



# The Eagle

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## Consideration of Others

### It's all about communication

by LuAnne Fantasia  
Huntsville, Ala.

Much has been said and much has been done in the past year to jump start the command's Consideration of Others, or CO2, program.

But for a program that has now been activated across the command, and one energized by the commanding general, as well as the directors and commanders of the major subordinate elements, mid-level management has not yet bought into it, according to the CO2 manager.

"The mid-level managers haven't taken ownership of the program yet for their teams," said Sgt. 1<sup>st</sup> Class Donnie Daughtery, equal opportunity advisor for the command, and the program's manager and pacesetter.

Daughtery said the bottom line of the program is to make sure groups or teams are working in a healthy way.

"The program checks the pulse of your office or activity by making teamwork and respect for each other stronger," he said.

#### Could be a good thing

After a recent training session here, many of the program's facilitators across the command will take back to their units or offices an added self-confidence, excitement for the program, and better human relations skills.

"Everyone here is learning how to help groups of people be more effective," said Allison Johnson, the course instructor. Johnson, a retired Army master sergeant and former junior enlisted advisor for Army equal opportunity, is now a consultant for The Lee Johnson Group Human Relations Training and Consulting, Alexandria, Va.

"This [Consideration of Others] program is one that helps commanders strengthen their team, therefore their organizational effectiveness," she said. It's all about communication: building bridges to better understanding and tearing down barriers.

"There's not always a problem," Johnson said. "Groups can focus on their positives, or perhaps learn each other's different behavioral habits that they didn't know."

Sgt. Robert O'Cull, an Army veteran of over six years, is stationed with Alpha Company, 1<sup>st</sup> Satellite Control Battalion, or SATCON, Fort Detrick, Md. "Being a facilitator for the command's Consideration of Others program is something I constantly practice. It's exciting to watch a group develop and to see a positive process happening."

Sgt. Don O'Neal, an eight-year Army veteran stationed at Fort Buckner, Japan, is a psychology major who volunteered to be a program facilitator for Echo Company, 1<sup>st</sup> SATCON. "This is an opportunity to deal with people not just as soldiers, but as people with interpersonal relationships," O'Neal said. Some of his peers agree with O'Neal and are enthusiastic about the opportunity to be involved in the program.



(Photo by LuAnne Fantasia)

**Consideration of Others leaders absorb tons of information and gain excellent leadership skills as facilitators for the command's program. Pictured here (front to back) are: Spec. Nicole Dechert, Fort Meade, Md.; Sgt. Robert O'Cull, Fort Detrick, Md.; Sgt. Brent Smith, Landstuhl, Germany; and Staff Sgt. John Bruce and Sgt. Don O'Neal, Fort Buckner, Japan. All of these soldiers' units are companies of the 1<sup>st</sup> Satellite Control Battalion.**

"I'm a new program facilitator, and I think it's one of the best opportunities for me to learn team-building," said Sgt. Brent Smith, from Charlie Company of the 1<sup>st</sup> SATCON, Landstuhl, Germany. Smith said he strives for cohesion in any work group. "Non-commissioned officers deal with teams and this training taught us to read non-verbal messages and repair communications," he said.

Staff Sgt. John Bruce, also stationed at Fort Buckner, Japan, is a 12-year Army veteran with over a year's experience as a program facilitator. "There's always something we can do better," Bruce said, "and this training drove home the point that you constantly have to work on communication and human relationships within the group."

"After this week of training, I'm more confident in my ability to be a program facilitator," said Spc. Nicole Dechert. With only 21 months in the Army, Dechert is stationed with 1<sup>st</sup> SATCON's Bravo Company, Fort Meade, Md. "I'm not an NCO yet, and I think these skills will help develop my leadership and interpersonal skills."

#### Trust and cohesion

Johnetta Graves, an equal employment opportunity manager in the command, points out that when the Consideration of Others program is taken seriously, it enhances trust, cohesion and readiness within the Army, and in the command.

"CO2 is a program intended to establish dignity and respect in an organization and our

facilitators assist us with that goal," Graves said. "Their role is to lead, guide and make discussions easier."

She noted that facilitators are not subject matter experts but are trained to lead. "There may be times when it's necessary for the facilitator to partner a CO2 sessions with a subject matter expert," Graves said. She added that for that reason, it is important for groups throughout the command to provide their facilitator with discussion topics before their session. "This allows time for the facilitator to arrange for subject matter experts to be there, if necessary, and for the group to have a successful session."

All soldier and employee facilitators are volunteers who have made a commitment to the program's success. Graves invites other soldiers and employees to volunteer as facilitators, and is always available to answer questions about the program. She can be reached at (256) 955-4008 or DSN 645-4008.



**Allison Johnson is a consultant with The Lee Johnson Group Human Relations Training and Consulting.**

# People



### Where's a JAG officer when you need one?

Brig. Gen. Steven Flohr's grade and rank carried no perks last month when his secretary had him arrested during a unit fund-raising event. The deputy commanding general was soon released on a \$10 bail, but only after unnamed witnesses heard him tell his executive officer, "Ah, come on, Lt. Col. Brouse...you know I'm good for it!"



### Team Redstone thanks SMDC.

Every year the soldiers and employees in Huntsville, Ala., support the Special Olympics—an annual event when special athletes of all ages have the chance to participate and compete in sporting events. Recently, Simone Philson (left) and Sgt. 1st Class Marilyn Mazalewski accepted a recognition plaque for the command's participation in this year's Special Olympics.

Photos by  
*LuAnne Fantasia*

### Have you met Lt. Col. Carole Best?

She is the commander of the 1st Satellite Control Battalion. Maj. William Adams is her executive officer, and Command Sgt. Maj. Ray Hrynko is her senior enlisted advisor.



### It's a great day to be in the Army!

Kwajalein's 1st Sgt. Ozell Robertson (left) and ARSPACE's Personnel NCO, Master Sgt. Lacey Ivory, enjoyed dinner together recently at the Soldier and NCO Conference in Alexandria, Va.



### "Without you, few things would work."

1st Sgt. Lavern Combs reacts to his commanding general's comments at the command's Soldier and NCO Conference. Combs is first sergeant of Company B, Ft. Meade, Md. At that dinner, Lt. Gen. John Costello also said, "Had I not had the first sergeant I had as a new captain 30 years ago, I would not be in the Army today."

### *The Eagle ...*

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(Photo by Jim Keegan)

Laurie Keegan stays busy, raising their three daughters, expecting their fourth child, working in their church, cake decorating and home-schooling. "She is my Proverbs 31 wife," Jim said, and then confessed that to deserve such a wife, he must first be an Ephesians 5:25 kind of husband.

## Keegan is a man of many families

*Husband, father, NCO, ordained minister*

by LuAnne Fantasia  
Huntsville, Ala.

Sergeant Jim Keegan has several families; his wife and daughters, his Army family, and his church family, and they're all crossing new thresholds with him.

After nine years in the Army, the 27-year-old legal NCO prepares to take a different path in life. For the past year and a half, Keegan has worked toward his degree in theology. He will complete his studies this October and leave the Army.

"I'm at the half-way mark, and if I'm going to get out of the Army, it has to be now. Going over 10 years and getting out doesn't make sense," Keegan said.

But Keegan has—or, was given—a plan. This past Easter Sunday, in a sunrise service at his church here, Keegan became an ordained minister.

"God has called me to full-time ministry," Keegan said.

"I know that. I just don't know when that will be." But he said there are things he has to put in place in the meantime.

"I'll continue to work with my church, which I'm doing now," Keegan said. "I'm the pastor for new

members, and assist with the youth director's program."

Keegan said he has always been called to be a minister, but spent many years staying busy doing and focusing on other things. His first four years in the Army were spent as an 11 Bravo, or infantryman. He said at that time, although he had his faith but just did not act on it, God still waited for him.

"No matter who you are or what you have done with your life, God is still closer than the air you breathe," he said. "He never leaves anyone out and He waits for everyone to come to that realization."

Keegan gives a lot of love and credit to his wife, too. "She is a Proverbs 31 wife, and I will just leave it at that," he said. But he did confess that to deserve such a wife, he must first be an Ephesians 5:25 kind of husband.

His wife for eight years and mother of their three daughters—and expecting their fourth child—is Laurie. She supports Keegan in his decisions.

"It's a confirmation for us as far as where Jim's supposed to be," Laurie said. "And it's the right time. It's exciting, but scary too, because it's a lot of responsibility for him. But his full-time ministry is coming—it's just



(Photo by LuAnne Fantasia)

Sgt. Jim Keegan and his wife, Laurie, will miss the Army, but look forward to new responsibilities and new gifts from God. Jim, a legal NCO in Huntsville, became an ordained minister Easter Sunday. He finishes his degree in theology this Fall, and will leave the Army.

not time yet."

Besides staying busy as a mother, Laurie is also active in their church, she's a cake decorator, and she recently home-schooled their oldest daughter during her third and fourth grades.

"We were beginning to notice attitude changes in our oldest daughter," Laurie said. "She was taking on other kids' values, and we wanted our values and morals to be prominent for her." Laurie also home-schooled their second daughter during her pre-school year.

She said the state of Alabama requires home-school parents to belong to a legal organization for the program, and the Keegans belong to a Christian sponsored group that offers at least 1,000 curriculums, science fairs, and math competitions.

"But of course, everything you do as a family becomes part of school," Laurie said, including family trips, being outdoors, pets, and talking about current events. "Home-schooling is very time consuming because you spend hours planning

curriculums," she said, "but it was time well spent. Our oldest daughter goes back to private school this fall. She's very much her own person now."

The Keegans enjoyed being an Army family and said the Army has been good to them. They said they'll miss the security of the military—the job, living on post, etc.—but that this assignment has been a good transition from the military world to a completely civilian one.

"I will miss traveling," Laurie said. "We always wanted to go to Japan, but that might still be in our future."

Thinking about his two deployments while on active duty, Jim said, "there have been some hard times, but it's been good all around.

The Army has taught me so much and has prepared me for a lot to come in my life, and I will miss it. But it's time for us to go on."

Jim and Laurie know God has a plan and another purpose for them.

"You can't do anything to earn God's gifts," Jim said. "All you can do is receive them. They are free to us."

## Tactical High Energy Laser program is alive and well

by Gerda Sherrill  
Huntsville, Ala.

The Tactical High Energy Laser, or THEL, program, a joint program between the United States and Israel, had run into difficulties because of contract schedule delays and cost overruns. On May 27, TRW and the Army reached an agreement, in principle, to continue the contract by modifying it. The agreement was worked out by Joanne Maguire, Vice President and

General Manager of TRW's Space & Laser Programs Division, and Brig. Gen. Steven Flohr, Deputy Commander of the U.S. Army Space and Missile Defense Command.

Under the contract modification, the government and TRW will share 50/50 in contract costs exceeding \$130.8 million until TRW has successfully shot down a Katyusha rocket with a THEL. At that point, the government will assume 75 percent of any additional

costs incurred in accomplishing the principal remaining requirements of the contract. TRW will fund the other 25 percent. Following the first shutdown, either party may elect not to participate further in funding the contract.

As consideration for the Army agreeing to revise the sharing terms of the contract, which obligated TRW to fund all costs incurred over \$130.8 million, TRW agreed to meet additional contract requirements.

# Simulation future mis



(Courtesy photo)

The SimCenter's 4.8-terabyte StorageTek's mechanisms are robotic. The inside silo holds a robot with arms that swing 360 degrees to pick selected disks. The StorageTek holds 6,000 disks, each marked with bar codes. At the user's request, the robot finds the bar code, loads the disk, and the user has almost instantaneous access.

by Marco Morales  
Huntsville, Ala.

Computer technology is advancing at a dashing pace, like a high-speed train without brakes, breezing past the station—too fast to catch or keep up with and seemingly unstoppable on its trek to some distant, cybernetic future. And, as some observers passively watch the train zip by, the U.S. Army Space and Missile Defense Command has hopped aboard.

This *technology train* is the Simulation Center's High Performance Computing Distributed Center in Huntsville, Ala., and SMDC is one of many customers holding a first class ticket to the best that computer simulation technology has to offer.

As part of the Computer Resources Division under the Simulations Directorate in SMDC's Battle Lab, the SimCenter was established in 1982 to provide support in supercomputing computation, data storage, workstations, and networking for research and development of defensive missile systems. The government-owned, contractor-operated SimCenter's customer base includes SMDC, the Ballistic Missile Defense Organization, the Program Executive Office for Air and Missile Defense, and organizations and contractors affiliated with the High Performance Computing and Modernization Program, or HPCMP, office. One of the services offered by the SimCenter includes software optimization and tuning in a multi-

user environment.

"When you put a particular load on a computer with a certain set of users, you immediately identify bottlenecks based on the mix of users," said Charlie Wilcox, the SimCenter's acting program manager and a contract employee of Madison Research Corporation.

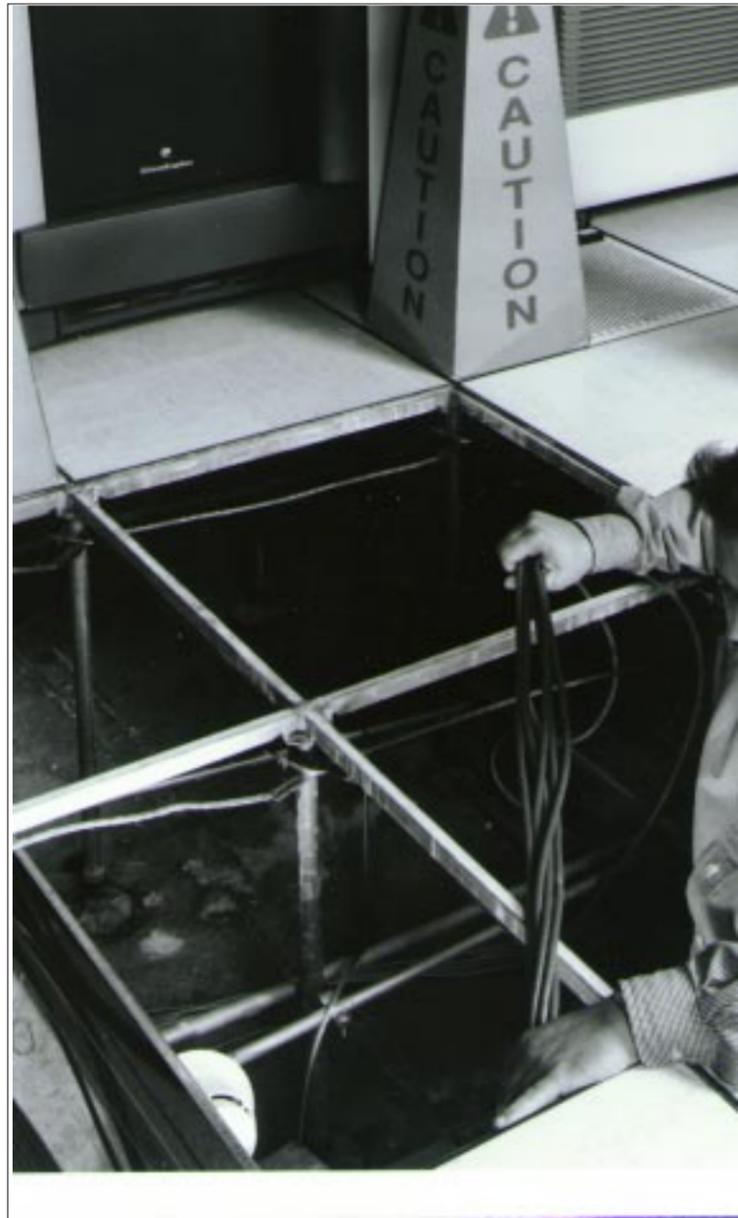
"If one or the other is using a lot of central processing unit capacity, then we tune the machine to make a lot of the CPU available. This is known as quantum tuning which streamlines the computer network and ultimately benefits the user," he said.

### Bright future on the horizon

Wilcox said that system stability is also an important part of the SimCenter's service to its customers.

"Our customers are looking for the system to be there when they need it—24 hours a day, 365 days a year, with no interruptions," he said. "This is important to our environment because when a customer loads and runs a program, this program could run for weeks at a time. So we provide and maintain the supercomputer service for this type of production support."

The future of the SimCenter ties into the current missile defense posture, according to Bill Edwards, chief of the computer resources division. "I believe the SimCenter has a bright future. We anticipate the



Miles and miles of cable run the SimCenter's computers, all floor under the center. Ricky Green, a network analyst, climbs under the center recently to install another mile of network cable.



Boyd Evans and Charlie Wilcox monitor the SimCenter's system command console. Both men are contract employees. Evans is with Madison Research Center. Wilcox is the SimCenter's acting program manager with Madison Research Corp.

# SimCenter blazes trail to missile defense technologies



(Courtesy photo)

...stored in a 30-inch false  
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s.



(Courtesy photo)

...tems and network activity from the  
...s is a computer operator with Scientific  
...manager and is employed by Madison



(photo by Charlie Wilcox)

Taken through a fish eye camera lens, this is a full view of the major systems in the SimCenter.

National Missile Defense program coming on line soon. In fact, BMDO is putting more funding into NMD research and development, which means part of that will go into greater use of the center.”

Edwards’ duties include supervising 23 contract employees and eight civil service employees, one of whom is Claudette Owens. As the contract officer technical representative, Owens oversees the contract for the SimCenter.

“It’s a multi-million dollar contract, competitively awarded every five years,” Owens said. “The rapid change in technology and maintaining the SimCenter as a state-of-the-art facility makes my job an exciting one.

But Edwards said his biggest challenge is to get more funding for the center. “Funding appears to be tight all around. So, we have to work extremely hard to support the customer so the customer can lend a voice toward helping us get the funding needed to support system requirements.”

And system requirements are in constant demand from the SimCenter by customers trying to refine current and future technologies such as computational fluid dynamics, or CFD, forces modeling and simulation and signal image processing.

It is CFD that provides the exact numerical answers to equations that describe fluid and gas motion and fluid dynamics research. An example would be the computer taking information from a user who could be trying to simulate the behavior of a missile in flight.

Since a lot of that information has already been recorded in previous similar tests, it is stored and converted to binary data so that the computer can replicate this data into moving, three-dimensional graphics. And, since graphics require a lot of computer memory, the SimCenter’s supercomputers help the research physicist or scientist better visualize what the end-product will do in an array of known, physical-world circumstances.

“In data visualization analysis we make sure we have the tool sets for the users, and certain product-level knowledge so we can get them started,” Wilcox

said. “We are not the idea people—we don’t originate a concept—but we will help solve issues if someone has an idea and can’t implement it.” Wilcox, who has worked in the space and missile defense environment since 1978, oversees operations and maintenance of six primary computer systems and several workstations in the SimCenter.

The center uses, for example, a common file computer system, which can store up to 4.8 terabytes of digitized information—one terabyte being equal to 1,000 gigabytes. The center also has three Cray computer processors, among others, that can handle an array of multiple commands simultaneously.

The SimCenter maintains its integrity by also providing facility and network security, according to Wilcox. “Two BMDO programs we’re running now involve the Army’s Theater High Altitude Area Defense system, or THAAD, and the Navy’s Theater-Wide system.

“But, because of the proprietary nature of this work, we can’t allow one customer to look at another customer’s work at any time,” he said.

## Faster, more compact, less expensive

Doyce Satterfield, a sub-contractor of Madison Research Corp., and an employee of the Scientific Research Corp., is an assistant program manager in the SimCenter. Satterfield oversees 10 other employees in the center and brings 35 years of space and missile defense experience to SMDC.

“From the time I started working in space and missile defense technology development to today, I’ve seen computer simulation technology evolve to where it now runs a thousand times faster and costs much less,” Satterfield said.

“It gives me great satisfaction to see a customer who uses the SimCenter and succeeds with his or her particular program because it means that somewhere along the process we will have a more effective defense system protecting our military personnel and our nation,” he said.

# National Media Update:

## Fast-paced, day-and-a-half event designed to educate news media organizations on missile defense issues

By Marco Morales  
Huntsville, Ala.

HUNTSVILLE, Ala. — Seventeen journalists attended the U.S. Army Space and Missile Defense Command's National Media Update here late April. The event, hosted for the ninth time, attracted journalists from such news organizations as the China Times newspaper, the Pittsburgh Post-Gazette, Popular Science and Popular Mechanics magazines, the Birmingham News and several space and missile defense trade journals.

The theme for the event, "Protecting the Warfighter and the Homeland," set the tone for guest speakers who addressed America's need to protect its geo-strategic interests via national missile defense, theater missile defense, cruise missile defense, and space technology developments.

But getting journalists to come to Huntsville wasn't easy. The most important question, "why should I attend?" was often asked by skeptical journalists who would justify spending two days here, aside from the cost of hotel accommodations and meals. The answer to their question was expressed by Defense Secretary William Cohen during a press conference Jan. 20 after Congress decided it would allocate \$6.6 billion to the Pentagon over the next six years to develop and possibly deploy a limited national missile defense system. "We cannot afford to fail," Cohen said. "The approach that we are presenting today is the optimal one to provide a capable national missile defense system as soon as possible."

The guest speakers emphasized in their briefings the importance of NMD, TMD, CMD and space during the fast-paced, day-and-a-half event.

In a briefing from an intelligence perspective on missile threats, Dr. David J. Osias, defense intelligence officer for acquisition support, counterproliferation and arms control, Defense Intelligence Agency, said, "The intelligence community has changed its posture following the 'one-two-punch' of the Rumsfeld Commission Report's release and the launch of the North Korean Taepo Dong I missile. The threat from ballistic missile attack may be upon us by the time NMD is developed."



(Courtesy photo)

**Rep. Curt Weldon, chairman of the House Armed Services Committee's Subcommittee on research and development, spoke on a number of issues related to the importance of space and missile defense during a National Media Update reception held late April at the Space and Rocket Center.**

But providing a capable NMD system will take persuading Russia and other former Soviet Union countries to sign a modified version of the Anti-Ballistic Missile (ABM) Treaty with the U.S., said Dr. Matt Nichols, SMDC's arms control and treaty advisor. "It's going to be difficult to get out of this treaty," Nichols said.

At a reception related to the media event and hosted by the Army Space and Missile Defense Association (ASMDA), Rep. Curt Weldon, chairman of the House Armed Services Committee's subcommittee on research and development, spoke of the ABM Treaty's outdated rhetoric.

"The ABM Treaty is a relic of the bipolar '70s because it didn't foresee the day when nations outside the United States and Soviet Union spheres of influence would be nuclear powers," Weldon said.

Other topics during the media event covered the latest developments in the Theater High Altitude Area Defense (THAAD) missile defense system de-

velopment and testing, the Patriot Advanced Capability-3 (PAC-3) system, and the Joint Land Attack Cruise Missile Defense Elevated Netted Sensors (JLENS) system.

Speaking about today's capabilities in theater air and missile defense, Maj. Gen. Dennis Cavin, commander, U.S. Army Air Defense Artillery Center, said, "The Patriot Advanced Capability - 2 system is the only fielded tactical air missile defense system by the U.S. It is known as the '911 Force'," he said, adding, "But it is not good enough. One 'leaker' missile - that is - a missile that passes beyond our defense capability, is one too many and it will net casualties. A 'leak-proof' defense is the only acceptable defense against weapons of mass destruction," Cavin said.

Cavin added that a key component of a leak-proof defense involves hit-to-kill technology.

"A blast fragmentation warhead is incapable of providing adequate defense. Hit-to-kill technology is a proven technology in development for 20 years and it is a crucial component in missile defense," he said.

SMDC's Battle Lab will employ 40 Iridium satellite pagers in the upcoming Roving Sands '99 joint field training exercise at Fort Bliss June 15-27. These Iridium pagers are supposed to replace an earlier version of pagers which were used in Kuwait by soldiers deployed there during Operation Desert Thunder in 1998. "What the soldier will see is 'tactical ballistic missile launch,' and launch time and estimated impact point in latitude and longitude," said Larry Burger, director, Space and Missile Defense Battle Lab. "Now, this is not the ultimate step. What we also want to do is take a pager system such as Iridium, a satellite-based pager, and couple with it ... the Global Positioning system, so the pager knows where it is, and it only goes off if you're in the affected area," he said.

During Roving Sands '99, Burger said his team will field a system made up of a laptop computer, 30 commercial terrestrial alpha numeric pagers and 40 Iridium pagers, including special software and commercial telephone lines to the pager servers. The new pagers will send simulated missile launch data from the 32<sup>nd</sup> Army Air and Missile Defense Command tactical operations center (TOC) via Iridium and a tower-based pager service into the field during the exercises, using the TOC's Maneuver Control System.

Another topic briefed during the media event was the first NMD intercept test, scheduled for Aug. 12, where integration of missile defense systems will play a vital role.

"The key is what holds all the pieces together," said Vice Adm. Herbert Browne, deputy commander-in-chief, U.S. Space Command. "We in the space business think that, as we look to the future, there's going to be a need to protect all of the space assets that we have on orbit."

"We must have a highly automated battle management command, control and communications system," said Brig. Gen. Willie Nance, NMD joint program manager. "It has to provide all the information to link every piece of the architecture in an automated response so that we get the kill vehicle in the right place to do its job," he said.

The media event netted more than 30 articles published in international, national and local publications.

## THAAD among winners of Engineering Achievement Awards

WASHINGTON—Under Secretary of Defense for Acquisition and Technology Jacques S. Gansler presented the annual Department of Defense Value Engineering Achievement Awards at a Pentagon ceremony, May 25.

Value engineering is a systematic functional analysis leading to actions or recommendations to improve the value of systems, equipment, facilities, services, and supplies. The objectives are to improve quality and to reduce cost. The awards are intended to recognize significant achievements in value engineering during the past fiscal year and to further the use of value engineering by DoD personnel and its contractors.

During the last fiscal year, 4,229 in-house value engineering proposals were accepted with reported savings of \$914 million. Another 167 contractor-initiated value engineering change proposals were accepted with additional savings of \$109 million.

The value engineering award program is a highly visible acknowledgment of exemplary achievements and encourages additional projects to improve in-

house and contractor productivity. An award winner from each DoD component was eligible for selection in the following seven categories: (1) program management, (2) individual/team, (3) procurement/contract administration, (4) value engineering professional, (5) field command, (6) installation, and (7) contractor. Additional "special" awards were given to recognize innovative applications or approaches that expanded the traditional scope of value engineering use.

### Army awards

**Program Management**—Army Tactical Missile System Brilliant Anti-Armor Submunitions

**Individual/Team**—Fred Pozzuto, U.S. Army Corps of Engineers, Pittsburgh District

**Professional**—Frank Vicidomina, U.S. Army Corps of Engineers, New Orleans District

**Procurement/Contract Administration**—Michael Gallagher and Nabeel Attia, U.S. Army Communications- Electronics Command Acquisition Center

**Field Command**—U.S. Army Aviation and Missile Command

**Installation**—Tobyhanna Army Depot; and Contractor—Mine Safety Appliances Co.

### BMDO awards

**Program Management**—Theater High Altitude Area Defense Program Management Office

**Individual/Team**—Sidney Gaddy, PATRIOT Project Office.

(News release, Office of the Assistant Secretary of Defense, (Public Affairs), Washington, D.C.)



# Environmental preservation = historical preservation

by Joe Ingvalson  
Kwajalein Atoll

Environmental preservation means many things to many different people. One major aspect includes the preservation of structures having cultural or historical significance.

There are a number of Japanese structures here that bear mute testimony to the savage World War II battle fought on these islands in February 1944. These include command and control facilities, fortified bunkers, gun positions and bomb shelters. Considering the age of the structures and the severe bombardment they were subjected to, it is surprising that many are in restorable condition.

Historians have identified 57 structures of historical significance scattered throughout the atoll. The majority of these are on Roi-Namur. Of the 57 structures, 38 are listed on the U.S. National Register. Both Kwajalein Island and Roi-Namur are designated National Battlefields under the National Historic Landmarks Program.

In the past, many of these structures were used as warehouses for the storage of various materials. Some were significantly modified to accommodate material storage. This practice has ceased, however, and an active program to



(Courtesy photo)

**John Brown (right), surveys encroaching vegetation scheduled for removal on Roi-Namur. Environmental Engineer Joe Ingvalson tells Earth Day's mascot, Kermit the Frog, to get off the bunker.**

preserve the integrity of the structures has been initiated.

Time and the elements are taking their toll. Encroaching vegetation is a problem currently being addressed. Weeds and other plants are rooting in cracks and crevices in the concrete.

Environmental personnel, working with the Pesticide Shop and Buildings and Grounds, are

in the process of removing this damaging vegetation and establishing a continuing maintenance program. In addition, the historic preservation officer here is aggressively pursuing funding for the restoration of some of the more important structures.

*(Reprinted from the Kwajalein Hourglass.)*

## For federal employees, 'tis the season to invest

by Douglas Gillert  
American Forces Press Service

WASHINGTON — Federal civilian employees can start or change their Thrift Savings Plan accounts during the semiannual open season, now through July 31.

During this period, civilian employees with at least six months of continuous federal service may enroll in the government's 401(k) investment fund. Current participants can change their future contributions or the way they are invested.

The plan offers three investment funds. The C fund diversifies investments in stock markets and is the riskiest but potentially the highest yielding fund.

The F fund invests in notes, bonds and other obligations that return the amount invested and pay interest at a specified rate over a period of time.

The G fund invests in short-term, nonmarketable U.S. Treasury securities specifically issued to the Thrift Savings Plan.

Investments earn interest at a rate equal to average market securities with four or more years of maturity.

For the 12 months ending Feb. 28, the C fund returned 19.64 percent, the F fund returned 6.29 percent and the G fund returned 5.59 percent. Those averages went down overall from the preceding 12 months and reflect the lowest combined averages in six years.

In 1995, for example, the C fund averaged 37.41 percent, the F fund 18.31 percent and the G fund 7.03 percent.

Despite these fluctuations, some long-term investors in the C fund have built accounts now approaching \$400,000.

Although members can redistribute their money among the three funds at any time, the Federal Retirement Thrift Investment Board recommends taking the long view, riding the highs and lows of the stock market, to accrue the most money by retirement.

The board also recommends that new employees, who automatically fall under FERS and will depend more heavily on the plan to bolster their retirement income, sign up as soon as possible.

"The sooner you start contribut-

ing, the sooner your money can go to work for you," wrote the board's executive director, Roger Mehle, in a March 1997 letter, revised and published on the Internet in June 1997.

"Your account will grow from earnings on your contributions, and those earnings, in turn, accrue more earnings."

This is known as compounding: The longer your money is in your account, the greater the potential for higher earnings.

Two more funds will be added next year. The board selected Barclays Global Investors to manage the new I fund, which will track international stocks.

It's still looking for someone to manage the new S fund, which will invest in small companies.

More than 2 million federal employees participate in the Thrift Savings

Plan. Since 1987, the plan has grown to more than \$47 billion in accounts, according to Mehle. Eighty-three percent of employees under the Federal Employees Retirement System and 54 percent of Civil Service Retirement System employees currently invest in the plan, he said.

All contributions to the plan come through payroll deductions.

The amount employees can invest depends on their employment status.

Civil Service Retirement System employees may contribute up to 5 percent of their basic pay.

Federal Employee Retirement System employees may contribute up to 10 percent of their basic pay.

FERS employees also receive matching agency contributions for the first five percent they invest.

The plan also allows participants to apply for low-interest loans, based on the current G fund rate of return, including loans to purchase homes.

Program details are contained in Thrift Savings Plan brochures and forms available at civilian personnel offices and on the Internet at [www.tsp.gov](http://www.tsp.gov).

The next open season runs Nov. 15-Jan. 31.

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***"The sooner you start contributing, the sooner your money can go to work for you."***

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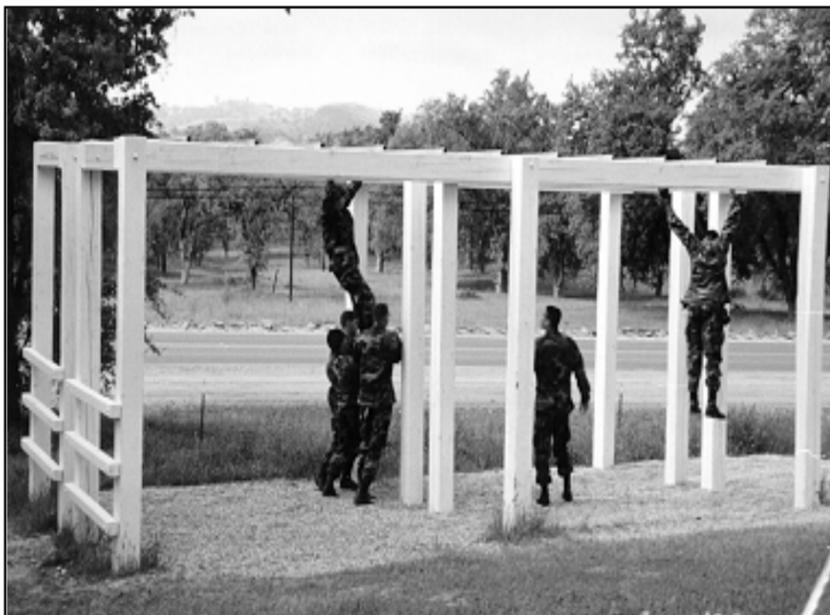
**-- Roger Mehle**  
Board Director

# Delta Company -- 1st Satellite Control Battalion



Delta Company's Commander Capt. Brad Stumpf re-enlisted Sgt. Matthew Martin for four years. Martin requested to take his oath halfway down the rappel tower.

photos by  
**Spc. Karen Philpott**  
and **Sgt. Paul Robles**



Although competing in teams, the soldiers still assisted each other through the conditioning course.

## Soldiers hit the confidence course

by **Capt. Brad Stumpf**  
**Company Commander**

CAMP ROBERTS, CALIF.—Delta Company participated in its monthly command information session in early May with added adventure—conditioning course, rappel tower, confidence course and a drown-proofing session at the pool.

The day began with a formation that included the presentation of awards to many deserving soldiers. The company then broke down into five teams that consisted of the three shifts, day staff and the headquarters element. Everyone stretched and warmed up to prepare for the conditioning course, which was a timed event to see which team was fastest. The course consists of 16 obstacles that must be climbed, crawled or maneuvered through. The teams consisted of six to seven soldiers, and all team members went through all of the obstacles at the same time. Once the dust had settled and everyone had muscled, grimaced and gasped their way through the course, the command group had finished in 10 minutes 30 seconds, squeaking a four-second triumph over Alpha Section.

The company then moved to the rappel tower and tied on swiss seats. Fort Hunter Liggett range control provided the rappel master, who along with the air assault qualified members of Delta Company, assisted and inspected the seats. Sgt. Matthew Martin was re-enlisting and requested that his oath be taken half way down the tower, so he and I went down the tower first. After the re-enlistment ceremony, the tower was opened up to all the soldiers. After going down the wall, soldiers had the option to go again or to try the free rappel side of the tower that simulated going out of an Apache Helicopter.

Several soldiers tried the free rappel for the first time. First timers were the ones who tended to not get a good first jump and then came swinging back into the skid. Thanks to kevlar helmets, the only thing injured was pride. Spc. Kyle Eberhart impressed the crowd by doing a rapid descent and Sgts. Dana Maynard and Martin showed off rappel skills they learned while serving with the light infantry in Hawaii.

Next...the confidence course. This was not a timed event; the goal was to complete the many varied (and some high) obstacles. Fear of heights is common when going over a 60-foot ladder, but to the credit of many of the Delta soldiers, they conquered their fear and climbed up and over the obstacle.

Drown proofing was next on the agenda. However, some of the soldiers wanted a fresh competition on the confidence course with smaller teams to see who was fastest. Those that still had some energy, formed into three-man teams and set off on the course again. This time the fastest team was Sgt. 1<sup>st</sup> Class Archie Ramos, Maynard and Spc. Andre Reed, with a time of five minutes, 50 seconds.

Next stop...pool side...for water survival training. Soldiers wore full battle dress uniforms, or BDUs, with load-bearing equipment and kevlar helmets. After swimming across the pool, they were given a (training) M-16 rifle and had to swim back. It's not easy and people tend to sink. This was followed by 15 minutes of treading water. Soldiers then practiced the technique of making flotation devices out of their clothing, and learned that when they inflate their BDUs, they can keep afloat for a long time.

Bone tired, the soldiers were ready for food. The unit support group made a Bar-B-Q lunch that everyone enjoyed. It was a good day...and Delta Company looks forward to doing it again soon!



The rope climb was only one challenging obstacle the Delta Company soldiers endured during their day on the confidence course.



Delta Company soldiers went through water survival training, which included swimming across the pool in full uniform and helmets, carrying a (training) M-16 rifle, swimming back, and treading water for 15 minutes.



Sgt. Matthew Martin demonstrates a head-first rappel.