The Eagle

United States Army Space and Missile Defense Command

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Army Birthday, Flag Day celebrated June 14

The Army celebrates its 227th Birthday June 14. This year's Army Birthday theme is "U.S. Army — On Duty for America's Freedom." Since its birth in 1775, more than a year before the Declaration of Independence, the U.S. Army has played a vital role in the growth and development of this nation. Soldiers have fought 10 wars, from the American Revolution through the Cold War, the Gulf War to the current War on Terrorism. This year's theme reminds us of the accomplishments of the men and women in the Army over the last 227 years and of our ongoing commitment to the nation today.

June 14 is also the day we honor the American flag. The idea of an annual day specifically celebrating the flag is believed to have first originated in 1885. A schoolteacher arranged for students to observe June 14 as Flag Birthday, which was the 108th anniversary of the official adoption of the Stars and Stripes. Inspired by three decades of state and local celebrations, Flag Day — the anniversary of the Flag Revolution of 1777 — was officially established by the Proclamation of President Woodrow Wilson in 1916. While Flag Day was celebrated in various communities for years after Wilson's proclamation, it was not until 1949 that President Harry S. Truman signed an Act of Congress designating June 14 of each year as National Flag Day.

June 14 is a day to think about the wars and challenges the soldiers and civilians of this country have faced for 227 years. Although these challenges may change over time, the mission to support and defend the Constitution remains constant.

Inside The Eagle

SMDC senior NCOs meet for weeklong conference

Ahlborn, Orndoff named NCO, Soldier of Year

by Mike Howard
Army Space Command PAO


Staff Sgt. Charles Ahlborn


Spc. Robert Orndoff

ALEXANDRIA, Va. — The sergeant stood facing the bear. The bear, in this case, was the command sergeant major standing on the other side of the conference table.

The senior broke the silence.

"We don't have pistols," he said. His comment — intended to comically clue the sergeant on what to do next — diffused the awkwardness of the moment. "I'm not waiting for you to draw your weapon."

It was time for the sergeant to leave. The 30-second standoff ended.

"I'm waiting for you to dismiss me," the sergeant said back, unafraid to explain his hesitancy.

"You are dismissed."

The sergeant saluted and left.

Command Sgt. Maj. Wilbur Adams returned to his seat.

The candid exchange occurred at the end of a 30-minute appearance before the U.S. Army Space and Missile Defense Command's Soldier and NCO of the Year Board held here June 5. The board considered three soldiers and four NCOs — all from U.S. Army Space Command and winners of regional boards held earlier in the year.

Two days later, Staff Sgt. Charles Ahlborn and Spc. Robert Orndoff were announced as the winners. Ahlborn is with C Company, 1st Satellite Control Battalion, and is the European Region NCO of the Year. Orndoff is with HHC, Army Space Command, and is the Western Region Soldier of the Year.

They were recognized during a luncheon hosted by Lt. Gen. Joseph Cosumano Jr., SMDC's commanding general. Cosumano joined Adams, SMDC command sergeant major, in honoring the two.

While these two soldiers will compete in the 2003 board at Department of the Army, Adams announced that SMDC's honorees for last year's award will compete in the first Army-wide Soldier and NCO of the Year competitions in September. Staff Sgt. Devon Roy, JTAGS-Europe, 1st Space Battalion, will compete with title holders from 13 other Major Commands for the NCO title. Sgt. Sherman Johnson, B Company, 1st Satellite Control Battalion, will compete for the soldier title.

The board and luncheon happened during the 7th annual SMDC Command Sergeant Major Senior Leader Conference. In addition to the board competitors, approximately 70 senior NCOs assigned throughout the world came together for professional development.

See NCOs on page 3

Construction begins on new test bed complex in Alaska in June

Construction will begin on a new missile test bed complex at Fort Greely, Alaska, with a ground-breaking ceremony in June.

Fort Greely falls under the U.S. Army Space and Missile Defense Command's new Test and Evaluation Center.

The complex will include missile silos, as well as test and command structures being built by the U.S. Army Corps of Engineers to support the Ground-based Midcourse Defense program.

"Planning has been going on for about two years," said Terry Rodgers, an acquisition specialist.

"The original plan was to go operational in '06, however that was scrapped. Now we are working toward having a test bed in '04."

The Missile Defense Agency's Ground-based Midcourse Defense (GMD) will operate the test bed complex through a contract with the Boeing Company.

"What this test bed does is put a missile in the ground so we can conduct system level testing short of actually firing one. It also gives a contingency capability, just in case," Rodgers said.

SMDC is charged with providing base operations and security for the test bed and Fort Greely. In Dec. '01, the command signed a contract with a native Alaskan joint venture, Chugach/Alutiiq. The contract provides the necessary base operations support.

SMDC is in the process of hiring firefighters and police officers, with these positions scheduled for transfer to the Fort Greely garrison in October. If anyone is interested in applying, he or she should go to the Office of Personnel Management Web site at www.opm.gov.

The SMDC commander will be the senior mission commander at Fort Greely, with that role being further defined under the new Transformation of Installation Management. Fort Greely is near Delta Junction, Alaska, about 100 miles southeast of Fairbanks.

"SMDC's role at Fort Greely will significantly increase, if it ever does go operational," Rodgers said.

Commanding General's Corner

The beginning of summer represents a time of change for many — schools let out, we prepare for long-awaited vacations and many military families prepare to move to new assignments. During this turbulent period, we must nonetheless continue to accomplish our many assigned missions. The soldiers, sailors, airmen and Marines deployed around the world in defense of our great nation are counting on us to maintain continuity of our operations — just as we count on them to maintain continuity of their operations when one deployed unit replaces another. Many of you will be called upon to step forward and assume additional responsibilities in the absence of others. It may be for a few days while someone takes vacation, or it may be for longer periods as individuals move from one assignment to another. Either way, I am confident the SMDC family is up to the challenge.

On June 14 we celebrate our Army's 227th birthday and Flag Day. While many things around us are changing, some things never change. Today, just as in 1775, our Army is on duty for America's Freedom and our National Colors continue to watch over us during war and peace. In combination, they represent the strength and ideals of our democracy. The wars and challenges that America's Army and its soldiers have faced for 227 years may change from century to century; however, our mission to support and defend will never change.

June 14 has added significance this year, for it is the day the United States (and for that matter the Russian Federation [former Soviet Union]) were freed from the numerous constraints of the 1972 Anti-Ballistic Missile Treaty. In the absence of these restrictions, the Missile Defense Agency (MDA) will accelerate its efforts in a variety of ways. The most immediate visible effort will be the commencement of construction at Fort Greely, Alaska, in

Lieutenant General
Joseph M. Cosumano Jr.

preparation for its role in the emerging Ballistic Missile Defense Test Bed. The MDA will use the Test Bed over the next few years to validate the midcourse, boost and terminal elements, including sensors, and the necessary Battle Management/Command and Control and Communications components of the planned Ballistic Missile Defense System. Currently SMDC, in coordination with U.S. Army Alaska, provides Base Operations support, including security, at Fort Greely. Effective Oct. 1, Fort Greely will be a separate garrison reporting to the Installation Management Agency. At that time, I will become the senior mission commander for Fort Greely. SMDC's preparations for this new mission have included establishing the new Test & Evaluation (T&E) Center as a major subordinate element under the deputy commanding general, Research, Development and Acquisition. The T&E Center includes Fort Greely, the U.S. Army Kwajalein Atoll/Reagan Test Site and the High Energy Laser Systems Test Facility. I mention all of this because most every element of this command, in one fashion or another, is involved in these missile defense development efforts and I fully expect an increase in the pace of our work.

In the area of space support to the warfighter — another of our major mission areas — I want to share the following with you. Last month, at the SPACECOM Commander's Conference in Colorado Springs, I had the opportunity to listen to presentations given by two Special Forces soldiers recently returned from Afghanistan. They made it very clear that space-based technologies are integral to their operations, and their success behind enemy lines in Afghanistan was greatly enhanced by the support they received from space-based assets. Both emphasized the value of the satellite communications they had for voice and data transmissions; Global Positioning System (GPS) for precision navigation, target location and guiding precision munitions; satellite imagery for planning and target nomination; and satellite cell phones. The efforts of the entire SMDC family — military, civilian and contractors past and present — have direct bearing on the support these outstanding soldiers received. As the Army's specified proponent for Space, our responsibility is to ensure future soldiers will receive similar outstanding support from space-based systems. This is another area where I expect the pace of our efforts to increase in the near future.

Let me end this column by asking all of you, as we begin the summer season, to be safety conscious in all that you do. Do not be in such a hurry that you fail to take necessary precautions — whether that entails the proper sunscreen, the right inflation in your automobile tires, the proper amount of sleep before attempting long drives or the simple fact of knowing how deep the water is before you dive into it. Most important, keep in mind that the War on Terrorism is not over, by any means. There are still those out there who wish to harm us. Be attentive to your surroundings at all times. Report suspicious activity to the proper authorities.

I commend all of you for the outstanding work you have done in the first half of this year, and I look forward to accomplishing even more in the second half.

"SECURE THE HIGH GROUND"

What We Think

The Eagle asks:

During your time with the Space and Missile Defense Command, what significant changes have you seen take place, and how has that affected the way you work?

SFC Preston Lee,
DCSOPS

"I've noticed one major significant change during my tenure at SMDC: an increase in taskers. It has caused me to change the way I routinely conduct business. Because of the increased number of taskers, DCSOPS now stores them on the shared drive, which allows access to the SMDC community. This affects the way I do business by decreasing the time I spend answering tasker-related questions, such as 'can you send me this tasker?' and allowing me more time for other tasks."

Mike Leech, military
analyst, Exercises
and Training Division

"I have seen the automation of the command. When I arrived in October 1985, most offices were limited to WANG word processors at the secretaries' desks. The only 'computers' were in the simulation center. Today the computer is an integral part of just conducting business. The changes in operating methods and mind set — word processors are for admin people — have changed drastically over the last 15 years."

In the midst of all the change taking place within the Army, what one thing would you like to see remain constant?

John Davis, intelligence
operations officer,
DCS for Intelligence

"The one thing I would like to see remain constant is the integrity and mutual respect of our personnel for one another."

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Co-op program offers university student an opportunity to explore career options on Kwaj

by Jim Bennett
Editor, *Kwajalein Hourglass*

Eric Bucklin may have the most original answer of his class when he writes his "What Did You Do During Summer Vacation?"-essay.

The University of Alabama inHuntsville junior is working this summer as an engineering intern at ALTAIR as part of a cooperative agreement between the school, U.S. Army Space and Missile Defense Command and Reagan Test Site (RTS).

Eric Bucklin stands in front of a radio dish.

"It's different," Bucklin said. "It's exciting to be here working and getting paid to live on a tropical island."

Bucklin is working on a "wheels and rails" project, performing needed maintenance on the equipment that moves the giant radar dish.

"He has to use his judgment, and schedule available resources for tasks at hand," said Phil Copeland, ALTAIR antenna lead. "It's quite an opportunity.

"I have to give him credit. When he got here, we gave him a hard hat and put him out there."

Originally from western New York, Bucklin has studied mechanical aerospace engineering for the past two years.

"Some of the stuff, so far, resembles what we have in class," Bucklin said. "It goes along the same basic lines, but some stuff is pretty new and foreign to me."

Bucklin is one of 200 students participating in the cooperative education program at UAH, according to Linda Pavelitz, associate director, Cooperative Education. Most, nearly 70 percent, work in engineering disciplines, but a small number work in everything from business to nursing.

"It's a chance to test out an expected career track," Pavelitz said, adding the work experience improves a student's marketability when he or she enters the work force and it allows the student to earn some money, too.

"Grades and motivation improve because they see why they're studying the theories and how they apply," Pavelitz added.

UAH started the co-op program in 1979 working with four different companies. Today, the university works with more than 100 different employers. Up to 95 percent of the co-op students work in the Huntsville area. Some work out-of-state, but Bucklin is the only student to work overseas, so far.

As part of the program, RTS will host another student, who has yet to be hired, this fall, and Bucklin will return in the spring after the fall semester at UAH. He and the other student will rotate semesters in class with work at RTS.

Folding the work into his school semester schedules takes away from his classroom studies, prolonging his time at the university by two semesters, but "the experience makes up for being there longer. And it's not too much longer, since most students take the summers off," Bucklin added.

The experience does not count for credit hours, but it does count as a class, allowing him to keep his enrolled status at UAH.

"It's a once-in-a-lifetime chance to see the Pacific," Bucklin said, noting he's not sure what he'll do after graduation. "I'm not sure. That's why I wanted to get into the co-op program, to find out what is available."

NCOs

Continued from page 1

"This command has gone through a lot of change in the last year," Adams said at the beginning of the conference. "We've deployed soldiers in the Space Electronic Warfare Detachment, Joint Tactical Ground Station and Army Space Support Team. Each one of you could be a replacement for one of these soldiers — or you're responsible for a deployed soldier.

"So what you do is important. You all have to be ready. We hope the topics chosen for this week will help us all in making sure our soldiers are ready. I believe you will leave — like I will — a more informed NCO."

During the conference, attendees heard and discussed topics that could impact mission.

Subject matter experts from Personnel Command briefed on assignment issues related to soldiers with air defense and signal skills required in SMDC — a key point was that skill sets required in the command will be filled at 100 percent. Other critical issues covered Tri-care and obtaining security clearances, both important to the NCOs because many soldiers live in isolated areas and work in jobs where security clearances are required.

NCO leaders also briefed on the operational side of the command, giving overviews on SMDC, 1st Space Battalion, 1st Satellite Control Battalion and the Regional Satellite Service Centers. Other information was of general importance to soldiers — updates to the Army uniform regulation, the new NCOER, financial management, Army Air Force Exchange Service and Veteran Affairs.

There was also motivation.

"I want to tell you my story," said Lt. Col. Doug Wheelock, one of six U.S. Army astronauts. "It was written and underwritten by NCOs. I want to leave you with one thing: Write your story. You write your story in the hearts of soldiers."

Wheelock, an Army aviator who has been in the astronaut program four years, spoke about what he called three keys to being a soldier: courage, hope and loyalty. He gave an example of how a different NCO during his career taught him each.

His story on loyalty carried an emotional tone.

"Every one in here knows what it means to lose ammunition," he said. "One day my unit came back from a training mission and we couldn't find some of the ammo. I really didn't want to report this to the commanding officer, but I had to. As I'm doing that, my sergeant stepped in between the major and me.

"He saluted and said, 'Sir, with all due respect, leave my lieutenant alone. It was my ammo that we lost and we'll find it.'

"That was 17 years ago," Wheelock said after a brief pause. "I've not seen this sergeant since that assignment, but he taught me loyalty that day. We found the ammo. When I look out there at you today, I see him. His name was Sergeant Harris."

Another point of the conference was team building. NCO leaders participated in tours at Arlington Cemetery and the monuments in Washington D.C. They also went on a staff ride to Gettysburg. The conference ended with placing wreaths at the tomb of the Unknown Soldier.

The last aspect came in the tradition of selecting the command's top NCO and soldier. In addition to appearing before the board, competitors took the Army's physical fitness test the day prior.

Board members included Adams as board president, Command Sgt. Maj. Reginald Ficklin, command sergeant major of U.S. Army Space Forces; Command Sgt. Maj. Oliver Forbes, command sergeant major of 1st Space Battalion; and Sgt. Maj. Daniel Rutledge, sergeant major of SMDC operations.

Other competitors in the NCO and Soldier of the Year competition were Sgt. Robert E. Lewis, B Company, 1st Satellite Control Battalion, Eastern Region NCO of the Year; Staff Sgt. Darrick M. Noah, E Company, 1st Satellite Control Battalion, Pacific Region NCO of the Year; Sgt. John S. Rogers, D Company, 1st Satellite Control Battalion, Western Region NCO of the Year; Spc. Christopher M. Conn, B Company, 1st Satellite Control Battalion, Eastern Region Soldier of the Year; and Cpl. Jenevieve R. Murphy, JTAGS-Europe, 1st Space Battalion, European Region Soldier of the Year.

A constant, though, throughout the conference was the bear met in the board competition.

"Among air defenders, we all know Command Sgt. Maj Adams as the Bear," said Roy, operations sergeant for JTAGS-Europe. As last year's SMDC NCO of the Year, he sat in on this year's board. "He's just one of those guys who is always going to do the right thing ethically and morally. He has this presence, charisma, about him that's unlike any other NCO I know. That presence was felt when the sergeant didn't salute right away. Rather than blow up and make the soldier feel inferior, Sgt. Maj. Adams let him know that he had to do something. That's the bear."

Alabama National Guard fires PATRIOT at Eglin

by Connie M. Davis
Program Executive Office,
Air and Missile Defense

EGLIN AIR FORCE BASE, Fla. — The Alabama Army National Guard, 1st Battalion, 203rd Air Defense Artillery (PATRIOT), (1/203rd ADA), from Athens, Ala., conducted three successful and essential live PATRIOT missile firings at Eglin Air Force Base, Fla., May 15 and 20. While these missile firings are used to gauge the missile stockpile reliability, they are not part of the PAC-3 operational tests.

On May 15, a PATRIOT Advanced Capability 2 (PAC-2) missile was fired and successfully intercepted an MQM-107 target. On May 20, the first missile fired was a PATRIOT Guidance Enhanced Missile (GEM) which intercepted an MQM-107 target. During the third firing, a PAC-2 missile successfully intercepted a PATRIOT Omnidirectional Target Aerial-Tow (POTA-Tow) target. These missions provided the Army with valuable field surveillance data and allowed the Guard soldiers to gain valuable field experience training with a live missile.

"I think the missile tests were very successful in terms of the technical quality of the missile system itself and the training the Alabama National Guard soldiers received in setting up and preparing their systems for this mission. The tests also were successful in the validation of the test range and all its instrumentation and how well it suits the Alabama National Guard as a training site," said Col. Edward Stone, U.S. Army Aviation and Missile Command, chief of staff, at Redstone Arsenal, Ala.

According to senior officials, this test validated a number of Army concepts and issues:

(Photo by Craig McDonnell)

A PATRIOT Advanced Capability 2 (PAC 2) missile blasts off at Eglin Air Force Base, Fla., and intercepts the MQM-107 drone target.

• The success of this high-tech mission demonstrated that the National Guard has a vital role to play in missile defense.

• This Alabama Guard unit proved that they are knowledgeable, capable, professional soldiers who can handle any mission given to them.

• Knowing the Army entrusts the Guard with this critical mission will help recruitment and retention in the Guard.

• The mission's success showed their training doctrine is effective and on track. The working relationships between the material developers in the PEO AMD and the Guard were outstanding — both elements learned a lot and developed a sense of trust in each other.

• Use of the Eglin facility and support from the Air Force saved substantial amounts of money, while providing significant amounts of useful test data to the PEO AMD.

The MQM-107 used in the mission is managed by the project manager for Instrumentation, Targets and Threat Simulators (Targets Management Office), of the Simulation, Training and Instrumentation Command (STRICOM), in Orlando, Fla.

The POTA-Tow target used in the second firing was deployed by a Kevlar rope behind an MQM-107 unmanned aircraft. The MQM-107 was launched with the POTA-Tow under each wing and after the MQM-107 reached the appropriate altitude, the POTA-Tow targets were deployed, tracked by the PATRIOT radar, intercepted and destroyed by the PATRIOT missile. Then, the U.S. Air Force recovered the MQM-107 from the ocean.

Each year the Army is required to fire 18 PATRIOT missiles as part of the Field Surveillance Program, usually performed at White Sands Missile Range, N.M., during routine testing, such as the annual ROVING SANDS exercise at McGregor Missile Range. The missiles fired during these tests are a subset of the 18 mandatory PATRIOT missile firings; therefore, no additional costs were incurred.

The PATRIOT missile defense equipment used in test firings was transported from Athens, Ala., to Eglin by the soldiers of 1/203rd ADA. The 1/203rd ADA is the only deployable PATRIOT National Guard unit.

(Photos by Connie Davis)

1st Lt. Judith Wallace performs initialization procedures in the Engagement Control Station (ECS).

Above: Soldiers of the 1/203rd missile reload team prepare the missile for launch by loading the PATRIOT Advanced Capability 2 (PAC 2) missile.

Workers prepare the MQM-107 drone target for launch.

Civilian News

Thrift Savings Plan Open Season

The TSP Open Season continues until July 31. All changes must be submitted to the Army Benefits Center by COB July 31 at https://www.abc.army.mil. The next Open Season will begin Nov. 15 and run through Jan. 31, 2003.

Hostile fire pay allowed for civilians for Sept. 11, 2001

A new law provides $150 for any month in which a civilian employee is subject to hostile fire pay retroactive to Sept. 11, 2001. On April 15, the Department of Defense issued a memorandum stating those DoD Components who established criteria for payment of hostile fire pay and paid hostile fire pay to military personnel should apply the same criteria to civilian employees for the payment of hostile fire pay.

The Department of the Army has determined that all Army civilian employees who were at the Pentagon and the World Trade Center on Sept. 11, 2001, for any period of time from the time of the attack until midnight are subject to hostile fire and are entitled to hostile fire pay.

All Army civilians who were at the Pentagon, including the adjoining parking lots and the childcare center, are entitled to the pay. However, the Pentagon visitors' parking located across from the Pentagon City Mall is not included. Army civilians in any of the seven buildings that comprise the World Trade Center are also entitled to the hostile fire pay.

Army civilians who were hospitalized for the treatment of injuries or wounds as a result of such hostile fire may be paid hostile fire pay for up to three additional months during which the employee was hospitalized.

For more information contact your local Civilian Personnel Office or Beth Helmer at (703) 325-9974, DSN 221-9974, or by email elizabeth.helmer@asamra.hoffman.army.mil. http://www.cpms.osd.mil/fas/benefits/pdf/hostile_fire_pay.pdf also has more information.

Federal work force is 'weapon of democracy,' OPM chief says

Kay Coles James, director of the U.S. Office of Personnel Management (OPM), delivered the keynote address at the Public Service Recognition Week exhibition held recently to recognize the contributions of America's military personnel and federal, state and local public servants.

The Sept. 11 terrorist attacks on America, she said, have helped to erase "mental barriers" that existed among military members, DoD civilian employees and employees from other federal agencies.

James said U.S. service members "successfully deployed to a land-locked nation half a world away, and with lightning speed they brought liberty to the Afghan people and justice to an evil regime and a new role for the terrorists of the world."

James said America's federal civil service employees have also contributed in the war against global terrorism.

When Sept. 11 erupted, "federal workers who had trained for this moment sprang into action," she said.

Civil servants employed in less colorful, less dangerous jobs also serve, James said, noting, "Everywhere across this nation the prosaic, but sustaining, work of government continued.

"When America's civil service committed those millions of quiet acts of defiance and returned to their desks, we showed them that we would not be cowards."

America's civil servants "kept the government running," James noted, as "they instantly grasped the nature of this threat and showed that America is unafraid."

James noted that young people seeking extraordinary challenges — who also want to make a difference — should consider public service.

"If you want to make a contribution to this great nation, there's no better place to do it than in serving at the federal, state or local level in public service," she said.

"You will find ... one of the most formidable weapons of democracy — the federal work force."

Military News

Armed Forces recognized with National Defense Service Medal

The Department of Defense has announced that service members on active duty on or after Sept. 11, 2001, are eligible to receive the National Defense Service Medal.

The National Defense Service Medal may also be awarded to members of the Reserve components who are ordered to federal active duty, regardless of duration, except for certain categories. While no closing date has been established, eligible service members can receive the award immediately. For more information about the National Defense Service Medal, go to: https://www.perscom.army.mil/tagd/tioh/Awards.

Health agreements reached with Veterans Affairs

Under Secretary of Defense for Personnel and Readiness David C. Chu reached agreements with Deputy Secretary of Veterans Affairs Leo MacKay on a single financial reimbursement methodology between the agencies and on a commitment to conduct joint strategic planning.

The reimbursement methodology decision will result in pursuit of a single regionally adjusted discounted rate structure for DoD-VA medical-sharing agreements. Using a single regionally adjusted rate simplifies negotiations among facilities, clarifies reimbursement issues, accounts for local cost differences and improves data analysis.

Plans call for initial implementation of this rate structure for ambulatory care services during the first quarter of fiscal 2003. Implementation for inpatient care, both facility and professional fee components, are targeted to begin in the third quarter of fiscal 2003.

DoD increases deployment health emphasis

The Department of Defense has established the Deployment Health Support Directorate as a permanent organization to ensure the unity and effectiveness of the Defense Department's efforts to protect the health of deployed forces.

The Deployment Health Support Directorate is charged with understanding how the Department of Defense can best support the health and medical needs of U.S. warfighters before, during and after military deployments. The directorate will focus on several measures DoD can take to better protect the health of deployed forces, including accurate record keeping, preventive health and research.

Through open lines of communication between DoD and service members, veterans and their families, the directorate serves as a conduit for contributions to deployment health policies and practices and as a bridge from the experiences of the past to the battlefields of the future. In particular, the directorate will continue its efforts to fully understand the health experiences reported by Gulf War veterans.

New Web site spotlights war on terror

The U.S. Defense Department's unconventional war against terrorism has spawned an unconventional Web site to report news about that war: www.defendamerica.mil, which can also be found at www.defendamerica.gov. This site offers the latest news, photographs, transcripts and other information about the U.S.-led global effort against terrorism.

"We want people to know what our service members are doing at home and overseas," a Pentagon spokeswoman said. "Our goal is to help the public understand and appreciate how dedicated and committed our men and women in uniform really are."

Although DefendAmerica has been available to the public for only seven months, it already boasts readers in more than 70 countries, and links to it can be found on Web sites all over the Internet. Content on the site changes daily and includes coverage of every Pentagon briefing by Defense Secretary Donald H. Rumsfeld and other top military officials. Military buffs have found the site an excellent source of information on military aircraft and equipment. The site also contains links to other U.S. Government and military Web sites along with audio and video news stories.

Army Safety Strategic Plan aims to reduce accidents

During the last decade, an average of 211 lives and $360 million were lost each year to Army accidents. The Chief of Staff of the Army, Gen. Eric K. Shinseki, made it clear that significant gains require better business practices throughout the Army.

The strategy to do that evolved from Secretary of the Army Thomas White's guidance and includes three interlocking core competencies: embed risk management as an operating principle into all the Army does, enable leaders to make informed decisions on risks and use leading indicators to assess performance in a proactive manner.

The Army's Safety Strategic Plan nests that risk management strategy into Army Transformation, based on inputs from the Major Commands (MACOMs) and Headquarters, Department of the Army (HQDA) agencies. The plan identifies critical risk management objectives within each Transformation Campaign Plan (TCP) Line of Operation (LO).

The Department of the Army has established a Safety Coordinating Panel that will synchronize risk management investments across the Army TCP LO. The panel will lay out proactive investments to integrate risk management now and enhance combat readiness over the long term, based on input from MACOMs and HQDA proponents.

"I encourage all leaders to become familiar with the TCP LOs outlined in the Army Safety Strategic Plan and make recommendations to achieve those objectives related to our mission within SMDC and the Army. Lt. Gen. Joseph Cosumano supports this initiative. We will take our input to the DA Safety Coordinating Panel in July," says Max Tomlin, SMDC safety director.

Army Safety Strategic Plan

The purposes of the Army Safety Strategic Plan are to:

- Provide a single, integrated framework for the Army safety program mission, vision, strategic goals and objectives, to provide a basis for action plans.
- Identify requirements, opportunities and initiatives to improve safety performance and strengthen risk management in support of the Army's vision.
- Provide a structure for linking the Army safety program requirements to the Army Planning, Programming, Budgeting and Execution System (PPBES), to enable Army leadership to program safety priorities and to establish an investment plan with program elements for Army safety.
- Increase Army safety accountability and relevance.

Risk Management Integration

The following principles will be effectively integrated into all Army plans, programs, decision processes, operations and activities:

- Accidents are an unacceptable impediment to Army missions, readiness, morale and resources. Hence, accident risk management will be exercised by decision makers.
- Decision makers at every level will employ the Army risk management process, as specified by AR 385-10, to avoid unnecessary residual risk to missions, personnel, equipment and the environment.
- The acquisition of materials, equipment, facilities and systems will maximize the use of engineering design to preclude unnecessary residual risk and control residual risks.
- Life cycle safety considerations will be an element in the acquisition, use and disposal of chemicals and hazardous materials so as not to endanger or compromise public health and safety.
- Appropriate action will be taken to expeditiously correct nonconformities with mandated standards, workplace deficiencies hazards and accident causes.
- Performance standards for military and civilian managers and supervisors will include accident prevention and occupational health responsibilities as a rating element.

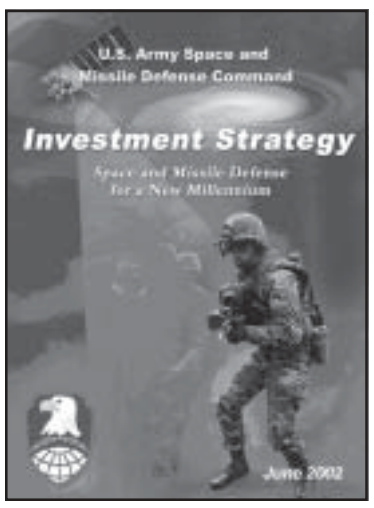
The Army Safety Strategic Plan is located on the Web at: http://safety.army.mil/home.html.

SMDC's Investment Strategy an example of proactive resource and strategic planning

by Rhonda K. Paige

ARLINGTON, Va. — In terms of size, the U.S. Army Space and Missile Defense Command (SMDC) is considered one of the Army's smallest Major Commands (MACOMs), but in terms of successes and forward thinking for the "total" Army, SMDC is a force to be reckoned with. Central to that success is the command's continued emphasis on strategic and resource planning not just for today, but also for the future.

For the last three years, Mike Irvine, a management analyst in the Program Integration Division, and Linda Matheny, chief, Program Integration Division, have spearheaded the command's strategic and resource planning with the inception and implementation of an SMDC Investment Strategy. In addition to Matheny and Irvine, representatives from every SMDC Major Subordinate Element (MSE) and key staff office comprise an investment strategy working group that is involved in every phase of the process.



Described as an integrating document, the strategy is used for three major purposes: As a scheme for allocating and prioritizing resources over time; as a scheme for resourcing approved command targets; and as a tool for integrating and aligning strategic planning and resource planning.

The investment strategy is part of the command's overall prioritization process and is produced for cohesiveness with not only SMDC's goals, but also with the Army and Office of the Secretary of Defense (OSD) goals, in mind.

The intent of the strategy is to show how the internal and external budgets are brought together to produce the Program Objective Memorandum (POM). The investment strategy does not list money, but does list programs, the goals and objectives of plans that coincide with programs, and their desired capabilities.

The first investment strategy was published in February 2001. In June 2001, the strategy was revised to refine and synchronize investment strategy with the Planning, Program and Budget Execution System (PPBES). In October 2001, this revised Investment Strategy was reissued.

"We did a lot of research before we actually produced the first Investment Strategy, because there wasn't a template for what an investment strategy should look like," said Matheny.

"We read and researched books outside the Army; one we noted cited that in private industry more than 50 percent of major corporations actually have an investment strategy," said Irvine.

Matheny recalled that during the team's research visits to other MACOMs, many of the MACOMs were excited to hear what SMDC was doing and said they may want to pattern their own command investment strategy after SMDC's.

"I'd love to see some other MACOMs use it because we've put a lot of thought into how

Mike Irvine

to capture this plan," Matheny said. "It's a neat management tool for people who want to know what all the external plans say, but don't have time to read them. We've actually gone through and read them and captured what's appropriate to SMDC."

In addition to the content of the investment plan, the format of the final document also required careful thought and planning to ensure it is easy to use and customers are satisfied. The strategy is outlined in chapter format for each of the CG's goals, but is a working document until it is finally printed.

"If we find a format that works better than a previous one, we are free to use it," said Irvine. "The bottom line is that it needs to be used; customer satisfaction is very important. We need to be able to use it, and customers need to be satisfied with it and feel that they can really use it."

The 2002 SMDC Investment Strategy is scheduled for signature and implementation later this month. Once the Investment Strategy is signed, it will be published on the CommandNet under DCSOPS Program Integration Products.

For more information or to provide suggestions for input to the strategy, call Irvine at DSN 327-1962 or Matheny at DSN 327-1870.

Kwajalein Atoll, Battle Lab and Tech Center garner top spots

CG presents 2002 Quality Awards

Quality work paid off for three U.S. Army Space and Missile Defense Command directorates recently when Lt. Gen. Joseph M. Cosumano Jr., commanding general, presented each of the directorates with annual Commander's Quality Awards in the form of trophies and checks totaling $150,000. The money will be used in employee enhancement programs within the organizations.

The U.S. Army Kwajalein Atoll (USAKA)/Reagan Test Site won first place, received the Commander's Quality Award and received $75,000 for their effort. The Battle Lab placed second winning the Chief of Staff Quality Award and $50,000. The Technical Center won the Quality Merit Award and $25,000.

USAKA took the top spot for the second time in three years by taking a different approach. It expanded the self-assessment team to include experts from a variety of functional areas. Three of the areas in which USAKA excelled were strong leadership, planning and vision; customer focus; and communications. Senior leaders developed a program that sets organizational long-range direction for the next 12 years and forms a basis for integrated strategic planning. They also implemented the Management Performance Review System to assess organizational success, competitive performance and progress.

Customer focus was enhanced on USAKA by implementing the Universal Documentation System. This process allows USAKA to understand customer requirements several years in advance of actual missions and also permits customers to assess USAKA's capabilities to meet their requirements.

The Command Information Program, initiated in 2001, educated personnel on a variety of important issues on USAKA. Of the 390 respondents who answered a survey, 75 percent showed a positive response to the command information program. Lt. Col. Steve Morris, chief, USAKA Plans, Training and Security, accepted the award and check during the ceremony.

The U.S Army Space and Missile Defense Battle Lab returned to the winner's circle by winning the Chief of Staff's Quality Award. Some of the activities promoting better performance in the Battle Lab included senior leadership's increased emphasis on strategic planning. Senior leadership also empowered integrated product teams (IPTs) to benchmark several key processes including a performance feedback system in order to listen and learn from the customers and to act on that information.

From left, accepting Commanders Quality Awards for 2002 on behalf of their Major Subordinate Elements are Jess Granone, Lt. Col. Steve Morris and Col. Kevin Buckner.

The employees developed a performance feedback system and successfully implemented it as a pilot program in one of the directorates, with plans to deploy the system across all the directorates soon. Senior leaders are aware that employees are a critical resource. They share organizational values, vision, goals and objectives with their work force and enforce a "no-fear" atmosphere to encourage cooperation and innovation. Their standing rule is "Power Down, Power Across" which fosters a climate of flexibility, initiative and unfettered employee performance. Col. Kevin Buckner, deputy director of the Battle Lab, accepted the trophy and check during the ceremony.

The U.S. Army Space and Missile Defense Technical Center took third place honors and received the Quality Merit Award for continuing their systematic approach to institutionalizing the Army Performance Improvement Criteria (APIC) as their business philosophy. The analysis of data from the pilot program implemented last year within the Sensors Directorate was used to develop a deployment module to implement APIC throughout the entire Tech Center this year. The Tech Center implemented the Balanced Scorecard and associated *pbViews* software to develop an integrated performance measurement, organizational review and strategic planning deployment system.

The Tech Center employees have many ways to communicate with their customers. One primary way is using the PRIDE database that allows up-to-the-minute, interactive contact with its key customer, the Missile Defense Agency. The Tech Center Operations staff provides the integration for strategic planning, performance measurement and other business improvement initiatives. Because of this centralized infrastructure, the team can ensure that each new initiative is focused in the same direction and complements and builds upon efforts in other areas. Jess Granone, director of the Tech Center, accepted the check and award during the ceremony.

(Sharon Upton and Elizabeth Hurt contributed information to this article.)

New veterans benefits guide available free online

The Department of Veterans Affairs has made its comprehensive benefits guide available for free on the Internet. Federal Benefits for Veterans and Dependents [http://www.va.gov/pubaff/fedben/Fedben.pdf] is a 100-page handbook describing benefits provided by the VA and an overview of programs and services for veterans provided by other federal agencies.

VA officials estimate most of America's 25 million veterans qualify for at least some VA benefits, but many are unaware of their entitlements. This handbook includes a listing of toll-free numbers, World Wide Web information resources, and VA facilities. Most veterans are eligible for healthcare and burial benefits. Many are also eligible for home loan guarantees, educational assistance, vocational rehabilitation, life insurance, and compensation for service-connected disabilities.

This guide explains how to access many of these benefits online.

OPM first agency 'certified' in compliance with Whistleblower Protection Act

WASHINGTON, D.C. — The Office of Special Counsel (OSC), recently announced that the Office of Personnel Management (OPM) is the first government agency to be "certified" in compliance with the Whistleblower Protection Act.

Kay Coles James, director of OPM, stated, "Consistent with the President's call for a professional federal work force that maintains the highest ethical standards, I am pleased and honored that OPM is the first agency to be certified in compliance under the Whistleblower Protection Act. It is appropriate for OPM to have piloted this training with the Office of Special Counsel (OSC). It is our joint responsibility — our sacred trust on behalf of the American people — to assure that the values of the Merit System are observed and upheld."

On Oct. 9, 2001, James met with Elaine Kaplan, special counsel of OSC, to pilot a federal employee education program on whistleblower retaliation protection and the prevention of prohibited personnel practices. Since that time, OPM staff members worked closely with OSC to develop, implement and complete the pilot program. The OSC plans to use OPM's program as a model for other Federal agencies.

FOC-TOC gets operational test during recent exercise

(Photo by Mike Leech)

The U.S. Army Space and Missile Defense Command provided its Future Operational Capability-Tactical Operations Center (FOC-TOC) for the April JOINT COMBAT IDENTIFICATION EVALUATION TEAM (JCIET) exercise in Mississippi. The FOC-TOC — called the generic operations center for the exercise — provided the framework for the close air support mission. The mission tested the ability to deliver munitions to a target in close proximity to friendly forces without putting the friendly forces at risk from our own munitions. The operations center integrated and supported LEOPARD, SADL-Situational Awareness data link to provide a data link to Air Force aircraft; JSTARS, HUNTER UAV Video Data and the JCIET Close Air Support White Cell terminals. All these programs, as well as the AWarE — Advanced Warfare Environment — provided information to the forward air controller so that he could task aircraft to carry out the close air support mission.

Awards/Promotions

Special Act Awards

James S. Brazzell, THAAD Missile Directorate
Patricia W. Falco, THAAD Missile Directorate
Ann C. Helbert, CAMO, Policy and Pricing Branch
Catherine T. Hovater, PARC, CAMO, Branch K
Susan S. Johnson, Information Science and Technology Directorate
Andrew K. Ko, Technical Center, Kinetic Energy Interceptor Directorate
Jeri D. Kyle, Missile Defense Targets Joint Project Office
Astrid C. Lahiere, CAMO, Command Support Services Branch
Billy Lemley, CAMO, Command Support Services Branch
Gregory S. Parton, Technical Center, Advanced Technology Directorate
Albert J. Reinecke, GMD, Ground Base Interceptor PMO Test and Evaluation Branch
Jeffery M. Shields, Resource Management, Management Division
Richard C. Swanstrom, PEO AMD (Matrix)
Tommy L. Taylor, Ground Base Interceptor Project Office
Terri Lynn Washburn, CAMO, Command Support Services Branch
Michele D. Williams, CAMO, Command Support Services Branch

Performance Awards

John M. Arbaugh, Logistics Support Division
John C. Brannen, Communications/Visual Information Division
Teresa H. Brown, Security Division
Owen B. Carleton, ARSPACE, G2, Intelligence Division
William L. Cotner, Communications, Visual Information Division
David W. Crouch, Plans and Operations Division
Carl P. DeFranco, ARSPACE, SATCOM Operations Division
Charlie M. Dickerson, Logistics Support Division
Mardelle A. Dudash, ARSPACE, RSSC – Europe
Edgar E. Dugger, ARSPACE, Plans Division
Leslie A. Duncan, PARC, CAMO, Branch K
Ollie M. Green, Administrative and Technical Information Library
Michael K. Hollinger, ARSPACE, SATCOM Operations Division
Jan R. Jones, Information Management, Administrative & Technical Library
James E. Kipp-Maguire, USAKA, Office of Deputy Garrison Commander
Michael T. Moore, ARSPACE, Information Management
Christopher O. Olmedo, ARSPACE, Plans Division
Peter M. Stauffer, ARSPACE, G6, Communications
Michael V. Winchester, ARSPACE, SATCOM Operations Division

On-The-Spot Cash Awards

Stephanie J. Johnson, Battle Lab, Space Directorate
Taraysa E. Jones, Plans, Policy, and Training Division
Mark T. Little, Technical Center, Test and Evaluation Directorate

Time-Off Awards

William E. Hughes, Research, Development & Acquisition Staff
Don W. Larimore, Supply and Service Division
Amy S. Williams, ARSPACE Contracting Division

Quality Step Increase

Martha J. Faircloth, Technical Center, Joint Center for Technology Integration
Maria C. Foster, Civilian Personnel Division

Achievement Medal for Civilian Service

Craig D. Dobson, ARSPACE, G1, Personnel
Pamela D. Porter, ARSPACE, G1, Personnel
Fredrico O. Segura, ARSPACE, G1, Personnel

Civilian Promotions

Giselle N. Bodin, GS-09**,** Public Affairs Office
Clara L. Moore, GS–11, Resource Management, Management Division
Jonathan W. Pierce, GS-13, Public Affairs Office
Brenda L. Rains, GS-7, Civilian Personnel Division
William J. Roberts Jr., GS-09, Public Affairs Office
Kenneth R. South, GS-14, GMD TRADOC Systems Manager Office

Military Awards

SFC Bryan K. Parks, ARSPACE, Honor Graduate of ANCOC Class
SFC Joe A. Thill, ARSPACE, Distinguished Honor Graduate of ANCOC Class

Military Promotions

SFC Scott Ballard, selected for Master Sergeant, Army Space Support Company, 1st Space Battalion
SFC Javier Montero, selected for Master Sergeant, C Company, 1st SATCOM Battalion
SFC Benjamin Pigsley, selected for Master Sergeant, RSSC Tampa

Team returns from six-month deployment

by Capt. Laura Kenney
Army Space Command

COLORADO SPRINGS, Colo. — Soldiers from Army Space Command returned home in May from six-month deployments in Southwest Asia in support of Operation Enduring Freedom.

A five-member Army Space Support Team — part of the 1st Space Battalion — arrived at the airport here to the welcoming arms of family and friends, cheered on by fellow soldiers. Returning Army Space Support members were Maj. Terry Torraca, Capt. Lisa Boland, 1st Lt. Tok Hyun Kim, Sgt. 1st Class Kevin Newman and Sgt. Gregory Singer.

(Photos by Sharon Hartman)

Staff Sgt. Kevin Newman holds his daughter Kristina for the first time in six months upon his return from deployment in support of Operation Enduring Freedom. Newman is a member of the V Corps Army Space Support Team which deployed from Colorado Springs last November.

"We were very proud to serve there, supporting the efforts of our soldiers with the very best Army Space has to offer," said Torraca, team leader of the Space Support Team. "It was a privilege, and the whole team did a great job. I think, though, that the job our families had to do back here was tougher in many ways, and I'm grateful to all of them, my own, and those of my team members."

Torraca and his soldiers joined two others who had deployed from the 1st Space Battalion for a welcome home ceremony at U.S. Army Space Command headquarters Friday. Spc. David Bonds and Sgt. Jason Smith were members of a deployed Joint Tactical Ground Station. The two returned to Colorado May 10.

The team's mission abroad has been picked up by its replacement unit, a National Guard Army Space Support Team from the 193rd Space Support Battalion. This is the first time a National Guard Space Support Team has deployed.

Army Space Support Teams generally assist in integrating Space-based capabilities into daily operations for commanders on the ground. Such capabilities include improving communications and gathering information on intelligence, weather, terrain and environment, and missile warning. The JTAGS soldiers specifically provide early warning of missile launches to deployed forces.

Their families kept things running smoothly at home while the soldiers were gone.

Rebecca Newman, wife of team member Sgt. 1st Class Kevin Newman, commented on how tough it was on her family. "This was my husband's third deployment. Each one had ups and downs, but this one might have been the most difficult, because the kids were old enough to really miss him. Last time, they were basically toddlers. They've done a lot of growing in the past six months, and I know their dad will be interested to see the changes."

Maj. Terry Torraca hugs his wife Tracy upon his return from deployment in support of Operation Enduring Freedom. Torraca is the team leader of the V Corps, Army Space Support Team that deployed from Colorado Springs last November.

When asked about his or her biggest challenges overseas, a team member replied:

"Being away from home and family was the biggest challenge I faced," said 1st Lt. Tok Hyun Kim, the team's intelligence officer. "It's my first deployment, and the challenge of it kept me busy and interested, but it's great to be home. All these green uniforms will take some getting used to though, after wearing desert camo so long."

Space and Missile Defense Association offers scholarship

The Army Space and Missile Defense Association (ASMDA) will select an individual to receive a $1,000 Scholarship Award. The deadline for applications is July 15, with one award being made in August.

Eligibility Requirements

- U.S. citizenship
- The scholarship will be made available to ASMDA members, to corporate members identified by corporate sponsors, to employees of the SMDC, PEO AMD, GMD, Targets JPO, THAAD, Army Lower Tier, both military and civilian, and their children
- Under-graduate — a junior or senior, currently enrolled in a science or engineering program at an accredited college or university
- Graduate — pursuing a graduate degree in a science or engineering program
- Student in good academic standing at an accredited college or university

Application Procedure

- Provide a copy of your latest transcript
- Provide a brief one-page biographical sketch along with contact information to include awards received, community service involvement and organizations and activities you are actively involved in
- Provide a one-page essay that describes your area of study and how it relates to space and/or missile defense
- Provide a letter of recommendation from an academic adviser

Questions and application materials should be returned to: Quantum Research International, ASMDA Scholarship Selection Committee, Robert T. Belton, 991 Discovery Drive, Huntsville, AL 35806. For information, call (256) 955-3504.

Huntsville company awarded new defense contract

Teledyne Brown Engineering Inc. of Huntsville, Ala., received a $21.6 million research and development contract for the Missile Defense System Exerciser (MDSE) May 16.

The company will receive an initial payment of $2.1 million to begin the research with incremental payments over the contract base award of five years totaling $21,610,507.

The Missile Defense System Exerciser is used by the Missile Defense Agency to test tactical hardware and software of a variety of missile defense systems in different locations under realistic battlefield scenarios. According to a recent release by Teledyne Technologies, MDSE is the MDA's only accredited tool for assessment of interoperability among its theater missile defense components.

"Through our long-standing experience in the industry, we have helped create the interoperability that enables these different systems to operate effectively with each other," said Robert Mehrabian, chairman, president and chief executive officer of Teledyne Technologies, in a recent news release. "Interoperability is critical to the success of these high-technology systems."

Teledyne Brown may also receive additional award terms totaling more than $46 million under the contract. The expected completion date of the contract is April 2003.

Tour of Army Space broadens horizons of young officers

Visit provides artillery leaders an overview of how Space supports current operations

by Capt. Laura Kenney
Army Space Command

(Photo by Sgt. 1st Class Dennis E. Beebe)

Sgt. James Dunlap with the Colorado Army National Guard's 193rd Space Support Battalion gives a demonstration on the capabilities of Army Space Support Teams to members of the ADA Captains Career Course during their visit to Army Space Command in Colorado Springs, Colo.

COLORADO SPRINGS, Colo. — Marrying-up "Air Defenders" with the U.S. Army Space community here — at least as far as educating the former about how the latter can help them do their jobs — is an idea whose time has come.

The "marriage" is a natural one, considering the inextricable links between shared domain and technology. Air Defense Artillery, an honored branch of the Army, met up with the newest addition when company grade officers toured Army and Air Force Space sites.

The captains are attending the ADA Advanced Course — now known as the Captains Career Course — as a new addition to the course curriculum.

The tour, only the second of its kind, took place in May at the home of Army Space. The group of 25 lieutenants and captains, three instructors and Battery Commander Maj. Mark Emmer, traveled from Fort Bliss, Texas, to spend three days being exposed to the advanced technology and innovations with which Army Space is today helping the warfighter.

"It's surprising how few people, even now, know how Space supports current operations. The Global Positioning System is famous, but of equal impact is Blue Force Tracking to help track friendly forces and prevent fratricide. The tour is a great idea to give company grade leaders, in our field particularly, an overview of how Space is exponentially increasing all capabilities," said Emmer.

The Army Space portion of a weeklong tour that included visits to Air Force and Navy Space facilities took participants from the secrets of Cheyenne Mountain to the Space Warfare Center at Schriever Air Force Base to briefings and technology demonstrations at Army Space headquarters.

Technology enabling pilots to "virtually" fly through tight canyons in Afghanistan and computers capable of exploiting in-theater spectral data in almost real-time were put on display for the visiting officers. Demonstrations were given of space assets that provide meteorological information vital to strike planning and reconnaissance efforts. Incredibly detailed imagery elicited an impressed response from the visiting Air Defenders.

"It's amazing what our capabilities are now. Even from just five years ago, how far we've come. I remember reading about things like this in sci-fi books growing up — but this is even better now that it's real, and we'll get to use it. This technology is going to make us smarter and faster and 10 times, no, a hundred times more efficient in the way we wage war. Getting to see these products up-close brings home that fact," said Capt. Samuel Morgan, a Career Course instructor accompanying the students.

Those responsible for arranging and/or conducting the tour agreed.

"Incorporating a tour like this into every advanced course would immeasurably help get the message out about Space. This is the just the beginning, but I'm sure we'll see many more, and we'll be glad to show the phenomenal contributions Space can make, from the everyday, to the dramatic," said a Team Leader from 1st Army Space Support Company, Maj. Dave Hotop.

Let PAO tell your hometown of your accomplishments

Have you recently been promoted? Received an award? Changed work assignments? Why not share the news of your accomplishments with the folks "back home."

Soldiers, airmen and civilians alike can spread their good news through the Army and Air Force Hometown News Release Program. All it takes is a few minutes to complete a Hometown News Release Form. Then, take the completed form to the Public Affairs Office, and let them handle the rest.

The Army and Air Force Hometown News Service is a field operating agency headquartered in San Antonio, Texas. A small staff of Army and Air Force military and civilian personnel produces a variety of print and electronic news products highlighting the accomplishments and worldwide activities of civilians, soldiers and airmen.

Last year, more than 750,000 individual news releases were distributed to the 14,000 newspapers, television and radio stations subscribing to Hometown's free service.

The Hometown News program has been in existence for more than 40 years, with the Army running its program in Kansas City, Mo., and the Air Force running its program from Tinker Air Force Base, Okla.

In 1978, after a study by the Defense Audit Service, the decision was made to consolidate the two operations in San Antonio.

In 1979, the Air Force Operation moved there, followed by the Army's operation in 1980. The consolidation resulted in a savings of 35 personnel with a work force of 63 performing the mission previously done by 98 people. Since then, automation and other efficiencies have resulted in downsizing the organization to its current strength of 42 people.

For more information about the program, contact your local Public Affairs Office.

Examples of hometown news releases

The following are a few examples of Hometown News releases. For more information on the program, visit the Web at: http://hn.afnews.af.mil/webpages/print.htm.

Army medic supports U.S. forces

KANDAHAR AIR BASE, Afghanistan — Bone chilling, lung-choking dust storms, and the constant threat of enemy land mines and sniper fire are just a few of the challenges the son of a Hesperia, Calif., couple is facing as he stands on the front line of the war on terror in Afghanistan ...

Soldier part of 60-hour competition

FORT BENNING, Ga. — Reality shows like the Survivor series have become the rage on American TV. Popular sports events such as the Ironman Triathlon, the Tour de France bicycle race and the international endurathon Eco Challenge put athletes' bodies, minds and spirits to the absolute limit. The Army has its own competition ...

Airman part of elite Thunderbirds crew

NELLIS AIR FORCE BASE, Nev. — With necks craning, ears aching and the ground vibrating under their feet, the crowd of more than 100,000 stares into the sky in awe as six Thunderbirds perform precise aerial maneuvers and seemingly death-defying stunts in their F-16 Fighting Falcon aircraft.

How to fold the American flag

Step 1

To properly fold the Flag, begin by holding it waist-high with another person so that its surface is parallel to the ground.

Step 2

Fold the lower half of the stripe section lengthwise **over** the field of stars, holding the bottom and top edges securely.

Step 3

Fold the flag **again** lengthwise with the blue field on the **outside**.

Step 4

Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.

Step 5

Turn the outer (end) point inward, parallel to the open edge, to form a second triangle.

Step 6

The triangular folding is continued until the entire length of the flag is folded in this manner.

Step 7

When the flag is completely folded, only a triangular blue field of stars should be visible.

What each fold means

The flag folding ceremony described by the Uniformed Services is an uplifting way to honor the flag on special days. The following explains the significance of each fold as it occurs during the ceremony:

The **first** fold of our flag is a symbol of life.

The **second** fold is a symbol of our belief in the eternal life.

The **third** fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world.

The **fourth** fold represents our weaker nature, for as American citizens trusting in God, it is to Him we turn in times of peace as well as in times of war for His divine guidance.

The **fifth** fold is a tribute to our country, for in the words of Stephen Decatur, “Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong.”

The **sixth** fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation, under God, indivisible, with liberty and justice for all.

The **seventh** fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic.

The **eighth** fold is a tribute to the one who entered into the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on Mother’s Day.

The **ninth** fold is a tribute to womanhood; for it has been through their faith, love, loyalty and devotion that the character of the men and women who have made this country great have been molded.

The **tenth** fold is a tribute to father, for he, too, has given his sons and daughters for the defense of our country since they were first born.

The **eleventh** fold, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon, and glorifies, in their eyes, the God of Abraham, Isaac, and Jacob.

The **twelfth** fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost. When the flag is completely folded, the stars are uppermost, reminding us of our national motto, “In God we Trust.”

After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges and freedoms we enjoy today.
Taken from the Internet at: http://www.usflag.org/fold.flag.html

June 14
Flag Day
2002

Pentagon rolls out 'latest, greatest prototype' soldier system

by Sgt. 1st Class Kathleen T. Rhem, USA
American Forces Press Service

WASHINGTON, D.C. — DoD engineers are developing the 2010-era Objective Force Warrior even before the next-generation Land Warrior is fielded in 2004.

Project managers from the Natick Soldier Center in Natick, Mass., rolled out a prototype Objective Force Warrior for the Pentagon press corps May 23.

Project Engineer Dutch Degay called the prototype the "latest and greatest" individual soldier system. He explained the Army Chief of Staff Gen. Eric Shinseki tasked the Natick lab to "completely rebuild the (combat) soldier as we know him."

Historically, researchers have devised upgrades to current equipment. The Objective Force Warrior program tossed out the current system of individual equipment in its entirety and designed a new "integrated, holistic" system from the skin out, Degay said. He explained that the Land Warrior system adds many new capabilities to the current system of field gear through an electronic component soldiers will carry.

The Objective Force Warrior system, scheduled for fielding in 2008, completely integrates these electronic capabilities. Degay explained that soldiers will never again have to wear cumbersome night-vision or infrared goggles or heavy laser training components on their helmets. These and other features — thermal sensors, day-night video cameras, and chemical and biological sensors — are fully integrated within the helmet. It also includes a visor that can act as a "heads-up display monitor" equivalent to two 17-inch computer monitors in front of the soldier's eyes.

The uniform system is a multi-function garment working from the inside out, Degay said. It incorporates physiological sensors that allow the soldier, the chain of command and nearby medics to monitor the soldier's blood pressure, heart rate, internal and external body temperature, and caloric consumption rate. Commanders and medics can access the information through a tactical local area network.

Heat and cold injuries are responsible for a large percentage of casualties in both battle and training, Degay said. But if a medic can monitor a soldier's vital signs, many of these types of injuries can be prevented.

If a soldier is injured, medics can start making an assessment before they even get to an injured soldier. "And that saves time on the battlefield," Degay said.

The Objective Force Warrior system has a built-in "microclimate conditioning system." Degay explained the private climate-control system has a "spacer fabric" that's a little bit thicker than a regular cotton T-shirt. The garment has "capillaries" that blow hot or cold air through the system.

The system's many functions are powered by fuel cells, which Degay described as "cell phone batteries on steroids."

A primary concern in designing the Objective Force Warrior system is overall weight carried by individual soldiers. Soldiers on combat patrols in Afghanistan today typically carry 92 to 105 pounds of mission-essential equipment, Degay said. This can include extra ammunition, chemical protective gear and cold-weather clothing.

The requirement for the Objective Force Warrior system is to weigh no more than 45 to 50 pounds. Many of the system's built-in functions do away with the need to carry extra equipment. The climate-control feature eliminates the need to carry extra clothing. The outer garment has some biological and chemical protection capabilities, reducing the need to carry extra protective gear.

(Photo by Sgt. 1st Class Kathleen T. Rhem)

A mannequin wears the prototype Objective Force Warrior system.

"What we are trying to do at the very fabric uniform level is consolidate all those systems into one so we lessen the overall bulk and weight" carried by soldiers, Degay said.

Anything else that's mission-essential but not built in to the individual soldier system will be carried on a "robotic mule." Degay explained the mule is part of the system. Each squad will have one of the small, remote-controlled wheeled vehicles that can perform a multitude of functions for the soldiers.

"(The mule) will assist with not only taking some of the load carriage off the individual soldier, but he also provides a host of other functions, primarily water generation and purification," he said. "He's a recharging battery station for all the individual Objective Force Warriors in the squad. He acts as a weapons platform. He has day and night thermal, infrared and forward-looking imaging systems inside the nose of the mule, as well as chemical-biological sensors."

The mule can also communicate with unmanned aerial vehicles to give the squad members a true 360-degree image of the battlefield. Currently this capability isn't available below the battalion level, Degay said.

"It's a follower, and it can be manipulated and brought forth by any member of the squad," he said. "It's essentially a mini load-carriage system that's there for them all the time, which allows us to lighten the load for the individual soldier, but he has resupply available at a moment's notice."

Degay said that in the past, such foresight and interchangeability has only gone into major weapons and vehicle platforms.

"Historically we have spent millions of dollars on platforms," he said. But, "the soldier is the centerpiece of our Army, and we are finally making that investment for (the soldier) individually."

Look for pepperoni and barbecue pocket sandwiches in MREs soon

NATICK, Mass. — Pepperoni and barbecue chicken pocket sandwiches have been approved for the Meal, Ready-to-Eat.

The shelf-stable sandwiches were first developed by the Department of Defense Combat Feeding Program at the Army Soldier Systems Center here in the mid-1990s as a ration to enhance soldier mobility. They require no refrigeration or freezing, or utensils or heat source before eating, although they can be warmed with a flameless ration heater.

"We've combined shelf-stable bread that now supplements the MRE with meat into a lightweight, identifiable, eat-out-of-hand food," said project officer Dan Nattress.

Shelf-stable sandwiches are comparable in size, calories and appearance to "Hot Pocket" brand sandwiches found in grocery stores. The major difference is in processing that allows the food to meet the Combat Feeding Program's minimum shelf life of three years at 80 degrees Fahrenheit or six months at 100 degrees Fahrenheit.

Military rations are commonly stabilized through thermal processing in pouches, but heat tends to destroy the flavor and texture of the sandwiches, said project officer Michelle Richardson.

The sandwiches are being further developed and commercialized under an agreement with a company in Raleigh, N.C. Partnering can reduce overall production costs by opening commercial sales opportunities, Nattress said.

In Memorium

Bradley Waddell, son of Linda Gray, died May 30. Gray works in the Contracting and Acquisition Management Office in Huntsville, Ala.

Lillian Allen Cooper, mother of William E. Cooper, died June 1. William Cooper works in the office of the deputy chief of staff for Intelligence in Huntsville, Ala.

SMDC's Mark Lumer a very busy man in contracting world

One of Mark Lumer's offices is in Huntsville, Ala., where he is the director of Contracts for the U.S. Army Space and Missile Defense Command. He also has offices in Washington, D.C.; Colorado Springs, Colo.; and Kwajalein Missile Range in the Marshall Islands. As director of Contracts, he oversees more than $10 billion in active contracts, annual expenditures of about $1.5 billion and a staff of approximately 80.

He also has another office in Washington, D.C., where for the past three months he has been the acting director of the newly authorized Army Contracting Agency.

In January, Secretary of the Army Thomas White authorized the Army Contracting Agency to help streamline and improve efficiency in the contracting world. The Contracting Agency is the third leg of a "three-legged stool" White and his staff developed to make Army practices more closely resemble similar practices in the business world.

The Installation Management Agency is the first leg of the stool. Everyone working on an Army installation — around 70,000 employees — will work for that agency. The Networks Command will centralize information technology requirements, and is the second leg of the stool. The Army Contracting Agency — the third leg — will handle contracting for the other two agencies as primary customers.

"If you look at the number of contracts for things like pagers, cell phones and blackberries, we have hundreds of contracts a year, and that is not efficient," Lumer said. "We want a centralized contract. If we go out with one contract to get cell phones, the volume would allow a substantial cost reduction. We expect the Army Contracting Agency to do about $5.5 billion in contracts each year."

Lumer will remain acting director until a director can be selected. The agency will have five senior executive service positions once it is fully staffed.

"We have one full-time SES on board now," Lumer said. "The other positions have not yet been announced. The selection process could take more than a year once the position is announced."

Lumer, originally from Eatontown, N.J., has been the director of Contracts for SMDC since April 1995. He has received numerous awards including a 2001 Presidential Meritorious Rank Award; the Decoration for Exceptional Civilian Service in 2000 — the Army's highest civilian award; the FY 99 Award for Contracting Professionalism (Civilian); and several Excellence in Contracting awards.

In August 1998, SMDC became the first contracting command in the Department of Defense to achieve full operational capability with the Standard Procurement System (SPS), DoD's paperless acquisition process. From 1995-2001, Lumer's contracting offices were rated as the most efficient in the Army. The office was selected as the outstanding Resource Management office (major command and above) for FY 95 by the Secretary of the Army.

SMDC has never lost a protest in its 44-year history, and the command has received only one GAO protest since FY 96. The Command has exceeded all of its annual socio-economic goals in four out of the last six years, and is a leader in awards to small and women-owned businesses, and disabled U.S. veteran-owned businesses.

Lumer previously worked in the Pentagon, where he was the Army Policy Representative on the DAR Council for four years. As such, he established the Army's position on revisions and changes to the Federal Acquisition Regulation (FAR) and the Defense FAR Supplement

Mark Lumer

(DFARS). Lumer had eight DAR subcommittees reporting to him. He also served as the acting director, Army Procurement Policy in the office of the Assistant Secretary of the Army (Research, Development, and Acquisition) immediately before joining SMDC.

Lumer's field experience includes two years as the Command Ombudsman at the U.S. Army Communications-Electronics Command in New Jersey. He also served as the chief of Compliance there for three years, and as a contracting officer for several major weapons systems. In his 10 years as a contracting officer, he never lost a protest while obligating over $1 billion.

He is a nationally known expert and author in the field of government contracting and has received many awards. He is listed in several editions of Who's Who, including the 1995 and 1996 editions of Who's Who in the World, and the Army has awarded him the Meritorious Civilian Service medal, the Superior Civilian Service medal, and the Commander's Award for Civilian Service twice.

Former President Clinton makes historic stop on Kwaj

by Jim Bennett
Editor, *Kwajalein Hourglass*

Former U.S. President Bill Clinton stopped on Kwajalein in May while en route to East Timor on a diplomatic mission. A crowd of more than 200 residents met the former president at the north end of the tarmac, and Clinton returned the favor, shaking every hand presented him and posing for pictures.

U.S. Army Kwajalein Atoll rolled out the red carpet, treating Clinton and his entourage to snacks in the air terminal and a tour of the island.

Clinton asked about life on the island and the history of Kwajalein before boarding a bus that took the group along Ocean Road, through New Housing, around North Point and by Emon Beach, before returning to the airfield.

The visit, though only an hour long, involved three days of planning and coordination by protocol, security, airport and other departments.

Clinton may have scored a first when he visited Kwajalein May 18. After some quick research and a visit with Kwajalein historian Gene Sims, it appears that Clinton is the first president, either sitting or former, to visit the island.

Since U.S. forces liberated the island from Imperial Japan during World War II, the United States has had 12 presidents. Franklin D. Roosevelt died only a year after the island was taken. Sims said he has no record or knowledge of Harry S. Truman visiting Kwajalein, though Truman did fly to Wake Island to meet with Gen. Douglas MacArthur during the Korean War. Dwight D. Eisenhower traveled to Korea, but

(Photo by Peter Rejcek)

Former President Bill Clinton stops to shake hands and pose for photos on the tarmac during his recent stop on Kwajalein.

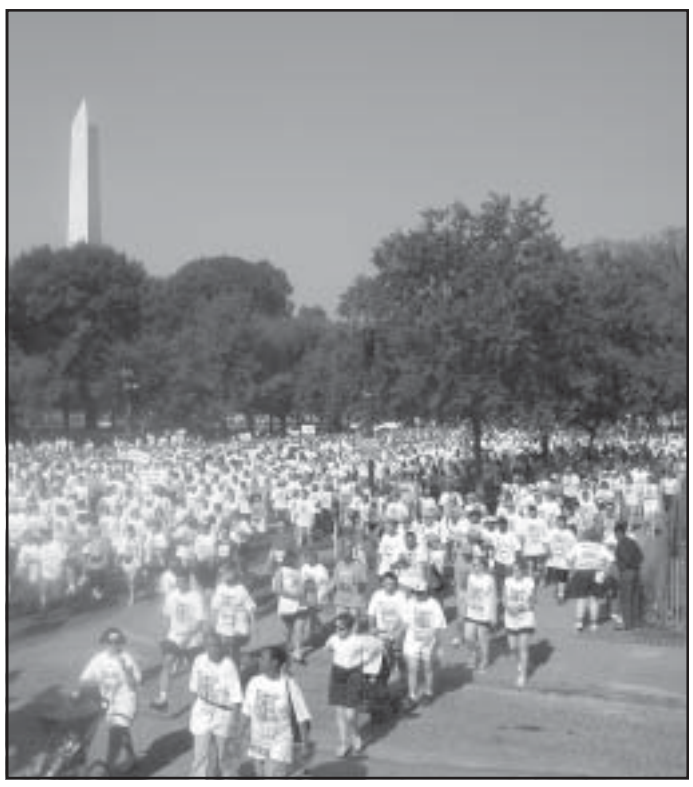
again, no record or story exists of his stopping here either way across the Pacific, Sims said.

That leaves John F. Kennedy, Lyndon B. Johnson, Richard Nixon, Gerald Ford, Jimmy Carter, Ronald Reagan, George Bush Sr., and current President George W. Bush. None of them stopped here, according to Sims, who lived on Kwajalein from 1945-46, 1964-71 and 1983-86, and who is the author of *Kwajalein Remembered*, the unofficial history of the island after World War II.

(Photos by Rhonda Paige)

Christian Huley, an Army Team volunteer and family member, joins other Team members for a much earned break.

At right: Tired but motivated Race for the Cure participants make their way past the Washington Monument.



An Army Team member assists Lydia Cosumano in recognizing the team's efforts.

SMDC volunteers and Army Team members gather for refreshments and after race rally activities.

Army Team members take time out to enjoy the post race Army Team rally.

SMDC volunteers and Army Team make big strides in the 'Race for Cure'

ARLINGTON, Va. — U.S. Army Space and Missile Defense Command (SMDC) volunteers, along with more than 100 Army Team members, were among the 68,000 runners and walkers participating in the 13th annual National Race for the Cure, June 1 in Washington, D.C.

Leading the way for Army's participation in her dual role as the Army Team captain and coordinator for SMDC's volunteers for the race was Lydia Cosumano, spouse of Lt. Gen. Joseph Cosumano Jr., commanding general, SMDC.

In addition to organizing Army and SMDC volunteers' participation in regular Race Day events, Cosumano also organized before- and after-race rallies for the team. Noting her mother's numerous efforts for the event, Cosumano's daughter, Leah said, "Because my mom is a breast cancer survivor, breast cancer awareness and issues are her number one cause."

Cosumano opened the after-race rally by expressing her thankfulness for just being alive to participate in the event.

The rally also featured guest-speaker Lt. Col. Craig D. Shriver, director of Walter Reed Army Medical Center Comprehensive Breast Center. Shriver addressed the group on ongoing research, prevention, treatment, awareness on the issue, new innovations and what lies ahead in the fight against the disease.

Closing the rally and the Army Team events, Shriver summed up what the Race for the Cure meant to him: courage and teamwork.

Anyone who took part in the 2002 National Race for the Cure would certainly echo those words.

For more information on Breast Cancer Awareness and related issues, visit the Web at: www.cbcp.info.

JTAGS soldiers train at Fort Bliss for worldwide mission

by Giselle N. Bodin

To have a grasp on everything one needs to know to pass an exam, it sure helps to be the instructor. The JTAGS unit at Fort Bliss, Texas, understands this concept firsthand.

The Joint Tactical Ground Station (JTAGS) is the transportable in-theater element of the U.S. Space Command's Theater Event System, providing a continuous 24-hour capability to receive and process in-theater, direct down-linked data from space-based sensors.

Operating worldwide, JTAGS units are located at two locations within the United States and three more throughout the world. Units at Osan Air Base, Korea; Stuttgart, Germany; and Camp Osilya Doha, Qatar, are operational, while the unit at Colorado Springs, Colo., serves as a contingency unit. The fifth location serves as a unique aspect of JTAGS since Fort Bliss, Texas, is not only a contingency unit, but also a training ground for all JTAGS soldiers.

The JTAGS at Fort Bliss, which is supported by the U.S. Army Space Command, conducts five classes a year, training up to 12 soldiers per class, to prepare them for their duty assignment.

The Fort Bliss JTAGS instructs the soldiers in a joint force environment, maintaining a fairly equal amount of Army and Navy students, as well as occasional Air Force participants.

Being the only instructional unit has its advantages, said Staff Sgt. Daniel Shields, an operations sergeant and instructor at Fort Bliss. "Other JTAGS sites come to us for information, and it is nice to send operators out to the four sites knowing they have had good training."

(Photo by Staff Sgt. Daniel B. Shields)

Students remove the jack leg from the JTAGS shelter.

Besides being the training detachment for JTAGS, many of the soldiers constantly deploy to support our forward deployed sections, giving the soldiers the self-fulfilling experience of supporting real-world missions around the world.

"Being involved in the training aspects of JTAGS allows us as soldiers to see a different side of the house, not forward deployed, but still providing institutional training and information. It really expands your knowledge base," said Staff Sgt. Philip J. Tatum, engagement control team leader.

With more than 36 JTAGS operators active at any given time, there truly is a wealth of knowledge supporting Theater Missile Defense and providing worldwide warning and alerting, as well as in-theater cueing information on tactical ballistic missiles and other tactical events. They have the capability to immediately disseminate critical information due to their direct tie to worldwide and theater communications systems through a variety of voice and data networks. This allows the JTAGS to provide the shortest link from satellite to soldier in the most effective manner with the fewest people possible — a goal that is attainable at all five sites because of the training and preparation provided at Fort Bliss.

Teamwork

Continued from page 16

Operations Command, Southern Command and Joint Forces Command."

Pigsley explained the day-to-day mission at the RSSC in Tampa.

"It's taking a unit, a guy on the ground or a planner from some Army, Air Force, Navy or Marine unit, submitting his request through his major command, say Forces Command, up through the Joint Forces Command J6.

"We coordinate with the J6 to make sure he or she validates the request, then we take it in here and analyze it for supportability. We'll issue a satellite access authorization once we do the technical work, calculate the satellite power, coordinate with the Defense Information Systems Agency (DISA) to ensure the ground resources, such as telephone, video teleconferencing circuits, etc., are available.

"Once we do that coordination with DISA and get a validation from the J6, we will issue an access authorization. That's where the rest of Army Space Command becomes involved," says Pigsley.

"The guys at the DSCS operations centers, such as A and B Co., get the authorization, and when it is time for the mission to come up, they input it into their database. They will actually interface with the customer."

He explained that RSSC would re-enter the picture only if there are planning or technical problems with the mission.

(Photo by Don Montoya)

Spc. Justin E. Hiser, an assistant ground mobile forces controller from B Co., 1st SATCON Battalion, is working on equipment at a GMF station inside the operations center.

"We help the user understand what he or she needs. A commander out there knows he or she needs telephones and computer network access at a deployed location. How does he or she get it?"

And that is the $64,000 question. The Tampa native said the customer is not going to get what they need without coming through this office.

"I'm talking about satellite resources," Pigsley said. "You can get all the stuff deployed, personnel and equipment on the ground, but if we can't support it on the spacecraft, and we can't make that coordination with DISA to get the ground segment, then you don't get the tail circuits, the phone, the Internet access, VTC — all the things the commander wants out there. Everything has to be planned out because there are limited resources."

But the folks at the RSSC in Tampa help to fulfill the user's needs.

"Bottom line for RSSC CONUS is we are very customer oriented. We will support the customer no matter what," says Master Sgt. Tony Harp, NCOIC for RSSC CONUS. "As far as the SHF side is concerned, there are no denials."

So what happens if a user is unable to receive training on how to submit a proper request?

"There are certain regulations and documents, which say how you are supposed to do this," says Pigsley. "Everything has to be in this format, through this agency and that agency, and it has to be perfect."

However, Pigsley defers to their RSSC director's guidance. "He doesn't say it this way, but I tell people that if they send us a request on a bar napkin, we'll figure out how to support it. We try to get people to do it the right way, but bottom line is supporting the warfighter. And if a bar napkin is the only way they have to get it to us, then we'll work with them."

As before with other Army Space Command units, the concept of team effort is the underlying factor in a successful operation.

"We treat our organization like a team – football, basketball, volleyball, whatever team you want to us to be," says Harp.

"All of us work really well together. There's not one person here that knows everything, but as a team, we can answer just about any question. If we can't, we'll find out how we can."

And it's that team effort that comes to light even during times of crisis as Pigsley can attest to.

"We've spent many a night here burning the midnight oil. I can even remember bringing pumpkin pie in the middle of the night to one of our people on Thanksgiving because he was working real-world operations for CENTCOM.

"These guys have a good attitude. They don't mind and they know what they are doing matters. If we drop the ball, we know it could have catastrophic consequences."

Army Space units work, train as a team

by Don Montoya
Army Space Command

(Photo by Don Montoya)

1st St. Kenneth Stahl, second from left, along with members of A Company watch Spc. Christopher Page, second from right, demonstrate his land naviation skills using a protractor to plot a course to the next station during common task training. From left, Sgt. Jesse Walz, Spc. Michael Lebrun and Staff Sgt. Garrison Mothershead look on.

You could call it a tale of two Satellite Control companies and one Regional Satellite Communications Support Center (RSSC), but the real story is the team effort and feeling of belonging to the Army Space Command family. A and B Company of 1st Satellite Control Battalion and the RSSC for the Continental United States have a mission to support the warfighter.

At Fort Meade, Md., B Co. plays a vital role, as do five other satellite control companies worldwide. The units are responsible for command and control of communications networks on 10 Defense Satellite Communications System satellites. These satellite operation centers on a typical day control nearly 1,000 links providing vital communications support to the joint chiefs of staff, the unified commanders in chief, the Department of State, the intelligence community around the world and the warfighter in theater, to mention a few.

Opening an administrative folder proudly displaying a black dragon and the motto "Bravo Black Dragons," personnel administrative specialist Sgt. Amanzio Brady looks over the day's activities. Brady is one of a few individuals at B Co. who is not that satellite savvy but nonetheless plays an important part in the daily operations.

Among his many duties include keeping an eye on everyone's finances in the company and providing morale.

"In my position I deal a lot with morale," says Brady. "If you mess up a soldier's pay, his or her mind is going to be on how it affects home. And if there is financial trouble at home because of something we didn't catch, then duty performance is going to be off.

"They'll sit there at the terminals in the operations center and think about 'how am I going to pay this light bill, keep the phone on, or handle this before my sergeant gets into the situation thinking I'm having a payroll problem.'

"And while the soldier is trying to show how mature he or she is, they run the risk of not paying attention, and as usually happens, they miss something important on the floor. So I take what I do very seriously," says Brady.

Another key player at B Co. is Sgt. Raul Sheran who handles supply and logistics issues for the house. His office is hidden downstairs with engineer's tape tacked all around the doorframe reading "DO NOT ENTER."

"It means don't bother me unless you have a supply issue," says Sheran, trying to hide a grin.

He confesses his office is kind of a mess and he does not want anyone to trespass or take his paperwork so this serves as a warning. "It's my inside joke."

But if you ask how he feels about being with B Co., he'll tell you he is proud to be part of it.

"Me and Sgt. Brady are the ones who don't know a lot about the technical side of satellites, which can be a pretty big challenge being that we are involved with a Satellite Control unit," says Sheran.

As personnel of B Co. press on with their mission of 24 / 7 on two of 10 DSCS satellites high above in geosynchronous orbit with eyes wide-open, a team of 16 soldiers from their sister unit, A Co. located at Fort Detrick, Md., is busy doing something else — soldier training.

The site is Meade's training range located a few miles down the road from B Co. Today's mission takes them off the operations floor and into the woods to perform common task training.

While their main mission, similar to B Co.'s, involves different satellites, the 30 some miles that separate these two sites doesn't affect their close working relationship. Part of that relationship involves joint training when possible in areas such as equal opportunity and nuclear, biological and chemical.

As A Co. Commander, Capt. Ramona Discavage put it, "We share and share alike. When we have a training opportunity up at Detrick, we always make room for B Co. to participate. This extends beyond training to social events and changes of command."

For the common task training, a group of testers set up at various positions in a heavily wooded area adjacent to the firing ranges. The objective is for a second group of satellite controllers to find their way to all six points and perform different tasks at each station.

"There are those who don't think common task training is important because we (satellite controllers) really don't see the lines of battle, " says Spc. Christopher Daigre, a satellite network controller in A Co. and a participant in the training event.

"They don't realize that at any time — if it's absolutely essential — we could very well be pulled out of the satellite controller's area and placed on the lines. We have to know this stuff because it's our job and just as much a part of being a soldier as it is being a controller," says Daigre.

Sgt. Michael Newman, also from A Co. echoed the same thoughts by saying, "Maintaining soldier skills is important. It's like the old adage of riding a bicycle. Once you learn you never forget. But by the same token if you go too long without riding, it takes a little longer to get the knack of it. It is good to brush up on a regular basis."

As members of A Co. finish their training for the day and discuss the pros and cons during an after-action report, on-site members of the RSSC-CONUS in Tampa, Fla., 840 miles away, help users navigate their way in the areas of planning and getting satellite support.

"My job is to oversee the day-to-day super high frequency (SHF) operations here at the center in Tampa," says Sgt. 1st Class (P) Benjamin Pigsley, SHF operations NCO.

Pigsley said more SHF — the work horse frequency which support things like e-mail, telephone, and Video Teleconference (VTC) capabilities through the DSCS satellites — missions are done here than at the other two RSSCs combined.

"Our mission load is very heavy," says Pigsley. "We support four commanders: U.S. Central Command, Special

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There are those who don't think common task training is important because we (satellite controllers) really don't see the lines of battle. They don't realize that at any time — if it's absolutely essential — we could very well be pulled out of the satellite controller's area and placed on the lines. We have to know this stuff because it's our job and just as much a part of being a soldier as it is being a controller.

— Spc. Christopher Daigre