Inside The Eagle

Cheney praises military command for homeland defense, page 10

Great American Families share common values, page12

Skies over Kwaj glow during EQUIS II, page 21

The Eagle

United States Army Space and Missile Defense Command

Volume 11, Number 8, August 2004

Photo by Cali Coulthard

Lt. Gen. Larry Dodgen, commanding general, SMDC answers questions from Capt. Stephen Elisha, commander, Headquarters and Headquarters Battery, 100th Missile Defense Brigade (GMD), one of the AFAP delegates during the "Town Hall" portion of the Report-Out session the final day of the conference.

Deployment issues top AFAP recommendations

By Marco Morales
SMDC Public Affairs

ARLINGTON, Va. — The deployment policy for the surviving dual military parent topped the list of five issues agreed to by attendees at the U.S. Army Space and Missile Defense Command's Army Family Action Plan Conference Aug. 3-6. All five issues will be forwarded to the Department of the Army for further consideration.

Other issues were stabilization between deployments; transportation of remains for deceased military family members; retirement points for Reserve Component Soldiers; and lack of standardized youth outreach programs to attract high school students to Army careers.

More than 70 people — 59 of whom were delegates — participated in this year's conference. The delegates represented the U.S. Army Kwajalein Atoll in the Marshall Islands; the High Energy Laser Systems Test Facility at White Sands Missile Range, N.M.; Huntsville, Ala.; Colorado Springs, Colo.; Camp Roberts, Calif., Fort Detrick and Fort Meade, Md.; and Stuttgart, Germany, among other locations.

For the first time, SMDC recognized one of its families as the "Great American Family," an award program established in 2004 to recognize the accomplishments and contributions of Army families. Four families were nominated.

The Coleman family from Colorado Springs won the award and will represent SMDC at the Army-level AFAP conference.

See ***Issues***, page 13

Exercise tests new technology, builds relationships

By Debra Valine
Editor, *The Eagle*

TYNDALL AIR FORCE BASE, Fla. — The Avenger missile tracking system whirred to action long before human eyes could see the drone streak across the bright blue Florida sky Aug. 7.

The drone, picked up by Sentinel radar, was tracked and "destroyed" by the Avenger long before it could reach the exercise target of Headquarters, 1st Air Force at Tyndall Air Force Base near Panama City, Fla.

Before Sept. 11, the United States did not have the capability to watch the skies for threat vehicles. In the exercise scenario, SMDC Battle Lab employees and partners were looking to change that. AMALGAM VIRGO 04 / DETERMINED PROMISE is a nationwide homeland defense exercise sponsored by the North American Aerospace Defense Command (NORAD). 1st Air Force is the lead command, Continental NORAD Region, and is responsible for air defense of the homeland.

"This exercise is just a small facet of the larger homeland defense exercise," said Air Force Col. Ed Daniel, vice commander, 1st Air Force. "This is the last line of defense for homeland security. If the fighter jets do not intercept the threat, it is up to the Avenger.

"We are testing new technologies that are available to us," Daniel said. "A lot of people are working to make the United States more secure. All the agencies are doing yeoman's work to make sure we think of everything."

"We were asked to come down to Tyndall

See ***AMALGAM VIRGO 04***, page 7

First interceptor installed at Fort Greely

Missile Defense Agency
Press Release

FORT GREELY, Alaska — The Ground-based Midcourse Defense (GMD) element of the U.S. Missile Defense Agency emplaced the first Ground-Based Interceptor (GBI) July 22 on the Missile Defense Complex at Fort Greely, Alaska.

The emplacement of the first GBI does not mean the missile defense system is operational. This will occur after additional interceptors are emplaced and the inter-connected architecture of radars, sensors, battle management and command, control and communications is activated by U.S. Strategic Command, U.S. Northern Command, U.S. Army Space and Missile Defense Command and the Missile Defense Agency.

The emplacement of this GBI, "marks the end of an era where we have not been able to defend our country against long-range ballistic missile attacks," said Maj. Gen. John W. Holly, program director for the GMD Joint Program Office.

"There are countries that possess weapons of mass destruction and have the ability to launch ballistic missiles that could impact the United States," he said. "While this system will constitute an initial limited capability, it is a vast improvement over our current defensive posture, which is nonexistent," said Holly.

The GBI installed has undergone rigorous test and checkout activities.

"At the system level, we have been successful in four of the last five flight tests, conducted extensive ground test activities, completed detailed integration and interoperability testing between various sites, and concluded extensive modeling

See ***New Missile***, page 4

The Command Corner

Lt. Gen. Larry J. Dodgen
Commanding General

CSM David Lady
Command Sergeant Major

The historic events since Sept. 11, 2001, our nation's new strategic context, and the fact the Global War on Terrorism will be a protracted one have created challenges — and great opportunities — for our Army. In response, the Army is undertaking an extraordinary transformation that will affect every member of the Army team: Soldier, noncommissioned officer, officer, and civilian.

In the words of Gen. Peter Schoomaker, chief of staff, U.S. Army, "We're making some of the most significant changes in our Army that we have made since World War II." The resulting impact of this transformation will be an Army with combat-ready formations that are more agile and tailorable, possessing enhanced commonality across the entire force. In support of this transformation, the Army is proceeding along three primary avenues: restructuring the force into modular formations, brigade combat teams, rebalancing the force between the Active Component, the Army National Guard, and the Army Reserve and stabilizing the force.

This command is an integral part of the Army's transformation, and each member of the SMDC team is vital to its success. As an example, in support of the Army and our Joint Warfighters, SMDC has placed even greater emphasis on the creation of a cadre of space professionals specifically trained in and knowledgeable about space. In fact, our notable progress was highlighted recently during testimony to members of Congress as they sought to learn about implementation of recommendations published in 2001 as part of the Space Commission.

To date, more than 140 Army officers have received the Functional Area 40 career field designation as Space Operations Officers. The sixth iteration of the Army's Space Operations Officer Qualification Course is scheduled to graduate in late August 2004. These new space professionals will then join or rejoin their units, as staff officers, members of Army Space Support Teams, or with the Space Support Elements (SSE), which will be organic to the new Units of Employment (UEx). The 3rd Infantry Division will be the first unit to receive the new SSE.

In addition to providing space professionals, SMDC has been instrumental in providing cutting-edge technology in a variety of areas. Recently, work by the SMDC's Technical Center in the area of Pentagon algorithms — mathematical formulas — being conducted to support our missile defense efforts reportedly offers support to the detection of suspicious lesions in the fight against breast cancer. Our extensive support of research in colleges and universities through the Education and Employment for Technology in Aviation, Missiles, and Space, assisted Louisiana State University physicists in synthesizing a layer of superconductors directly onto carbon fibers. This breakthrough technology might some day lead to significant advances in space travel.

In the area of missile defense, several notable successes have also been made over the past two months in SMDC's support of Limited Defensive Operations of the Ground-based Midcourse Defense (GMD) system at Fort Greely, Alaska, scheduled for later this year. Missile Defense Element and Fire Direction Center crews continue to be certified in the training programs conducted in Colorado Springs, Colo. These crews will support the GMD system once it is declared operational. Initial construction of the missile field complex has also been completed and dedicated. Finally, the first of the Ground-based Interceptors (GBI) has been emplaced in its silo at Fort Greely.

See ***Command Corner***, page 3

Articles have appeared in *The Eagle* and the *Army Space Journal*, presenting the missions of the U.S. Army Space and Missile Defense Command as the Army Service Component Command to U.S. Strategic Command. Some of these missions are still evolving; more work must be done before we can conclusively say how SMDC will change or grow to accomplish the missions.

As late as the SMDC Army Family Action Plan (AFAP) Conference (Aug. 3-6), Soldiers and civilians within SMDC have been asking about the role this command will play within the Army Campaign Plan. As the Army transforms, how will SMDC transform?

This article will not answer all of the questions, but will review some implications for SMDC as the Army creates the new Units of Action, and as the Unit Stabilization and Home Basing initiatives are implemented by the Army staff and the major commands.

SMDC has a role in providing space support experts to the new Units of Action and Units of Employment (UA, UEx, and UEy). The first Space Support Element (SSE) will be assigned to the 3rd Infantry Division (the Army's first UEx), with additional elements joining each UEx (the division/corps level organization) as they are created.

These Space Support Elements are assigned to the UEx. These elements are not part of SMDC. While the creation of new UAs and UExs will require a larger number of space experts, it will not cause SMDC to grow. The number of officers in Functional Area 40 (Space Operations) will grow. The enlisted positions will be filled by Soldiers with Military Occupational Specialty 31S. This may cause some growth in the Signal Corps, but will not increase the number of Soldiers assigned to SMDC. There is, however, opportunity for Soldiers to be assigned from SMDC into the SSEs as they change assignments. As the missions of the SSEs evolve, there may be reason to assign 31S1C Soldiers to these elements.

SMDC belongs to the 50 percent or so of the Army that is not affected by the Unit Manning Initiative. No SMDC element will have a three-year life cycle like a Unit of Action. The assignment managers in Human Resources Command will continue to fill our SMDC units by individual permanent change of station.

Under the Home Basing initiative, most new officers and enlisted Soldiers will be based on the same installation throughout their first seven years of military service. Those Soldiers assigned to the units of SMDC after completing Initial Entry Training (IET) should not expect that they will spend their first seven years with the same SMDC unit and in the same place. SMDC Soldiers should continue to spend up to three years in a stateside assignment, and another one to three years in an overseas assignment (Korea, Germany, Qatar and Okinawa). They are then candidates for assignment into a UA or UEx for a three-year tour. Home basing at that new installation is a possibility, but will not be a guarantee.

Much of what we don't know about the new assignment policies will only become clear as the Army actually implements these policies and deals with their second- and third-term effects.

What is crystal clear is that we Soldiers must develop as warriors, and remain open to the opportunities for professional growth and important service offered in our changing Army.

On Point!

The Eagle ... is an authorized unofficial newspaper published for military and civilian members of the U.S. Army Space and Missile Defense Command published under the authority of AR 360-1. The editorial style applies the industry standard Associated Press Stylebook. Contents of *The Eagle* are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or U.S. Army Space and Missile Defense Command (SMDC). This monthly newspaper uses offset reproduction and has a circulation of 3,000. Reader input is solicited and welcomed; however, no payment will be made for such contributions. For more information about SMDC visit our Web site at www.smdc.army.mil.

Please direct letters and comments to:
U.S. Army Space and Missile Defense Command
ATTN: Editor, ***The Eagle,*** P.O. Box 1500,
Huntsville, AL 35807-3801

Phone (256) 955-1151 (DSN 645) FAX: 645-1214
e-mail: EagleEditor@smdc.army.mil

Publisher.....Lt. Gen. Larry J. Dodgen
Director, Public Affairs.....William M. Congo
Editor.....Debra Valine
Assistant Editor.....Becky Proaps

CG DIRECT
Want to communicate directly with the CG?
Call 866-243-4732

Take the NWHP Women's Equality Day Quiz!

To help celebrate Women's Equality Day, the National Women's History Project developed a quiz to test your knowledge about women's history. It took 72 years for women to win the right to vote.

1. August 26 is celebrated as Women's Equality Day to commemorate
a. the work women did during the Second World War
b. the anniversary of women winning the right to vote
c. the flappers of the 1920's
d. the contemporary women's rights movement

2. In what year did Congresswoman Bella Abzug introduce legislation to ensure that this important American anniversary would be celebrated?
a. 1992
b. 1984
c. 1971
d. 1965

3. In what year did women in the United States win the right to vote?
a. 1776
b. 1848
c. 1920
d. 1946

4. How many years did it take for women to win the right to vote in the United States?
a. 72 years
b. 120 years
c. 20 years
d. 51 years

5. Women in most of the western states won the right to vote years before the Federal Amendment was secured. This is the 90th anniversary of women in Kansas and Oregon winning the vote. What other state is celebrating the 90th anniversary of women winning the right to vote in their state.
a. New York
b. Florida
c. Maine
d. Arizona

6. What was the name given to the 19th Amendment to the Constitution which guaranteed women's right to vote in the United States.
a. Abigail Adams Amendment
b. Sojourner Truth Amendment
c. Susan B. Anthony Amendment
d. Gloria Steinem Amendment

7. Women who worked for women's right to vote were called
a. radical
b. immoral
c. suffragist
d. all of the above

8. The term suffragist is derived from
a. one who suffers
b. a voting tablet in ancient times
c. the Constitution
d. the Bill of Rights

9. How many other countries had already guaranteed women's right to vote before the campaign was won in the United States?
a. 6
b. 2
c. 1
d. 16

10. What was the first country that granted women the right to vote?
a. Canada
b. Germany
c. New Zealand
d. United Kingdom

For answers go to page 8.

(National Women's History Project is a non-profit educational corporation with 501(c)3 status. For more information go to www.nwhp.org.)

What We Think

The Eagle asks:

What is the best advice you ever received?

Ken Sims
Environmental Officer
USAKA/RTS

A friend told me once, "Have dreams for the future, make them BIG, and don't settle for anything else!"

Bill Sutton
Engineer, HELSTF
White Sands Missile Range, N.M.

The best advice I ever received was something from, I believe, Mark Twain. He said "Always tell the truth, it's the easiest to remember." This was true then and is still true today.

The best advice I ever received was from my mother. She told me to be true to myself, meaning as long as I know who I am and am comfortable with it, then I am in charge of my destiny. Through my lessons learned on my journey to my destiny I can only get stronger and anything is possible.

Kelsy Cagle
Teen Delegate
AFAP Conference
Daughter of
Barbara Dixon
OTII, Huntsville, Ala.

Lou Moss
Administrative Assistant
Army NASA Detachment
Houston, Texas

The best advice I ever received was from a former boss. I had just returned from overseas and it was my first time to work in the federal system in the states. My boss told me I should read everything before signing and to ask as many questions as possible. She described the federal system like a puzzle, you are always trying to fit the pieces together, and 11 years later I truly believe that.

Linda Gray
Contracting Officers Representative
USAKA/RTS

Follow the Lord's will, and you will always be where you are supposed to be in life.

Richard Morelock
PC Specialist
CIO
SAIC
Huntsville, Ala.

If you sleep till noon, don't complain that the days are too short.

Command Corner

continued from page 2

Additional GBIs will be emplaced in the upcoming months. All of these great achievements are due in no small part to the tremendous efforts of the collective team of Soldiers, civilians, and contractors working with the Missile Defense Agency, SMDC, and our sister services.

Although the summertime vacation period is quickly coming to a close, we are reminded of the great work being performed by our forward-deployed Soldiers. In this regard, our Army Family Action Plan (AFAP) Conference conducted earlier this month was a wonderful opportunity to focus on a variety of issues important to our Soldiers and their families. Congratulations to all of the participants and organizers who made it such a great success.

SECURE THE HIGH GROUND!

New moves set stage for a stronger, combat-ready force

Commentary
by R. L. Brownlee and
Gen. Peter J. Schoomaker

WASHINGTON, D.C. — The last few weeks have seen a lot of discussion — much of it confusing or inaccurate — about the condition and future readiness of the U.S. Army. We owe it to our men and women in uniform, their families, and our country to get the facts right.

No one disputes that there are currently strains on certain segments of our armed forces. A solution some offer is to increase the permanent end strength of our Army. But simply adding to the total number of people in uniform does not really get to the heart of the problem.

Let us explain. Today our Army has a total force of more than one million Soldiers. Yet the vast majority of our Army is not currently deployed. Approximately 123,000 — or less than 12 percent of the total force — support operations in Iraq or Afghanistan. In fact, 123,000 members of the 350,000-strong Army National Guard have not been called up.

Overall, 270,000 Soldiers are forward deployed in more than 120 countries, but with a total force in excess of one million, this should not stretch the force. Yet, it does. The strain on the force is caused by a force structure that was built for the Cold War. The solution to the problem is to create the right number of deployable Soldiers with the right skills in the right component.

This is why Army transformation is so critical. And so today, our Army is in the midst of the most sweeping transformation since World War II to significantly increase the number of deployable Soldiers and units available around the world.

Army transformation is proceeding along three main avenues.

First, we are restructuring the force into modular formations with the right capabilities for our current and future security environment. This restructuring increases the number of active duty combat brigades from 33 to 43 or more, using a combination of new recruits and Soldiers drawn from other parts of our Army.

Our goal is an Army with more cohesive and combat-ready formations.

Second, we are stabilizing the force with initiatives that will eventually allow most Soldiers to remain based at a single installation for longer periods of time. Stabilization will yield a more predictable lifestyle for our Soldiers and their families.

Third, we are rebalancing our force between the active component of the Army, the Army National Guard and the Army Reserve. This initiative will give our Army more troops available with the skills we need to fight the Global War on Terrorism.

The Department of Defense is expanding our active Army rapidly without sacrificing standards or quality, using emergency authorities. And we plan to grow the active component of the Army by a total of 30,000 troops over the next three years. It is important to note the difference between growing our Army — a temporary measure granted under the Global War on Terrorism authorities and paid for with supplemental dollars — and increasing permanent end strength.

A mandated increase in permanent end strength means that the U.S. Army would be required by law to maintain tens of thousands of additional troops on the payrolls, regardless of the need or the cost, and pay for them out of the Army's core budget. A mandated increase in permanent end strength would take away dollars needed for current and future programs, and threaten our transformation.

We are already growing our Army about as fast as we can. Our Soldiers are highly skilled and well trained, and it takes time and a significant training base to develop them. This deliberate growth will allow us to transform our Army in a way that gets at the heart of the problem, relieves the stress on the force, and does not sacrifice our Army's future.

We are able to grow our Army today because retention and recruiting remain very strong. Despite the obvious dangers, hardships, and sacrifices, tens of thousands of qualified Soldiers choose to join or stay in the U.S. Army every year. In the active Army, Reserves and National Guard, we are meeting our retention goals for this fiscal year. We are also close to meeting our recruitment targets, even as our Army increased those recruiting targets by several thousand this year.

Transforming the force while fighting in Iraq, Afghanistan and other theaters in the war on terror is a tough management and leadership challenge. It is not unlike tuning an engine while the car is moving — complex and potentially dangerous.

But when large organizations face demanding new circumstances, they must change to meet those challenges. Our circumstances today, as an Army serving our nation at war, are providing a tremendous strategic opportunity. The convergence of our current momentum, our focus and the increased resources provided by Congress, over our core budget, in this time of war provide an opportunity for change that we cannot afford to miss.

Simply stated, we have an ambitious task ahead, but with the continued support of the American people, we will get it done. As we overcome these challenges, our all-volunteer Army of active, Reserve and National Guard Soldiers are serving with tremendous skill and courage around the world. We are honored to serve with each and every one of them.

Rest assured that our Army is not only taking actions to be successful today, but we are seizing an opportunity to remain relevant and ready tomorrow.

(Editor's note: R.L. Brownlee is the acting secretary of the Army. Gen. Peter J. Schoomaker is chief of staff of the Army.)

New Missile

continued from page 1

and simulation activities," said Holly. "We will continue to test the system as it matures and evolves to ensure that we provide the best defense for our country," he added.

"This is a proud day for our joint team and a historic day for our country, said Col. Jeffrey C. Horne, deputy commander for operations, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, who was at Fort Greely for the emplacement. "Our Soldiers are trained and ready to defend the Nation with the exceptional tools the Missile Defense Agency has worked so diligently to produce and perfect. We are looking to the future with great pride and determination."

Up to five more interceptors will be emplaced at Fort Greely by the end of 2004, with up to 10 additional interceptors emplaced by the end of 2005. The site will operate and maintain interceptor missiles and related support facilities to provide an initial defensive capability against a limited long-range missile attack against the United States.

Photo courtesy of Missile Defense Agency

The first ground-based interceptor is lowered into its silo at the missile defense complex at Fort Greely, Alaska, July 22. The interceptor is designed to destroy incoming intercontinental ballistic missiles before they reach U.S. airspace.

Battle Lab software provides situational awareness for joint experiments

By Debra Valine
Editor, *The Eagle*

HUNTSVILLE, Ala. — Word is getting out in the joint community that the Space and Missile Defense Battle Lab has a plug-and-play environment for providing situational awareness of the battlefield.

Battle Lab teamed with the U.S. Air Force in late July and early August to provide the basic software architecture needed for Project Suter III, an initiative for the Joint Expeditionary Force Experiment 04 that took place at Nellis Air Force Base, Nev. Advanced Warfare Environment (AWarE), developed by the U.S. Army Space and Missile Defense Command, is a government-off-the-shelf capability that integrates with commercial-off-the-shelf (COTS) software and custom software to enhance battlefield awareness.

Project Suter III seeks to provide time sensitive targets decision makers a coherent and timely view of the information battlespace and sets of interdisciplinary options for gaining and maintaining superiority over it.

"This is real, it is not a prototype," said Steve Hall, a member of the technical staff with L3 Communications, who is working with the Air Force on this initiative. "If this is selected for transition, this will go into the field in places like Korea, Germany or the Middle East for use in real operations."

AWarE components are being used to receive and process various types of data feeds and also to take feeds in a common message format in the various work

stations on the Suter III systems. It is the backbone of the communications architecture for the entire initiative.

"We have a part of AWarE called ACE (AWarE Core Elements) that we give away," said Tony Kirkpatrick, a software engineer with Symbiont Enterprises Inc. in Huntsville. "This plugs into the COTS software to extend basic capabilities. We provided the Air Force with the source code and let them make the changes necessary for Suter III. Our agreement was that they had to provide us any modifications they made to the source code for reuse by other customers. It is called an open source environment."

"I had worked with the SMD Battle Lab previously with the Joint Special Operations Command at Fort Bragg, N.C., and I was familiar with the quality of people and the work they do," Hall said. "I was already familiar with AWarE. There was absolutely no need to reinvent the wheel. Once I had the requirements for this project, I knew where to go to get started with the comms architecture for the system."

SMDC signed a memorandum of agreement with the U.S. Air Force and a partnership agreement with Big Safari, the office that works special projects for the Air Force. One of the main focus points of a Battle Lab is to transition technology to reduce the development cycle for other government agencies or the private sector.

"Having AWarE meant we did not have to start from scratch developing the software programs we would need," Hall said. "Not having to develop capabilities already available in AWarE saved time and money. Plus, we were able to use the common message format in AWarE. From that we wrote our own software to take data feeds and incorporate them into the backplane of the experiment."

"We have worked with several groups," Kirkpatrick said, "but this has been a real win-win situation for the Air Force and the Army. One of the things that I feel really good about is the Battle Lab approach. We are here to support the warfighter and it shouldn't matter which service they belong to. I am really glad to see Battle Lab do something along those lines. The Project Suter III development team has been a good group to work with. Their experience is tremendous."

Air Force experiment tests future concepts

By Jim Garamone
American Forces Press Service

WASHINGTON, D.C. — The Air Force hosted an experiment at Nellis Air Force Base, Nev., through Aug. 5 to test capabilities that may help win the war on terrorism.

The Joint Expeditionary Force Experiment 2004 is the fifth in a series of such experiments that test new technology, concepts and procedures to give combined air- and space-operations centers an added edge.

Previous years' experiments validated new technologies and concepts and quickly placed them into air-operations centers. Many concepts pioneered in these experiments proved themselves in combat over Afghanistan and Iraq, said Air Force Lt. Gen. William T. Hobbins, deputy chief of staff for warfighting integration.

The general commanded the 2002 experiment. The changes initiated then allowed members of air-operations centers to quickly transfer information among all nodes in the system. The improvements shortened the time it took to get information from the ground to aircraft.

Now the service is working on capabilities suggested by experiences in operations Enduring Freedom and Iraqi Freedom. Improving communications, improving intelligence dissemination and giving total battlespace awareness were at the heart of the experiment, said Air Force Lt. Gen. Bruce Carlson, 8th Air Force commander and the chief of this year's experiment.

This year, the Army played a large part in the experiment. The Army and Air Force cooperated on the Army Close Air Support/Situational Awareness program. Officials hope this will help reduce instances of fratricide, both from Army air defense and from Air Force close-air support.

Cooperation among services is typical. The combined air and space operations center contained Air Force, Navy and Marine personnel.

The CAOC, as it was called, ran the air war over Iraq — sending air-tasking orders to any number of U.S. and allied aircraft. This year's experiment stressed the fact that allies will be a part of any operation.

Personnel from Britain, Canada and Australia were integral to the experiment, Carlson said. They were cleared for all aspects of the experiment and took part in the after-action review. "We wanted to make sure they took back these lessons to their leaders," Carlson said.

In addition to the Army Close Air Support/Situational Awareness program, other aspects tested included:

- The Data Link Automated Reporting System. This provides automated descriptions of flight status, fuel, weapons availability and strike information.
- Gridlock. Done in coordination with the National Geospatial-Intelligence Agency, this system automates and speeds up locating targets from a variety of sensors.
- Machine-to-Machine Weather. The experiment tested the ability to use automation to ensure weather information is automatically included in any battlefield picture.
- Tactical Targeting Networked Technology. This is a wideband network that was incorporated into the Joint Tactical Radio System.
- Initial Single Integrated Space Picture. This incorporated information from national, military and commercial satellites for use by commanders.
- Network-centric Collaborative Targeting. This sought to incorporate information and intelligence from a myriad of sources allowing commanders to make accurate targeting decisions.

Others that were tested included the Battle Control Center, the Joint Synchronized Common Operational Planning Environment, the Visualization of Expeditionary Sites Tool, the Satellite Interference Response System, Effects-based Operations/Predictive Battlespace Awareness Prototype, and Project Suter III.

New colors, new era for 1st Space Battalion

By Karen Butler
Unit Reporter

In an early morning ceremony July 8, the 1st Space Battalion officially unfurled its new battalion colors after casing the colors of yesterday. Additionally, the officers and Soldiers of 1st Space Battalion replaced their unit crests of old with gleaming new ones.

"This is a significant milestone for Army Space Forces," said Lt. Col. Jeffrey Farnsworth, battalion commander. "We've come a long way in the last year in manning, equipping and fighting the battalion."

"The guidons and the battalion colors are a fitting tribute to that effort and accomplishment. This is a new chapter in the organization, so it's fitting that our Space Warriors have a new set of colors and guidons as they advance forward to secure the high ground," he said.

The "new chapter" Farnsworth speaks of is the changeover from a TDA- (Table of Distribution and Allowances) type organization to a full-fledged "go to war" MTOE (Modified Table of Organization and Equipment) organization.

The TDA organization was first activated Dec. 15, 1999. The battalion's existence signified an important commitment by the Army to fully embrace space operations as a core competency for the force. The battalion was formed to provide an operational headquarters for command and control of the Army Space Forces.

Its original mission was to provide existing and emerging space support to U.S. Forces and to provide in-theater, tactical ballistic missile warning. It accomplished its mission through the Army Space Support Company, the Theater Missile Warning Company,and a Headquarters Company.

The mission expanded to include conducting space control operations in support of the United States and Allied Forces with the addition of the Space Control Detachment as a subordinate unit of the battalion in April 2001.

The MTOE-organized 1st Space Battalion has a proud, if relatively short, history. The organizational transformation, however, has been transparent in completing the mission. Constituted May 23, 2003 as 1st Space Battalion and activated Oct. 16, 2003, the 1st Space Battalion is comprised of four subordinate companies — Headquarters and Headquarters Company (HHC), 1st Space Company (Theater Missile Warning) and 2nd Space Company (Army Space Support). Additionally, a provisional company was formed and designated as 3rd Space Company (Provisional).

HHC, 1st Space Battalion is responsible for deploying and redeploying the battalion's command and control element (ASCE) and standing up the rear detachment support operations (HSOC) in support of national crises, major deployments or contingency operations.

The HHC staff is also responsible for conducting administrative, intelligence, operational, logistical and signal support to its subordinate companies and detachments deployed and assigned to the Central Command (CENTCOM), European Command (EUCOM), Pacific Command (PACOM) and Northern Command (NORTHCOM) areas of operation.

1st Space Company (Theater Missile Warning) consists of three detachments and six Joint Tactical Ground Stations/Multiple-Mission Mobile Processor (JTAGS/M3P) sections located in Qatar, Korea, Germany, two each at Fort Bliss, Texas, and one in Colorado Springs, Colo.

Photo by Staff Sgt. Kipp Wilson

Lt. Col. Jeffrey Farnsworth, left, battalion commander, 1st Space Battalion unfurls the new colors. Staff Sgt. Jerry Teter holds the flag while 1st Space Battalion Command Sgt. Maj. Daryall Sumpter stands at attention for the ceremony.

The forward deployed sections in Qatar, Germany and Korea provide 24-hour theater missile warning to CENTCOM, EUCOM and PACOM. JTAGS-CENT and JTAGS-EUR both provided missile warning and other space-based infrared support to coalition forces during Operation Iraqi Freedom. One section in Texas and one in Colorado Springs serve as contingency forces ready to deploy as needed. Additionally, the JTAGS section in Texas is responsible for training all JTAGS operators via the Individual Qualification Training Course.

The recently enacted M3P section is tasked with the initial training and testing of what will be the JTAGS replacement system, the Multi-Mission Mobile Processor which is due to begin fielding during the first quarter of FY06.

2nd Space Company (Army Space Support) has five active-duty and four reserve space support teams. Every Army Space Support Team (ARSST) has deployed in support of Operations Enduring and Iraqi Freedom.

Missions included support of the Combined Forces Land Component Commander, V Corps, 4th Infantry Division, 1st Marine Expeditionary Force and the Joint Special Operations Task Force-North. The Army Space Support Company also supports numerous exercises spanning the globe.

3rd Space Company (Provisional) was created Dec. 1, 2003, as a provisional organization based on a future Space Control (electronic) company to be activated Oct. 1, 2005. 3rd Space Company's mission is to deploy globally in support of space control and information operations by providing ground mobile surveillance and assessment of space systems, as well as airborne test and evaluation of command, control and information systems.

The company's predecessor has deployed in support of OIF/OEF, conducting space control missions from October 2001 to March 2003. 3rd Space Company has supported and continues to support numerous joint exercises. The company will begin fielding its interim space control system in November.

To conclude the ceremony, Space Warriors of 1st Space Battalion, removed the old crest from their berets and replaced it with the new unit crest. Unit crests are designed specifically to represent the mission of an organization.

"It was certainly an honor to take part in the ceremony," said Maj. Annette Merfalen, commander, 3rd Space Company (Provisional). "It served as a motivational event in that it reminded those present of our historical background and the significance of unit colors. It also served as a reminder for us to recognize that it takes a team to succeed, and that a team ought to stand together, unified by our colors."

This event has its roots in the earliest of times, when warriors used banners to identify specific units and to serve as rallying points for troops. In medieval days, the banner was used to signal a general assault, which was generated by the command "advance your banners." 1st Space Battalion's colors and company guidons represent the start of a new era of tradition and service for this unit and its future Soldiers.

Crest symbolizes space warrior mission

1st Space Battalion's crest is symbolized by teal and yellow — the colors traditionally used by branch immaterial, with which 1st Space Battalion is associated. Black signifies outer space. The chevron symbolizes support, and combined with the terrestrial globe represents the battalion's mission of global space support. The arched lightning flashes suggest the continuous striking capabilities for decisive combat power. The sword indicates the unit's designation; also, total military preparedness and defense. The stars refer to the assigned units of the 1st Space Battalion: Headquarters and Headquarters Company, 1st Space Company and 2nd Space Company.

AMALGAM VIRGO 04

continued from page 1

Air Force Base, Fla., and replicate the command and control architecture that would be used by Army ground-based air defense in line with the NORAD architecture. This is a similar structure to what is currently in place at the National Capital Region," said John Buckley of the U.S. Army Space and Missile Defense Command's Battle Lab in Huntsville, Ala.

"We are doing two things: providing support for the operational exercise with 12 Soldiers from the Florida Army National Guard and airmen from 1st Air Force using real equipment," Buckley said. "The scenario is that there will be a "terrorist attack" from the air and they want to destroy 1st Air Force Headquarters. It is our job to prevent that from happening. We are providing the Army ground-based air defense and the connectivity with the 1st Air Force."

Also participating will be a Navy Aegis destroyer, F/15-16 fighter jets, Airborne Warning and Control System (AWACS), P-3 Orion and Federal Aviation Administration. All those are connected together through the command center and the data is being passed on through 1st Air Force to NORAD and Northern Command headquarters.

"The second reason we are here is to do experimentation, primarily experimentation with the SHORAD (Short Range Air Defense) Project Office from Redstone Arsenal," Buckley said. "Those experiments should provide better ways to perform the air defense mission to support the United States." Both the Avenger and Sentinel are SHORAD systems.

"What is really unique about this experiment is the close relationship between SHORAD and Battle Lab and working through all the issues together," said Larry Burger, director SMD Battle Lab. "It is the first time we have worked together like this."

Some of the ongoing experiments include the integration of Sentinel radar through the 1st Air Force data correlators and the integration of the SLAMRAAM (Surface Launched Advanced Medium Range Air-to-Air Missile) system into a command and control architecture. Using new communications like secure wireless LANs and communication bridges allows military systems to talk to civilians. One scenario had a tracking device installed in a local sheriff's car. Fighter jets were able to track the car in their cockpit display as it drove around and talk seamlessly to the county sheriff.

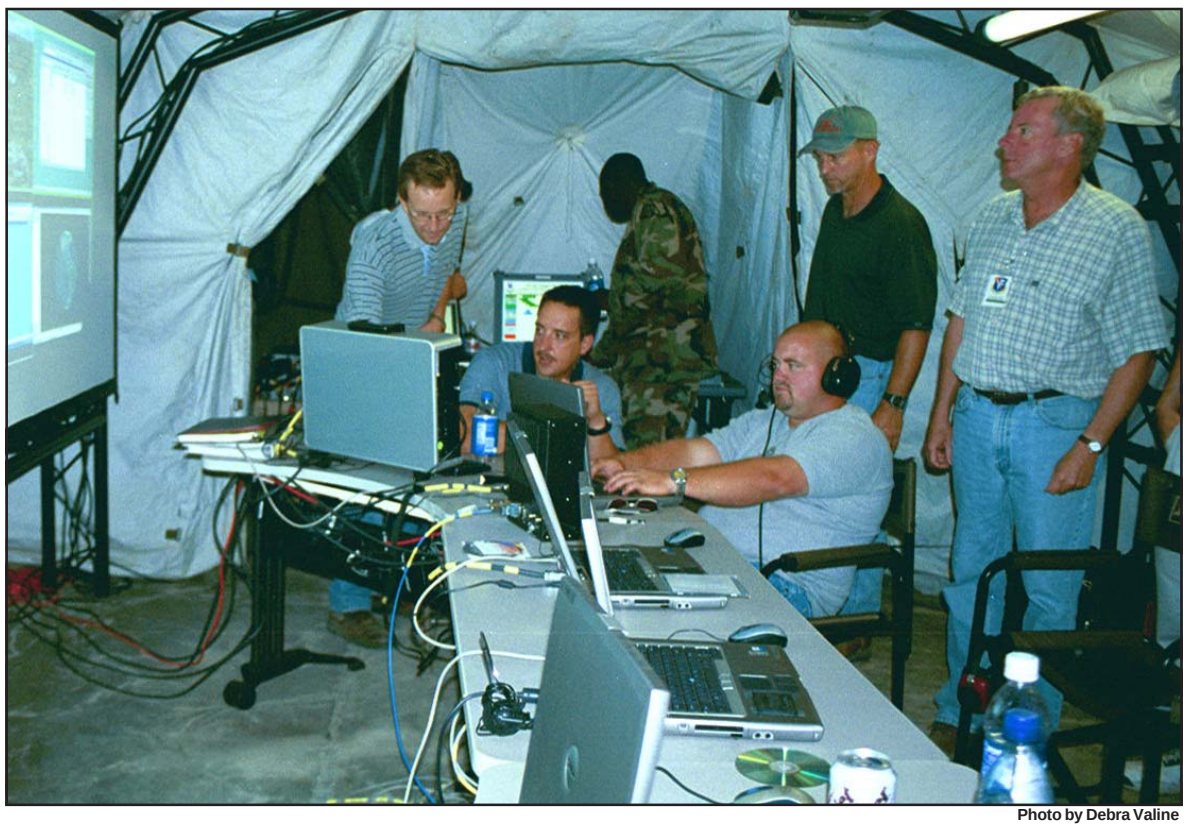


Photo by Debra Valine

Darren Woodruff, left, Matt Fapso, Maj. Ted Stevenson, Billy Stinder, Jerome Shumate and John Buckley test the system that provided situational awareness of the air space during the AMALGAM VIRGO 04 exercise Aug. 7, at Tyndall Air Force Base, Fla.

> ***'We hope this leads to long-term improvements in the way we fight and provide homeland defense. We hope to get the good stuff to the Soldiers as soon as possible.'***
>
> ***— John Buckley***

Other partners include the Redstone Technical Test Center; Aviation and Missile Research, Development and Engineering Center; and its Software Engineering Directorate from Redstone Arsenal, Ala.; 46th Test Squadron from Hansom Air Force Base, Mass.; U.S. Forces Command; and their respective supporting and prime contractors.

Another experiment the Battle Lab is doing is direct integration of the Battle Control System (BCS) Fixed, which is the new command and control system being installed in all the NORAD air defense sectors. It is part of an upgraded Future Operations Capability Tactical Operation Center (FOC2) developed by the Battle Lab.

"We hope this leads to long-term improvements in the way we fight and provide homeland defense," Buckley said. "We hope to get the good stuff to the Soldiers as soon as possible."

The experimenters are using an FOC2 structure, trucks and software because the original FOC TOC was deployed on Sept. 12, 2001, and it is now permanently deployed to Washington, D.C. to provide command and control for ground-based air defense for the National Capital Region.

"In this exercise, we will have several targets come at us during the course of the day from different locations, sources and angles," said Glenn McPherson, the lead test engineer from the SHORAD Project Office. "We will track them as they come in with the Sentinel and Avenger, then 'shoot them down' with the SLAMRAAM. We are also using this opportunity to train members of the Florida National Guard on the newest version of the Avenger, which includes a slew to queue capability."

"From this exercise we will take away a lot of data for analysis by the Battle Lab and system experts in OTII (SMDC's Office of Technical Integration and Interoperability)," said Lt. Col. Dave Cox, chief of the Exercise and Training Division for the SMD Battle Lab.

"We have learned a tremendous amount from our experiments, not all of it positive, but our primary objective was to provide a fully functional Joint Air Defense Center for the exercise and use the operational environment to evaluate new battle management technology. A lot of the experiments are working well. We made a lot of progress in all the areas we wanted to work on.

OTII is particularly interested in getting this data from various correlator systems we employed. A lot of the data can be used by the Low Cost Interceptor program."

"I am amazed at how SMDC is putting all these pieces together," said Col. Nanette Mueller, G-3. "The enhanced capabilities are very exciting." Mueller is responsible for working integrated air and missile defense for homeland defense. She brings a wealth of experience from NORAD in the planning for homeland defense.

"It has been a really good exercise in that we got to link with Col. Richard DeFatta's group (SHORAD)," said Norven Goddard, director, Missile Defense Directorate, SMD Battle Lab. "It bonded a lot of the elements together. You can only do that in an operational environment."

Photo by Debra Valine

Florida Army National Guardsmen Capt. Charles Magnus, far right, 2nd Lt. Stephen Choma, left; Sgt. 1st Class Robert Nave, center; and Sgt. Peter Giacobbe, make sure the two systems within the Joint Air Defense Center are talking to each other before the start of AMALGAM VIRGO 04 Aug. 7, at Tyndall Air Force Base, Fla.

Awards/Promotions

Civilian Promotions

Catrina L. Murry, GS-09**,** Huntsville, Resource Management, G-8, Program Support Division
Kim P. Newman, GS-13, Huntsville, Office of PARC/Contracting and Acquisition Management, Branch T
Pamela M. Willis, GS-12, Huntsville, Office of PARC/Contracting and Acquisition Management, Command Support Services Branch

On-the-Spot Cash Awards

Alesia K. Barger, Huntsville, Personnel, G-1, Civilian Personnel Division
Norman B. Blackwell, Huntsville, Technical Center, Test and Evaluation Directorate Matrix
Paula R. Brumlow, Huntsville, Personnel, G-1, Civilian Personnel Division
Patricia L. Cisneros, USAKA, Command Judge Advocate
Jerry E. Esquibel, Huntsville, Technical Center, Test and Evaluation Directorate
Connie M. Hannaford, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Jessica J. Hardage, Huntsville, Office of PARC/Contracting and Acquisition Management, Policy and Pricing Branch
Taraysa E. Jones, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Joyce M. Kaelin, Huntsville, Personnel, G-1, Civilian Personnel Division
Zakiyyah S. Shakoor, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Deborah A. Webber, Huntsville, Personnel, G-1, Civilian Personnel Division

Special Act Awards

Alesia K. Barger, Huntsville, Personnel, G-1, Civilian Personnel Division
Donna H. Davis, Huntsville, Personnel, G-1, Civilian Personnel Division
Douglas E. Engle, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate
Eva R. Giovando, Huntsville, Information Management, G-6, Communications and Visual Information Division
Connie M. Hannaford, Huntsville, Personnel, Plans, Policy and Training Division
Deborah H. Heidt, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Judy H. Krawcyk, Huntsville, Resource Management, G-8, Program and Policy Division
LaJeannia J. Lacey, Huntsville, Personnel, G-1, Plans, Policy and Training Division
Bryon K. Manley, Huntsville, Technical Center, Space Technology Directorate Matrix
Pamela N. Meenen, Huntsville, Office of PARC/Contracting and Acquisition Management, Branch K
Debra B. Mitchell, Huntsville, Research, Development and Acquisition, Command Integration Division
William H. Mobley, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate
Randolph A. Moriarty, Huntsville, Technical Center, Information Science and Technology Directorate Matrix
Barry C. Pollard, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate
Kari A. Powers, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate
Leondra M. Robinson, Information Management, G-6, Plans and Operations Support Division
Wanda H. Tucker, Huntsville, Resource Management, G-8, Program and Policy Division
C. Phillip Watson, Huntsville, Technical Center, Space Technology Directorate Matrix

Time-Off Awards

Mark S. Daniel, Huntsville, Test and Evaluation Center
Yvonne S. Hampton, Huntsville, Resource Management, G-8, Accounting Division
Dana P. Henslee, Huntsville, Operations and Plans, G-3, Command Evaluation Branch
Astrid C. Lahiere, Huntsville, Office of PARC/Contracting and Acquisition Management, Command Support Services Branch
Debra B. Mitchell, Huntsville, Research, Development and Acquisition, Command Integration Division
Catrina L. Murry, Huntsville, Resource Management, G-8, Program Support Division
Philip M. Patterson, Huntsville, Battle Lab, Analysis and Operations Directorate, Operations Division
Vairy L. Spencer, Huntsville, Data Analysis and Exploitation Directorate
Alonzo Tobias, Huntsville, Logistics, G-4, Building and Facilities Division
Debra L. Williams, Huntsville, Information Management, G-6, Automation Division
Frankie P. Yarbrough, Huntsville, Battle Lab, Space Directorate, Special Projects Division

Superior Civilian Service Award

Kevin L. Call, Huntsville, Office of Legal Counsel

Commander's Award for Civilian Service

Mark J. Kilpatrick, Huntsville, Technical Center, Systems Directorate Matrix
Juanita S. Lee, Huntsville, Office of Legal Counsel

Length of Service Awards

35 Years

Delene Soloria, Colorado Springs, Operations, G-3, Force Modernization Division

30 Years

Karol Boutwell, Colorado Springs, Operations, G-3
Robert Connell, Huntsville, Information Management, G-6
Eleanor Ellis, Huntsville, Kwajalein Atoll/ Reagan Test Site Resource Management
Jennifer Greiner, Colorado Springs, Resource Management, G-8
Henry Hollman, Huntsville, Battle Lab, Simulations Directorate, Simulation Development Division

25 Years

Wesley Blacketer, USAKA, Directorate of Public Works
Rachel Ramey, Huntsville, Technical Center, Operations
Penelope Russell, Huntsville, Office of PARC/Contracting and Acquisition Management, Branch N

20 Years

Steven Baird, Huntsville, Technical Center, Directed Energy Directorate Matrix
Harriet Clark, Huntsville, Resource Management, G-8, Program Support Division
Patrick Duggan, Huntsville, Technical Center, Kinetic Energy Interceptor Directorate Matrix
Robert Howard, Colorado Springs, Equal Employment Office
Jason Kirshenbaum, Colorado Springs, Force Development and Integration Center, Space Division
Christine Stewart, Huntsville, Technical Center, Test and Evaluation Directorate

Answers to Women's Equality Day Quiz on page 2:

1. b
2. c
3. c
4. a (from the first Women's Rights Convention in 1848 to 1920)
5. d
6. c
7. d
8. b
9. d (New Zealand (1893), Australia (1902), Finland (1906), Norway (1913), Denmark (1915), USSR (1917), Canada (1918), Germany (1918), Poland (1918), Austria (1919), Belgium (1919), Great Britain (1919), Ireland (1919), Luxembourg (1919), the Netherlands (1919), Sweden (1919)
10. c (1893)

SMDC welcomes new chief of staff

Communication, transformation, missions present challenges, opportunities

By Debra Valine
Editor, *The Eagle*

The new chief asks himself every day how what he does impacts Soldiers throughout the Army. It's a question he believes everyone should ask themselves as the U.S. Army Space and Missile Defense Command faces tough challenges: geographic dispersion of the command's staff elements, Army transformation and its impact on SMDC's missions and continuing support for current warfighter operations.

Photo by Marco Morales

Col. Jim Bedingfield joined the U.S. Army Space and Missile Defense Command as the new chief of staff July 15.

Col. Jim Bedingfield, SMDC's new chief of staff, realizes these challenges and looks forward to working with the staff and major subordinate elements to overcome them. He also sees these challenges as great opportunities for change.

Bedingfield, who became chief of staff July 15, came to SMDC from the Pentagon where he worked as the chief of the Space and Missile Defense Policy Division. This is his first time being assigned to SMDC. He entered the Army after graduating from the U.S. Military Academy at West Point, N.Y., in 1983, and has served extensively in air defense artillery and staff assignments.

"I am excited to be here," Bedingfield said. "It is an interesting and exciting time for our Army and our country. I feel incredibly welcome. At every turn, I have felt that the people are open and welcoming and are generally very proud of what they are doing. I am impressed by the overall caliber of the work force. On the other hand, as a steward of Army resources, I am going to ask you at every turn, if what we are doing is good enough and can we do it better.

"We are a command that is located throughout the United States and the world performing some extremely vital missions in support of the U.S. Army and U.S. Strategic Command," Bedingfield said. "We are doing so at a time of great challenge for our nation and our Army. The challenge is that we are a nation at war and we are further challenged by the Army being transformed while at war."

Being located in many different areas presents some communication challenges. To help overcome the geographic dispersion of the command, Bedingfield emphasizes the need for everyone to work on lateral communication.

'The geographic dispersion in and of itself cannot be a reason why we do not communicate laterally with each other. The first question we should ask ourselves is 'who on my left and right needs to know?' I do not mean the people sitting to the left and right of us; I mean to the left and right in the functional sense.'

— Col. Jim Bedingfield

"The geographic dispersion in and of itself cannot be a reason why we do not communicate laterally with each other," he said.

"The first question we should ask ourselves is 'who on my left and right needs to know?' I do not mean the people sitting to the left and right of us; I mean to the left and right in the functional sense.

"We are too challenged in a stove-piped manner," Bedingfield said. "We see things geographically when we have to take a broader view of the command as a whole and Army as a whole."

'If our country is at war, what have I done today to enable the Soldier of today or tomorrow to be better served through my work? Are we doing all we can for Soldiers and their families?'

— Col. Jim Bedingfield

Bedingfield expects the staff to increase communications and coordination staff-wide. "If we can do that, we can see ourselves as a whole. I think we are challenging ourselves by not broadening our views and optimizing our coordination," he said.

Communication is key in day-to-day operations, but it is critical as the Army transforms. Bedingfield often talks about the Unified Command Plan, and specifically, Change 2 to UCP02, which addresses STRATCOM's missions.

"I refer to UCP02, Change 2 because that document provides the bedrock our SMDC leaders must understand to transform and change our command while the Army is transforming," Bedingfield said. "It is not enough to understand that the Army is transforming. You also have to have width, depth and breadth of vision so that we, as a command, can transform with the Army."

Bedingfield plans to question things as he goes. He likes to work issues with enthusiasm and energy, but tries to work through things with a sense of humor as well. "We are all human and not everything is a crisis," he said. "I believe change will come. The issue is will we arm ourselves to be a positive agent of change in a proactive sense, or will we perhaps become reactive instead? In the latter case, our challenges will be much greater. I choose to hopefully be proactive and see where the Army and STRATCOM are going to change accordingly."

He tries to understand why things are a certain way while keeping an eye toward changing SMDC to be a more available and responsive organization that better understands its role in relation to the Army and U.S. Strategic Command.

"I think we do well in understanding our role relative to missile defense and space," Bedingfield said. "We need to better understand our role when it comes to information operations, C4ISR (command and control, communications, computers, intelligence, surveillance, and reconnaissance) and global strike. We need to challenge leaders to think in terms of the five mission areas rather than two and understand the synergies we can bring to the fight.

"The Command has so much to be proud of, especially if you consider the support during Operation Iraqi Freedom and Operation Enduring Freedom, as well as Limited Defensive Operations of the ground-based midcourse defense system, but we need to constantly look forward and see what is around the corner so that we are positive agents of change."

Along those lines, it is best to think in terms, not so much how we support the Army today, but how we can better support the Army tomorrow as we convert to brigade combat teams, and units of execution (UEx and UEy), he said.

In addition to communication, transformation and current operations, Bedingfield wants to look at all facets of the command to find out what SMDC is doing right and what it is doing wrong.

"Having never been in the command, it is both a blessing and a curse," Bedingfield said. "The blessing is that I have no preconceived notion of how things must be done. The curse is that I may not know the history behind certain issues. I may not have the baggage of 'we have always done things that way.' But I consider that a blessing, too."

At the end of the day, he thinks it is important to ask ourselves, "If our country is at war, what have I done today to enable the Soldier of today or tomorrow to be better served through my work? Are we doing all we can for Soldiers and their families? "Do we approach our tasks at hand in the spirit of the warrior ethos and the Soldier creed?" He added, if you have a hard time answering those questions, it is probably worth some internal analysis.

New Command Counsel assumes duties in Arlington

SMDC Public Affairs

When Col. Mark Ackerman was a young man, back in western New York, he often saw his father rummaging through military history books — something that rubbed off on him.

"My dad, who was interested in military history, was a railroad brakeman and he wanted a better life for me," said Ackerman, recently assigned to the U.S. Army Space and Missile Defense Command as the staff judge advocate and command counsel. Ackerman replaced Col. Michael Child who was reassigned in July.

As with most leaders, Ackerman had mentors earlier in his life.

"My main role models were my parents," he said. "They were hard-working, extremely intelligent people. They ensured I knew right from wrong."

"I joined the Army combining old-fashioned patriotism — always wanting to be part of the military — and because practicing law in the private sector was no longer satisfying," he said.

Ackerman, a native of Buffalo, N.Y., joined the Army National Guard in 1982 and further came on active duty as a judge advocate in 1985. He earned his law degree from the State University of New York at Buffalo Law School. He has been a member of the Bar Association of Erie County, N.Y., since 1977.

He is also a former Erie County assistant district attorney and New York State Supreme Court law clerk.

A veteran of 19 years, he has served in tactical units at Fort Drum, N.Y., and Fort Wainwright, Alaska, acquired a master's degree from the Judge Advocate General School, and completed tours at the International and Operational Law Division of the Office of the Judge Advocate General in the Pentagon, and the Missile Defense Agency. At MDA, he was responsible for ensuring strategic and tactical missile defense systems being developed and tested complied with strategic arms control agreements.

In 1991, Ackerman served in the Middle East as the senior defense counsel for the 3rd Armored Cavalry Regiment and 22nd Support Command during the liberation of Kuwait and cease-fire campaigns of Operation Desert Storm.

In 1993 and 1994 he served as a member of a small interagency team that investigated war crimes being committed in Bosnia, and in 1995-1996 was the chief legal advisor for the United Nations force in Haiti.

From 2000 to 2001, he again, served in the Middle East at Camp Doha, Kuwait, assigned as the command judge advocate for Army Forces Central Command and the Coalition Joint Task Force – Kuwait (Forward).

After returning from Kuwait in 2001, he was assigned as the deputy staff judge advocate for the U.S. Central Command at MacDill Air Force Base, Fla., where he worked exclusively on legal issues associated with Operations Enduring Freedom and Iraqi Freedom, and again spent a considerable amount of time in the Middle East on either temporary duty or deployed.

Photo by Cali Coulthard

Col. Mark Ackerman is U.S. Army Space and Missile Defense Command's new staff judge advocate and command counsel.

He says all his assignments have been significant.

"Every job I've had has been a great job. They all had positive aspects," he said. He adds that working with his staff will be the best part of this job.

"The people in our legal offices_have an outstanding reputation. They're intelligent, knowledgeable, and dedicated. I'm looking forward to working with them all," Ackerman said.

How does he spend his off-duty time?

"I'm a great reader of history. I like spending time with my family. After being deployed for so long, I just like to spend as much time as I can with them," he said.

Cheney praises military command for homeland defense

SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — Amid a din of cheers and chants of "USA, USA, USA," about 1,200 military and civilian employees listened to the message Vice President Dick Cheney brought during his Aug. 2, visit to the mountain base. The stated purpose of his visit was to express his appreciation to the military and civilian force that constitutes and supports the U. S. Northern Command.

"Your mission here is nothing less than the defense of America's land, sea and air space. In our vast, open nation that is a heavy responsibility, and you meet it every day," Cheney said. "The terrorists will fail because men and women like you stand in their way."

The vice president's message was not lost on his audience. Many have served either in Afghanistan, Iraq or both.

"The enemy is perfectly prepared to slaughter anyone — man, woman or child to advance its cause, " he said. "This is not a foe we can reason with or negotiate with or appease. This is, to put it simply, an enemy we must vanquish. And we will vanquish this enemy."

In describing the administration's policy on handling the terror threat he said, "President Bush is determined to remove threats before they arise instead of simply waiting for another attack on our country."

The homeland has become a battleground Cheney noted and added, "That is why NORTHCOM is such a critical addition to our military strategy."

Citing NORTHCOM's and SMDC's efforts he noted, "We have made extraordinary progress toward deploying a national missile defense system. And that is one of the great contributions to national security over the last three years."

Cheney also outlined the administration's goals in support of the military. "Our job is to provide you with the best possible equipment to do your missions, to make sure you receive the end pay you deserve and to support military families at home. We have made that commitment to you, and we will keep it," he stated. He made special mention of the importance of the military family in support of their service members.

"At bases around the world, from here at Peterson, to Camp Pendleton, to Yongsan Garrison in South Korea, my wife, Lynne and I have witnessed the selfless devotion and courage of our military families," he said.

"America is enormously proud of our military families." He also thanked the active, reserve and National Guard component members for their service to the nation.

"In their courage and sacrifice, America's Guardsmen and reservists have earned the respect and gratitude of the entire nation," he said.

The vice president's final message was clearly stated. "We understand the threats before us and we have the resources, the strength and the moral courage to overcome them."

SMDC Photo

Lynne Cheney (in white jacket), Gen. Ralph E. Eberhart, commander, North American Aerospace Defense Command and U.S. Northern Command, Peterson Air Force Base, Colo. (center, clapping) and Vice President Richard B. Cheney receive a hearty welcome from the crowd during a visit Aug. 2, to U.S. Northern Command.

Civilian News

Senate committee approves legislation that changes aspects of Thrift Savings Plan

The Senate Governmental Affairs Committee has approved legislation that eliminates current restrictions on when federal employee contributions to the Thrift Savings Plan (TSP) can start or be modified. "Allowing employees to join the TSP or to make other changes when they choose — not just during two yearly "open enrollment" periods — will give employees more control over their investment decisions," said Sen. Susan Collins, R-Maine, chair of the committee. Under current law, newly hired employees can sign up for the TSP during an initial 60-day-eligibility period. If an employee chooses not to make an election during that time, they must wait until an "open season," or biannually designated period, to enroll. The proposed legislation, S. 2479, would allow for an "open season" year-round for all federal employees.

Principles of War essay contest to award $35K

An essay contest open to all interested individuals is asking applicants to reflect on the issues behind a "new kind of war." The "Principles of War Essay Contest" will award $15,000 to the writer who best answers the questions: "Have the principles of war changed? How are they changing? Or do they remain valid?" The *2nd*- and *3rd*-place finishers will also receive $10,000 and $5,000, respectively. All three top finishers will have their essays published in *Proceedings*. There will be five additional honorable-mention awards given out that will carry a $1,000 prize. All essays must be 3,500 words or less, turned in by Feb. 1 and sent to principlesessay@navalinstitute.org. The contest is cosponsored by U.S. Naval Institute, Johns Hopkins University, and Royal Uniformed Services Institute working in partnership with National Defense University, Army War College, Air Force War College, Naval War College, Office of Force Transformation, and the Department of Defense. See http://www.usni.org/contests/contests.html#list for more information.

GAO receives new personnel authorities

When the GAO Human Capital Reform Act became Public Law No. 108-271 on July 7, Comptroller General David Walker was authorized to annually adjust the basic rates of GAO officers, employees and Senior Executive Service whose performance is at a satisfactory level. The law also renamed the General Accounting Office as the Government Accountability Office. The new law changes GAO's personnel management system and allows for an executive exchange program under which GAO officers and employees may be assigned to private sector organizations. GAO is required to consult with interested groups or associations that represent GAO employees before implementing the changes authorized in this act.

Whistleblower protections amended

A Senate committee has approved legislation, S. 2628, that makes substantial changes to the Whistleblowers Protection Act. Backers hope the bill will provide increased protection for federal employees who come forward with substantial evidence of government wrongdoing. "If federal employees fear reprisal for telling the truth, then we not only fail to protect the whistleblower, but we fail to protect taxpayers and, in recent notable instances, national security as well," said Sen. Daniel K. Akaka, D-Hawaii. The legislation also provides a new process for employees to appeal an agency decision to deny or take away security clearances and opens the doors for courts to hear more whistleblower cases.

DoD hotline offers chance to report incidents of wrongdoing outside command chain

There are several ways outside the chain of command to report suspected incidents of wrongdoing. The Office of the Inspector General runs the DoD Hotline Program. Service members and civilians who wish to report incidents without going through their chains of command can call toll free (800) 424-9098, commercial (703) 604-8569, or DSN 664-8569 to report misdeeds. Service members and civilians can also mail their concerns to The Defense Hotline, The Pentagon, Washington, D.C., 20301-1900. The e-mail address is hotline@didig.osd.mil. For more information, go to the inspector general's Web site at http://www.dodig.osd.mil.

Military News

New program, Operation Blue to Green, allows separating sailors to join Army

Navy personnel officials are working side by side with their counterparts in the Army on a program designed to facilitate the transfer of qualified naval officers and Sailors to active duty in the Army. The new program, called Operation Blue to Green, could offer financial bonuses and will include four weeks of extra training for those with skill sets most needed by the Army. The Army is especially interested in Sailors with skills that translate easily to Army jobs, including cryptology, fire control, air traffic control and mechanics. A complete list of Navy ratings and Navy Enlisted Classification codes that are of interest to the Army is available on the Operation Blue to Green Web site at www.goarmy.com/btg/index.htm#benefits.

Activated guardsmen, reservists qualify faster for Veterans Affairs' home loans

There has been a dramatic increase in the number of Department of Veterans Affairs' home loans to members of the National Guard and reserves in recent years. The number of loans would increase even more if all Guardsmen and reservists knew that being on active duty dramatically reduces the time it takes for them to become eligible for the loans. Normally, Guardsmen and reservists have to serve six years before becoming eligible for a VA home loan. But that requirement changes dramatically when they're called to active duty during wartime. Those who are discharged with a service-connected disability with less than 90 days are also eligible. For more information go to http://www.military.com/NewsContent.

Retirees to see individual unemployment and increased CRSC payment in August

Eligible retirees will begin receiving Individual Unemployment payments and increased Combat-Related Special Compensation (CRSC) adjusted for dependents in August. Retroactive payment for these entitlements is expected on or about Aug. 30. The Defense Finance and Accounting Service, which manages pay for nearly 2.2 million military retirees and annuitants, plans to notify potential eligible payees by mail prior to issuing these payments. Additionally, Special Monthly Compensation (SMC) for eligible retirees is expected to be implemented by Sept. 30, 2004. Special Monthly Compensation requires additional time due to required coordination between the military services and DFAS. Changes to these entitlements resulted from the 2004 National Defense Authorization Act. Implementation of these increased entitlements has taken several months to allow policy, procedures and eligibility details to be finalized.

Appropriations bill provides 3.5 percent pay raise for service members

President Bush signed the Defense Appropriations Bill into law during a White House ceremony Aug. 5. The money will fund the global war on terror, personnel initiatives and further the transformation of the American military. The $417 billion bill funds the military for fiscal 2005. Congress must pass a second bill, the National Defense Authorization Act, before the department can spend the money. Concerning personnel, the bill provides a 3.5 percent across-the-board pay raise for service members, eliminates out-of-pocket housing expenses and fully funds the Defense Health Program. The president said the raise brings the total pay raise over the last four years to nearly 21 percent. To see the 2005 Pay Charts go to http://www.military.com/Resources/ResourcesContent/0,13964,49020,00.html

Department of Finance and Accounting unveils reserve/guard pay center of excellence

DFAS has opened the Reserve/Guard Pay Center of Excellence within its Cleveland-based DFAS Military and Civilian Pay Services operation, thus establishing one DFAS location that will furnish pay account support for Army, Air Force and Naval Reserve and Guard Component customers. Centralizing all Reserve and Guard pay expertise in one location greatly enhances the sharing of "best practices." This, in turn, will reap clear benefits in quality of service to DFAS' Reserve and Guard customers. For more information, see http://www.ausa.org.

Great American Families share commo

SMDC Public Affairs

If sheer size was what was needed to win the Great American Family Award, then the Coleman family would have won on that alone, hands down. But Tom and Karen Coleman from Colorado Springs, Colo., who have 12 children — four girls and eight boys — won nonetheless and were named the Great American Family at this year's Army Family Action Plan Conference Aug. 3-6 in Arlington, Va.

Also nominated to be the Great American Family were Maj. Stephen Elle, his wife Sheila, and their son Jordan from Colorado Springs, Colo.; Capt. James Stevison, his wife Cindy, and their children Brandon, Hunter and Katy, from the U.S. Army Kwajalein Atoll; and Jim and Loretta Brothers from Huntsville, Ala.

All four SMDC AFAP families that competed this year also received the President's Volunteer Service Award from the President's Council on Service and Civic Participation. The award letter is signed by President George W. Bush.

When Tom and Karen Coleman married in 1972, they took the marriage vows seriously, but they never spoke about having such a large family. "Maybe our weekly date night had something to do with it," laughs Tom. They look forward to the weekly date night that refreshes their love and friendship.

When you go to the Coleman's home, you sense the love, commitment, devotion, respect and discipline present throughout their daily routine. There's no room for selfishness, and that's because they each put their service to God before anything else. Doing for others with a demeanor of true respect is a natural part of who they are. It's how they operate – and it works well.

Each of the four children during the family interview seemed calm and yet attentive. There wasn't the typical attitude (even from the teenagers) of "let's hurry up and this over with so I can get to my things" that is so prevalent with many kids today.

Tom is a retired Air force officer who works as chief, training development, SMDC Force Development and Integration Center in Colorado Springs. He has been involved in many church and community activities over the years and continues to give his all. A former teacher, Tom received the award of "Who's Who Among America's Teachers" for four years. He also received the National President's Scoutmaster Award of Merit from the Boy Scouts of America in 1990.

Courtesy Photo

Maj. Stephen Elle, center, with son Jordan, left, and wife Sheila

The boys have been active in Boy Scouts of America, with the older ones all accomplishing the Eagle Scout rank. Each family member is active in church and school as a leader. The family's list of volunteer and mission opportunities would fill several pages, and Michael, who is in high school, has won the "Top Student Award" for English, math, science and history – three years in a row.

"If I thought I had to do something just to impress someone, it would be exhausting and it wouldn't be any fun," says Karen. "But with the right attitude, it's a joy." She and Tom say that their goal is to build a strong family by teaching each child to love the Lord and one another. One way this is supported is with a weekly family night when all gather, have a Bible devotional, turn off the phone, usually just stay home and talk, play games and simply enjoy one another's company.

With 22 moves in their 32 years of marriage, this family continues to be a pillar of stability and inspiration to others. The commitment to one another as a family, their community, and to this nation are, as Col. James Pierson, FDIC director, said, "admirable and unquestioned."

Representing the 1st Space Brigade, Maj. Stephen Elle and his family, wife Sheila and son Jordan, offered points of view on how to succeed at being a super Army family. In their 16 years of marriage, Maj. Elle said that the key thing to making a relationship work is communication.

"We have always talked family issues out instead of letting them fester with time," he said. "Sheila is very tolerant. She allows me to do things I enjoy doing like playing golf. She's not selfish."

"When we were stationed in Germany there were a few Soldier families who were newlyweds and the wives had little experience being away from home," Sheila said. "I would volunteer my time to assist these young wives to let them know positive things they could get involved with to help them get through the culture shock of being in a foreign country," Sheila said.

"You learn how to be a mentor to other families from people already in the Army who have been around a while," Maj. Elle said. "From my perspective, I came from a large family of seven children, and my father was handicapped, so I didn't have a role model who was out there pushing me. It was more my mother taking me to sporting events and Cub Scout meetings. I think that had an impact on why Sheila and I decided to have only one child – to give us more time to focus on Jordan," he said.

The Stevison family, Capt. James Stevison, his wife Cindy and their son Brandon, maintained a strong sense of community involvement when they arrived at the Marshall Islands. The Stevisons have two other children – Hunter and Katy.

SMDC named Tom and Karen Coleman and their 12 children the Grea Plan Conference in Arlington, Va., Aug. 3-6.

Capt. James Stevison, his wife Cindy, and their children Brandon, Hunter and Katy

"It's part of our family's growing program to volunteer time to help out the community, especially here in Kwajalein," Cindy said. "It's important to teach our children to be an active part of the community both at school and in youth groups. I want them to get involved and not grow up and feel they should have tried to do something positive for their community after the fact," Cindy said. "I hope our children grow up to become leaders and help their communities – it's an important characteristic for them to develop."

"Because of her [Cindy's] initiative, we take a lead role in being more cognizant of others," Capt. Stevison said. "From an Army standpoint we may not be as involved in Army programs like the rest of the Army but out here at Kwajalein, because of the smaller size of the community, we are somewhat closer to church and other community programs," he said.

Community service as a way of life has guided the Brothers family of Huntsville, Ala., for many years. It influenced not only the way they raised their children, but also how they interact with co-workers and neighbors.

Jim Brothers, an electrical engineer in the Technical Center, SMDC, and Loretta, his wife of 24 years and a retired dental hygienist, raised five children and have 10 grandchildren, five great-grandchildren and one great-great grandchild. They are active in their church, the Optimist Club and with senior citizens on behalf of Alabama Gov. Bob Riley.

"We're very proud of our children, grand-children and great-grandchildren," Loretta said. "All of our children finished school and we've never had drug or behavior problems."

Since their children are now grown and have their own families, Jim and Loretta have devoted their lives to helping both the young and old. "We try to be role models for the young to emulate and a source of strength and help for senior citizens," Jim said. "Working together as a team in volunteer work, we have grown closer."

Jim mentors young boys and girls to help them understand how important it is to stay in

schoo
becon
Par
other
Jim t
The b
officia
comm
policy
senio
organ
throu
"We
churc
Loret
partic
Chur
who l
provi
lost a
Wood
Giv
evide
Feder
spent
capac
Local
"Mu
perio
partn
mana
payba
Redst
numb
labor
(Edit
Mora
this s

Loretta

n values

Courtesy photo

at American Family at the Army Family Action

l and study, in the hopes that they will
ne productive members of society.
rtly due to his lifelong service to
s, Alabama Gov. Bob Riley appointed
o the Alabama Senior Services Board.
oard, made up of doctors, health care
als, attorneys, politicians and
nunity representatives, establishes
y and provides funding and guidance for
r centers, senior service
izations and senior citizens
ghout Alabama.
e are very much involved with our
h work," Jim said. He is a deacon and
ta is a laymember. "We attend and
cipate in weekly Bible study and
ch services every Sunday." Loretta,
ikes to cook, often heads the effort to
de food to church members who have
loved one. She also cooks for the
ville Volunteer Fire Department.
ing back to his community is also
nt at work. Jim joined the Redstone
al Workers Union in 1990 and has
12 years working in various
cities, to include president of AFGE
1858.
uch was accomplished during this
d," Jim said. "We established
erships between employees and their
gement, established the first
anding system for civilian workers at
tone Arsenal and greatly reduced the
er of cases of grievances and unfair
practices."

***or's note: Beth Lawson, Marco
les and Debra Valine contributed to
story.)***

Photo by Debra Valine

a and Jim Brothers

Issues

continued from page 1

Photo by John Upp

Civilian Personnel Workgroup facilitator, Kay Ward, explains the process to her group.

The three other families were the Mitch and Cindy Stevison family from USAKA; Jim and Loretta Brothers of Huntsville, Ala.; and Maj. Stephen Elle and his wife Sheila of Colorado Springs.

The award is presented to the family determined to improve their communities, positively enrich their own lives, and empower others to reach their same goals and dreams. Independent national level family organizations reviewed the packets and made the selection.

Addressing the delegates during the opening ceremony, Command Sgt. Maj. David Lady, SMDC's command sergeant major, briefed attendees on the overall objectives for the conference.

"This is the first time in our five previous conferences we've considered the issue of deployments for Soldiers," he said. "With Soldiers deploying as individuals, in smaller units, throughout the Army and throughout this command for the foreseeable future, 'deployment' is a subject we need to look at because let us not pretend it is all going well as we deploy our Soldiers. Laws have been re-written based on AFAP issues and ideas from you and your peers."

After Lady spoke a bit more about the week's upcoming events and the importance of AFAP in the Army, he introduced the keynote speaker, Sergeant Major of the Army Robert Preston. Preston spoke of changes associated with Army Transformation.

Photo by Cali Coulthard

Victoria Stein, youth delegate and budding artist, puts the finishing touches on her portions of the canvas.

"The Army is undergoing the biggest transformation since World War II," Preston said. "It's amazing as you look back over the last couple of years as we've gone into the Global War on Terror how much we are a team across the active guard and reserve. And part of that team, as well as our families, includes all of you as we strive to support our nation together. I want to thank you for all that you do and what you're going to do this week during this conference. We are an Army of One supporting a nation at war."

Lt. Gen. Larry J. Dodgen, commanding general, SMDC, conducted a town hall meeting on the final day of the conference giving both delegates and participants an opportunity to ask him candid questions related to the top five SMDC issues and other Army issues. Senior staff members of SMDC attended the meeting and assisted the commanding general in providing spontaneous answers to questions or by following up on Soldier or Army civilian personnel-family issues which would be resolved or addressed at a later date.

Two participants representing SMDC Soldiers and families in Stuttgart, Germany, Spc. Daniel G. Everly and his wife, Lori, offered comments about AFAP. Everly was selected June 23 as SMDC's Soldier of the Year for fiscal year 2004.

"Being new to the Army I haven't been around long enough to work through the entire AFAP process and see these changes actually take place," Everly said. "But with my wife's involvement in the AFAP program I can definitely see there are positive changes in the process and we look forward to seeing these changes take place in the future."

Lori works as an AFAP team building coordinator in Stuttgart. She participated in the Soldier deployments workgroup during the conference.

"We prioritized critical issues currently affecting Army families," Lori said. "One addressed stabilization time period for Soldiers between deployments. We found the current policy is waiverable so Soldiers can be re-deployed on very short notice. We're asking that this policy be extended from 90 days, non-waiverable, to 120 days at their home station — excluding temporary duty. But we also realize that the Army's mission is very important," she said. "Overall, stabilization affects readiness."

Spc. StaceyLynn De La Hoz, B Company, 1st Satellite Control Battalion, Fort Meade, also commented on her participation in the conference and Soldier deployments.

"Of course, any separation from my family would be difficult," De La Hoz said. "But it's part of being a dual-parent Soldier family. I would want to know that if I or my husband should be killed while in a combat zone that our son would be taken care of," she said. "And that's one of the issues that came up during one of our workgroup discussions."

Chris Rodriquez, a Department of the Army civilian assigned to SMDC's Contracting and Acquisition Management Office on Redstone Arsenal, in Huntsville, Ala., commented after having participated in the "Retirement Points for Reserve Components" issue under the "Entitlements" workgroup.

"The conference was a wonderful and valuable experience for me," Rodriguez said. "It especially has an impact on family members. It gives them a better overview of what happens to their input as it relates to the issues."

This year, the teen delegation built a space shuttle replica speckled with multi-colored hand-painted artwork with symbolic and spiritual icons mirroring AFAP issues.

"Our AFAP conferences are unique because we actively engage our youth delegation to create artistic murals and art projects that receive national level visibility and attention," said Portia Davidson, SMDC's AFAP coordinator. "AFAP is a 'change management' process which enables everyone in the command to influence his or her own well-being and standard of living, as well as potential Army-wide impact."

Change of command brings Kwajalein new leader

By Jan Waddell
Reporter, Kwajalein *Hourglass*

As one of the Army's first four women to command Patriot Air Defense Artillery battalions, Col. Beverly Stipe comes to Kwajalein with 24 years of experience in missile defense.

"This assignment [Kwajalein] is equivalent to a brigade command," she said. The three remaining former Patriot battalion commanders have all been selected for command at the brigade level.

Stipe took command of the U. S. Army Kwajalein Atoll July 27, when the command flag passed from Col. Jerry Brown to Stipe.

Stipe became interested in the military when she was 14 years old. She recalls going through the attic in her parents' home when she came across her father's old military footlocker filled with Korean War memorabilia and uniforms.

"I knew immediately I wanted to be in the United States Army." When she was 17 and fresh out of high school, she came home, arms laden with uniforms, boots, books and a new hair cut, about 15 inches shorter.

"I signed up for ROTC," Stipe said, "and 24 years later, here I am." Although her father protested the haircut, her entire family was surprised and proud of her achievements.

Stipe grew up in Los Angeles, Calif., and later graduated from the University of Southern Mississippi in 1980 with a bachelor's degree in athletic administration and coaching.

"Basketball is my passion," she said. "I was going to be a coach." But, since she chose an ROTC scholarship over a basketball scholarship, she was commissioned on active duty as a second lieutenant immediately after college graduation, and has never looked back or regretted one day of service in uniform.

Her military career has spanned many countries and commands in the Air Defense Artillery, with her first tour in Germany.

Stipe furthered her education and received a master's degree in organizational management in 2001, and a second master's degree in strategic studies in 2002.

Her time in uniform has taken her all over the world — to Korea, Southwest Asia, Fort Bliss, Texas, Fort Lewis, Wash., the Pentagon and Kwajalein.

According to Stipe she has a vision for Kwajalein that will take it in a number of directions. Her priorities are the operation of the missions first, followed immediately by the quality of life for the workforce and their families.

On the advice of her staff, and with the leadership on island, in Huntsville, Ala., and Washington, D.C., Stipe will work toward incorporating the U.S. Army Space and Missile Defense Command's strategic vision across all aspects of the Kwajalein community.

"We have a long way to go to correct the facilities," she added. "This is the United States Army Kwajalein Atoll. "I would like people to stop telling me this is not a military installation," she said. "I personally believe we can go a long way to soliciting and acquiring resources from the military that will make living and working here much better, if we as a community accept and believe that this is a military installation. I want to change that mindset."

Photo by Jan Waddell

Col. Beverly Stipe, accepts the flag from Lt. Gen. Larry J. Dodgen, commanding general, U.S. Army Space and Missile Defense Command during a change of command ceremony July 27. Stipe took command of U.S. Army Kwajalein Atoll in the Marshall Islands.

'The more I learn ... the more I understand why it is so hard to leave when the time comes.'

— Col. Beverly Stipe
Commander
U.S. Army Kwajalein Atoll

Stipe said there are many areas that need to be looked at such as force protection, terrorism threat and how the contract is administered by KRS. She said the facility issues "we are addressing through privatization." She added that Col. Brown had started the privatization project and she plans to work with the organizations that manage this to make sure it is the right thing for Kwajalein.

"I am learning as I go," Stipe said. "We are taking all good ideas as a staff, throwing them into the mix and determining what is best for Kwajalein."

However, she does believe strongly in privacy, not only for herself, but for everyone.

"People in general have the right to privacy whether it is family, spiritual or emotional," Stipe said. "I am a very private person." She added, "I am wholly available to anybody on the job. I will probably be less than wholly available to anybody in my private life."

Stipe stays active and enjoys rollerblading, running and swimming, but she does not play golf anymore. She admits to having played golf when she was younger, and carried a handicap of five to 10, but said she has no desire to play now. Stipe did admit to having won a set of golf clubs while in Korea, and they are enroute. So, perhaps there is room for change.

"I have nothing against those who chase the little white ball." Stipe's husband Gary, who she says is her best friend, personal hero and sounding board, will live in the family home in Virginia with their three cats. She said they did not want to split the family cats up, and since "all of our spare dimes go to our children and grandson, Gary must continue working until we both retire. I am not ready to do that yet!"

"I think Kwajalein has to be one of the two most beautiful places on the earth," she said. The other is her home town of Los Angeles and while it is difficult to imagine Los Angeles as beautiful, "perhaps it's because it holds a special piece of my heart there."

She said the people on Kwajalein are generous and gracious and the workforce is adapting to her and her thought process.

"And, I think the local Marshallese citizens are a warm and generous group of people," she added. "The more I learn about our mission, our employees, our KSD team in Huntsville, the Marshallese, and their culture, the more I understand why it is so hard to leave when the time comes."

Photo by Jan Waddell

Col. Beverly Stipe is the new commander of Kwajalein Atoll.

SMDC aligns with Army Campaign Plan

By Kim Gillespie
SMDC Public Affairs

The Army Campaign Plan is similar to a road map. It tells where the Army plans to go and how it will get there.

There are two major factors shaping the Army road to the future: "The Army is trying to transform itself into a campaign capable, joint and expeditionary army while simultaneously fighting a war and meeting other strategic commitments," said Dr. Jim Walker, SMDC G-3 lead for the Army Campaign Plan.

Becoming a joint and expeditionary force, translates into becoming an integral part of a truly joint force (a force with joint capabilities that produces a more capable synergistic effect, not just a force that synchronizes and reduces conflicts of the disparate services) that has the ability to rapidly deploy and sustain our fighting force anywhere in the world

Walker is the first to admit that changing any organization's processes or the way it does business is a daunting task, but it is particularly challenging for an organization with the size and complexity of the U.S. Army.

"We are talking about new materiel, personnel, training and doctrine ... the way we operate," Walker said.

The Army Campaign Plan includes eight campaign objectives with subordinate major objectives assigning specific responsibilities to the Army major commands or Headquarters Department of the Army staff principals.

SMDC is the perfect example of how important the unique skills of each Army MACOM are to making the campaign plan a reality, according to Walker.

"SMDC missions with missile defense and space have meant it has always worked with other military services and agencies, so it is only natural that we are crucial to a campaign plan that emphasizes the contribution of Army capabilities to joint operations," noted Walker.

For instance, in supporting the objective "Global Operations," there are several major objectives that require SMDC input. Supporting Global Operations requires increasing the number of combat brigades.

This is being accomplished through improved force management and a modular reorganization. Rather than deploying at the division level, the future force may deploy as brigade units of action. This allows the combatant commander to pull support from the divisions, but allows the division to still retain the capabilities to provide support to the same or other areas as needed (much like building blocks — hence the modular description).

Division headquarters are being modularized as well (currently titled Units of Employment [UEx]). Initial modular conversions are currently taking place with the 3rd Infantry Division and the 101st Airborne Division, with the 10th Mountain Division soon following.

While SMDC does not have the lead for these conversions, it coordinates the personnel, equipment and training for the Space Support Elements which will be an integral part of these UEx HQ and will be the focal point for coordinating space support to these commanders.

"We have an enormous amount of responsibility in supplying the Space Support Element as a supporting commander; however, in other instances, we are the 'Supported Commander,' which means SMDC has the decisive objective and will receive support much like we are giving support for these UExs," explained Walker.

"As the 'Supported Commander' for the Army, SMDC is expected to synchronize its needs with other MACOMs. This means we bear responsibility for getting what we need to accomplish the major and intermediate objectives," Walker said.

The "Adjust the Global Footprint" campaign objective encompasses not only SMDC's support to the Army, but its support to U.S. Strategic Command missions. One of the major objectives for this campaign objective exemplifies how the Army is transforming while simultaneously fighting a war.

SMDC will provide satellite communications (SATCOM) support and Theater Early Warning to the Regional Combatant Commanders (RCC).

Additionally, SMDC is responsible for supporting STRATCOM for planning, integration, control and coordination of Army Space, Global Strike, ISR (intelligence, surveillance and reconnaissance), IO (information operations) forces; and C4 (command and control, communications, computers) forces and capabilities in support of STRATCOM; and Army GMD (Ground-based Midcourse Defense) forces and capabilities in support of STRATCOM.

Army Campaign Objective "Build the Future Force," is another objective that aligns perfectly with SMDC's long tradition of research and development. SMDC's objectives include spiraling forward future capabilities into the Army's Current Force, to include developing concepts and doctrine.

To meet these and other objectives SMDC must complete several essential tasks and the command is currently working these around-the-clock.

Change isn't anything new for the Army. What is new, are the types of challenges the Army faces and the rapid pace demanded by world events.

"It's fair to say, that anyone not meeting the objectives of the campaign plan will be left behind," Walker said. "But that is not something SMDC has to worry about; we are 'relevant and ready' to the current and future force."

Photo by Anjoleen Baca

They're off. Members of SMDC in Colorado Springs cross the start line to begin their five-mile walk which raised money in support of the March of Dimes.

Marching for babies

COLORADO SPRINGS, Colo. — More than 7 million men, women and children took part as sponsors, volunteers and walkers, or "marchers," in the 34th Annual March of Dimes WalkAmerica in June, a five-mile walk to raise money in the fight to save premature babies. Of the "marchers" in the Colorado Springs event, 17 were Soldiers, civilians and family members of U.S. Army Space and Missile Defense Command-Colorado Springs. They raised $767 in support of the effort. This is the second consecutive year SMDC in Colorado Springs has participated in the event.

Security forces arrest a protestor during a mock demonstration during a force protection exercise conducted at Fort Greely, Alaska, Aug. 4-8.

Force protection exercise tests security forces

By Sgt. Sara Storey
100th Missile Defense Brigade (GMD)

FORT GREELY, Alaska — Members of the 49th Missile Defense Battalion, 100th Missile Defense Brigade (Ground-based Midcourse Defense) took part in a Force Protection Exercise here Aug. 4 – 8.

This exercise was the first of three designed to assess the unit's ability to conduct security tasks such as site defense and civil disturbance, according to Col. Gary Baumann, commander of the 100th Missile Defense Brigade and director of the exercise.

The security forces element on Fort Greely consists of a platoon of military police and a platoon of infantry augmentees. During the exercise, mock protestors — military members who volunteered to take part in the exercise — lined the gates of the missile field complex with signs and taunts designed to aggravate security forces. Security forces worked with Department of the Army civilian police to contain protesters.

"Our objective was to give the security forces realistic and challenging training in order to prepare them for a real-world mission," said Capt. Porter Grant, opposing forces observer/controller, 100th Missile Defense Brigade.

Members of the security forces demonstrated their ability to perform the tasks necessary to control a determined group of protesters, said Maj. Michael Willis, exercise coordinator, 100th Missile Defense Brigade. Willis added that, by the end of the exercise, the security forces had learned how to contain even the most aggressive efforts by protestors.

"We have more confidence in ourselves when we face adversity," said Spc. Jack Carlson III, military police officer, 49th Missile Defense Battalion. "I knew from the beginning that we'd do well, but now we've actually proven that to ourselves and each other."

Mock protestors assemble at the missile field fence line during a force protection exercise conducted at Fort Greely, Alaska, Aug. 4-8.

Department of the Army civilian police remove mock protestors from the main gate of Fort Greely, Alaska. A force protection exercise was conducted at Fort Greely, Alaska, Aug. 4-8.

Photos by Sgt. Sara Storey

Security forces assume a safe position after mock protestors place a suspicious package at the front gate of Fort Greely, Alaska, during a forces protection exercise.

Security forces march to the front gate of Fort Greely, Alaska, to prevent mock protestors from entering restricted areas.

Integrated ground test exercise successfully tests hardware, software, system performance

By Sgt. Sara Storey
Unit Reporter

HUNTSVILLE, Ala. — Thirty members of the 100th Missile Defense Brigade (Ground-based Midcourse Defense) of Colorado and the 49th Missile Defense Battalion of Alaska participated in the second Integrated Ground Test (IGT) in Huntsville, Ala., July 19 – 31.

An IGT is a cost-effective, non-destructive way to evaluate the hardware and software used in the GMD system.

This system is the first part of a developing multi-layered defense that protects the United States from long-range ballistic missiles. Elements of the system include GMD Fire Control — consisting of Soldiers from Fort Greely, Alaska, and the Joint National Integration Center in Colorado; AEGIS (a radar system based on naval destroyers and cruisers — used for anti-missile and anti-aircraft defense); Cheyenne Mountain Operations Center; and the Missile Warning Center.

These individual components within the GMD system were represented during the test and carried out their functions in simulated, controlled situations.

Participants then provided feedback to the Operational Test Agency (OTA) on overall system performance.

"What we're trying to do through the IGT is characterize the operational performance of the missile defense system," said Grady O'Neal, ground test director, OTA. "Basically, we want to know what the system will do and what it won't do."

Everything done at the IGT was an evaluation of the system, according to Lt. Col. David R. Meakins, director, Alpha Crew, Missile Defense Element.

"The programmers take our data and suggestions from this training and incorporate them into the software," Meakins said. "They get to see how we actually fight. After evaluating that, they can make changes that are beneficial to everyone."

The IGT also provided a realistic training atmosphere for Soldiers operating the system. Meakins said having the chance to perform training on the actual hardware used throughout the GMD system makes the Soldiers better operators. According to O'Neal, it is also beneficial for those evaluating the overall system.

"It's helpful to have the Soldiers here carrying out their normal operational procedures," O'Neal said. "Having them here lets us see if the system fits their needs because that's really what it's all about."

Additionally, the training allowed Soldiers to meet with their counterparts who control other system elements.

"Putting a face to a name" was helpful for Spc. John D. Meyer, communications operator, Delta Crew, Battalion Fire Direction Center.

"Seeing how the different parts of the GMD system integrate helped me develop a better understanding of system capabilities," Meyer said. "The more we know about the system, the better we can defend the country."

Marriage highlighted at quarterly prayer breakfast

By Capt. Angela Johnson
Unit Reporter

PETERSON AIR FORCE BASE, Colo. — "Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude." (1 Corinthians 13:4)

Pastor Doug Brauner from Holy Cross Lutheran Church shared these words of wisdom and enlightenment during the 1st Space Brigade Prayer Breakfast. The words were appropriate for the event — themed Marriage Enrichment.

Brauner focused on the importance of partners in marriage supporting one another in times of stress, such as deployments. He highlighted that no matter how patriotic a family is, frequent and/or long deployments can cause stress on both partners and children. Many couples report more frequent conflicts as the departure time draws near.

Children either "cling" to the departing parent in an attempt to keep them home, or avoid that parent as much as they can as an act of rebellion. The post-deployment adjustment, while joyful, can be just as stressful as the family adjusts to the returning parent's role.

The key is preparation, according to Brauner. Family Readiness Groups can recommend many good Web sites with tips on organizing finances. There are also tips for listing and addressing major concerns, as well as identifying Army and civilian support resources. However, no amount of individual preparation can replace open communication and mutual support between a husband and wife.

"Couples have to ask themselves, 'Am I putting life into this relationship, or am I sucking the life out of it?'" said Brauner.

Brauner listed some ways to put life into relationships. "Make time for one another prior to the deployment, openly discuss concerns, and maintain faith and a positive yet realistic attitude."

Other tips Brauner gave were to ensure Soldiers stay active in their family's lives by communicating with them regularly during deployment. Although finding the time to write a long letter can sometimes be challenging for a deployed Soldier, a greeting card or post card can go a long way toward letting their family know they are thinking of them.

When they return, keep in mind that the dynamics of their household have changed. The family has learned to get by without them, and there will be a re-adjustment period after they return. Have patience. This is an emotional time, and a lot of anxiety is normal. Brauner counseled listeners to be accepting of all emotions.

Having had quite a few units deployed over the past few years, and an 87 percent turnover rate in the last six months, the 2nd Space Company — who played host for the quarterly prayer breakfast — used the event as a bonding experience for their new Soldiers. As they gathered supplies, the Soldiers cooked a generous breakfast of eggs, hash browns, pancakes, sausage, bacon and various pastries.

More importantly, the event raised $75 in profit for the 1st Space Battalion Family Readiness Group. The FRG creates special care packages for the deployed Soldiers of the 1st Space Battalion and has recently organized a video-teleconference to allow the deployed Soldiers and their families to visit one another — something the pastor would definitely recommend!

Photo by Capt. Angela Johnson

Sgt. Paul Lizer sets out some goodies at the 1st Space Brigade quarterly Prayer Breakfast.

First Army female Joint Tactical Ground Station operator joins 1st Space Company

By Chief Warrant Officer Jeffrey Robinson, Unit Reporter

FORT BLISS, Texas — Spc. Andrea A. Stanek is a trailblazer! In her short Army career, Stanek has achieved several "firsts" including becoming the first woman Soldier to become a JTAGS (Joint Tactical Ground Station) operator.

Stanek, a first-generation U.S. citizen born of Czechoslovakian parents, enlisted in the Army in May 2001 from Memphis, Tenn. Stanek joined the Army on a challenge because she wanted to make a difference as a female.

"I wanted to prove to other females that the ceiling, obstacle or window between females and combat MOSs (Military Occupational Specialty) is virtually nonexistent," Stanek said.

Enlisting into a career field that was once closed to women, Stanek became the first female Initial Entry Training Soldier to be awarded the Military Occupational Specialty Skill — 14J — Air Defense Command, Control, Communications, Computers and Intelligence Enhanced Operator/Maintainer.

The 19-week 14J course trains Soldiers to serve as an integral element in providing real-time air threat alerting and cueing and air battle management information necessary to support all Air Defense missions. These 14J personnel are critical assets needed to provide timely information to the theater area commanders all the way down to Short Range Air Defense (SHORAD) battalion commanders, to ensure Soldier survivability and successful mission accomplishment.

Stanek's first duty station was with the 3rd Infantry Division at Fort Stewart, Ga. She worked every 14J operator position at every level — the Air Battle Management Operation Center at the battalion, the Airspace Command and Control Cell at division, and she deployed in support of Operation Iraqi Freedom with the Sentinel radar platoon.

She re-enlisted in the Army to continue to broaden her horizons as a 14J. Her platoon sergeant, a former JTAGS detachment sergeant, convinced her she had the skills to take her military career to the next level. After one telephone interview with the branch manager (now company 1st Sgt. Darren Hamilton), Stanek was earmarked to become the first female Army JTAGS operator.

Stanek immediately researched the history of her upcoming assignment.

"I understand that not everyone gets the chance to serve in the space community with a JTAGS element, but success in my career has shown me that I have earned this opportunity, and I plan to take full advantage of it," she said.

Photo by Chief Warrant Officer 2 Jeffrey Robinson

Spc. Andrea A. Stanek, the first female Army Joint Tactical Ground Station operator trains on equipment at the JTAGS schoolhouse at Fort Bliss, Texas.

Stanek graduated the Joint Tactical Ground Station Initial Qualification Training Course with Class 040510-4, completing a comprehensive and very challenging seven-week "test."

"Spc. Stanek has proven to be one of the more diligent students I have encountered during my tour here. She'll definitely be an asset to the program," said Sgt. 1st Class Ricardo Bonilla, JTAGS IQT NCOIC.

Stanek added, "The course gave me the foundation I will need when I get to Korea. I'm told that I'll receive more specific training to prepare me as a certified operator. The professionalism and attention-to-detail of the JTAGS school-house revealed to me how important this assignment really is. I'm still a little confused about the whole force structure, but because I'm a hands-on type Soldier, I'm sure I'll synchronize when I'm put to the test. I just feel honored to be first."

Stanek is very excited about her upcoming operational assignment to JTAGS-Korea in the Pacific Command theatre. "Just to think that millions of people, civilians and service members will be counting on me as part of a crew in a 24/7 mission — I'm ready to get started," said Stanek.

Stanek may be the first, but she will surely not be the last Army woman introduced to the Joint Tactical Ground Station operator arena.

The U.S. Navy cooperatively provides manning for JTAGS sections worldwide and has been assigning female sailors to this command since 1997. This, however, is the first instance where the U.S. Army has placed women in a position to serve in JTAGS operations.

Photo by Sgt. 1st Class Dennis Beebe

Col. Jeffrey Horne, SMDC deputy commander for operations, addresses U.S. Army Space and Missile Defense Command/Army Forces Strategic Command personnel at his first town hall-style meeting. He emphasized teamwork and a common sense approach to accomplishing the Space mission.

Come on in, doors are open

SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — "It is about you, the Soldiers, civilians and contractors in this command," said Col. Jeffrey Horne, deputy commander for operations at his first town hall meeting since taking command in late June. "We are all one team dedicated to the service of our nation."

He went on to enumerate his key points for all of SMDC/ARSTRAT. "Be efficient, work smart and be smart, do the right thing, be ready, maintain balance in your life, and keep the warrior ethos in your heart and mind."

Horne stated that he wants to carry on the tradition of open communications within the command and that he is accessible to all. To that end he answered a number of questions about Space badges, the FA40 career field and office space in the building. He also answered the all important questions: favorite team, the Redskins; favorite beer, his home brew; favorite ice cream, Rocky Road.

Joint Tactical Ground Station-Pacific receives new shelter system upgrade

By Pvt. George Stratakos and 1st Lt. J.S. Brown, U.S. Navy Unit Reporters

OSAN AIR BASE, Korea — It's taken 11 months, but the Joint Tactical Ground Station – Pacific now has updated automated data processing equipment (ADPE) and a shelter upgrade. In June, Charlie Detachment, 1st Space Company, received the first new system.

Technology upgrades and demands on the JTAGS system were slowing down the processing power of the 486MHZ-equivalent shelter. Between July 2003 and June 2004, the 1st Space Company, Colorado Springs, Colo., and the JTAGS Product Office spent many hours coordinating and adjusting software code for the new system.

JTAGS-Pacific was the first detachment to receive the new shelter and improved ADPE refresh hardware and software. The old shelter was removed from the Korean Combined Operations Intelligence Center (KCOIC) and replaced with the new upgraded shelter, which went from flight line to "system soak" or software verification stage in 72 hours. With a combined effort of Army, Navy, Air Force, and civilian contractors, this first time move was accomplished safely, efficiently, and increased the quality of the combined Army and Navy Space-based missile warning program overnight.

The system upgrade is scheduled to carry the JTAGS program another three years according to civilian contractors from Northrop Grumman and the JTAGS Product Office.

One of the most difficult parts of the entire operation was mobilizing and then removing the old shelter from the KCOIC. It took an entire unit effort to mobilize the nearly 10-ton shelter and roll it approximately 100 feet, over a downward slope and around a sharp angled turn through the KCOIC gate safely. Air Force and Korean military personnel assisted with clearing the path the shelter would take. Air Force Security personnel provided site security and vehicles to help push and pull the shelter out of the tight KCOIC basement.

Before the shelter was actually lifted by jack stands and placed on heavy duty metal tires, the Navy and Army personnel of Charlie Detachment removed all communications security and classified material from inside the shelter. In addition, all cables and external parts were detached and placed away from the path of the shelter. Main power to the shelter was removed, and the shelter entrance was secured and locked. Then the long process of maneuvering the shelter began with the combined help and efforts of everyone present, military and civilian alike.

After the original shelter reached its intermediate destination — the JTAGS Pacific motor pool — it was pulled up alongside the new upgraded shelter. At that point the detachment and civilians removed hardware in the older shelter that was still compatible with the new shelter software version. This included, for example, Secure Data Devices (SDDs), the CTTH3, PSC-5 radio, and workstation telephones. The new shelter already had most of the essential equipment. Never before had JTAGS Soldiers and Sailors disconnected and reconnected so many system components at one time or place.

"It was the very first time many of us had ever seen the connections and individual components in such detail," said Staff Sgt. Craig LaBreck, Crew Four chief.

"The hands-on experience helped us better understand the purpose of each component and how it functions with the system."

In a few hours all the required equipment needed for what was later dubbed "the swap" had been completed. The system was not totally outfitted upon arrival back to the KCOIC. First, additional hardware components had to be installed to make the system ready for operation. Once that was complete and the main mission processor was booted up for the first time in Korea, the software had to be checked and made operational. One of the most noticeable upgrades to the new shelter was the newly created UPS. It was much larger, but more user friendly, with a rollout capability for better access to the control panel and battery storage compartment.

Six individual backup batteries power the UPS, which adds to critical additional time of operation during a power outage. Other noticeable features include the main mission processor itself. The base unit consists of four individual components. Two processors power the primary workstation while one is allotted for the senior and secondary workstations. Each workstation has its own LCD panel and power buttons.

When powering up for the first time the new shelter was up and running in less then a quarter of the time of the older system and shelter. New workstation screens and keyboards also helped the cosmetic appearance of the system, and totally eliminated any lag that plagued the older system, especially on the secondary workstation.

The ability to record detected events on the logger was radically upgraded from two 8mm tape drives to a fully digital, external logger with two drives, each with a 500MB capacity. If at any time the detachment commander or officer in charge wishes to view the data quickly, playbacks can be sent to the exercise suite room digitally or recorded onto an 8mm tape and viewed. The Network Switch was installed with additional LAN connections to improve the ability of contractors to remotely work on certain system components via serial link Internet protocol (SLIP) in the future.

Perhaps the most helpful aspect of the system upgrade was the fact each crew had a daylong class with the contractors learning the new system. This classroom environment allowed for operator level feedback on the technical manual procedures and gauges the way the contractors administered training to the Soldiers and Sailors. Knowledge acquired during the class will become a platform to help future system troubleshooting between the contractors and service members of JTAGS PAC.

The mobilization and removal of the old shelter, and the mobilization and emplacement of the new shelter were by no means easy. But in return the first JTAGS detachment was outfitted with the first upgrade company wide. It was a test bed for future upgrades throughout the 1st Space Company, 1st Space Battalion. Besides small software glitches that are being attended to by contractors via SLIP and follow-up service visits, the new system's emplacement went smoothly.

"In a matter of days the system went from zero to operational, faster than many believed possible," stated Pvt. 1st Class Brian Yoder of Crew Four. Staff Sgt. Jason McFadden, crew chief of Crew One also added, "It was a big jump from the old system to this upgrade. But with all new things, future trouble-shooting is required and all crews are doing an excellent job of logging and sharing information about any system faults or system problems."

When Charlie Detachment returned from its offline period for the system upgrade, it was the first JTAGS detachment to operate with the upgrade. The Soldiers and Sailors of JTAGS PAC effectively integrated the new shelter with no flaws into operation, and completed the mission of implementing the new shelter and system upgrade, living up to their motto "Out Front!"

Courtesy Photo

A forklift carries the new shelter to the lowboy trailer for delivery.

Preparing for Army boards takes dedication, desire, hard work

Everly takes on SMDC Soldier of Year Board challenge

By Spc. Daniel G. Everly

STUTTGART, Germany — Getting ready to go before a board at any level is no easy task. It comes with a great deal of stress and lots of hard work and must be accompanied by support from supervisors. Failure is almost certain without this support. The board consists of the Army Physical Fitness Test (APFT), a five-minute presentation and an oral exam.

To prepare for the SMDC European Region Soldier of the Year Board, I purchased the 10th Edition of the Soldiers Comprehensive Study Guide. This was my "bible" for studying while continuing with my mission as a JTAGS operator/maintainer. Staff Sgt. Gerald Forgione, who was preparing for the region's Noncommissioned Officer of the Year Board, and I conducted many late night study sessions. Since I had never

Courtesy Photo

Spc. Daniel G. Everly

been to a board, the senior enlisted personnel of my unit conducted an intense, hour-long pre-board the day before we left for the competition in Landstuhl, Germany. This helped me to understand the process of reporting, how to answer the questions and other formalities that I would need to know to succeed.

During the two days in Landstuhl before the board, Sgt. 1st Class Domenick Puricelli, the JTAGS Europe Detachment Sergeant, helped Forgione and me a great deal in our continued preparations. He created a relaxed atmosphere, which enabled us to retain more information. He also walked us through the entire board process to ensure that we were comfortable and knew what to expect.

The APFT was the first portion of the board. Because of a recent field exercise, my score reflected deficiencies in preparation. Points behind after the APFT, I was skeptical of my chances having had no previous board experience. I relied on my academic preparations and assistance from NCOs.

Going into the board for the first time was a nerve-wracking experience. Confident in the briefing, I calmed down and my intellectual preparation began to pay off. I saluted after being dismissed, and the stress was over. Although eager to know the results, I knew whether I won or lost, I had done my best.

My preparation for the SMDC finals was very much like the previous round; however I now had time to work on my physical training. This paid off in Washington where I obtained the maximum score on the APFT.

This confidence carried me through the board. I did not feel I had done as well as I would have liked on the oral exam and was not sure the results would be in my favor. To my surprise, I again found myself up on stage, this time accepting the honored title of SMDC Soldier of the Year. I was in a state of euphoria, and the next two days were a blur.

Since returning to Germany, it has been back to the books in preparation for the Department of the Army Board. As I have done all along, I am just going to take things one day at a time.

While at the Army Board I'm going to give it my best shot and the good Lord willing, things will work out. I hope to use the same format for my mental preparation that carried me through the last two boards. I will also receive Common Task Training, training on land navigation, and weapons training with some specialized units here in Stuttgart.

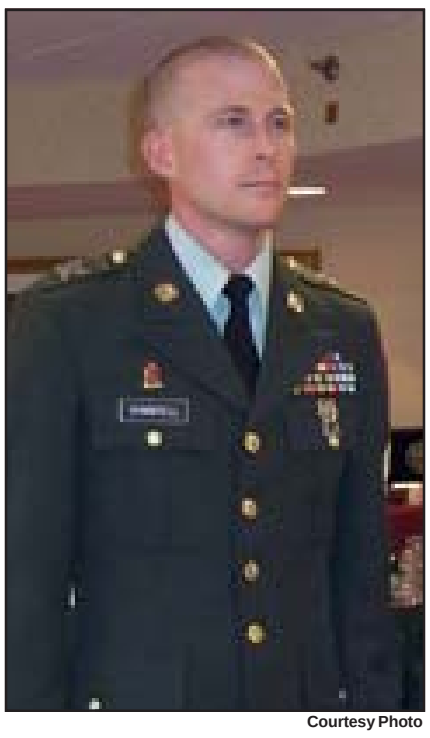
I plan to work out on my own over the next couple of months to enhance my APFT score. Honestly, I'm just happy to be here. It is both an honor and a privilege to represent SMDC as the Soldier of the Year, and I promise not to let the command down.

I thank God, my wife, Sgt. 1st Class Puricelli, Staff Sgt. Forgione, and the other NCOs and officers in my unit for their support and assistance in my preparation.

SMDC NCO of the Year Board major commitment of time and effort

By Staff Sgt. Curtis L. Kimbrell

COLORADO SPRINGS, Colo. — The desire to excel makes the preparation for any competition a tough and demanding process that is the very nature of competition. The preparation process is stepped up a few notches when the title of U.S. Army Space and Missile Defense Command



Courtesy Photo

Staff Sgt. Curtis L. Kimbrell

Noncommissioned Officer of the Year is on the line.

There are some key elements in preparing for a competition such as this and there is no secret what they are; study, rehearse, practice, prepare physically, receive support from those around you, but most importantly you need to demonstrate the qualities of an outstanding leader on a daily basis.

Preparing for a competition such as this doesn't begin when you win at battalion, brigade, or regional event. The process begins through your daily duties and how you represent your command on a daily basis.

You must embody both the Soldier's Creed and the Creed of the Noncommissioned Officer and live them out through your actions, leading from the front and by example.

The selection process is a unit program that culminates with a regional selection board over four regions — East, West, Pacific and Europe. Because of the recent activation of the 100th Missile Defense Brigade (Ground-based Midcourse Defense) our command had a bye in the regional competition and I was nominated in large part for my performance at the Advanced Noncommissioned Officer Course, where I was recognized as the Distinguished Honor Graduate for having the highest academic average, the Leadership Awardee based on demonstrated leadership abilities and a selection board, and the "Iron Soldier" for attaining the highest score above 300 on the Army Physical Fitness Test (APFT).

When I was nominated for the competition, I immediately started the process of preparing as anyone would.

There is no rest for the weary. I am at it again studying, performing hands-on tasks, qualifying at the range, and doing much more to prepare for the upcoming Department of the Army Noncommissioned Officer of the Year Competition in September.

I am looking forward to the competition and anticipating tough competitors. There is a lot to prepare for since the competition includes an Army Physical Fitness Test (APFT), a 50-question written examination, an essay question, land navigation (day, night, and GPS courses), an M16 range, hands-on CTT tasks, a mystery event and a board appearance. I will be prepared, I will do my best, and I will represent my command with distinction.

Photo by Cali Coulthard

Staff Sgt. Curtis L. Kimbrell, right, and Sgt. Brett Elms, Bravo Company, 1st Satellite Control Battalion, do some stretching exercises during the PT portion of the SMDC NCO of the Year competition.

Night skies glow green over Kwajalein

By Jan Waddell
Reporter, *Kwajalein Hourglass*

On Aug. 2 when the launch window opened for the NASA Wallops EQUIS II program some of the night skies over the Kwajalein Atoll had a strange glowing cloud, as scientists from NASA and several universities studied the ionosphere.

The NASA Wallops EQUIS II program's launch window began on Aug. 2 and continues through Sept. 23, with several main differences from missions residents in the Kwajalein Atoll are used to seeing.

Most of the rockets were launched from Roi-Namur sometime between 8 p.m. and midnight depending on the phase of the moon.

The first night of the launch window, Aug. 2, was only about an hour long, but each consecutive night the window increased as the moon fell further below the horizon. Eventually, the window for launching the rockets increased to about four hours long.

The rockets travel approximately 160 miles into space where they will make measurements of storms in space, which happens when particles from the sun interact with the Earth's magnetic field. Large disturbances can occur which disrupt satellite communications, navigation and television broadcasts.

On some of the rockets, the experiment-payload produced a green glowing cloud northeast and/or northwest of the atoll and was visible for about 10-15 minutes. The glowing cloud is from a substance similar to kerosene which burns very slowly and produces a yellow or lime-green cloud as it burns.

"The glow comes from it burning," said John Hickman, EQUIS II campaign manager. The cloud produces "water, carbon dioxide and what amounts to aluminum rust," Hickman said. He added the substance will completely burn up in space far above the atmosphere and none of the burning substance will fall on the atoll. Hickman said that "similar experiments have been carried out all over the world including Virginia, Kwajalein Atoll, Alaska, Norway and Brazil to name a few."

Photos by John Hickham

The night sky glows over Kwajalein during EQUIS II.

The EQUIS II program will launch a total of 14 rockets from Roi-Namur most of which will be at night. Two rockets will be launched during the day, when the moon phase is not suitable for night time launches. These two launches will also be accompanied by four Met Rocket launches from Kwajalein. According to Hickman all the experiments are slightly different, but they all have a common goal to "better understand and predict space weather."

Unlike past missions where residents are alerted and have several minutes to go to North Point and watch the mission, the launches from Roi occurred within minutes of the scientists' call, according to Hickman. The scientists, used Altair to watch for the space storms, and had to wait until they saw just the right conditions before they could launch.

Photo by Jan Waddell

EQUIS II scientists are preparing the Hysell experiments. The completed rocket is tested and each phase of the construction checked.

Warrants 'branch' out

By Sharon L. Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — On July 9, 2004, warrant officers Army-wide made the change from the "Rising Eagle" insignia to branch insignia. Regular commissioned officers in the Army have always worn their branch insignia on their left collar. The uniform change for warrant officers is an enormous step toward their full integration into the branch-based systems of the officer corps. To honor the exceptional warrant officers of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, a special ceremony hosted by SMDC/ARSTRAT Deputy Commander for Operations, Col. Jeffrey Horne was held in Colorado Springs on July 9. This event marked an historic moment for these technical experts of the Army.

Photo by Sharon L. Hartman

The U.S. Army Space and Missile Defense Command/ Army Forces Strategic Command Deputy Commander for Operations, Col. Jeffrey Horne pins branch insignia on the collar of Warrant Officer One Anita Thompson of the 100th Missile Defense Brigade (GMD) during a ceremony in Colorado Springs July 9, changing "Rising Eagle" insignia of warrant officers to branch insignia.

You lead from the front

Sgt. Audie Murphy Club teaches leadership values

By Sharon Hartman
SMDC Public Affairs

PETERSON AIR FORCE BASE, Colo. — In 1986, members of the 3rd Infantry Division at Fort Hood, Texas, formed the Sgt. Audie Murphy Club. The club, named after the most decorated Army Soldier in U.S. history was created to promote greater recognition of the NCO Corps by highlighting the skills and leadership abilities of inducted NCOs that mirror those of Sgt. Murphy.

Murphy, a combat Soldier of World War II received 33 awards and decorations including the Medal of Honor. A legend of the 3rd Infantry Division, he killed more than 240 enemy Soldiers, captured many others and suffered three injuries during the nine major campaigns he fought in.

Photo by Sharon Hartman

Master Sgt. Travis Adams makes remarks after being inducted into the Sgt. Audie Murphy Club.

The Sgt. Audie Murphy Club expanded to include all of III Corps in 1991, and in 1993 opened to all Forces Command units, opening to Reserve and National Guard Soldiers. Finally in 1994 the club was spread to all commands across the Army, with each installation responsible for the selection process of their own NCOs to be inducted.

In March of this year, Master Sgt. Travis Adams joined 11 SMDC Soldiers previously inducted into the esteemed organization.

"To be seen as someone who can compare to the caliber of Sgt. Audie Murphy is a great honor," said Adams. Adams, now a Master Sgt. recently joined the Regional Satellite Communications (SATCOM) Support Center in Tampa, Fla. coming from the 1st Satellite Control Battalion's Headquarters and Headquarters Company where he served as the company 1st Sgt.

He joins Staff Sgt. Chunka Smith (May 2001-Mountain Post Chapter) Sgt. 1st Class Earla Reddick (April 2002), Sgt 1st Class Phillip Tomlin (April 2002), Staff Sgt. Darrick Noah (April 2002), Staff Sgt. Devon Roy (April 2002), Sgt. 1st Class Marc Van Horn (March 2003), Staff Sgt. Barbara George (March 2003), Staff Sgt. Desiree Mubarak (March 2003), Sgt. Chris Hanson (March 2003), Staff Sgt. Steven Cato (Oct. 2003) and Staff Sgt. Megan Fowler (Oct. 2003) in the ranks of this most prestigious organization.

Photo by Sgt. 1st Class Dennis Beebe

Staff Sgt. Megan Fowler, left, and Staff Sgt. Steven Cato stand proud after being inducted into the Sgt. Audie Murphy Club.

"This organization enables members to grow professionally and at the same time sets them apart from their peers," added Adams.

"Army promotions are becoming more competitive every year. The club helps define a leader's motivation and capabilities; being an inductee expresses this to promotion board members. Bottom line, it is a means to separate those that say they do and those that do."

"Young leaders should never be complacent with where they are and they should strive to belong to this club," said Cato, formerly of HHC, 1st Satellite Control Battalion. (Cato ended his term of service in April 2004.)

"A person doesn't just get to compete. They have to be recommended for competition by their chain of command. If they are recommended, it means their superiors have seen ability in them to 'lead from the front' — to be a positive example to others."

These Soldiers have taken the challenge of living up to the leadership values of the most legendary Soldier in the 228-year history of the U. S. Army.

"Whether or not they get in, the preparation for this club will help young Soldiers become better leaders," added Fowler, training NCO for the 1st Satellite Control Battalion.

"It will help them to think outside the box and figure out answers to some pretty complicated situations, and it will also help them further their military career for as long as they remain in the Army."

Other objectives of the SAMC are to further and carry on Army and unit traditions that contribute to esprit de corps and the superior performance of duty; to foster public understanding and support; to preserve and foster the spirit of fellowship among former, present, and future members by an organization through which they may unite in bonds on comradeship; to further Soldiers' warfare knowledge in areas of strategy, tactics, logistics, operations, administration, weapons, and weapon systems; and to foster respect and confidence between superiors and subordinates by teaching outstanding loyalty, discipline, professionalism, and caring.

First individual win thrills long-time golfer

By Becky Proaps
SMDC Public Affairs

For many, golf is a passion; for others it is a hobby. For Allen Kirkham, the winner of the annual Handicap Tournament July 17-18 at Redstone Arsenal, Ala., it is a little of both. Kirkham, with a 29 handicap, was the overall men's open division winner with a two-day low net 133. He shot 92-99-191 which equates to 63-70-133.

"This was exciting for me," Kirkham said. "I had never really had a serious attempt at golf before. This is the first time I decided to try to do it on my own(not in a scramble tournament), and I came up looking pretty good."

He wasn't, however, the only winner in his family that weekend. His wife Jill, a teacher and golf coach at Westminster Christian Academy, was the low gross scorer in the first flight in the women's division.

Kirkham began playing golf in 1978 but didn't really pursue it until 1984. He was assigned to the U.S. Air Force Academy as a space operations officer and while there introduced the game of golf to his wife.

"I wanted her to understand why I liked it ... I took her out for the first time at the academy. She hit her first ball right down the middle and said, 'I want my own golf clubs.' She was instantly hooked." Kirkham said. She became the serious golfer in the family, according to Kirkham. It wasn't until recently, when he changed jobs, that Kirkham was able to spend more time working on his game.

Kirkham is currently a space systems analyst on the Technical Center Operations staff of the U.S. Army Space and Missile Defense Command. Until recently he was a program manager on the Cooperative Space Experiment in the Army Technical Directorate. That position kept him on the road much of the time, making it difficult to improve his golf game.

When not working or playing golf, Kirkham is pursuing his other love.

Photo by Rick Judy

Allen Kirkham, left, holds the list of winners for the annual Handicap Tournament July 17-18, held at Redstone Golf Course in Huntsville, Ala., with PGA professional Vicki Carpenter.

"My primary hobby is not so much a hobby but a ministry," Kirkham explained. "I play guitar and sing and my wife plays electric bass. My real passion is music."

He and his wife have a band named Kirkham, and they play at community and church events.

Promotions, pies in faces, good food makes Alpha Company, 1st Satellite Control Battalion organization day a hit

By Sgt. Valorie Moses and Sgt. Michael Nejedly Unit Reporters

FORT DETRICK, Md. — The life — and schedule — of a shift worker can be pretty demanding. When you serve in a unit comprised mostly of shift workers, the opportunities to interact as a company are limited. This is why the annual organization day is an important time for all Soldiers from operations, support and staff along with their families to come together and enjoy a day of activities, food, fun and fellowship.

This year's organization day, held July 1, was a great opportunity for just that. Among the activities were competitive events such as basketball, volleyball and horseshoes in the newly constructed horseshoe pit.

Photo by Sgt. 1st Class Brian LaMay

Sgt. Scott Kepler gets pinned with his new rank by wife Nancy, left, and Capt. Joseph Schaefer, commander of Alpha Company, 1st Satellite Control Battalion, Fort Detrick, Md., during the company's organization day July 1.

The sporting events were mostly informal matches open to all. The winners came away with bragging rights. Some Soldiers found it a perfect time to bring their radio controlled, or 'RC' cars to showcase their skills as racers and small-scale mechanics.

Kids of all ages romped in the giant castle ball pit while parents took a moment to relax beneath the canopy and share some conversation. The activities didn't end there, however. There were still two fundraising events that collectively raised more than $350 to go toward the unit's Family Readiness Group.

First, the dunk tank provided Soldiers and guests the opportunity to submerge various 'volunteers' from the company. At only $1 for three balls, this was a tempting chance and a real bargain depending on who happened to be up on the platform. If watching someone simply get wet wasn't sufficient, then there was the second and possibly most favorite event among spectators — the pie-in-the-face.

The commander, executive officer and first sergeant along with key leaders from staff fell victim to flying pie plates of whipped cream, including our beloved operations analyst, Dennis Tracey.

This year's organization day was a significant event for other reasons as well. This was the first full company activity to welcome our new company commander, Capt. Joseph Schaefer, and his family. This was also Schaefer's first opportunity to promote a Soldier in Alpha Company. Everyone gathered around to recognize the promotion of Spc. Thomas Kepler to the rank of sergeant.

Much credit goes to all those who worked behind the scenes to make this year's organization day a success. The day staff labored tirelessly to set up all the equipment and sports areas as well as tear down and clean up when the day was over.

Supply sergeant, Angela Fuehrer, made sure the plates never ran out and Staff Sgt. Jesse Walz provided a variety of items from DJ equipment to snow-cone machines. Many thanks also to those who prepared and donated food and utensils and kudos to Staff Sgt. Daniel Sanker who diligently manned the grill.

Re-enlisting at the 'Yard'

By Sgt. Rachel Hayhurst Unit Reporter

As a child growing up I was a huge baseball fan. My hometown team was the Philadelphia Phillies, whether they won or lost. The Phillies are still tops in my books, but since moving to Maryland in 2000, I have adopted the Baltimore Orioles as a close second.

So, when asked where I wanted to do my re-enlistment I chose to be sworn in at Oriole Park at Camden Yards. I thought it would be something special to be able to swear in at a place where so many of my childhood heroes have played. When I brought the idea up to the platoon leader and commander they did not think it would be possible. Thanks to some research and legwork by the company retention NCO, Staff Sgt. John Anderson, it became a reality.

Oriole Park runs daily tours that can be arranged through their Fan Assistance Office during the week. Members of Alpha Company staff, my husband Abner, and daughter Abby stood proudly by as the company commander, Capt. Joseph Schaefer, swore me in on the Orioles' deck circle.

Photo by Staff Sgt. Jesse Walz

Sgt. Rachel Hayhurst repeats the oath of enlistment from Capt. Joseph Schaefer, company commander, 1st Satellite Control Battalion in Oriole Park at Camden Yards, Md.

After we were finished with our ceremony, our group was given a tour of the ballpark. The tour included all levels of the clubhouse, luxury suites and press boxes. During the tour, our guide gave us a history of the Orioles and Camden Yards to include the story of the coming up of Babe Ruth, who began with the Orioles while they were still a minor league team.

It was a memorable way to begin the next three years I will be spending with the 1st Satellite Control (SATCON) Battalion.

Fun day at the pool

By D. J. Montoya
SMDC Public Affairs

Drownproofing is a regularly scheduled annual training requirement intended to enhance Soldier confidence in the water and teach water survival techniques.

Members of D Company, 1st Satellite Control Battalion at Camp Roberts, Calif., used the outdoor pool at Fort Hunter-Liggett this summer to conduct their annual training. To keep the pool filters from becoming clogged and to eliminate the need to treat the pool with chemicals after each use, Soldiers were required to take off their pin-on ranks and belts, empty their pockets and shower while fully dressed before entering the pool.

In addition, the weapons used were rubber dummy weapons, so as not to contaminate the pool with oil or solvents. Fifteen soldiers attended the drownproofing training.

Members of D Company, 1st Satellite Control Battalion, at Camp Roberts, Calif., participate in the regularly scheduled drownproofing exercise held at the outdoor pool at Fort Hunter-Liggett. They are applying the trouser flotation technique in which air is captured in the pants legs, which are knotted at the bottom. This will help keep the Soldiers afloat.

1st Sgt. Otis Pledger demonstrates the back float. The back float is a technique used to survive for long periods of time in the water without much physical exertion.

1st Lt. Jeff Maranich crosses the pool while wearing battle gear and keeping his weapon dry.

Photos by D.J. Montoya

Spc. Glendon Jones rinses his uniform and body completely before entering the outdoor pool.