



The command welcomes Command Sergeant Major Wilbur Adams. See page 3.

# The Eagle

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Photo by LuAnne Fantasia

Dr. Seuss said it all in his classic book for children of all ages, "Oh, the places you'll go," and Army Astronaut Lt. Col. Jeff Williams passed the word along to a little girl at Martha's Table, in Washington, D.C., when he told her about the places she can go some day with hard work and

determination. As we went to press, Williams was scheduled to leave Earth April 25, in his first Space mission to the International Space Station. He and (retired Army Colonel) Jim Voss will be the first two Army officers to take a space walk together.

## Oh, the places you'll go

*Three Army astronauts go to Space this year  
First time two Army officers perform space walk together*

by Ed White  
Colorado Springs, Colo.

On a clear night, components of the international space station can be seen orbiting the earth. These segments will grow within the next four years to become the full-fledged space station, with Army astronauts playing a key role in its construction and manning.

Three flights are planned this year that involve either active or retired Army as-

tronauts as crew members. As this paper went to press, Lt. Col. Jeff Williams and (retired) Col. Jim Voss were scheduled to take off on mission STS-101, April 25.

"As we wrap up the training and get close to launch, it's difficult to describe the emotions," Williams said. This was Williams' first space flight. "The difficulty became apparent to me during [our last week of] practice countdown at the Cape."

He said being at the launch pad and strapping into Atlantis was exciting, es-

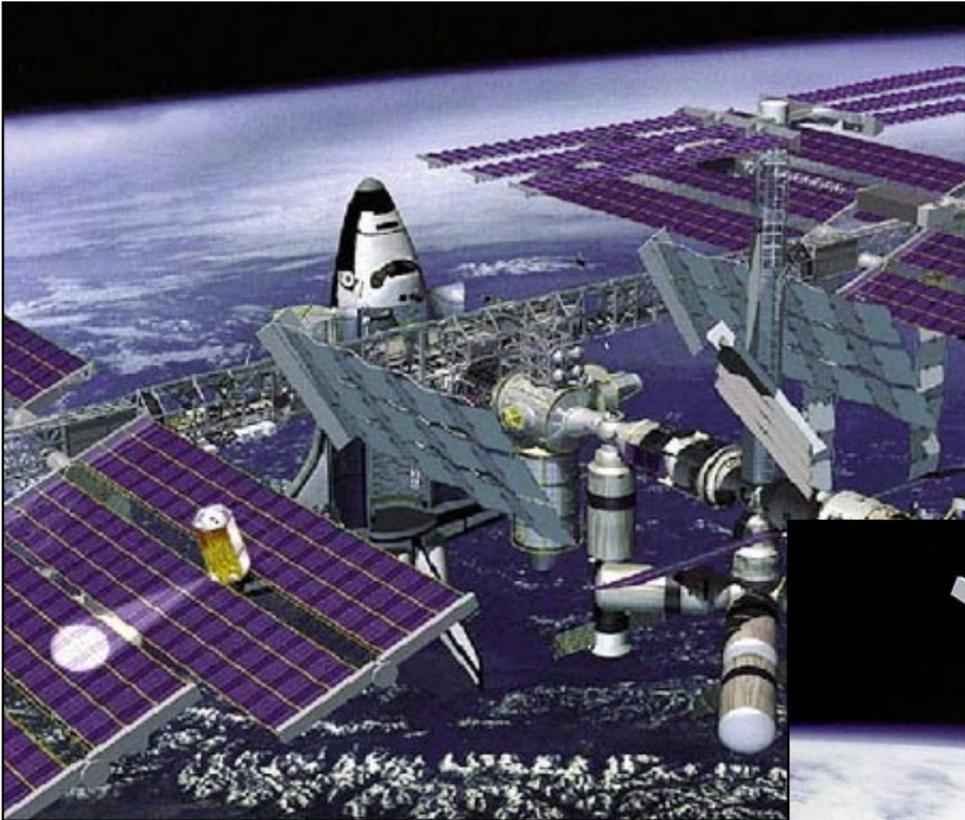
pecially knowing that the real launch was only a couple of weeks away. "On the other hand, it often still does not seem real."

Voss, a veteran of Army active duty and trips to space, said, "I'm really happy to be assigned to STS-101, because it gives me the opportunity to use the space station training I've been doing for the last four years...and to see my future home in space." Voss, who retired from the Army last year, is also scheduled for mission STS-102, next February, for a

five-month stint with a Russian cosmonaut and another American astronaut.

Voss and Williams' work will increase the livability and configuration of the international space station as well as extend the service life of the current configuration. Their mission will also showcase a new feature on the shuttle Atlantis. A new cockpit—technically called the Multifunction Electronic Display Subsystem—replaces obsolete instruments

See *Astronaut*, page 2



(left and below) These are artists' concepts of the International Space Station.



“  
 This will be the first time for two Army officers to do a space walk together,” Voss said. “Although I retired [last year], I’m still a soldier!”  
 ”



and three monochrome computer screens with 11 full-color graphical displays.

The new cockpit weighs less, uses less electricity, provides more backup instruments, and most importantly, sets the stage for a future “smart cockpit,” now in development for the shuttle.

“I look forward to the repair work we will do on the station and to the space walk with Lt. Col. Jeff Williams,” Voss said. He refers to the other part of the mission that includes a space walk where Williams and Voss will perform maintenance on the station.

“This will be the first time for two Army officers to do a space walk together,” Voss said. “Although I retired [last year], I’m still a soldier!”

“This assignment was a great honor with the space walk being the special surprise,” Williams added. “This experience will fulfill a long time dream to go to space, work on the space station, and conduct a space walk all in one mission.”

The STS-101 crew will deliver a ton of items to be used by the first resident crew members, who will occupy the ISS later this year.

“My biggest concern is focusing so hard on the tasks to be done that I miss the experience,” Williams said. “But, I don’t think Jim [Voss] and my other

crewmates will let that happen. They’ve been a great crew to train with on my “rookie” flight, and I very much look forward to flying with them.”

Later in the year, another veteran of space travel—Col. William McArthur—will serve as the flight engineer onboard mission STS-92, with a primary mission to attach an integrated truss system.

“The truss system is an early exterior framework,” McArthur explained, “that will allow the first U.S. solar arrays to be temporarily installed on Unity for early power, on flight 4A.”

The truss system contains the Ku-band communications system and a pressurized mating adapter, according to McArthur. He and crewmates will conduct four space walks to configure those components. “This is after they’re attached to the space station using the shuttle robotic arm,” McArthur said.

The pressurized mating adapter provides a shuttle docking port to allow solar array installation on a subsequent mission, McArthur said. And the Ku-band communications system supports early science capability and U. S. television. STS-92 is slated for a September launch.

(LuAnne Fantasia contributed to this article.)



Col. Bill McArthur



(Retired) Army Col. Jim Voss

**The Eagle ...**

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U.S. Army Space and Missile Defense Command  
 ATTN: Editor, **The Eagle**, P.O. Box 1500,  
 Huntsville, AL 35807-3801  
 Phone (256)955-1641 or DSN 645-1641  
 FAX: DSN 645-1214

- Commanding General ..... Lt. Gen. John Costello
- Chief, Public Affairs ..... William M. Congo
- Editor ..... LuAnne Fantasia
- Production.....Sybil Baker
- Major contributors: ..... Ed White, Marco Morales

# Adams will 'take SMDC out to the soldiers'

by LuAnne Fantasia  
Huntsville, Ala.

After 27 years in the Army, this muddy boots kind of soldier has arrived in a place called Crystal City.

Command Sgt. Maj. Wilbur Adams, who assumed his responsibilities in the command April 24, said he and his family look forward to experiencing the culture of northern Virginia and the Washington, D.C. area.

Adams came to the command after over three years as the command sergeant major for the United States Army Air Defense Artillery Center and Fort Bliss, Texas.

The native of Detroit, Mich., said, "Taking care of soldiers and their families is what keeps me connected, regardless of the job. Where I live or where my desk is doesn't matter. My job is to keep soldiers safe and focused." Adams enlisted in the Army in February 1973, and has a bachelor's degree in business management.

Adams has served in every enlisted leadership position in short range air defense artillery battalions throughout the Army—from Fort Hood to Hawaii; Fort Campbell to Command Sergeant Major for the 108th Air Defense Artillery Brigade.

"I'm very interested in learning the connectivity of Air Defense to your space and missile defense," Adams said. "I see SMDC as an extension of our air defense force."

In a command where soldiers are spread

from Okinawa, Japan, to Fort Detrick, Md., Adams isn't daunted by the extensive travel his new job requires.

"I can relate to the young soldiers we have all over the world," he said. "In their detachments, their next higher focus is their company. Everything else is part of a chain of command board...it's intangible to them.

"My responsibility is to take SMDC to them...to make them feel they're part of this command, no matter how far away their companies are. And we do that through what we do for them and their families," Adams said.

Coming from an award-winning installation such as Fort Bliss, Texas, Adams is an avid supporter of programs such as the Army Family Action Plan and the Army Performance Improvement Criteria—two of this command's near-and-dear-to-the-heart efforts.

"When General Costello was at Fort Bliss, he was tenacious about customer service and all that we need to do for the customer in order to keep the customer," Adams said. "We were a better installation because of his drive."

With awards and decorations including the Meritorious Service Medal (4th Oak Leaf Cluster), Drill Sergeant Badge, Australian, German and British Parachutist Badges, U.S. Air Assault Badge, Rappel Master, and the coveted U.S. Master Parachutist Badge, Adams isn't afraid of another goal.



Command Sgt. Maj. Wilbur Adams

"I know APIC will be a large part of what we do in SMDC," Adams said. "I'm honored General Costello selected me as his new command sergeant major. It's an honor for someone to recognize your past efforts and your potential to grow into an even more demanding job."

## JLENS has two cruise missile successes at 'Forward Pass'

by Gerda Sherrill  
Huntsville, Ala.

The Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System, or JLENS, announced the success of two cruise missile defense *Forward Pass* demonstrations at White Sands Missile Range, N.M.

These demonstrations are a part of a series of tests utilizing JLENS and surface-launched Advanced Medium Range Air-to-Air Missiles, or AMRAAMs, mounted on a HMMVEE designated as the HUMRAAM.

"Forward Pass is a concept under

which a sensor on board an elevated aerostat platform guides a surface-launched interceptor missile beyond the range of its own organic radar to the point of engagement," said Lt. Gen. John Costello, commanding general of the U.S. Army Space and Missile Defense Command.

The concept requires separate surveillance and precision track and illumination radars to identify targets and cue the HUMRAAM to intercept low-flying, maneuvering cruise missile targets. "The Forward Pass demonstration validates the need for JLENS in tomorrow's battlefield and significantly improves the Commander-in-

Chief's warfighter capability to protect the force," said Col. Mary Fuller, the JLENS project manager.

During Forward Pass Mission #5 in early April, an AMRAAM interceptor destroyed a BQM-74 target simulating a low-flying cruise missile. This intercept was the first-ever live, over-the-horizon engagement of its kind of a cruise missile target using an elevated sensor platform. The shoot-down was one of four cruise missile engagements planned during the exercise, which is sponsored by the Joint Theater Air and Missile Defense Organization.

"JLENS is a critical piece of the cruise missile defense architecture,"

Fuller said. The system, when fully developed, will consist of two elevated sensors: a surveillance radar and a precision tracking and illumination radar. The surveillance radar provides long-range three-dimensional air picture enhanced by IFF (identification friend or foe) and other identification systems. This information distributed via the Joint Data Network and Joint Composite Tracking Network contributes to the single integrated air picture.

The successful test demonstrated the suitability of the JLENS against the cruise missile threat.

## Satellite Tool Kit—the software connection

by LuAnne Fantasia  
Huntsville, Ala.

The Satellite Tool Kit is its owner's cash cow.

The core software package developed by Analytical Graphic, Inc., more than eight years ago has grown to over 22K users and is now a suite of software that can provide solutions across all facets of the aerospace industry.

Charlie Wilcox, project manager of the command Battle Lab's simulation center, said the STK software was introduced into the center in 1993.

Tim Rivenbark, an AGI representative, explained how the original satellite software now offers more. "Satellite Tool Kit is such a well-known name in the user community, we didn't change the

name even as we developed the basic software into a comprehensive set of products that now handles satellites, aircraft and missiles."

Rivenbark said his company has added 20 add-ons—with more planned—to make the software connection a *see-it-want-it-gotta-have-it* item to a huge potential market base. He said STK will network all of the U.S. Army Space and Missile Defense Command and eventually its contractors, to share simulation software. "All of the add-on products work together to satisfy the user's requirements," Rivenbark said.

"But AGI considers this command a campus," Wilcox added, "and wants everyone in the command to have the capability. We [the simulation center] can tailor this product to the command and its co-located elements. We just need to

know how many more seats [licenses] we need to do that."

Rivenbark said the 20 add-ons to the basic STK software match individually to user requirements. "For example, the *visualization* option is a 3-D environment that displays all scenario information...", which includes terrestrial, airborne, and space-based systems displayed with time-varying aspects of their position and attitude.

With the *conjunction* analysis tool, he said proximity and potential collision analysis answer the user's question, "when will my aircraft come close to hitting something?" The *coverage* tool tells the user what really is connected from space to ground, and that's just the beginning. Herbert Lewis, who works for the Huntsville-based Science Applications International Corporation, or SAIC,

explained the new *integration* tools.

"SAIC got involved with the AGI's software tool kit in the spirit of national defense," Lewis said, explaining that the software has been called up on active duty on the THAAD, the Theater High Altitude Area Defense and the command Intelligence Office.

He said an *interceptor flight* tool also will be added to the software suite this month.

Lewis said, "STK is software in action." It has supported test planning for the first national missile defense integrated flight test in June 1997.

He said STK's main feature is analytical superiority. Visit the [www.stk.com](http://www.stk.com) and [www.cismat.saic.com](http://www.cismat.saic.com) websites for 3-D models and training schedules...and other cool stuff.

# A house 'consideration



(l to r) Bob Shell, Bill Warden and Linda Matheny measure and cut drywall sheets before handing off to teammates for installation. "There is no better way to show consideration of others than by donating your time and sweat," Shell said. "And, the very nature of the work (measuring, cutting and installing) involved communication, sharing and joint efforts." Linda Matheny said, "It was hard work...and great fun. The Habitat for Humanity experience accomplished our *consideration of others* training by allowing us to work as a team outside our normal work environment. It encouraged camaraderie among our group, and it felt good to do something so worthwhile for the community."



*Photos by*

*Carolyn Herbst*

Members of the Strategic Integration Division in Arlington, VA, participate in *Consideration of Others* training last month, when they learned how to work as a team. "I had a sneaking suspicion that our team members were going to be a command's treaty advisor. "Now it's confirmed. They're my teammates." The team installed interior drywall in one house.



Dr. Matt Nichols fills his apron with drywall nails, the final step after his teammates placed the sheet rock on the hot glue. "Yes, I'd do this again. This kind of *consideration of others* training has great intrinsic value in developing unit cohesion—team building."

Carolyn Herbst does her share of "hot glueing" the studs, before the drywall goes up. "I gained a better appreciation of the Habitat for Humanity program and the impact that we, as a team, could make. There was a willingness to support each other," Herbst said. "No task was too big or too small for any of us to accomplish."

Photo by Linda Matheny



# built with ration of others'

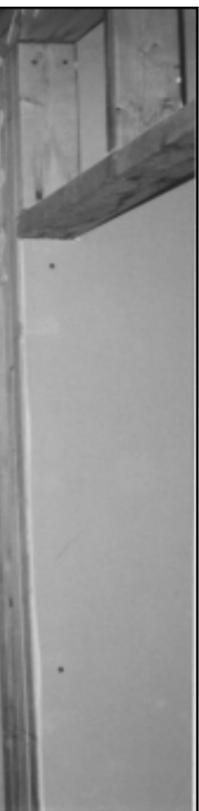


Bill Warden files and sands the cut for the bathroom medicine cabinet. "The Habitat for Humanity experience increased our awareness of each other," Warden said, "...what our strengths and weaknesses are, and how the team compensates for those. We all understood the common goal, and that required that we help each other if we were to achieve it."



Delores Eppes is the secretary for the deputy chief for strategic planning and analysis, Col. Bob Ouellette, as well as for all of the Arlington, Va., DCSSPA employees. She proved to be as excellent a team member with a ladder, a glue gun and wearing a baseball cap as she is with correspondence, time cards, travel arrangements and wearing a business suit.

Arlington, Va., took a fresh and challenging approach to their mandatory... they signed on to work for a day with Habitat for Humanity. "They were good folks," said Dr. Matt Nichols, the division's chief, as well as the... work as a team on common tasks, and they care about others and their team... of a two-story duplex in Arlington, Va.



Duane Fulton said that even if *consideration of others* was not required training, he would still participate. "This was a great opportunity not only to get to know some of your co-workers, but also to do something for the community," Fulton said. "It is a part of being a good citizen...helping others less fortunate than myself. I can't wait to do this again."

# Command mentors, fosters, supports small businesses

*Contracting continues to blaze paths into the future*

Story and photo by LuAnne Fantasia  
Huntsville, Ala.

If an organization prides itself in moving at the speed of commercial business, it can't be afraid of change or of trying new things.

Among other ways of blazing the trail, the U.S. Army Space and Missile Defense Command is the only official Army contracting testbed, according to Mark Lumer, chief of the command's contracting and acquisition management office.

"That's just a fancy way for saying we'll try almost anything which will speed up the procurement cycle or save taxpayer funds," Lumer said. The SMDC contracting office's latest success story is that it recently awarded 50 basic ordering agreements to small businesses in historically underutilized business zones, or HUBZones, across the United States. The agreements are written terms and clauses that apply to future contracts.

"The agreements basically short-circuit about 80 percent of the procurement process," Lumer said, giving the small business owner an advantage towards landing a government contract.

"With the basic ordering agreement in hand, the company's representative can go to any government contracting office in the country and the contracting office can issue an order in a very short amount of time," he explained.

Lumer said the command set aside these agreements for small business concerns to fulfill a statutory requirement related to the HUBZone Act.

To qualify as a HUBZone company, at least 35 percent of the firm's employees reside in a depressed area, such as inner city or farmlands, and are small businesses owned by a U.S. citizen.

"This creates opportunities for

small businesses that otherwise could not compete for the contracts, and it allows us to mentor, foster and support newly emerging areas," Lumer said.

These initial agreements were awarded to mostly research and development companies, as well as companies offering other types of services, in 15 states: Wisconsin, Maryland, Oklahoma, Washington, D.C., Florida, California, Alaska, Alabama, West Virginia, New Mexico, Georgia, New Jersey, Kentucky, Virginia, and Missouri.

### Two who knew

The owner of a 2-year-old Alabama HUBZone business encourages others to pursue the opportunity. Jerry Harris, owner of CIRRRUS Technology in Huntsville, Ala., has not used his basic operating agreement yet, but has received a HUBZone contract that ties his technical engineering firm into Army aviation, NASA, SMDC, and the Program Executive Office for Air and Missile Defense.

"Although the SMDC contracting people made the paperwork simple—I call it simplified acquisition—you have to be aggressive in pursuing and following up on the paperwork, and you have to communicate," Harris said.

His advice to businesses that perhaps didn't know about or pursue this particular solicitation: "Maybe team with another company that did. I'm willing to team with another business."

Harris said if a business doesn't have a person experienced in looking for contract solicitations, there's invaluable guidance available at through the Small Business Administration—particularly the small business development center—or from a local SADBUs (Small and Disadvantaged Business Utilization).

"We—the government, and particularly the command—are trying to support an official national policy.

But more importantly, this command takes pride in its efforts to support national socio-economic programs," Lumer said.

"In four of the past five years, we've exceeded every annual goal set for us, but we spend effort, time and money to meet those goals."

Lumer said normally contracting opportunities are open 30-45 days, but the HUBZone solicitation was announced in *Commerce Business Daily* (a Department of Commerce publication) for over three months.

"We did that deliberately to ensure we captured a substantial number of HUBZone companies," Lumer said.

That publication is how Advanced Systems Technology, Inc., learned of the HUBZone opportunity.

The Engineering Services Company based in Lawton, Okla. spends a lot of time and attention to solicitations for government contracts, according to Bob Croach.

"There are thousands of contract opportunities out there, but you have to spend the time talking to contracting offices and developing a strong network."

Croach works strategic initiatives for the company's office in Orlando, Fla.

"We let people know what kind of work we're interested in," he said.

But, when a young company doesn't have the resources for heavy-duty travel and promotion, Croach said the local SADBUs office is the way to find out about business opportunities.

He said the command's SADBUs and contracting office are creative.

"Both offices meet the intent of programs like HUBZone and others, because they streamline the acquisition process—and that is the crux of where DoD agencies want to go."

## SMDC awarded for support to not-for-profit movement

by Carla Smith  
Huntsville, Ala.

The command received the President's award for NISH (formerly National Institute for Severely Handicap), a distinguished award accepted by the command's representative, Lt. Col. Edwin Martin, at the NISH National Conference in Washington, DC.

Martin is the deputy chief of contracting who was instrumental in the implementation of the NISH contract as a part of the command family at the High Laser Systems Test Facility, or HELSTF, in December 1999.

"We're fortunate to have received a great group of employees," Martin said. "They're doing a good job for us."

"Last December we decided to apply for the NISH Government Award for Services," Martin added. "The command applied for the 1999 NISH Government Award for Services which includes many agencies employing over 33,000 individuals with disabilities. Although we weren't selected for the number one award, we did receive the second place prize which is the NISH Presidential Award."

John Ralls, the command's SADBUs director, said, "The first NISH employee was hired to work in my office, and she has done an excellent job for us." Ralls said the command became heavily involved in the NISH program when it decided to implement a new Operations and Facility Maintenance program at HELSTF.

"I looked at the Community Rehabilitation Program as a possible avenue for this new contract," Martin said. "A friend told me that many non-tradition jobs were being filled through the NISH program, and I wanted to see if we could support the JWOD initiative with a contract with the community rehab program."

Some of the jobs filled by NISH employees are administration assistance, drafting, engineer technician, heavy equipment operation, painters, janitorial, and purchasing agents, according to Martin.

"In most instances, there is no way to tell if the employee is from the program," he said.

"The goal is to acquire the people you need and can use without beating people up or hurting their feelings. It's about giving people a chance," Martin said.

Ralls explained that under this contract, 65 percent of employees onsite must have some type of disability.

"We have NISH employees in our mail room, as well as in administrative positions here in Huntsville," Ralls said. "It's a way to get good employees while cutting cost."

"The possible saving to the command for the contract at HELSTF will be in the range of \$800,000 to a million dollars over a five year period," Martin said.



Commanding General, Lt. Gen. John Costello (center) had a chance recently to talk about HUBZone opportunities with members of the Hispanic Chamber of Commerce, El Paso, Texas. "I can't make anyone apply for the program, but I can tell you our contracting office is creative," Costello said.

# A trail of tales...

by Nancy Parker  
Huntsville, Ala.

Many people in the command know this man's bright blue eyes and George Hamilton suntan, his happy disposition...and the fact that most of the time he's behind bars.

John Brannen's bars are those to the command's telecommunications center in Huntsville, where he is a senior telecommunications operator.

Almost everyone in the command eventually talks to Brannen at one time or another, either when sending or receiving messages or classified faxes. But, few know of his passion for bass fishing, unless they're avid bass fishermen, too.

First an Army medic for nine years, then a master gunner in armor for 10 years, he retired from the Army Readiness Group and began teaching communications to the active Army, Reserves and National Guard. After a stint in the Missile Command telecommunications center, Brannen has been with this command for nearly 10 years—first as a matrix employee, then returning last December as an employee of the deputy chief of staff information management.

"I love to reminisce about my Army years and the troops, but my first love is bass fishing," Brannen said.

He has fished for the elusive bass for over 30 years. "Primarily, I've fished the waters in Florida, Texas, Oklahoma, Alabama, Georgia, and Tennessee, but I've also tried my luck in most of the 50 states—including Hawaii," he said.



(Courtesy photo)

**John Brannen has come a long way from the ponds and lakes of southern Georgia where he caught little bass. Now he's fishing the nationally recognized waters of tournament trails and winning awards as he goes.**

Brannen said his grandfather instilled the love of bass fishing in him at the age of 13, on the small country lakes of southern Georgia, where he was born and raised. "My grandfather

and I would sneak off and go fishing every chance we got," he said.

Those small lakes and ponds gave Brannen and his grandfather many precious moments of fun and fishing,

but he soon wanted to chase his dream of fishing in bass tournaments.

After retiring from the Army, he fulfilled that dream by buying a new tournament rigged bass boat with all the goodies, and entered the tournament trails.

"I fish two national and two local club trails now," he said. He also fishes numerous wildcat tournaments and tournaments set up for charitable organizations, such as the Army Emergency Relief and the DARE tournament, among others.

He consistently ranks high in the national standings in the two national trails, and occasionally acts as a guide for the professional angler when they fish in local tournaments here.

Some of his awards are Alabama State Championship, Angler of the Year (from different clubs and organizations), National Team championships, and Armed Forces (Army Team) National championship.

He's come a long way from the ponds and lakes of southern Georgia where he caught little bass, to the nationally recognized waters of the tournament trails, where his personal record has been 14 pounds, nine ounces. His first boat has since been replaced by a 20-foot bass boat, with 225 horsepower.

"Some people have said my boat goes faster than anyone wants to ride, but I only know two speeds—wide open and dead stop."

And Brannen still has a dream.

"I want to break the world record of 22 pounds, 4 ounces," he said, a record established in 1936.



## Promotions ...

Col. Curtis Wrenn  
Jack Miller

## New military directors and commanders

Col. Edwin **Janasky**, Deputy Chief of Staff, Engineer  
Col. Curtis **Wrenn**, Commander of Kwajalein and Kwaj Missile Range  
Lt. Col. (P) Glen **Collins**, Force Development and Integration Center, or FDIC

Lt. Col. (P) Jeff **Horne**, NMD TRADOC Systems Manager, or TSM  
Lt. Col. Mike **Lavalle**, Deputy Chief of Staff, Resource Management  
Lt. Col. (P) David **Ifflander**, ARSPACE  
Lt. Col. (P) Peter **Hayward**, ARSPACE

# The '7 Habits of Highly Effective People' reminds us to look at the person in the mirror

by Barbara Rogers  
Huntsville, Ala.

When students of the "7 Habits of Highly Effective People," course finished classes here, some of their evaluations offered suggestions on how the class could be improved, as well as positive points they learned from the class.

Most of the students thought the material useful and applicable to their work and home life. "I'm excited about 7 Habits," said Kelli Smith, an employee in the deputy chief of staff for intelligence. "The class reminded me that sometimes we are so focused on ourselves, we forget to listen to others. I used the information to reassess and reaffirm the basic principles of life. Now, I focus on what I learned in the 7 Habits class and use the principles at home and at work."

In a pre-class activity, students fill out their effectiveness profiles, where students ask their boss, coworkers, friends, and people they supervise, if any, to evaluate them. Students also fill out a questionnaire on themselves. The profiles are designed to collect information on how effective the student is in many areas of his or her job. After profiles are processed at the Franklin Covey company, students' reports are provided to them the second day of the class, giving them a good idea of how effective they really are. All information is kept strictly confidential.

Sensors Directorate employee Irene Young saw what a difference 7 Habits can make in her personal life. "This class gave good insight on how to prioritize your life as well as your career goals," Young said.

"It made me see things that I had hidden inside. Before a change can take place in anyone's life, we must first recognize the things in our own mirror that need to be fixed. 7 Habits made me aware of personal changes needed, and it provided me a process to work on these areas."

As part of the profile process, class participants are encouraged to get a coach from among their classmates. The coach listens and encourages the person through the use of the profile information and the implementation of the 7 Habits.

Dave Crawford, from the Ballistic Missile Targets Joint Project Office, took advantage of the coaching process. "The course was certainly relevant and definitely timely for me. I was brought into the fold, so to speak, several years ago when I was introduced to the Franklin Planner. I listened to the tapes [that came] with the planner and followed their suggestions and advice on effective use of the planner."

ments after realizing how others actually see me so I can get back to a way I wish to live my working and my personal life."

He hopes, with renewed direction and readjusted purpose, he'll be more effective and happy, and that maybe others will see a difference as well. "I would encourage others if they have a chance to take this class. Even if only a few more people work with such philosophies, it would make life a bit easier," he added. Crawford has met with his coach twice and plans a third meeting.

Jacquelyn Wiggins was another enthusiastic participant. "The 7 Habits will absolutely work with my job," she said. "I believe in the principles the class teaches. I had all the TQM classes. This is not TQM. This is more comprehensive." Wiggins said the class is in sync with changes taking place in the command.

"The 7 Habits course encouraged me to identify a mission statement for life," said Elizabeth Callahan, from the Contracts office. "It helped to form a picture of a personal and professional life that is more organized and balanced."

She feels the command should use employee involvement and accept new ideas to make successful change. "7 Habits is foundational to the command's efforts for successful change, and by providing the training to employees, the command demonstrates that it is concerned about its customers and employees. It further shows management strongly values processes that contribute to a useful change," Callahan said.

Callahan said change is difficult for some people and scary to others. "The 7 Habits course provides an outline for personal and professional growth, which can take some of that fear out of change."

7 Habits classes will be offered monthly throughout the next couple years. Managers will also be given the opportunity to take the Franklin Covey class—The Four Roles of Leadership—starting this June. Call Barry Anderson, 256-955-3945, for more information about 7 Habits training in the command.



Photo by Barry Anderson

Irene Young, said, "7 Habits training makes you see things hidden inside."

Crawford said that although he strayed slightly in the suggested use of the planner, now he can't work without it. "To me, the 7 Habits course was somewhat akin to an old fashioned revival where you're reminded of what your essence is (or was) and encouraged to get back onto the straight and narrow," he said. "I especially appreciated the sincere comments from my peers and my mentors as well. This allows me to make necessary course adjust-

## Construction contract awarded for Space complex

**Three military commands in Colorado Springs, Colo., will soon have a new Space complex adjacent to the current Air Force Space Command headquarters.**

The U.S. Army Corps of Engineers awarded a contract for \$55.7 million earlier this month to the Colorado-based construction firm, Swinerton and Walberg, to build two new headquarters.

One building will house the U. S. Army Space Command, a major subordinate element of U.S. Army Space and Missile Defense Command, or SMDC. The other building is for the United States Space Command, and the headquarters for North American Aerospace Defense Command, or NORAD.

The two new buildings, and the current Air Force Space Command headquarters, will be a centralized, campus-like complex allowing for easy access between the buildings.

Construction is scheduled to begin in early June and to be completed in late 2002.

Included in the \$55.7 million project are \$31.2 million for the NORAD and U.S. Space Command headquarters and \$24.5 million for the Army Space Command headquarters.

The new Army Space Command Headquarters, housing some 315 military and civilian personnel, will contain slightly more than 100,000 square feet of enclosed space.

The facility will be used for headquarters functions as well as operational missions conducted by Army Space Com-

mand and other SMDC elements currently located in several off-post sites throughout the Colorado Springs area.

The new combined headquarters building for NORAD and U.S. Space Command will be approximately 133,000 square feet.

The current headquarters building holds 675 people, and the new headquarters will accommodate more than 100 additional staff members who will support the NORAD and U.S. Space Command missions.

(U.S. Army Space Command public affairs press release.)