the financial impact of relocation. The Navy has increased its financial management training from two hours to 14 during recruit and basic military training. As of February 1997, the Air Force requires all personnel to receive financial management training at their first duty station, including instruction on checkbook management, budgeting and credit. Marine Corps recruits receive financial management planning during basic training, and efforts are under way to increase the number of trained counselors available to instruct and help those experiencing difficulties.

In addition to the services' individual efforts, DoD will unveil two new initiatives this month and next—both aimed at helping service members prevent financial problems. The first initiative is a CD-ROM called *Personal Financial Management*. About 4,000 each will be distributed to the services beginning in February and will be available at installation family centers worldwide. Developed by DoD's Office of Family Policy, the CD-ROM is a highly interactive, multimedia program on basic financial principles — "a kind of financial management 101," according to Bulls.

"This is an entertaining and educational CD aimed at young service members ages 18 to 25," Bulls said. "It has all the basics they need. But we're hoping it will also whet their appetites to learn even more about financial management." She emphasized the CD is in easy-to-understand language, and even the most computer-resistant service member will find it easy to use.

The CD contains 11 self-paced lessons on such topics as budgeting, banking and checking accounts,

understanding pay and allowances, insurance, and using credit wisely. It also teaches how to plan for and buy big-ticket items, such as furniture and cars. One lesson on the CD will alert you if your financial habits are pointing you toward trouble.

Bulls pointed out that the CD even has a lesson on the financial implications of moving, which includes information on entitlements and allowances. In addition to the CD, service members will have access to an Internet-based software system known as Military ACCLIMATE. Bulls said major corporations use the same system to assist their executives when they are transferred to a different geographic area.

"This system allows you to do cost of living comparisons between just about any two locations so you can see what various items will cost you at a new duty station," Bulls said.

She emphasized the site contains highly detailed information. For example, service members will be able to plug in the square footage they need for housing and obtain a listing of how much it will cost either to purchase or rent at their new duty station. Listings on the site compare costs of just about every consumer item service members would be concerned about, right down to the price of a gallon of milk, Bulls said.

"We've done some field testing on ACCLIMATE, and service members love it," Bulls said. "It's also great for people who are separating or planning to retire."

Service members who want to use the system will be required to obtain a password from their installation family center. Then they'll be able to access it from any personal computer with Internet service. Bulls said that, with the financial planning tools being released in the next couple months, combined with efforts of the individual services to improve financial management training and counseling, all will benefit. Service members will have a solid base of information from which to begin or improve their financial management.

Supervisors and commanders will likely see a decline in the number of financial issues that cross their desks and task their time. "This program will help," McGraw said, "but it does not make it mandatory for soldiers to have a personal financial program in place. Financial stability can be achieved only through self-discipline on the part of the individual soldier."

McGraw said even a good program such as this is ineffective until the soldier takes an active part in his or her designed financial goals.

"The bottom line is that a soldier's financial soundness can be achieved through adequate pay," he said. "This is a problem that must be addressed. But, a sound investment plan and continuing financial counseling are also a must before a service member can achieve financial stability," he added. Bulls added, "Service members have a lot going for them. They're smart, they're educated, and at least until the end of their service, they have steady income."

(Paul Stone, American Forces Press Service, wrote the basic article. LuAnne Fantasia, Huntsville, Ala., contributed the SMDC perspective.)

## Financial tips

- 1. Pay yourself first.** Put away 10 percent of your take-home pay in a savings account. To accumulate wealth, you must understand the "time value of money" and the impact of compounding interest.
- 2. Establish financial goals.** Set immediate, intermediate and retirement savings goals for yourself and your family. Review and update your goals annually.
- 3. Establish a budget and stick to it.** Track your expenses — small purchases add up quickly. A daily cup of snack-bar coffee can cost you \$200 a year.

- 4. Use credit sparingly and wisely.** Plan for large purchases or gifts. Credit should be for emergencies only.
- 5. Never use your government credit card for personal or other unauthorized purchases.**
- 6. Learn the principles and types of life insurance available.** Buy only what you need. Remember, the primary goal of life insurance is to replace family income in the event of a breadwinner's death.
- 7. Beware of scams and rip-offs.** If it sounds too good to be true, it prob-

ably is.

- 8. Stay financially current** by reading and taking courses.
- 9. Set aside money** for unexpected events, such as deployments, car repairs, or extra medical and dental expenses.
- 10. Know your rights** under the Fair Collection Practices Act and Soldiers' and Sailors' Relief Act of 1940. Information on these laws is available through your installation legal services office.

(Compiled by the DoD Office of Family Policy)

## Outside story



Roberts provides...

Photos by Pat Cataldo

One Kwajalein resident got extra special customer service at the post office recently. When he had emptied his mailbox and was preparing to close it, a hand shot out, waving more mail, and a voice said, "Don't leave without this."

A little investigation revealed that the hand belonged to the postmaster, Sgt. 1<sup>st</sup> Class David Roberts, who apparently takes every opportunity to get the mail out as fast as possible.

The 16-year Army veteran, whose home is Orlando, Fla., has been assigned to Kwajalein for the past year.

"My favorite part of my job is giving out packages at the package pickup window," Roberts said. "It's so nice to see the smiles when they finally get that box they've been waiting for."

Roberts said the Kwajalein community of about 2,500 people generates a mail volume to the tune of 1.2 million pounds annually.

"That's about the average volume for a community of 20,000," he said.

## Inside story



...excellent customer service.

# First time at NASA launch...

## ARSPACE public affairs specialist has been there, done that, and loved it!!

Commentary by Ed White  
Colorado Springs, Colo.

KENNEDY SPACE CENTER, Fla.-- I had come to see the shuttle launch at the invitation of Army Astronaut Lt. Col. Nancy Currie. I had no idea what to expect. I came in a day early and all the towns around the launch site still had a carnival atmosphere following the John Glenn shuttle flight. These people, who have seen maybe a hundred shuttle launches, should, by all rights, be pretty jaded to the experience...but they weren't.

In the restaurants and stores, the talk was of the upcoming launch and the ISS, the International Space Station. In a local ice cream shop, a man from India recited the specifications of the payload while scooping chocolate chip ice cream into a cone. A lady from the Chamber of Commerce said the city reaped a windfall with the double launch so close and both so important to the program. Even the security guard at the entrance to the launch site wore a knowing smile as he gave crisp, accurate directions to the visitor parking area.

A part of the events surrounding the launch included an invitation to a reception given by the Currie family. It was held, appropriately, in a plan-

etarium. Perhaps a hundred people came to be with and wish the family well as Currie spent her time sleeping during the day and working at night to adjust to the launch time and space work schedule that does not recognize sunrise or sunset. Her family was calm, much calmer than I would be. But then, they've been through this before and have learned how to handle it.

After visiting and sharing our best wishes for the flight, it was back to the hotel for a few hours of sleep before the anticipated 3:50 a.m. launch time. But sleep didn't come. I found myself bound up in the drama and suspense of the coming 10-minute window for successful launch. I watched the weather channel for the latest updates. I went outside the room and walked around checking the growing cloud cover. And then I went back in to the room and watched the weather channel again.

Three hours early I arrived at the gathering place where the busses would pick us up and take us to the launch viewing area. I met Army Astronauts Col. Bill McArthur and Lt. Col. Ned Fleming and together we moved to the theater there at the Kennedy Space Center visitor center for a briefing by Daniel Goldin, the NASA administrator. Goldin did not disappoint us. He talked of the

program's history, worldwide involvement and current accomplishments. He told us what it took to get the ISS to the stage it is today. And he told us where it will be going (the next day.) He said that in a few years there will be a second station, located 100,000 miles out in space. That station will receive the modules for and build a rocket with plasma powered engines that will then launch the first manned mission to Mars. You could see the excitement of it in his eyes and hear it in his voice.

After the briefing we got on busses and moved to the viewing site. It was eerie. Across a large body of brackish water sits the space shuttle, pointed skyward and bathed in light against the early morning dark. Mosquitoes hummed in the humid air and Army Astronaut Jim Voss described what was happening from the countdown we all heard over the loudspeaker.

It all came down to 31 seconds and there was a hold. A gauge was reading something that shouldn't have been there. The window was closing. Time was critical. The launch had to take place within the given window so that the shuttle could rendezvous with the already orbiting Russian piece of the space station. They missed the launch by 20 seconds.

But they would come back the next

morning and try again. And this time, it worked. The countdown went past the 30-second marker and we all knew it would happen, that the launch was a go. First there was a brilliant light erupting from under the craft, followed a few seconds later by a roaring sound across the flat water and the shuttle began to slowly lift off. Seconds passed and it was a good mile high and moving out over the ocean. The big surprise was the actual buffeting we received as the millions of pounds of fuel burned off to get the shuttle aloft. It felt like a hot wind that morning.

Cheers went up from the viewing stands. Some folks hugged, some jumped with excitement, some lit cigars, and some smiled quietly to themselves. And with a sort of sadness born of the quick passage of the shuttle from view, from the atmosphere, from the planet, we all turned and headed back to the busses. We were going back to our ordinary, earthbound lives, but we took with us something special. We were a part of history as we watched that mission take off. We were a part of its success. We are a part of the International Space Station.

Nancy, thanks for the invitation. It was awesome.



## AAFES goes Internet

Always free to U.S. service members, the new military clothing catalogs from the Army and Air Force Exchange Service are now available worldwide instantly via the Internet at [www.aafes.com](http://www.aafes.com).

The Internet catalog version is designed to provide shopping convenience to active duty and reserve service members who live miles from military clothing stores.

Just as in the store, soldiers or airmen purchase clothing record items at the same price AAFES pays the supplier. Additionally, both the Air Force and Army military clothing catalogs have a variety of optional uniform items and accessories from which to choose.

Though identical in product selection, the electronic catalogs do not replace the paper versions, still available in clothing sales stores and stateside through request by calling 1-888-768-3204.

Featured in each service's catalog are the latest dress, service, physical training and battle dress uniforms, as well as boots, shoes, shirts and insignia.

Additional merchandise available to authorized customers includes luggage, shaving kits, watches, commemorative clocks and award cases, pilot sunglasses, knives, utility tools, and binoculars.

Listed catalog prices include delivery by parcel post. No handling fees are charged. Delivery via priority mail can be requested at additional expense.

Online purchases require a major credit card or Deferred Payment Plan account. Catalog orders processed by phone or mail can be paid for by check.

*(Army and Air Force Exchange Service news release.)*

## Dishonored checks

FORT LEE, Va. (Army News Service) — Customers who write bad checks in commissaries face paying a new administrative fee when the Defense Commissary Agency implements new business requirements recently passed into federal law.

"The great majority of our customers write good checks," said Richard E. Beale Jr., DeCA's director. "In fact, more than 99.8 percent of checks written to commissaries clear just fine. For the very few that don't, this puts our collection procedures in line with other retailers."

Beginning with checks presented at commissaries Feb. 1, an administrative

fee of \$25 will be assessed patrons whose checks bounce. The commissary will collect the administrative fee when the patron redeems the dishonored check. The only exception is when a check bounces because of bank error.

If dishonored checks are not redeemed at the commissary within 30 days, the military finance office may charge an additional \$15 fee. If the customer takes no action, the finance office may deduct the debt from the military member or sponsor's pay. Military members will be held responsible for dishonored checks written by family members.

In Europe, the system works differently. Dishonored checks aren't sent to the commissary, but to the Subsistence Finance and Accounting Office, Europe. If dishonored checks are not redeemed within 30 days, the finance office may charge an additional \$15 fee. If the customer takes no action, the finance office may deduct the debt from the military member or sponsor's pay. Military members will be held responsible for dishonored checks written by family members.

Previously, customers had a 30-day grace period to redeem their dishonored checks without assessment of an administrative fee or penalties by military finance offices. In fiscal 1998, patrons wrote 43 million checks to commissaries worldwide. During that same time, banks returned more than 71,000 patron checks to commissaries.

Customers made good promptly on most of those returned checks, with only about 22,000 checks eventually proceeding to debt collection. The new fees are expected to help further reduce the number of dishonored checks.

The change brings the commissary in line with dishonored check practices and procedures used by the commercial grocery sector, military exchanges, and morale, welfare and recreation activities, said Gary Lutz, DeCA's Director of Resource Management.

Signs informing customers about the new procedures are being posted in commissaries this month.

*(Defense Commissary Agency Release)*

## Joint Travel Regulation changed for civilians

Message DTG 221500Z DEC 98 reflects some changes to the Joint Travel Regulation for civilian employees. Basically it concerns reimbursement for CONUS lodging taxes and laundry/dry cleaning/pressing of

clothing while on temporary duty. The changes were effective Jan. 1, 1999.

The message says taxes for lodging in CONUS are a separately reimbursable travel expense. Lodging taxes for OCONUS are not separately reimbursable. Cost for laundry, dry cleaning and pressing of clothing is a separately reimbursable expense in addition to per diem/AEA when travel is within CONUS only and the TDY must be four consecutive nights. For more information, contact your servicing Resource Management Office, or visit <http://www.dtic.mil/perdiem>.

## AAFES recalls nets to toy basketball sets

DALLAS, Texas (Army News Service, Jan. 6, 1999) — The Army and Air Force Exchange Service in conjunction with the U.S. Consumer Product Safety Commission and Little Tikes, Ohio Art, Today's Kid and Fisher-Price announce a voluntary recall to replace the nets on 10.1 million toy basketball sets.

The nets can be unhooked from the rim and children can strangle on the loops or openings if they put their heads into the openings.

AAFES sold the sets from Little Tikes, style number 4612, CRC number 6559785, Sub-department number 495800295, UPC number 050743046124.

Customers should remove the nets that can unhook or have knots that slide. They can contact their local exchange store's customer service to order replacement nets. They can also contact Little Tikes directly at (888) 848-4537 for replacement nets.

Although AAFES only sold the item from Little Tikes, they're providing all manufacturers' toll-free numbers for customers who may have bought basketball sets from other retailers. They include Ohio Art in Bryan, Ohio, (800) 641-6226; Today's Kid, Booneville, Ark., (800) 916-8697; and Fisher-Price, East Aurora, N.Y., (888) 229-4555.

*(Army and Air Force Exchange Service Release)*

## Employee insurance open season dates changed

WASHINGTON — The Federal Employees Group Life Insurance program enrollment open season will be from April 24 to June 30, Office of Personnel Management officials recently said. OPM changed the open season dates for the second time to give agencies enough time

to reprogram their computers to handle employees' new insurance options. DoD officials also pointed out the open season is a one-time offer — not an annual one, as reported Dec. 16 by the American Forces Press Service.

During the open season you can stop, start or change your life insurance coverage freely — changes normally are allowed only at certain milestones, such as marriage and retirement. Changes made during the season will take effect on the first day of the first pay period beginning on or after April 23, 2000.

OPM began phasing in other new insurance options in November. It eliminated caps on the basic term insurance and Option B additional insurance you can purchase. Additional changes on tap for 1999 allow you to choose unreduced Option B coverage when you retire or to retain Option B coverage if you separate from the civil service or are in a nonpay status that runs out. Option C family coverage also will change, allowing you to elect coverage in multiples up to five times the current amounts of \$5,000 for spouses and \$2,500 for each eligible child.

The government contributes only to employees' basic term insurance premiums. Employees pay the full premiums for options, which are offered only along with basic term coverage. Option A — a flat extra \$10,000 in coverage — is unchanged.

Forms and information about the insurance program are available on the Internet at <http://www.opm.gov/insure/life/>.

Because the program is complex, however, defense personnel officials advise employees to get help from local civilian personnel benefits counselors. *(by Douglas J. Gillert, American Forces Press Service)*

## The name has changed

The name of SMDC's Intranet has been changed to Command Net. The reason is to help prevent confusion between the Internet (external network) and the Intranet (internal SMDC network). Changing the name of the SMDC internal network will hopefully eliminate confusion between the two.

Look for the Command Net at <http://commandnet.smdc.army.mil>, and use the site to stay informed and updated on official and unofficial business and events. Point Of Contact is Karl Rinas, (256) 955-5854, or DSN 645-5854.

*(Submitted by Deputy Chief of Staff, Information Management)*



### Hail & Farewell ...

Welcome back **Stephanie Lorge**... to Huntsville and the Safety Division after almost five years in the tropics!  
Farewell to Maj. **Patrick Sutherland** and **Ellen Stafford**.

### Awards ...

Col. **Larry Anderson**, Legion of Merit; Lt. Col. **Peter Weiland** and Maj. **Patrick Sutherland**, Meritorious Service Medal

### Promotions ...

Lt. Col. **Bob Arnone** to Colonel.

### Retirement ...

Lt. Col. **David Veney**, **Howard Irick**, **Lynwood Bailey**, **Jim Butler**, **Sally Holmes**, **Walt Johnson**, **Maryetta Buchanan**, **Jimmie Derrick**, **Walter Hannum**, **Tom Keeney**, **Barry Moore**, **Johnny Rushing**, **Norman Simpson**, **Henry Stern** and **Ron Thomas**.



# Survey says...

Dear Readers,

We want to know what you think about *The Eagle*. Please take a few minutes to complete the following reader questionnaire. Circle the letter to indicate your response for each question. Unless stated otherwise, circle or write only one response for each question or sub-item of a question.

Thank you for your input.

1. Have you read an issue of *The Eagle* in the past year?

- a. Yes (continue with question 2)
- b. No (go to question 14)

2. How often do you usually read *The Eagle*?

- a. All or almost all the time
- b. Most of the time
- c. Some of the time
- d. Once in awhile
- e. Never

3. About how many monthly issues of *The Eagle* have you read in the last year?

- a. None
- b. 1-4
- c. 4-8
- d. All

4. How soon after *The Eagle* is distributed do you usually read it?

- a. Same day it is distributed
- b. About a day or two after it is distributed
- c. About three or more days after it is distributed
- d. Varies greatly from month to month

5. How much of each issue of *The Eagle* do you usually read?

- a. All or almost all of it
- b. Quite a bit
- c. Some
- d. A little
- e. Almost none of it

6. How do you usually obtain a copy of *The Eagle*?

- a. Nearby distribution stand
- b. Unit or office distribution
- c. Through U.S. Mail at home
- d. Through U.S. Mail at office
- e. Other (please specify)

7. To what extent do you find *The Eagle* as a reliable source of information about what is going on in the Army?

- a. To a great extent
- b. Moderate extent
- c. Slight extent
- d. Not at all

8. To what extent do you find *The Eagle* as a reliable source of news about what is going on in the command?

- a. To a great extent
- b. Moderate extent
- c. Slight extent
- d. Not at all

9. How do you feel about the amount of coverage in *The Eagle*, given to the following topics?

- + too much coverage
- about right
- = not enough coverage

- 9.1 Awards and ceremonies
- 9.2 Current affairs in the civilian service
- 9.3 Editorials and commentaries
- 9.4 General features about people
- 9.5 Command events
- 9.6 Military news
- 9.7 Sports
- 9.8 Current events issues
- 9.9 Travel

10. To what extent do you agree with the following descriptions of the content of *The Eagle*?

- + agree
- neither agree nor disagree
- = disagree

- 10.1 Easy to read
- 10.2 Easy to understand
- 10.3 Fair and accurate
- 10.4 Interesting
- 10.5 Provides useful information
- 10.6 Source of new ideas
- 10.7 Stimulating; makes you think
- 10.8 Timely; up to date
- 10.9 Well written

11. How do you rate the following aspects of *The Eagle's* appearance?

- + good
- fair
- = poor
- 11.1. Layout and design
- 11.2. Photography
- 11.3. Quality of printing
- 11.4. Readability of the print/type used
- 11.5. Use of color
- 11.6. Overall appearance

12. Overall, how would you rate the content and appearance of *The Eagle*?

- a. Good
- b. Fair
- c. Poor
- d. No opinion

13. Your gender

- a. Male
- b. Female

14. Your Age

- a. Under 20
- b. 20 – 24
- c. 25 – 29
- d. 30 – 39
- e. 40 – 49
- f. 50 or over

15. Your highest level of education

- a. High school or equivalent
- b. Some college, no degree
- c. Associate degree or vocational license
- d. Bachelor's degree
- e. Graduate or professional degree

16. Your current status

- a. Member of U.S. Armed Forces
- b. DA Civilian employee
- c. Family member of U.S. service member
- d. Family member of DA civilian employee
- e. Contractor
- f. Family member of contractor
- g. Other (please specify)

17. Service with which you are affiliated

- a. Army
- b. Air Force
- c. Navy
- d. Marines
- e. Other (please specify)

18. Pay grade **or** your spouse's pay grade

- a. Warrant Officer – Chief Warrant Officer
- b. 0-1 thru 0-3
- c. 0-4 thru 0-6
- d. 0-7 thru 010
- e. E-1 thru E-4
- f. E-5 thru E-6
- g. E-7 thru E-9
- h. GS-8 or lower
- i. GS-9 thru GS-12
- j. GS/GM-13 thru GS/GM-15
- k. Other (please specify)

19. Please provide any additional comments you may have.

20. If you receive your copy of *The Eagle* **and** if we need to correct your mailing address, please provide it below.

Thank you for completing the questionnaire. Please either bring your response to the U.S. Army Space and Missile Defense Command Public Affairs Office in Huntsville, or mail to: U.S. Army Space & Missile Defense Command, Attn: Public Affairs (*The Eagle*), P.O. Box 1500, Huntsville, Ala., 35807-3801.

For any additional questions or comments, call LuAnne Fantasia, (256) 955-1641 or DSN 645-1641. Fax number is (256) 955-1214 or DSN 645-1214. Thank you.