



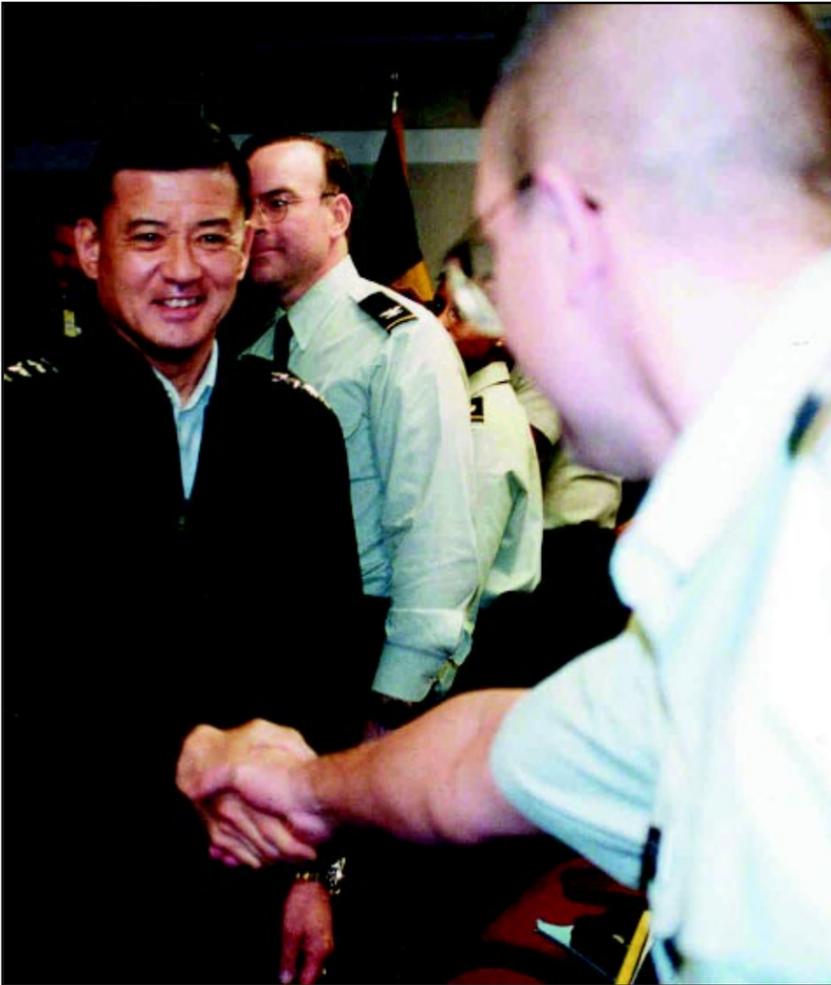
The Eagle

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February 2000

Army leadership visits command



(Photo by Marc Raimondi)



(Photo by Angela Gatti)

It was another first for the command when Army Chief of Staff, Gen. Eric Shinseki (left) visited the Arlington, Va., office this month. In the photo above, Shinseki meets Capt. Paul Nichols, of the DCSSPA. During his visit, Shinseki was briefed on theater and national missile defense, space support to the warfighter, and directed energy. The method of the briefings was unique, as soldiers and civilians across the command talked to the chief through the command's video teleconference system.

During a recent visit to the Army Space Command in Colorado Springs, Colo., Army Vice Chief of Staff Gen. John Keane (left), visited the 1st Space Battalion for a firsthand look at products and services the new battalion provides. Capt. Charles Anderson (right), team chief of the battalion's Space Support Company's III Corps Army Space Support Team, and Staff Sgt. Douglas Bram told Keane how space support strengthens warfighters worldwide.

(See Leadership, page 3)

Hera target: "Catch me if you can"

The Hera target reached an altitude of 107 kilometers and flew 344 kilometers down range in 431 seconds, and the PAC-3 found it.

Both systems were a success in the Feb. 5 intercept test at White Sands Missile Range, N.M. (See PAC-3 story, page 4.)

The Hera target system, developed by the U.S. Army Space and Missile Defense Command for the Ballistic Missile Defense Organization, flew in support of the Patriot Advanced Capability 3, or PAC-3, Developmental Test 5. The ballistic missile target is typically used for test and evaluation of BMDO interceptor systems. The Hera target flown for this test was the Block IIB non-separating (unitary) Hera configuration with a ballast payload.

The Hera target was flown from Launch Complex 96

at Fort Wingate, N.M. The DT-5 target missile flew a northwest to southeast trajectory to White Sands Missile Range to support an endoatmospheric intercept of the non-separating Modified Ballistic Reentry Vehicle 3 (MBRV-3) by the PAC-3 system.

The target was launched on a 148-degree azimuth and allowed to coast for 118 seconds after first-stage burnout to accommodate trajectory shaping and first-stage motor placement in the designated impact area. Following simultaneous first-stage separation and second-stage ignition, an energy management maneuver and a dogleg maneuver were performed to place the target complex on the final flight azimuth of 140 degrees. Following second-stage burnout, the target body was re-oriented by the Coast Control System to provide the desired conditions at the altitude of interest.

Preliminary flight data indicate all objectives were achieved.

Prime contractor for the Hera targets program is Coleman Aerospace Company of Orlando, Fla., supported by principal subcontractors Space Vector Corporation of Fountain Valley, Calif., and Aerotherm Corporation of Mountain View, Calif. The Space and Missile Systems Center of the U.S. Air Force provides the booster motors.

At SMDC, the program is managed by Lt. Col. James Matthewson, Jr., theater targets product manager. That program is part of the Ballistic Missile Targets Joint Project Office; Col. James Cambron, project manager.

(U.S. Army Space and Missile Defense Command press release.)

Commanding General's Comments

'Last year was a heck of a year for missile defense and military space...'

The following were just a few of the many great things that the command, the Army, the other Services, the Ballistic Missile Defense Organization and U.S. Space Command accomplished together.

- ✓ Hit-to-kill technology was proven with two PAC-3 intercepts, two THAAD intercepts and one NMD intercept.
- ✓ Fragmentation warheads also proved to be effective when the joint U.S.-Israeli Arrow program achieved a successful intercept in November.
- ✓ The ability of the U.S. military to meet the 2005 deadline for fielding and manning a National Missile Defense system, should the President decide to do so, was greatly enhanced when the NMD TRADOC System Manager was established.
- ✓ The chances of NMD success were then improved again when the Army was named the lead service for ground-based NMD.
- ✓ Space was institutionalized in the Army when Functional Area 40 was designated as a new Space Operations specialty.
- ✓ Army space took another giant step forward when the first Army Space Battalion was stood up.
- ✓ For the first time ever, an attempt was made to unite all U.S. military laser efforts with SMDC's publication of a Directed Energy Master Plan.
- ✓ Clarity was brought to the roles and missions of the Services with the publication of the Theater Air and Missile Defense Master Plan.
- ✓ The concept of using tactical lasers for missile and/or air defense

received a boost when the joint U.S.-Israeli Tactical High Energy Laser, or THEL, made great progress achieving "first light" and demonstrating the laser optical control of extracting a laser beam.

- ✓ Developing real solutions for cruise missile defense also progressed when the Joint Land Attack Cruise Missile Defense Elevated Netted Sensor System, or JLENS, was restructured programmatically. Also, for the first time, JLENS provided a link between an offshore Navy Aegis cruiser and a land-based Patriot air defense system.
- ✓ And SMDC's processes were greatly improved with the approval and implementation of the command's first comprehensive strategic planning effort.

Even more challenges this year

All that said, this year there are even more chances to excel in every aspect of missile defense and space.

Already, the command has opened the National Missile Defense User Lab in Colorado Springs. *(See related story on page 5.)*

This lab is part of the command's vision to support and protect the Nation from missile attack. It's a place for users to demonstrate and explore their concepts of operations and the related tactics, techniques and procedures.

It will provide military system operators an unconstrained environment to work on their concerns and develop quality inputs to those

designing the NMD system.

We've also updated the Directed Energy Master Plan, which further synchronizes U.S. military efforts to better coordinate this highly promising technology.

Many more key events are looming:

—The first attempt by THEL to shoot down a Katyusha rocket. Should occur very soon.

—Another Integrated Flight Test to determine the ability of the Exoatmospheric Kill Vehicle to intercept a target and be integrated with the other major components of the NMD system.

The results of this test, which are scheduled for this spring, will help determine the technical readiness of the program in time for the Deployment Readiness Review decision on whether or not to field an NMD system by 2005. After that test, others are scheduled for later in the year.

—Several intercept attempts by PAC-3, including the one reported on front page and page 4 of this issue.

—Publication of a Space Master Plan, which should chart the course for all Army efforts to leverage space assets and capabilities for ground warfighters.

—The first overseas deployment of Eagle Vision II to the Caribbean island of Curacao, where radar and SPOT satellite imagery will be pulled down for Southern Command missions, including its anti-drug efforts.



Lt. Gen. John Costello

—The continued implementation and refinement of the SMDC comprehensive strategic planning effort, which is being institutionalized throughout the entire command as an ongoing planning tool.

We will lead the charge

These events are just some of the important activities that the space and missile defense communities are involved in this year. While last year was a great one in terms of concrete accomplishments, you can see that 2000 has the potential to be even better.

One thing is sure. With the best people and most unique resources in the business, SMDC will be out front leading the Nation in the development and deployment of the best military-space and missile-defense systems in the world.

A letter from the commanding general.....

I wish to take this opportunity to introduce an initiative that is very important to the future of our command. The command has contracted with MPRI, Inc., to provide a team of analysts to accomplish the following tasks:

- Examine the Army's continuing roles in Space and Missile Defense.
- Provide assistance in stabilizing our organization with a focus on the range of possible futures for SMDC.

- Look at our alignment and requirements.
- Recommend organizational structures that will let us accomplish our vision through 2010 and beyond.

Tom Leavitt, with extensive experience in conducting comprehensive assessments of major U.S. Army programs, will lead the MPRI team. The other team members are Robert M. Butt, Frederick W. Conard, Dan Farley and Fred A. Nichols. Lt. Gen. (retired) Dan

Schroeder will participate actively, providing advice, oversight and guidance, as the technical director of the project.

I know that you will welcome them into your organizations; answer their questions candidly, with full assurance that what you share with them will be non-attributable. They are here to help and the success of this effort is directly tied to the quality of information you share with them. The timelines for this assessment are short; therefore, your prompt assistance to the team is appreciated.

The team has my full support. Their success in accomplishing these missions will directly affect you and your organization, now and in the future.

(signed)

Lt. Gen. John Costello
Commanding General, USA

The Eagle ...

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Army leadership

(Continued from page 1)

Staff compiled

When Chief of Staff of the Army visited the command's Arlington, Va., office this month, directors and staff members in Germany; Colorado Springs, Colo.; the U.S. Army Kwajalein Atoll in the Marshall Islands; White Sands Missile Range, N.M.; Houston, Texas; Fort Meade, Md.; Huntsville, Ala.; and Fort Belvoir, Va., talked to Gen. Eric Shinseki through the command's video teleconferencing system.

Shinseki, Lt. Gen. John Costello, and selected members of the staff gathered for a group of around-the-world introductions and briefings to the chief of staff.

"This was the first time that an Army chief of staff had visited the command," Costello said. "I am confident that the chief got the message...both from the VTC and the follow-on briefings and discussions.

"Can't tell you how proud of you I am," Costello said. "I told Gen. Shinseki the Army had a hidden gem in the soldiers and civilians of SMDC. He agreed."

VCSA visits Colorado Springs

"There's great potential in space and the Army has to be an integral part of it," said Gen. John Keane.

When the Army vice chief of staff visited the U.S. Army Space Command headquarters in Colorado Springs, Colo., recently, he talked with soldiers who provide space support to Army warfighters around the world.

"What you're doing here is important to our Army, both here and around the world. We couldn't fight and train with such great skill and confidence without the technology and expertise you bring to the battlefield," Keane told soldiers in the command.

The general's agenda began with an introduction

to the 1st Satellite Control Battalion. Lt. Col. Carole Best, the battalion commander, explained how the 1st SATCON's some 300 soldiers provide continuous, worldwide communications support to U.S. tactical forces, strategic military users, the U.S. intelligence community and the National Command Authority via the Defense Satellite Communications System.

"They're an example of the unsung heroes we have in ARSPACE," said Costello, who accompanied Keane on the visit. "They provide an invaluable service 24 hours-a-day, seven days-a-week."

"I know. I used a satellite phone on the airplane flight out here, and the connection was excellent," Keane replied, as smiles broke out around the conference room.

Lt. Col. Leo Thrush explained how his staff works closely with the U.S. Space Command staff on a day-to-day basis to ensure the needs and requirements of Army warfighters are incorporated into U.S. Space Command's planning and requirements activities. Thrush is the G-6, which translates to command, control, communications and computers.

"Moving Air Force and Navy personnel into the Army's regional satellite communications support centers," Thrush said, "is an example of an initiative which will improve service to tactical units and save the Army millions of dollars in additional training and equipment costs."

Keane visited the operations center to learn how soldiers track early warning, communications, and sensor systems worldwide on a 24 hour-a-day basis. His focus on the soldiers' missions, responsibilities and quality of life for soldiers and their families was constant.

Lt. Col. Tim Coffin, battalion commander of the 1st Space Battalion, described the battalion's unique and crucial mission and organization. Roger Ward, of the remote sensing branch, explained imagery in support

of tactical and strategic units worldwide.

Ward showed examples of products the branch produces from multiple DoD and commercial sources.

Capt. Charles Anderson, chief of the battalion's Space Support Company's Army Space Support Team, or ARSST, said, "Our Army space support teams have supported tactical warfighters around the world engaged in activities ranging from special forces actions to major training exercises like Ulchi Focus Lens."

He explained how the three dimensional fly-through visualizations that an ARSST produces help pilots plan and rehearse their missions in a virtual tactical environment before they arrive in the area of operations.

Staff Sgt. Douglas Bram, also assigned to an Army space support team, added, "That means that pilots and crews are more familiar with the terrain, with possible enemy positions, and with the objective area before they begin their combat mission."

The last stop on Keane's visit was the battalion's Theater Ballistic Missile Warning Company, home of the Joint Tactical Ground Stations.

"The command's operational JTAGS systems, forward deployed in Korea and Germany, give the commander-in-chief clear, accurate and timely early warning of missile launches," Maj. Steve Cottle said during a demonstration of JTAGS' capabilities.

"And our soldiers and sailors execute this mission 24-hours-a day, 365 days a year, in all kinds of weather."

As Keane departed, he told a group of soldiers, "Every day, your mission grows in importance to the Army.

"It's obvious you're keeping ahead in the great technology race. Because you provide this technology to our tactical commanders and units, you are truly an economy of force; a force multiplier, to be sure," Keane said.

(Marc Raimondi and Tom Mahr contributed to this article.)

National Missile Defense funding could get beefed up

DoD releases budget for next fiscal year

Secretary of Defense William Cohen released details of President Clinton's Fiscal Year 2001 defense budget Feb. 7. The budget requests \$291.1 billion in budget authority and \$277.5 billion in outlays for the DoD.

Cohen stressed that the budget protects the President's commitment to preserving America's military excellence. Last year President Clinton allocated to DoD an added \$112 billion for FY 2000-2005. In the new budget that commitment is reinforced by more added funding — \$4.8 billion in FY 2001, primarily for operations in Bosnia and Kosovo and for higher fuel costs. DoD budget authority real growth exceeds one percent in FY 2001.

Cohen noted that the new budget continues DoD's post-Cold War transformation of the U.S. defense posture, as recommended by his 1997 Quadrennial Defense Review, or QDR. About that transformation, he said, "The foundation is laid, blueprints are agreed upon, and key building blocks are in place." But he cautioned that, "more hard work and tough choices are needed."

Last year's budget included the largest increase in military compensation in a generation. This year's plan calls for a base pay raise of 3.7 percent, a major boost in the Basic Allowance for Housing for military members living off-base, and several improvements in health care.

DoD leaders emphasize that the budget will sustain current high levels of readiness, and its full funding for Bosnia and Kosovo operations is key to protecting those levels.

The budget includes \$60 billion for procurement in FY 2001, fulfilling a major Clinton Administration and

QDR goal. Investments include both cutting-edge new systems like the F-22 fighter as well as cost-effective upgrades to existing systems.

DoD leaders stress that the budget reflects a strong focus on post-Cold War threats like terrorism. It also includes the projected funding needed to deploy a limited national missile defense system by 2005, should the President order such a deployment later this year.

People and quality of life

The FY 2001 budget continues DoD's emphasis on the quality of life of its military people and their families—with special attention to pay, housing, and health care.

For *military pay*, the request builds on last year's substantial enhancements. Responding to emerging concerns about recruiting and retention, the President's FY 2000 budget proposed the largest increase in military compensation in a generation. He requested the highest base pay boost since 1982, improvements in military retirement pay, and changes in pay tables to enlarge raises associated with promotions.

Congress approved and increased this benefits package, and now the FY 2001 budget reflects implementation of this dramatic multi-year upgrade in military compensation. The request raises military base pay 3.7 percent, which is .5 percentage points above the forecasted rate of civilian wage growth (employment cost index or ECI). It also fully funds the pay table reforms and changes in military retirement approved last year.

For *housing*, the new budget proposes a Basic Al-

lowance for Housing plan that in FY 2001 will reduce out-of-pocket costs for military members from 19 to 15 percent relative to nation-wide housing prices. The plan will completely eliminate such costs by 2005 — so that off-base members could have no out-of-pocket housing expenses, the same as for on-base members.

FY 2001-2005 funding to achieve this exceeds \$3 billion. Increasing BAH should reduce the demand for on-base housing, which will help DoD eliminate some of its older, high-cost units and make better use of DoD housing funds. This, together with ongoing DoD and private sector efforts, will advance significantly our critical long-term goals — most notably elimination of inadequate family housing units by 2010.

For *health care*, the FY 2001 budget continues the Department's commitment to strong funding for the Defense Health Program. Also this year major improvements are proposed, including initiatives to (1) eliminate co-payments for active duty family members enrolled in TRICARE Prime and receiving civilian care; (2) expand TRICARE Prime Remote to active duty family members living far away from military treatment facilities, which will improve their access to care and cut their costs; (3) improve contracting practices to enhance access to care, ease enrollment, and provide a more uniform benefit; and (4) optimize the utilization of military treatment facilities to bolster medical readiness and increase access to such facilities.

Additionally, the Department is studying a wide range of other improvements, including options to improve health care benefits for over-65 military retirees.

(Continued on page 8)

#5 *is alive for* PAC-3 missile!

The preliminaries are in and all test data points to success for the PAC-3.

When the Ballistic Missile Defense Organization and the Army conducted a test of the Patriot Advanced Capability-3 missile at White Sands, N.M., Feb. 5, the hit-to-kill PAC-3 missile notched its fifth success.

Test objectives included demonstrating system and missile capability to engage a full-body tactical ballistic missile using remote operations. These included employing the launching station several kilometers from the radar and engagement control stations; and demonstrating intercept using the tactical software which allows the seeker to select the optimal aimpoint on the Hera target.

The PAC-3 missile is a high velocity, hit-to-kill missile and is the next generation Patriot missile being developed to provide increased defense capability against advanced tactical ballistic missiles, cruise missiles, and hostile aircraft. The PAC-3 uses kinetic energy to destroy targets rather than employing a high explosive warhead.

The PAC-3 successfully completed four missions prior to this flight test. The first two developmental test missions consisted of missiles with special instrumentation packages in place of the seeker and the missions were structured to verify critical systems and missile performance prior to conducting target intercept flight tests.

A seeker characterization flight mission in March of last year tested the PAC-3 missile with a seeker. Although not a primary objective of the mission, an intercept of the target was achieved. Last September, a second intercept test was successful.

The remaining PAC-3 missions will consist of 14 PAC-3 missiles intercepting various classes of targets.

The Patriot program is managed by

the Ballistic Missile Defense Organization at the Pentagon, and executed by the Army Program Executive Office for Air and Missile Defense and the Army Patriot Project Office, Huntsville, Ala.

Lockheed Martin Missiles and Fire Control, Dallas, Texas, is the prime contractor responsible for missile development. The seeker is produced by Boeing, also in Huntsville, Ala. Raytheon Systems Company, the Patriot system prime contractor, is the system integrator for the PAC-3 missile segment.

(PEO AMD press release.)

Programs have eliminated duplicated programs



(Courtesy photo)

Carolyn Herbst is the action officer for the command program reviews.

**by Carolyn Herbst
Arlington, Va.**

“The term ‘program’ in this command is handled loosely and does not follow the typical definition used for an acquisition program,” said Col. Robert Pollard, chief of staff.

“For example, JLENS is a program but we also consider Exercises as a program for the purpose of the CPR.”

CPR—command program reviews—a tool to ensure the programs in the command accomplish and support the mission, vision, goals, and objectives outlined in the strategic plan. They come under the umbrella of Program Integration, a branch of the strategic integration division of the command’s new staff element, deputy chief of staff for strategic planning and analysis.

Support the strategic plan

“The CPR serves three key purposes,” Pollard said. “Provide the commanding general a detailed in-depth review of the SMDC programs. Review the degree of synchronization of selected command programs. Serve as a part of our internal review program to ensure we have an appropriate match of our resources with the SMDC mission.”

The program review is focused on mission performance and customer requirements that must be met or exceeded for command strategic goals and objectives to be accomplished. Specific goals and objectives, derived from mission, vision, and values are acknowledged in the strategic plan. These areas are addressed during the CPRs. The program review is structured to support the command’s strategic plan to positively influence its role for the future.

Who’s doing what?

The CPRs were initiated for a couple of reasons, according to Pollard.

“When the commanding general and I came to SMDC, the first thing that stood out was that we had a lot of talented people working a lot of good programs, but the programs were very stove piped. As an example, the technical center would be working on a space technology program that neither ASPO nor ARSPACE knew they were doing,” Pollard said.

“Secondly, we found that in some cases different pieces of the command were working the same problem from different angles, but did not know what the other organizations were doing. We were wasting both time and money working this way.

“The third fact we found was that some programs did not support our core competencies and were not getting the proper guidance from the command.”

New National Missile Defense facility opens in Colorado

The Army took another step forward last month in ensuring its ability to protect the U.S. homeland when it opened the doors of the National Missile Defense User Lab at ARSPACE.

The U.S. Army Space and Missile Defense Command will operate the lab for the NMD joint program office.

“The NMD user lab is part of Lt. Gen. John Costello’s vision to support the protection of the Nation from missile attack, if a decision is made to deploy a national missile defense system,” noted Dr. Jack Tomkovich, the NMD task force lead for SMDC’s Battle Lab.

“The NMD UL is exactly what its name implies,” Tomkovich said. “It’s a place for users to demonstrate and explore their concepts of operations and the related tactics, techniques and procedures. It will provide military system operators an unconstrained environment to work on their concerns and develop quality inputs to those designing the NMD system.

“The lab complements the capabilities of the Ballistic Missile Defense Organization’s Joint National Test

Facility at Schriever AFB, near Falcon, Colo.,” said Col. Robert Belton, deputy director of the command’s battle lab. “There will be an oversight council from the Space Commands (Air Force, Army, U.S.) and the NMD joint program office to ensure proper use of this valuable resource.”

“An effective NMD system will be heavily dependent on computer software which does what it is intended to do, in the timeframe it is expected to do it,” Tomkovich said. “The NMD user lab is an additional way to cooperatively allow user needs and issues to be defined.

“The Army was the first service to develop the battle lab concept and this model has proven to be an extremely effective way of developing combat systems,” Tomkovich continued. “The battle lab process is unsurpassed in its ability to

scientifically refine and integrate the combat development and materiel development processes.”

Who are the users?

According to Tomkovich, as the lead service for NMD ground-based elements, the Army will be the primary user of the lab. However, the facility will be available and support all U.S. military services “because the battle management, command, control and communications functions integral to NMD are inherently joint.

It’s absolutely essential that all people in the process be able to talk with each other and have the same picture of what’s going on.”

(ARSPACE Public Affairs press release)

Education in command reviews

Pollard said the command had not clearly defined a mission, goals, and objectives.

“We started on a strategic planning process in which we defined our mission, goals, and objectives. Lastly, we had no effective system of internal controls in our programs.

“This, the CPR, was a way of solving the problems we perceived,” he said. “It provided good internal controls, it provided a way to focus on our programs and objectives, and finally it helped synchronize our programs across the command.”

New program...sell yourself

The CPRs focus on key topics and programs. Requirement for selecting a particular program are determined by the commanding general, the deputy commanding general, or the chief of staff. Either the commanding general or the deputy can chair the CPR. The lead major subordinate element presents the CPR to the chair and to the program review council, or PRC.

The PRC is comprised of command senior leadership to include directors and commanders of major subordinate elements, the chief scientist, resource management, operations, strategic planning and analysis, and other appropriate designated staff elements.

“Three criteria are used for selecting a program

to go before the PRC,” Pollard said. “First, a major program within the command, e.g., JLENS, USAKA, AIT, Exercises, will go before the PRC every year. Second, if you are a new program that we are trying to get off the ground, you will be selected, e.g., space control, THEL, laser center for excellence. Third, any program that the command group feels needs a special review will be calendared.”

“...in some cases, different pieces of the command were working the same problem from different angles.”

Col. Robert Pollard

Typically one or two CPRs are scheduled monthly. A major subordinate element is tasked to take the lead and conduct a CPR in accordance with SMDC Policy 70-3. The lead organization is responsible to coordinate with all the applicable support elements.

The support elements are expected to attend the CPR in person or through video teleconference, provide a briefing on their organization’s linkage and association to the program, and discuss status and issues.

Conducting a CPR is an intensive coordinated effort, but the benefits have been worth the exerted effort. First, the CPRs have helped bring the major subordinate elements and staff together on the programs. Second, we’re becoming a lot more efficient in the execution of programs and in the use of resources. We have eliminated a lot of duplication across the command. Lastly, we are making sure that all programs are in line with our core competencies. If the program doesn’t support the core competencies, then it should not be funded.

“The commanding general and I are extremely happy with how the entire process is running,” Pollard said. “Even though some people think that the program reviews are intensive and hard, the commanding general gets a lot out of the reviews. We are going to continue with these reviews.”

Last year, the DCSSPA was formed as four divisions, each bringing a unique command function to the organization to provide synergy and cohesiveness. Its other three divisions are strategic planning, command assessment, and cost performance and analysis.

(The author is the DCSSPA action officer for the CPRs; responsible for SMDC Policy 70-3, the command’s CPRs, CPR schedules, CPR announcements, and CPR memoranda of record.)

How 'suite' it is

Sensors Directorate offers web-enabled knowledge to rest of command

What began as an Extranet for a single multi-billion dollar program office has evolved into a fully scalable leading edge "enterprise knowledge management" tool suite.

Rodney Robertson, acting director of the command's Sensors Directorate, gave a quick history of how this "information sharing" web site evolved.

"In 1996, the Ballistic Missile Defense Organization tasked one of our contractors to develop a tool suite of Web-based applications that would leverage the benefits of a thin client architecture and enable efficient communication and collaboration," Robertson said.

Explaining that BMDO embraces web technology to address the growing demand for creating knowledge workers in a knowledge organization, he said that today, BMDO successfully uses web-enabled applications deployed on their Extranet to achieve the following knowledge management objectives:

1. Removal of information stovepipes for better collaboration
2. Improved insight into the organization's activities
 - broad information overview - highlighting all activities within the directorate
 - focused view on a specific topic

3. Automated, easy to use institutional knowledge bases

Robertson became involved with the BMDO web site while working on a special national missile defense effort. He has since initiated the web based tool suite for the Engineering Analysis Team effort and also for the HALO program.

"We're currently using the web based tool suite for the Sensors Directorate," he said. "It's a powerful tool and we encourage everyone in the command to use it."

He said the website is more flexible and friendly because, "you don't have to know where information items are located. You can use a key word search and go right to the information."

The standard tool suite automates staffing documents, organizational scheduling, tracking actions and issues, and disseminates "hot news", according to Robertson. "The 'hot news' icon grabs your attention immediately," he said.

The Knowledge Management Tool Suite is designed to help the organization capture what it knows, leverage and coordinate information, build on it and turn it into knowledge. The suite includes:

- directorate events, and a personnel leave and temporary duty calendar
- tracking action and flow, to coordinate and staff documents
- a document library application, and a report generator that enables users the ability to capture all information on a specific subject
- a bulletin board and the hot news

"An especially great feature is the automated tracking of taskers and staff documents," Robertson said. "If you get a tasker, you get an e-mail.

"Then you go into the website to see what the tasker is. And, the system follows the status of that tasker until it's closed out."

Work areas that can represent any entity organize each site, such as an ad hoc working group, a functional office, an organizational sub-entity, or category of data. Users manage their sites by creating their own unique sets of work areas, Robertson said.

They can then use the sophisticated report generation tools to create virtual web pages, or even virtual dedicated websites to support their large and disparate enterprises. Users can accomplish these tasks without the assistance of a web-master or knowledge of HTML or any other web programming language.

Robertson has seen how the Knowledge Management Tool Suite can accommodate a large number of groups or projects that share a common mission without the proliferation of home pages.

All data are visible and available to the total organization, providing improved access to corporate knowledge and a greater ability to understand the larger mission of the organization.

"This suite of tools is ideally suited for sharing information between diverse groups spread across large geographical areas," Robertson said.

He envisions good results in the Sensors Directorate and anticipates the spread of the web based tool suite to the rest of the Technical Center and all of the command.

"It's important for people to learn to use these tools to communicate and share information. If you look at the way Internet use has exploded, these type web based tools are the wave of the future."

He added that working with these type tools makes an organization competitive.

"At the World Wide Lessons in Leadership conference, Tom Peters said 90 percent of the white-collar jobs will be completely reinvented in the next five to 10 years," Robertson said.

"And, it's technology, such as the development of these type tools, that will bring about these changes."

Robertson added, "In addition to becoming more productive and more efficient at sharing information, another reason for us to learn to use this tool set is because our BMDO customers use the tool set on their extranet.

"It's important for our people to learn to use these tools to communicate effectively and share information with BMDO."

For more information on the BMDO Knowledge Management Tools, call Terri Castorina, BMDO Government Lead for the Extranet Team, (703)-604-3719; or Leslee Gault, Task Lead for the BMDO Extranet, lgault2@csc.com, (703)-558-7476.

(This article was compiled by staff members of SMDC and BMDO.)

APIC begat strategic goal...begat human resource plan

Human resource plan fosters Goal #4... enhance workforce excellence to ensure continued U.S. leadership in Space and Missile Defense

by Carla Smith
Huntsville, Ala.

Enhancing our workforce...whose business is it? Quite possibly, it's everyone's business because if we cannot get the job done, then an outside agency will.

According to Nelson McKown, the Human Resource Plan serves as a report card on how well we are doing as a command, and affords a passage from one place to another, which opens communication for improving the entire command.

"The command's human resource plan was developed in response to the Army Performance Improvement Criteria, or APIC," the chief of command assessment division said. "The APIC was designed to allow the Army to evaluate how well we perform in relation to similar outside organizations."

The goal of APIC is to improve the overall effectiveness of the Army organization in delivering continuous value to customers, resulting in mission success. McKown said the command developed four strategic goals in support of the APIC.

Goal #4 is designed to recruit, train, develop, retain, and recognize our dedicated and competent workforce in support of command missions, McKown said.

It will also work to sustain a positive and responsive command environment characterized by cooperation, open communication, and effective coordination.

He said strategic Goal #4 would provide the resources, information technology, adaptable organizational structure, and streamline work processes to support a customer-oriented, responsive and productive team.

Since the human resource plan was designed in accordance with APIC guidelines, it allows the command to continually evaluate, change, and re-evaluate areas of concerns throughout the the organization.

"The end result will be a stronger command that is better able to serve its customers," says Debby Heidt, chief of plans, policy, and training in the command deputy chief of staff for personnel.

As the forerunner in implementing the human resource plan, a process action team was developed, consisting of several staff representatives and one representative from each of the command's major subordinate elements.

According to Heidt, the team is responsible for evaluating command resources continually. It will review the areas of concern, and work together to come up with recommendations to improve the situation.

The process allows the team to evaluate the strength of an element and use it to strengthen the entire organization. This works to remove weakness in the command, and promotes a stronger workforce with the ability to compete with similar agencies in the civilian sector.

The human resource plan allows us to compare where we came from, how we are doing, and where we need to go, according to Heidt.

"It gives us the ability to evaluate our progress in reaching the command goal," she said.

The strategic plan can be viewed at www.commandnet/DCSSPA/Plans/StrategicPlan2.

The human resource plan, or HRP, is located at www.commandnet/DCSPERS/DCSPERS.



(Photo by LuAnne Fantasia)

The Tactical High Energy Laser, or THEL, joint weapon system program has moved from the command's Weapons Directorate to its Directed Energy Technology Program Office. Dick Bradshaw (left), program manager for the DE Technology, is pictured with Shimon Lavi (center) and Gerald Wilson. Lavi is from the Israel Ministry of Defense. Wilson is the new program manager for the THEL Advanced Concept Technology Demonstrator, or ACTD.



(Courtesy photo)

Family member, Heather Steele, is the teen representative for the command's Army Family Action Plan program in Huntsville, Ala. Heather is the daughter of Jae Steele, a civilian employee in the command's new staff element, DCSSPA.

Family teen works on the Army Family Action Plan

by **Carla Smith**
Huntsville, Ala.

Heather Steele decided she would try to make a difference.

Heather is the daughter of Jae Steele, a civilian employee in the command's new staff element, the deputy chief of staff for strategic planning and analysis.

"Heather volunteered to work with the command's Army Family Action Plan on youth issues," said Gloria

Flowers, the command's AFAP coordinator in Huntsville, Ala.

"Our command falls under the umbrella of Redstone Arsenal's AFAP because most of the family support organizations—medical, housing and recreation—are located there," Flowers said.

She explained that Redstone's AFAP has a forum at least twice annually to discuss issues of concern to the military and civilian community.

"The senior leadership on Redstone handles concerns that can be resolved

locally," Flowers said, "and Heather volunteered to be the teen representative for our command. She met with the Redstone Arsenal Teen Council to discuss ways of improving participation at the military youth center."

Heather is an active young woman who participates in her high school band and an environmental youth group called Grass Roots. She also serves as treasurer for the New Millennium Youth Council.

She said she stepped forward as the command's youth representative when she heard about Redstone Teen Council's meeting to discuss ways to increase participation in the youth center.

"We were asked to tackle the problem of low participation at the youth center and figure out why there was a steady decline of teen registration," she said.

"We decided that communication was the first problem," Heather said. "Very few teens were being introduced to the center as their families moved into the Redstone community. And, many teens living in Huntsville didn't consider it as a place for them to hang out."

She said the teen council faced the challenge of reaching off-post teens and pulling them into the center, and came up with the idea of a *Welcome Wagon*.

"This would be a volunteer group who would go by new-to-the-community teens' homes on Redstone and tell them about all the great things the youth center has to offer," she said.

"And for the families living off-post, the welcome committee would try to call or send information in the mail."

The group's second concern was the financial means of supporting new ways of reaching teens.

"Money is an issue too, because there is only so much money to go around for each area in the center, and we only have so much available to us," Heather said.

"Our plans include more advertisement. We currently use a lot of flyers, like at the Post Exchange and throughout the community," she explained, "and we have also started using the marquee at the entrance of the post."

"We would like to advertise on television, radio, and in the Redstone newspaper," Heather said.

The teen council advertised its Thanksgiving tournament in the Redstone paper with good response. "This type of publicity is good because it reaches more people, and I think it helped us have a larger turn-out at the tournament."

"We received lots of canned goods... that was the admission fee," she said. "Then we were able to donate the goods to families in our community."

She said the council was excited when the youth center suspended its registration fee last fall. "We think that might help increase teen participation," Heather said. Now, the membership process is completed by simply filling out an application.

The council hopes to start a teen homepage on the Redstone Intranet. "This is our most expensive idea, but it will be a good way to reach everyone," Heather said.

The center offers block parties, sports tournaments, and last summer there was a trip to Six Flags [over Georgia], Heather said. "The center is really a safe place for teens to hang out. It seems as if many teens forget about their privilege to use the center."

According to the AFAP's steering committee of general officers, the Army has teen panels at all levels, communication networks through video teleconferences, e-mail, and computer labs and Internet access in most youth centers. Local teen councils are focusing their energy on the 11- to 15-year-old youth population.

Infobytes

Who is stealing YOU?

Remember the movie where Sandra Bulloch's identity was stolen? She lost everything. She lost her home, her car, and her finances. It was a good but scary story. The problem is this is no flight of imagination. Employees in this command have been the victims of identity theft. One traveler was unwary at the airport. Someone watched as he typed his code into a telephone. He returned from his trip to find he had been billed for \$4,000 of calls to China and Colombia.

Watch what you throw in the trash. An investigative reporter in Huntsville showed how easy it was to get someone's identity out of what is thrown into the trash. Or what about the information about yourself you put on the web? Who else is watching?

The Intelligence and Security division wants to help. If you go to the command staff website under Intelligence and Security, www.commandnet/I&S/Intell_Security, you will find a crisp and clear briefing on "Identity Theft". There you will find the ingenious ways identity thieves can steal your identity, your codes, and

your money. You will also find dozens of countermeasures you can take to keep your family and yourself safe from those who want to steal your car, your property, or your credit. Take a few minutes...it will pay.

(Submitted by John Davis, Intelligence and Security Division)

Hear ye...hear ye!

Register today for the **Business Partnering & Opportunities Conference & Exhibition**, March 22-23, at the Von Braun Center, Huntsville, Ala. A collaboration of government and industry to foster communication of current and near-term requirements and capabilities between buyers and sellers. Point of contact is Christine Smith, (256) 955-4278 or email Christine.Smith@smdc.army.mil. For detailed information, visit website www.ecrc.gatech.edu/sbc-huntsville.

WWW.Huh?: Voting info available on Internet

Where do displaced military members and civilian employees and their families vote? Look no further

than the web site, www.fvap.ncr.gov.

But, don't forget to also consult your unit voting assistance officer. The site helps unit voting assistance officers by providing information on training and allowing them to download pamphlets and flyers about the Federal Voting Assistance Program. The different voting rules at federal, state, and local levels can be confusing.

(American Forces Information Service)

Oops!

In the December '99 issue of *The Eagle*, the page 3 article, "1st Satellite Control Battalion: offspring of 126 years of history," was written by Maj. Mark Anderson, 1st Satellite Control Battalion, Colorado Spring, Colo. *The Eagle* staff apologizes for the error.

U.S. proposes renewed remains recovery talks with North Korea

The United States proposed, in early February, to North Korean officials that both nations meet to continue negotia-

tions that broke off in Berlin last December. Those talks were to coordinate joint recovery operations of remains believed to be those of American soldiers from the Korean War.

Prior to that, North Korea informed the U.S. government and several veterans' organizations that it held about 415 sets of remains of American soldiers. Later, after inquiries by the Defense POW/Missing Personnel Office, North Korean officials admitted that this was not the case. They now claim to have only one or two remains in their possession, and they estimate there may be another 400 that might be found in the same area.

This number was well known to the U.S. officials who told the North Koreans more than two years ago during negotiations and technical talks that our estimates showed there were more than 500 sets of potentially recoverable remains in this area. During the past four years, joint recovery teams have conducted 12 operations and returned 42 sets of remains from this same area. (Office of the Assistant Secretary of Defense, Public Affairs)

Buckle up for safety, buckle up!

Everyone knows that seat belts are an invaluable safety device when driving on-road. In case of an accident, seatbelts hold the vehicle occupants in the seats and keep them from being thrown around in the interior of the cab.

Off-road, seatbelts have an additional role. They hold the driver (and other occupants) in the seat during "normal" driving conditions such as steep hills and rocky terrain.

Furthermore, in the unlikely event of the tipping or rolling of a vehicle, the occupants are held in the seats.

To maximize the effec-

tiveness of seat belts, the following rules should be followed:

1) All occupants of a vehicle must wear seat belts. This includes the front and rear seats. The number of occupants is limited to the number of seat belts.

2) Babies and small children should be secured in approved child seats which are properly mounted in the vehicle.

3) Seat belts should fit tightly. There should be no slack in the seatbelts. This is especially true of the lap portion of the belt, which holds the driver in the seat during off camber situations and keeps the hands free for

steering and shifting. The shoulder portion should lay flat and snug over the shoulder and across the chest.

4) Seat belts should be secured at all times while occupants are in the vehicle. On the trail, a parked vehicle can accidentally start moving and all occupants must be seat belted at that time.

Being conscientious about always following the above seat belt rules will go a long way in helping to ensure your safety.

(Submitted by the command's Safety Division, Huntsville, Ala.)

Survey sez...

The Secretary of the Army and U.S. Army Space and Missile Defense Command need your help in completing and turning in an annual seat belt survey.

The use of seat belts is now the law in most states across our nation. Every year, the Department of Transportation conducts a survey on seat belt use by federal employees. Executive Order 13043, "Increasing Seat Belt Use in the United States," requires federal agencies to report on seat belt use among federal employees who travel on official business, as a driver or passenger, in seat belt-equipped motor vehicles.

The Department of Transportation uses the results of the survey to inform the President of the United States and Congress. The information also assists federal agencies in developing programs to increase seat belt use among federal employees.

While completing the survey, remember that travel does not include commuting to or from your work location.

The survey, which ends Feb. 29, 2000, is anonymous and can be filled out in about 10 minutes by accessing the following Web site address:
www.nhtsa.dot.gov/people/injury/survey/index.cfm.

■ National Missile Defense could get more \$\$\$ Budget

(Continued from page 3)

Readiness

The FY 2001 budget reflects the Department's continuing emphasis on high readiness for U.S. forces. Readiness needs are funded mostly in Operation and Maintenance accounts, which total \$109.3 billion in FY 2001. The request fully funds the Military Services' O&M budgets so that their operations, training, and maintenance goals can be met. It sustains prudent readiness levels for Army tank miles, Navy steaming days per quarter, and flying hours for all the services.

With the new budget, U.S. forces will continue to be fully capable of executing the National Military Strategy. The readiness of first-to-fight forces remains high. The less-ready posture of some later deploying forces, personnel shortages in certain military specialties, and other concerns require continued close attention to ensure sufficient readiness in the years ahead. Among its recent remedial actions, DoD overhauled its management of force deployments to reduce the toll on units and personnel of the ongoing high intensity of operations.

The budget fully funds projected FY 2001 DoD costs for operations in Bosnia and Kosovo. To enable this full funding, the President added \$2.2 billion for these operations in FY 2001.

Ballistic Missile Defense

The FY 2001 budget continues the marshalling of the technology and funding needed to deploy a National Missile Defense system to defend all 50 states against a limited ballistic missile attack. Later this year, the President will decide whether to deploy such a system based on four criteria: threat, cost, technical feasibility, and overall security implications including arms control.

The budget for FY 2001-2005 includes sufficient NMD funding to achieve a 2005 initial capability if deployment is ordered. FY 2001-2005 NMD funding totals \$10.4 billion — reflecting the addition of \$2.3 billion since last year's request. The budget will allow DoD to upgrade early warning radar facilities, build a radar complex in Alaska, provide 100 ground-based interceptors, and fund additional systems testing.

Also a top DoD priority is a strong theater air and

missile defense program — aimed at meeting current regional threats. The budget continues to advance the goal of deploying systems that can protect forward-deployed U.S. forces, as well as allies and friends. To defeat shorter-range missiles, key lower-tier programs currently are the Patriot Advanced Capability-3 (PAC-3) and Navy Area Defense systems. Key upper-tier programs are the Theater High Altitude Area Defense, or THAAD and Navy Theater Wide systems. To defeat theater-range missiles during their boost phase, development of the Airborne Laser and Space-Based Laser is continuing.



Reserve Components

The FY 2001 budget continues the reshaping of its reserve components to give them greater capabilities for use across a wide spectrum of operations and to advance the critically important integration of the active and reserve components. It includes \$23.9 billion for reserve component personnel, O&M, procurement, and military construction accounts.

The FY 2001 budget advances plans for reserve component support to civil authorities for response to domestic incidents involving weapons of mass destruction, or WMD. With congressional approval, the FY 2001 budget will enable the Department to support a total of 27 WMD Civil Support Teams —

formerly called RAID teams.

Additionally, the budget funds continuation of the Department's Civil Military Programs, including the National Guard ChalleNGe program; renewed support for the DoD STARBASE Program; and the Innovative Readiness Training Program, which provides military training opportunities while simultaneously benefiting America's civilian communities.

Achieving a 21st Century defense infrastructure

The QDR emphasized that a transformed U.S. defense posture requires a transformed DoD infrastructure. The Department has to become leaner and more efficient in order to serve the warfighter faster, better, and cheaper. The QDR also recognized that high priorities like weapons modernization could be fulfilled only with a large influx of infrastructure savings.

Cohen's Defense Reform Initiative continues to spearhead DoD's comprehensive campaign to streamline and reform DoD support activities. Processes and systems (e.g., financial management and travel) are being overhauled. Scores of successful private sector practices are being implemented. Competition/reengineering of DoD positions and functions are ensuring that they get performed by the most efficient organization — public or private.

Expanded use of the purchase card is reaping savings and boosting customer service. By the end of this year, the Department will have put into place the most important building blocks of an historic overhaul of how it does business.

The post-Cold War transformation of America's defense posture will not be complete until excess military bases and facilities are cut. To that end, the FY 2001 budget includes funding to implement two more rounds of base closure and realignment in 2003 and 2005. Once fully implemented, these rounds are projected to save about \$3 billion per year.

Congressional approval of these new BRAC rounds is urgently needed in order to shift scarce defense dollars from excess infrastructure to genuine military requirements.

Projected funding allocations and copies of DoD budget documents are available at www.dtic.mil/comptroller/FY2001budget.

(Office of the Assistant Secretary of Defense Public Affairs press release.)