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The Eagle

U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command

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Photo by William M. Congo

Change of Command

As part of U.S. Army tradition, the SMDC/ARSTRAT unit colors are exchanged during a change of command ceremony Dec. 18 in Conmy Hall at Fort Myer, Va. At right is outgoing Commanding General Lt. Gen. Larry J. Dodgen who accepts the unit colors from Command Sgt. Maj. David L. Lady as Army Chief of Staff Gen. Peter J. Schoomaker, left, and incoming Commanding General Lt. Gen. Kevin T. Campbell stand ready to proceed with the exchange. (See story and photos, pages 8-9.)

Command leans forward in the foxhole with LSS

By LuAnne Fantasia
SMDC/ARSTRAT
Public Affairs

HUNTSVILLE, Ala. — The Army is transforming its business methods and work-force culture to reflect the best practices in the civilian industry. One of those best practices is Lean Six Sigma.

Lean and Six Sigma are both process improvement methodologies; the former is about speed and efficiency; the latter about precision and accuracy that leads to business decisions based on data. Both emerged in the business world pre-1980, with Lean as a method to optimize auto manufacturing, and Six Sigma evolving as a quality initiative to reduce variance in the semiconductor industry.

One of the Army's current talking points is, "Just as we are transforming our warfighting forces to prevail in today and tomorrow's conflicts, it's imperative that we transform the way we do business. We can't have a 21st century operational force supported by 20th century processes (i.e., outdated business practices.)"

Implementing Lean Six Sigma, or LSS, has been a three-year journey for the Army and is the largest deployment of management science in history, according to Junell Scheeres, with the Arlington, Va.-based George Group Federal Services.

Scheeres was in Huntsville to lead several staff offices and the Technical Interoperability and Matrix Center, or TIMC, in a project identification and selection workshop. The purpose of the PISW was to develop LSS project charters that could then be prioritized for immediate action to achieve hard-dollar savings.

Scheeres began the late-November project identification workshop here with, "The most frequently-asked question in LSS is 'How does this apply to what we do?', and I tell people that LSS is about tomorrow ... the conceptual tomorrow. It's a

toolkit ... or a framework to decision-making that leads to *value-added* change.

"This is only a readiness for LSS. Don't leave this workshop after two days and feel you have enough knowledge of LSS to tell someone this isn't going to work," she said. "But, you will identify your recurring processes and how you might improve them.

"When you can say there's nothing in your process that has waste — that all of your customers are 100 percent happy 100 percent of the time — then you won't need to be here."

During a visit to the workshop, the command's champion for LSS, Chief of Staff Col. Jim Bedingfield, told the group that everyone in the command — in fact, the Army — needs to accept that LSS is here to stay, roll up their sleeves and gain an understanding now of how LSS will apply to them individually and their jobs.

"Don't protect your territory — protect your *value-added* territory," he coached.

"You have my word that no government employee will lose his or her job because of Lean Six Sigma, but there will be changes. Space vs. face ... faces remain. They go to areas where there's work that needs to be done," Bedingfield said. He added that jobs may also move after a LSS value stream analysis, and that redundant work will be eliminated. Manpower cuts are projected for Fiscal Year '08, but are unrelated to LSS.

He added, "Sometimes you'll be amazed, once you map your process, that there is waste in your process.

When asked if this LSS initiative will have leadership's follow-through, Bedingfield explained there will be rapid improvement events and that management will back up those recommendations. "If you come up with the best way to improve something, our leadership will back it up. If

See *Lean Six* on page 3



Photo by Sgt. Jack W. Carlson III

In awe ...

Sgt. Duane Ostrowski (operations noncommissioned officer, 49th Missile Defense Battalion, Alaska Army National Guard) stands in awe of the Northern Lights display over Fort Greely. A sunspot erupted hurling clouds of gases toward Earth sparking lights such as these over most of the northern latitudes.

The Command Corner



Lt. Gen. Kevin T. Campbell
Commanding General



CSM David L. Lady
Command Sergeant Major

The heritage of the U.S. Army Space and Missile Defense Command is a long and honorable one. Over the past 60 years, this command has evolved from an organization focused on developing an effective counter to missiles like the German V-2 rocket, to our current focus on exploring and exploiting the opportunities of space and meeting the challenges of a globally integrated missile defense. With our designation as the Army Service Component Command to U.S. Strategic Command (USSTRATCOM), we also have the concurrent responsibility to plan, integrate, and coordinate utilization of Army forces and capabilities in support of USSTRATCOM. The command's title as U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (SMDC/ARSTRAT) is a relatively recent one, but our legacy is historically based on mission-focus, dedication to excellence and global commitment.

In joining this great organization as the commanding general, I look forward in the coming months to visiting each of the locations where we have SMDC/ARSTRAT team members serving around the globe. During these visits, I will be particularly interested in your views and ideas on what we can do to continue moving this organization forward to best support the Army and our Nation's security challenges. The energy, dedication, and intelligence applied to supporting our nation's joint warfighters in the past are inspirational. I have full confidence this same focus will continue in the future.

We are living in a watershed time in history. Our nation's ongoing engagement in OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM add particular importance and urgency to our work. As such, we have a tremendous duty and responsibility to our fellow citizens, our Army, our joint service counterparts and our nation. The challenges that lie ahead will require your continued dedication, resourcefulness and hard work.

As we end 2006 and look to 2007, our nation remains at war with more than 237,000 Soldiers overseas in 70 countries, deployed far from the comfort of their own homes and loved ones. Freedom is never free, and unfortunately, the price is sometimes paid with the lives of dedicated Servicemen and women. Whether the cause is OPERATION ENDURING FREEDOM or OPERATION IRAQI FREEDOM — our thoughts and prayers are with them and their families.

I would also like to extend to the entire SMDC/ARSTRAT team of Soldiers, noncommissioned officers, officers, civilians and contractors, my congratulations on your great work this year. Look for opportunities to spend time with loved ones and to share our blessings with others less fortunate than ourselves. Best wishes to each of you and your families for health, prosperity and happiness in the New Year.

SECURE THE HIGH GROUND!

Early in December, the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command entered into a partnership with the U.S. Army Sergeant Major Academy, as the SMDC/ARSTRAT classroom was formally dedicated by Col. (P) Roger F. Mathews and members of the Academy Staff. (See photo, next page.)

SMDC/ARSTRAT will sponsor this classroom, displaying this command's history, structure, and vision/mission/goals to the students of the Sergeant Major Course and the Command Sergeant Major Course. The products on display are developed or collected by SMDC/ARSTRAT Public Affairs Office. These products are united around the themes of our Strategic Communications Plan; they tell the SMDC/ARSTRAT story.

Most of the USASMA classrooms are sponsored by service components (Air Force), the branches (Armor, Air Defense Artillery). Only a few Army service component commands have their own room. Assuming this mission, SMDC/ARSTRAT can highlight Space Warriors, technological and doctrinal advances, and the capabilities that every leader and every warfighting organization can access through space. In order to "normalize space" throughout the U.S. Army, such capabilities must be introduced through our Officer and Noncommissioned Officer Educational Systems to every new leader.

In his remarks to the students and instructors, Col. (P) Mathews emphasized that space enhanced communications and an assured tactical network are absolutely essential to the success of the Future Combat System. He explained that without the enhanced command and control, joint blue force situational awareness, and extended ISR capabilities afforded by a robust tactical net, the FCS becomes nothing more than a new group of vehicles in the motor park. Space must come to mud for these systems to increase the lethality and survivability of FCS-equipped organizations.

Col. (P) Mathews also reminded the audience that in dedicating this classroom, SMDC/ARSTRAT is committed to continually updating the classroom's training aids in order to keep each class abreast of the advances in space and missile defense systems. The SMDC/ARSTRAT command sergeants major, supported by the Public Affairs Office, have the lead in keeping the classroom current.

This is the latest of the NCO-led initiatives supported by our commanding general and deputy commander for operations. Over his entire career, Lt. Gen. Larry Dodgen has been a very strong supporter of the NCO Corps. In these past three years, he has supported us sergeants in three critical areas: he has set a high personal example for us; he has added to our responsibilities for disciplining and training our Soldiers and small units; he has held us accountable to demonstrate and enforce all standards.

SMDC/ARSTRAT is a stronger command, thanks to Lt. Gen. Dodgen's leadership. We NCOs are a much stronger corps thanks to his direction and support.

ON POINT!



Happy New Year!



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Photo by Master Sgt. Rudy Carter, Class 57 Public Affairs

SMDC/ARSTRAT sponsors classroom

Command Sgt. Maj. David L. Lady, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, addresses students at the U.S. Army Sergeants Major Academy (USASMA) during the dedication of a classroom sponsored by SMDC/ARSTRAT. The SMDC/ARSTRAT classroom was formally dedicated by Col. (P) Roger F. Mathews and members of the Academy staff.

Lean Six

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they don't, here's my e-mail address. Write me an e-mail, and tell me about it."

The Chief asked everyone in the command to go into LSS with an open mind. Have and keep faith. "We'll deploy this throughout the command and we'll need your help. Some of you will work on the LSS team itself, and will work on projects where you have no expertise, but will give that process a fresh pair of eyes.

"Don't you want to work in a place where we're doing less re-work?" he asked. "Where we don't waste time and where you can effect change? I can see some of you are excited and some are not, but the train's leaving the station on this, and I want you to stay on it."

All senior Army leaders are tasked to brief the secretary of the Army over the next few months on their command's Lean Six Sigma success stories. A rapid improvement event earlier this year on the command's information office/G-6 help desk yielded over \$400K in savings. An article on that success story is on page 11 of the November 2006 issue of *The Eagle*; authored by Sandy McAnally, Business Initiatives Office.

What We Think

The Eagle asks:

If you didn't know the year you were born, how old do you think you would be and why?



Billy Lindsay
Lead, Special Projects
SAIC
Arlington, Va.

I would say 35. There are days when I feel 15 — in my child-like ways full of wonder and hope (50 percent). There are days when I feel 95 — when the weight of worries bares down on my shoulders (25 percent). And there are days, recently, that I look in the eyes of my new born son and realize I am just starting out at 43 (25 percent).



John E. Upp III
Team Leader
Chief Information Office
Arlington, Va.

Hopefully I would be able to count in which case I would count the number of springs I would have lived. Of course it would be a few years off, but a rough guess would put me around 50 springs. But on some days, I have to admit, I feel like 100 springs.



1st Lt. Brett Kobes
Executive Officer
1st Space Company
Colorado Springs, Colo.

If I had to guess my age, I would say 18 years old ... not because of my boyish good looks, but because I attended West Point Preparatory School and West Point. I was robbed of the prime years of my 20s and now spend all of my time trying to get those years back. I also think I suffer from a mix between parkinsons and alzheimers, so I could also be 85.



Paula Taylor
Executive Officer to the
Deputy to the Commander for Research,
Development and Acquisition
Huntsville, Ala.

Well, this is a good question! If I did not know my birth year and could choose my age, I would choose the age 30. Thirty is an age when you are young enough to do silly things and to be carefree and old enough to be considered wise; it's like having the best of both age dimensions. I say this because I've lived this age, and it was great.



Sgt. Thomas Thetford
2nd Space Company
Colorado Springs, Colo.

If I didn't know the year I was born, I would guess I was a toddler still, because I distinctly remember crawling home a lot.

Combined Test Force announces full operational capability

By LuAnne Fantasia
SMDC/ARSTRAT Public Affairs

HUNTSVILLE, Ala. — It was time for ballistic missile defense systems to start playing well with others.

Enter Missile Defense Agency's Combined Test Force — to plan, integrate, execute and analyze ballistic missile defense systems. A year ago, MDA declared *initial* operational capability for this integrated test execution organization.

Nov. 13, Tim McKaig, Army retired colonel and director of the Combined Test Force, announced in a ceremony here that the CTF now has *full* operational capability.

"This has been an eventful year. And, it's significant to have this ceremony today, because [last week] we completed a distributed ground test with 17 sites. It was a massive effort, but today we're fully operational," McKaig said.

It's a complex mission, but the need became apparent for a single organization to be responsible for testing ballistic missile defense systems, or BMDS, and its components, as several systems such as the Patriot, Aegis, THAAD, and GMD, began to mature and require testing as part of the integrated BMDS.

The timing is ironic. Incoming chairman of the Senate Armed Services Committee, Sen. Carl Levin (Mich.) told *Aerospace Daily & Defense Report* the same day as the ceremony here that he will press for integrated

testing of the nation's missile defense system.

"It's in everyone's interest that it work — regardless of what one's position is or has been on missile defense," Levin said.

In a live videoconference from his office in the National Capital Region, MDA Director Lt. Gen. Henry A. "Trey" Obering III told those attending the ceremony, "I'm proud of this rollout of the CTF, and I view this as a partnership between the Missile Defense Agency and the city of Huntsville.

"Events this year with North Korea and in Lebanon, combined with successful test results over the last year, shows why the CTF is important to the overall program," Obering said.

He was referring to North Korea's failed attempted launch of a long range missile this summer; their successful launch of six other shorter range missiles over a two-day period; and their apparent underground detonation of a

nuclear device; as well as more than 4,000 rockets pummeling cities and towns in Israel this summer — rockets provided by rogue nations and launched by terrorists.

Although the CTF was created by leveraging existing legacy organizations, funding and manpower, it took countless people to make it happen, and three were recognized during the ceremony for their Herculean efforts to pull everything together fast: Beth Fitzgerald, Mary Barrick, and Air Force Lt. Col. Kenneth Reiman.

Maj. Gen. Chris Anzalone, MDA's deputy for test, integration and fielding, said, "This effort is the beginning of a center of gravity. You just saw me award a *joint service commendation medal* to Air Force Lt. Col. Reiman. That's a beginning because what does combined test force mean? It means joint.

"Wait until you see what's coming," Anzalone added. "It's only goodness."

"During his first inauguration address, Jan. 21, 1981, President Ronald Reagan said, 'You can accomplish much if you don't care who gets the credit.' That promotes teamwork and cooperation, and we're going to use his quote in this organization."

— **Tim McKaig**
Director, Combined Test Force
Missile Defense Agency

While the Combined Test Force is located in Huntsville, Ala., it's supported by teams in Washington, D.C., and at the Joint National Integration Center in Colorado Springs, Colo., as well as a few employees in Alaska.

It has four divisions:

- Test Planning and Design — performs campaign-level test planning and design.
- Test Operations — performs detailed test planning and execution processes.
- Test Analysis and Reporting — performs test event data collection, analysis and reporting.
- Support — performs Test Configuration Working Group secretariat functions and CTF integration and business operations functions.

... and five imperatives:

- Systems Engineering — The test program must be an integral part of the overarching systems engineering process.
- Operational Realism — Operational realism must be progressively increased with each successive test event.
- Readiness — Readiness for test is Job#1. The system under test, test support assets, and test execution team must be ready to go every time we test.
- Standardization — System test processes, procedures, terminology, and data products must be standardized to a practical extent for all types of testing.
- Affordability — The test program must be affordable. Existing test program resources must be leveraged to the maximum extent. New resources must have valid requirements.



Photo by LuAnne Fantasia

Huntsville, Ala., Mayor Loretta Spencer (center) was a guest at the Nov. 13 ceremony and reception for MDA's Combined Test Force. "Bringing people from all over the country is important to Huntsville, and I thank you for having your team here," she said. (l to r) Michael Schexnayder, deputy to the commander for RD&A, SMDC/ARSTRAT; Tim McKaig, director of the Combined Test Force, MDA; Mayor Spencer; Maj. Gen. Chris Anzalone, deputy for Test Integration and Fielding, MDA.

AirScan, MIT team up for conversion of Metroliner to simulate actual missions

By J.J. Klein
Reporter, Kwajalein Hourglass

KWAJALEIN ATOLL, Republic of the Marshall Islands — Step inside Metroliner 680, waiting to whisk commuters to Roi-Namur, and you would have no clue that just a month ago this aircraft was customized with eight antennas to fly test profiles with the *Worthy* for U.S. Army Kwajalein Atoll/Reagan Test Site.

The *Worthy*, a former U.S. naval ship assigned to USAKA in the early 1990s, supports a variety of missions that involve data collection and communication with airborne assets such as missiles and aircraft.

The plane modification began when the Kwajalein Mobile Range Safety System, the mission related portion of the *Worthy*, recently upgraded the telemetry, communications, networks, range safety and ship subsystems. KMRSS needed a cost-effective way to test the capabilities of the upgrades before heading out to Hawaii in support of several missions. A custom-configured aircraft simulating a missile and other mission assets fit the profile.

“Utilizing the Metroliner allowed us to emulate some of the characteristics of a real mission,” said Dr. Shawn Ohler, Massachusetts’s Institute of Technology/Lincoln Labs Technical staff.

USAKA/RTS, MIT/LL and Kwajalein Range Services “came to us and said, ‘Can you help us do some airborne testing?’ So, we went back, and we thought about it a little bit,” said AirScan Pacific program manager Leonard Lollar, “and MIT and AirScan in Florida, our parent company, got together and put together a plan.”

“AirScan generated the design package, obtained Federal Aviation Administration approval, procured the antennas, power



Photo by John Bohrer

Bob Hamel, foreground, tests radio communications with the *Worthy* test director and the pilots. Pat Dowell works telemetry equipment in the background.

inverter, cables and equipment racks, and installed these items all at their own expense,” said Mark Thimsen, KRS Systems engineer and *Worthy* Upgrade Project lead.

“Using existing airborne test beds would have required modifying them for our purposes and then having the aircraft along with flight and support crew resident on Kwajalein for several months,” said Bob Hamel, MIT/LL Technical staff. “That would have been prohibitively expensive.”

Once the parts arrived, AirScan identified Aircraft 680, one of its three

planes, for modification and took out all the seats. Hamel set to work planning how to configure the experimental hardware on the plane for the sole purpose of testing the upgraded equipment on the *Worthy*. The AirScan maintenance staff started the process of determining the placement of eight antennas, drilling holes in the body of the plane to attach the antennas and fabricating custom racks to hold the experimental hardware.

The maintenance staff had to

See *Worthy* on page 7

Mathews speaks to local defense industry

By Ed White
SMDC/ARSTRAT
Public Affairs

COLORADO SPRINGS, Colo. — About 80 members of the local community of defense contractors gathered at a luncheon to hear U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (SMDC/ARSTRAT) Deputy Commander for Operations Col. (P) Roger F. Mathews talk about the range and scope of operations and research the command does on a day-to-day basis.

Mathews covered a lot of ground in his comments. He defined the component relationship between SMDC/ARSTRAT and U.S. Strategic Command. He addressed the status of the Army Space Master Plan, which synchronizes space between programs, organizations and processes. He updated the audience on the Army Space Cadre efforts ongoing in the command, and the future roles of Space Support Elements were defined.

He explained Joint Blue Force Situational Awareness and how it supports situational awareness at the strategic, operational and tactical levels of command. Mathews addressed the command’s efforts in Global Missile Defense, and he updated the audience on the challenges in satellite communications highlighting the Global Broadcast System.

“We face a variety of challenges on many fronts,” Mathews stated. “And it is exciting to see how our Soldiers and civilians meet those challenges every single day. Space is a crucial enabler. It represents a growing paradigm in utilization of the battlespace. We provide key space support to our joint warfighters, and we have had Soldiers deployed in harm’s way since the beginning of OPERATION IRAQI FREEDOM and OPERATION ENDURING FREEDOM.”

The National Defense Industrial Association, the host organization of the luncheon event, provides individuals from academia, government,



Photo by Ed White

Col. (P) Roger F. Mathews mingles with guests before his speech at the National Defense Industrial Association luncheon.

military services, small business, prime contractors and the international community with the opportunity to network effectively with the government-industry team. The organization keeps the

participants abreast of the latest in technology developments and addresses and influences issues and government policies critical to the health of the defense industry and the preservation of our national security.



Photos by Ed White

Moving at the back of the stack requires concentration, focus and a total field of vision to see the entire tactical situation.



Clearing a stairwell where an enemy can be laying on his belly at the top of the stairs waiting for your head to come into view requires total focus and teamwork. Sgt. Tiana Motton (left) and Staff Sgt. Jarvis Morrissey demonstrate the proper attitude and form for clearing the stairwell.

Space Soldiers receive Special Forces training

By Ed White
SMDC/ARSTRAT, Public Affairs

FORT CARSON, Colo. — The silence of the unseasonably warm November morning was splintered by the sound of a foot crashing against a door. Shouts of "Room, left, two men left." Smoke ... gunshots ... more shouts "Clear, clear," and "two friendlies coming out."

In less than two minutes, the house was cleared, the bad guys were shot and the innocent civilians could go on about their lives. And two teams of Space Soldiers proved they could attack and take charge of a town, building by building.

"Here is the scenario," said Capt. Gary Blount. "Our guys are riding through a small village when their truck breaks down. They have to clear the town and wait for help to arrive to get them and their vehicle out of there."

Breaking up into two teams of six and armed with paintball sub-munitions, the Soldiers got a real feel for what this type of fighting is all about.

Capt. Tom Wiktorek, Headquarters and Headquarters Company 1st Space Brigade company commander, said of the training, "We won't always have these Soldiers here. They will move on, and many of them will find themselves in harms way. With the way warfare is being executed today, these are skills they need to have, and we would not be doing our duty to them if we didn't provide opportunities to train them."

Going through the houses, team leaders changed for each attack. "Bad guy" targets were placed in some rooms, and they were either alone or mixed with "friendly" silhouettes. The Soldiers had to make split-second decisions to fire or hold. They learned not to get tunnel vision and look around to ensure they saw the entire tactical situation. And,

finally, they learned to trust their instincts and fire their weapons when that was required.

At the end of each takedown the teams went through a three up, three down review and talked about what they did well and what they needed to work on for the next part of the exercise.

Each team took down three one-story dwellings and then, during the second phase of the training, a four-man team of Special Forces Soldiers from the 10th Special Forces Group taught them how to clear stairways, what to look for, how to move, and how to communicate what they saw and successfully complete the operation.

The "hospital" at the Military Operations on Urbanized Terrain, or MOUT, site became the training ground for this part of the exercise and the Soldiers went through it with solid determination.

So, while the group included Soldiers who would not normally get this type of training and especially the kind of help that comes from combat seasoned green berets, the basic skills are there now. They have some simulated experience under their belts, and they know what amount of control, violence and force of action is required to do the job.

"They all looked pretty good," said Bobby (neither last names were given nor photos were allowed of these troopers), one of the Special Forces team members, as the last team went through the exercise. "They listened and learned and did it well."

In Iraq, a routine trip across Baghdad can lead to ambushes, improvised explosive devices and a fight for one's life. In this new age when truck drivers, mechanics, clerks and other typically "rear echelon" Soldiers are regularly engaging the enemy in Iraq, this fighting skill set is key to survival.

Soldiers get feedback from Engagement Skills Trainer 2000

By Daniel Kivlehen
Unit reporter

LANDSTUHL, Germany — Until recently, the Soldiers of Charlie Company, 53rd Signal Battalion (SATCON), relied on the tried and true methods like dime/washer drills and shadow-box exercises to accomplish the hands-on portion of their Preliminary Marksmanship Instruction (PMI). While the Soldiers can still benefit from these exercises, trainers at Charlie Company have a new tool at their disposal that promises a more effective training experience.

The Engagement Skills Trainer (EST) 2000 on Panzer Kaserne is an interactive multimedia system that enables trainers to instruct in any of three modes: Marksmanship Training, Collective

Training and Judgmental. In Marksmanship Training Mode, the EST monitors Soldiers as they engage targets and identifies problems in a Soldier's Basic Rifle Marksmanship skills such as breathing or trigger squeeze. The EST provides instant feedback to coaches enabling them to make corrections quickly and accurately. An operator of the system can inject misfire rounds into scenarios to train and evaluate immediate action skills. The EST can simulate a Zero Range or Qualification Range, as well as Nuclear, Biological and Chemical, and Night Fire Qualification that many local units are already using to qualify Soldiers in these areas due to the lack of NBC and Night Fire Range availability. The system possesses after-action-review and record-keeping capabilities for trainers to track Soldier

progress.

In Collective Mode, Soldiers are able to work together in a simulated fire team and engage three-dimensional targets with photo quality resolution and surround sound. The system provides real time feedback as targets respond to incoming fire. Soldiers are able to train on weapons systems they don't normally encounter such as the M249, M240, M60, M4, M203, and MK19; 11 weapons systems in all. Soldiers feel the weight and recoil of each weapon they operate.

Judgmental Mode offers Soldiers a safe but realistic opportunity to engage targets in situations that involve target identification and levels of force decisions. Shoot/Don't Shoot scenarios train Soldiers for Force Protection and Military Operation on Urban Terrain. Operators can choose from scenarios ranging from a

domestic violence incident to a Force Protection situation and can choose to escalate the situation or not based on the desired training effect.

The scenario editor enables Charlie Company Basic Rifle Marksmanship trainers to generate new scenarios to challenge Soldiers. Soon, Charlie Company Soldiers will find themselves firing on a simulated Known Distance range as part of their PMI for their actual qualification. The feedback from the Soldiers and trainers alike is outstanding. Sgt. David Etheredge, Charlie Company's supply noncommissioned officer said, "Now I know exactly what my problem area is ... breathing. Before I trained with the EST, I fired a 26 on the Known Distance range. After the EST, I fired a 38."

Army Space Support Team deploys

By Ed White
SMDC/ARSTRAT
Public Affairs

PETERSON AIR FORCE BASE, Colo. — Army Space Support Team 7 was feted in a departure ceremony as they deployed to OPERATION IRAQI FREEDOM to replace Team 2 which has been deployed for a year.

Team 7 consists of Maj. John Hennessey, Capt. James French, Staff Sgt. Rob Wayman, Staff Sgt. Jay Stephenson, Staff Sgt. Yolanda Rife and Sgt. Joe Sullivan.

“You are replacing a team that has set the bar high,” said 1st Space Battalion Commander Lt. Col. Lee Gizzi. “However, I know you will exceed their standard. You are trained. You are ready; now go and execute the mission. I charge you to look out for each other, and bring everyone on the team home safely.”

Gizzi presented a battalion coin to Hennessey. A coin goes

with each team and symbolizes their unity, their purpose and their role as Soldiers. As each team returns from a deployment, the coins are retired and hung in the battalion conference room. Currently there are 23 returned coins hanging on the wall.

Army Space Support Teams have been deployed in support of combat operations in the theater since the beginning of operations against the Taliban and opening of hostilities in Iraq. They have been a constant presence in that theater, providing timely, accurate and tailored space support to the planners and operators engaged in combat operations.

“This team is a combination of Active and Reserve Soldiers — each one volunteering for this mission. Many of them are on their second tour to Iraq. They represent the Warrior Ethos in all of us,” added Gizzi.



Photo by Ed White

Lt. Col. Lee Gizzi (right) passes the battalion coin to Maj. John Hennessey. The coin symbolizes the unit’s commitment, solidarity and professionalism and serves as a reminder that they are a team. When returned at the end of their tour it will hang on a wall in the battalion’s conference room with the 23 others that have been returned from successful deployments in the global war against terror.

Worthy

continued from page 5

undertake many considerations when attaching the various antennas to the plane. If an antenna was placed on the wrong side, a vehicle could tear off the antenna loading cargo on the plane.

“The actual modification, once all the materials were here, took us ten days,” Lollar said. The unexpected speed at which the team performed the modification included 14-hour days.

“We had to do 14-hour days because the maintenance on the other planes didn’t go away,” Bill Givens, AirScan director of maintenance said. “In fact, when you only have two airplanes doing the work of

three, maintenance on those two planes goes up.

“I was really surprised at the amount of equipment we put in this aircraft, the amount of hardwiring we added and the amount of holes added,” continued Givens, “and we haven’t had a single problem.”

Once the plane was completely modified, it was ready to test the upgraded systems. AirScan pilots flew the plane while two or three technicians and engineers operated the equipment in the now bare fuselage.

“[Sometimes] the ship stayed in port, fired up all the equipment they could in port and we would fly racetrack patterns over the top of the ship,” Lollar said. “The MIT guys would set up and give us these

fairly complicated series of coordinates. It was not uncommon for them to put in 60 way points, where you fly from designated point to point. The pilots had to hit those way points within a specific time frame.”

Initially MIT asked for 22 test flights, but AirScan pilots were able to perform the required tasks in six flights. Each flight was a fraction of the cost of what it would have been otherwise, Lollar said.

“Mike Hendrix [AirScan pilot] planned this thing out really well and established the protocols that we needed to make each flight really successful,” continued Lollar. “It was fairly standardized, they [MIT] knew what to expect, and I think all test objectives were met. I don’t think that they missed any.”

The real Herculean feat for AirScan was its ability to fulfill its contractual requirement with KRS of maintaining all three planes and keeping its



Photo by Bob Hamel

Bernie Delgado checks out the telemetry on the converted Metroliner 680.

Kwajalein to Roi-Namur commuter shuttle on schedule while simultaneously modifying the aircraft and supporting the KMRSS testing.

“AirScan normally supports commuting personnel back and forth to Roi, not supporting RTS testing,” Ohler said. “Fortunately, everyone involved saw the value of this type of testing and worked together to make the project successful.”

“Eventually there is the potential for the Metroliners to be range assets as opposed to just logistics assets,” Lollar said, “and given the cost of research and development, aircraft using satellites and things like that, if you had that capability in-house, it’s a range asset that could potentially generate revenue for the range.”

“Down the road they may want to call up the modified plane again,” continued Lollar. “Right now it’s back to shuttling passengers back and forth to Roi-Namur. The racks are out, the seats are in and the plane is back in service.”



Photo by Mike Hendrix

An AirScan team member works on converting a Metroliner 680 for mission simulation.

Campbell earns 3rd star, assumes command of SMDC/ARSTRAT

By Marco Morales
SMDC/ARSTRAT Public Affairs

FORT MYER, Va. – Lt. Gen. Kevin T. Campbell assumed command of the U.S. Army Space and Missile Defense Command/U.S. Army Forces Strategic Command (SMDC/ARSTRAT) and as commander, Joint Functional Component Command for Integrated Missile Defense (JFCC-IMD), during ceremonies here Dec. 18.

Gen. James E. Cartwright, commander, U.S. Strategic Command (USSTRATCOM); Gen. Peter J. Schoomaker, chief of staff, U.S. Army; Lt. Gen. Campbell; Lt. Gen. Larry J. Dodgen; and Command Sgt. Maj. David L. Lady participated in the change of command and exchange of unit colors.

In his remarks, Campbell acknowledged the significant contributions Dodgen provided over the past three years, particularly with his actions in transforming SMDC/ARSTRAT to support worldwide wartime operations. Campbell also commented on Dodgen's efforts to support USSTRATCOM.

Looking forward, Campbell focused his remarks on moving the organization forward to best support the Army today and into the future. Campbell also acknowledged he and his wife, "are so very proud of the opportunity to serve on behalf of the Army and our Soldiers."

Before this assignment, Campbell served as chief of staff, USSTRATCOM. Campbell's other past assignments include director of plans, U.S. Space Command; deputy commanding general, U.S. Army Air Defense Artillery Center and Fort Bliss, Texas; commanding general, 32nd Army Air and Missile

Defense Command, Fort Bliss; and assistant deputy chief of staff for Combat Developments, U.S. Army Training and Doctrine Command, Fort Monroe, Va.

"General Campbell's biggest challenge is success ... making the systems work," said Cartwright, referring to Campbell's new role. "He will be responsible for moving from integrated missile defense to integrated cruise missile defense and integrating sensors and other systems," Cartwright said. Cartwright also pledged great confidence in Campbell's capabilities, but challenged him in moving forward by commenting, "Just do it!"

"The Army's bench is loaded with talent," said Schoomaker, referring to Campbell as the new commanding general for SMDC/ARSTRAT. Schoomaker also indicated he passed a set of dog tags to Campbell about the Army Ethos and indicated he had full faith and confidence he would serve the Army and our Nation with great distinction.

Dodgen, who was presented the Distinguished Service Medal and Defense

Superior Service Medal during the ceremony, is scheduled to retire from active duty in January.

SMDC/ARSTRAT conducts space and missile defense operations and provides planning, integration, control, and coordination of Army forces and capabilities in support of USSTRATCOM missions; serves as proponent for space and ground-based midcourse defense; is the Army operational integrator for global missile defense; conducts mission related research, development, and acquisition in support of Army Title 10 responsibilities and serves as the focal point for desired characteristics and capabilities in support of USSTRATCOM missions.

With its headquarters in Arlington, Va., SMDC/ARSTRAT has major subordinate elements in Huntsville, Ala.; Colorado Springs, Colo.; White Sands Missile Range, N.M.; Fort Greely, Alaska; and the U.S. Army Kwajalein Atoll in the Republic of Marshall Islands. Other elements around the globe provide satellite communications and early tactical missile warning.



Army Chief of Staff Gen. Peter J. Schoomaker hosted the change of command Dec. 18. "The Army's bench is loaded with talent," he said, referring to Lt. Gen. Kevin T. Campbell as the new commanding general for SMDC/ARSTRAT.



The Old Guard Fife and Drum Corps, part of the 3rd Infantry Regiment, passes in review.

Photos by William M. Congo



Command Sgt. Maj. David L. Lady, SMDC/ARSTRAT, leads the posting of the unit colors.

The Honor

From l
Deputy
ARSTR
comm



Guard advances to post the colors.



The U.S. Army Band "Pershing's Own" provides support by playing traditional ceremonial marching tunes and other selections.



Col. Bob Pricone, regimental commander of the 3rd U.S. Infantry Regiment (center) accompanies Lt. Gen. Kevin T. Campbell (left) and Lt. Gen. Larry J. Dodgen (right) during the pass in review.



Left, Lt. Gen. Kevin T. Campbell and Mrs. Kathy Campbell speak with the Commanding General for Operations Col. (P) Roger F. Mathews, SMDC/ARSTRAT, during the reception which was held following the change of command ceremony.



As commanding general of SMDC/ARSTRAT, Campbell is also commander of the Joint Functional Component Command for Integrated Missile Defense — a component of the U.S. Strategic Command, or USSTRATCOM, Offutt Air Force Base, Neb. Gen. James E. Cartwright (left), commanding general of the USSTRATCOM, conducted an adjunct change of command officially making Campbell (right) commander of the JFCC-IMD. Prior to this assignment, Campbell was chief of staff at USSTRATCOM.

Safety



The high cost of DRINKING

SMDC/ARSTRAT Safety Office

Even "smart" cars equipped with state-of-the-art technology can't give you total protection. They depend on you and others to drive smart. And drinking and driving is NOT smart.

It could happen to you

One out of every two Americans will be involved in an alcohol-related accident during their lifetime. The major reason? People believe they can drink and drive safely. The truth is, no one can.

The truth about alcohol

Many people drink and drive because they are misinformed about the effects of alcohol. For example:

- Hot coffee or cold showers have no sobering effects. Only time (one hour per average drink) does.
- you don't have to be "legally drunk" (in most states, .08 percent blood alcohol concentration) to cause an accident. At just .05 percent blood alcohol concentration, or only three standard drinks, your risk of having an accident doubles or even triples.
- Prescription and over-the-counter drugs, such as pain-killers, cold remedies and allergy medicines, can greatly intensify the effects of alcohol.
- It's not what you drink, but how much. A shot of liquor, a glass of wine and a can of beer are equal in alcohol content.

More costly than you think

Drunk driving arrests have doubled in recent years. A DWI conviction can cost you \$5,000 or more, including legal fees, trial costs, bail and increased auto insurance premiums. You could lose your driver's license, and in some cases, your livelihood if your job requires driving.

What's more, drunk driving can cost lives — yours or someone else's. And that's a loss no one can afford.

SOME SOBERING STATISTICS

- Drunk driving causes more than half of all fatal automobile accidents.
- If it is the number one killer of persons age five to 34, causing one death every 22 minutes.
- More than two million drunk driving collisions occur each year.

Are You a Safe Driver?

SMDC/ARSTRAT Safety Office

Most drivers are pretty confident on the road or they wouldn't get behind the wheel in the first place. Sometimes they become over-confident and thus compromise their safety and the safety of

their passengers. Take this quiz to find out how much you know about some of the finer points of safe driving. Use it as an opportunity to remind yourself to drive cautiously and defensively, not only during the holidays but throughout the entire year.

True or False?

1. Vehicles already on the freeway have the right of way over vehicles entering the freeway, even trucks and school buses.
2. If you get caught in a skid, step on the brakes as hard as possible.
3. Use low gears when traveling on slick surfaces.
4. When entering a patch of fog, turn off your defroster and turn on your high beams.
5. On icy days, bridges and overpasses tend to freeze first and stay frozen longer than the rest of the road.
6. Driving through deep puddles is not only safe; they clean the bottom of your car.
7. You're much more likely to be killed or injured during a collision if you're thrown from a vehicle than if you're restrained inside by safety belts.
8. Most injury-producing collisions involve a burning, exploding or submerged vehicle.
9. You can sober up before driving by drinking a cup of strong coffee.
10. If the oil light comes on when you're driving, you should drive straight to the nearest service station and have a mechanic check your engine.
11. In cold weather, you should raise the tire pressure when the average temperature drops 10° F.
12. If you want to back up your vehicle but can't see out your rear window, you should honk before moving.

(Answers to this quiz are located on SMDC/ARSTRAT's Web site at: <http://www.smdc.army.mil/SAFETY/docs/ANSWERS.doc>)

GET THE KEYS: How you can intervene

SMDC/ARSTRAT Safety Office

The U.S. Department of Transportation's National Highway Traffic Safety Administration emphasizes the need to intervene and get the keys away from someone about to drive drunk. Here are some helpful tips on how people can get the keys away from a drunk driver:

- If it is a close friend, try and use a soft, calm approach at first. Suggest to them that they've had too much to drink and it would be better if someone else drove or if they took a cab.
- Be calm. Joke about it. Make light of it.
- Try to make it sound like you are doing them a favor.
- If it is somebody you don't know well, speak to their friends and have them make an attempt to persuade them to

hand over the keys. Usually they will listen.

- If it's a good friend, spouse, or significant other, tell them that if they insist on driving, you are not going with them. Suggest that you will call someone else for a ride, take a cab or walk.
- Locate their keys while they are preoccupied and take them away. Most likely, they will think they've lost them and will be forced to find another mode of transportation.
- If possible, avoid embarrassing the person or being confrontational, particularly when dealing with men. This makes them appear vulnerable to alcohol and its effects.

REMEMBER — FRIENDS DON'T LET FRIENDS DRIVE DRUNK!

Being prepared: The difference between life and death

By Capt. Ryan R. Renken
Unit reporter

CAMP ROBERTS, Calif. — Imagine you are in the middle of a life or death situation. You or someone close to you has had a heart attack. The first thing most people would do is call an ambulance, and the emergency personnel would be there most likely within minutes. Now imagine you are stationed in a remote location where the closest emergency room is nearly an hour away.

That situation is exactly what Soldiers with Delta Company, 53rd Signal Battalion on Camp Roberts, Calif., face everyday.

Sgt. 1st Class Alfredo Martinez-Maldonado is Delta Company's Red Cross Cardio Pulmonary Resuscitation (CPR) instructor and is responsible for training all new personnel on the use of the company's Automatic External Defibrillator, or AED for short, as part of the unit's CPR and first-aid certification program.

The AED is a device that, when attached to a person in need, will monitor his or her heartbeat and heart rate. If there is an abnormality or the person's heart is not beating, the AED will advise the first-aid provider to administer a shock to the victim.

"Being located an hour away from the nearest hospital, the AED provides the Soldiers and civilians of Delta Company the reassurance that if they experience a cardiac problem, we can provide first aid

for that hour before trained emergency medical technicians arrive," commented Company 1st Sgt Mark Gehrt.

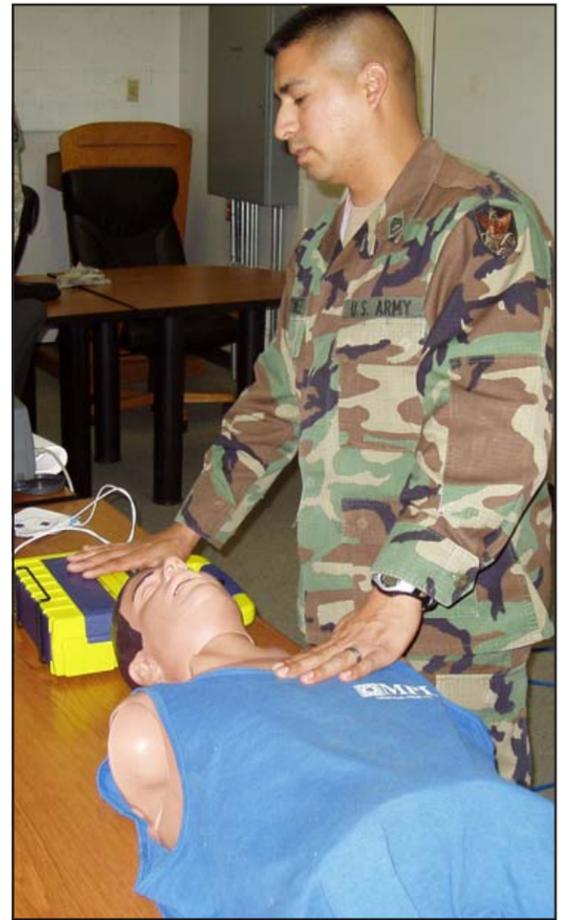
"With a variety of civilians and contractors onsite, not all personnel are as fit and healthy as the Soldiers. This device will allow us to better treat them if a worst case scenario occurs," stated Martinez-Maldonado. "Since we are a remote site, we need to be able to provide this level of medical care to anyone."

Capt. Conway Lin, Delta Company commander added, "CPR certification with associated training on first aid and AED deployment is critical. It is the biggest assurance of safety in the workplace — especially when our Soldiers work in a place where carelessness can easily lead to accidental electrocution.

"Not only does this training enable our Soldiers to provide first-class care for injured personnel, the training also opens eyes to many of the unrealized hazards in the workplace," Lin said. "Delta Company is extremely fortunate to have its own CPR, first-aid and AED instructors in Sergeant First Class Martinez and in Steve Wikoff, the operations analyst.

"These instructors single-handedly make us safer, better prepare us to take care of our own, and help us ensure that all of our Soldiers are properly trained and certified," said Lin.

Delta Company also conducts CPR training throughout the year. All Soldiers are required to be Red Cross CPR certified and receive the training annually.



Capt. Ryan Renken

Sgt. 1st Class Alfredo Martinez-Maldonado checks the victim for unresponsiveness as he demonstrates one of the three steps performed during cardiopulmonary resuscitation. Soldiers are required to be Red Cross CPR certified and receive training annually.

Safety Day at 100th GMD convinces Soldiers to belt up

By Maj. Laura Kenney, 100th
Missile Defense Brigade
(GMD) Public Affairs

COLORADO SPRINGS, Colo. — A machine simulating a car making a panic stop at a mere five miles an hour "convinced" 100th Missile Defense Brigade (Ground-based Midcourse Defense) Soldiers here that

wearing a seat-belt is the smart thing to do.

The machine, a "seatbelt sled" appropriately named "The Convincer," was brought by the local police department to a "Safety Day" held at the unit's headquarters here. Although the brief ride and violent stop was a highlight of the training, many other events provided both

useful information and practical assistance.

Training, planned by unit safety officers Capt. Walter Loyola and Sgt. 1st Class Richard Mach, began with a class on housing safety taught by a representative from Peterson Air Force Base Fire Department. Common causes of household fires were discussed, and a seasonal and startling video was played that demonstrated how quickly a dry Christmas tree could catch fire and ignite an entire room.

Next up was the Colorado Springs Police Department's Sgt. Howard Black, who opened the presentation by saying that he viewed the relationship between the military and the police as a partnership for the common good of all Americans.

"I also have a son in Iraq, and there are many Reservists and Guardsmen and women among our ranks, so it is a partnership of more than philosophy."

Black introduced Officer Dave Gilman, who proceeded to warn the attendees that the photos of drunk driving victims that they were about to see would undoubtedly distress many viewers.

He was right.

The graphic and disturbing photos and statistics were followed by a class on winter driving safety given by Chief Warrant Officer Bob Williams, the Colorado State National Guard Safety Office manager.

"What amazes me is that we've successfully taught our Soldiers to drive safely during

the duty day," Williams said. "That is a good thing. But it seems as if the moment they get in their cars to go home, they forget those rules that kept them safe. We're still killing Soldiers, four to every one killed while on duty. We have to make a behavioral change, so that their brains and skills don't get turned off at the end of the duty day."

Williams also lectured on the importance of inspections for the health and safety of cars and their owners. He then put his money where his mouth was, so to speak, and conducted a complete safety inspection of each attendee's vehicle. And not just paper checks — batteries were tested, tires that were low in pressure were inflated, antifreeze was added when necessary, and all other deficiencies were noted and ordered to be corrected.

The round of instruction ended with an informative class on how to both make a house safer and more economical during the winter months, taught by a representative from a local utilities company.

Feedback on Safety Day was positive.

"People commented that they enjoyed the sense of community that our instructors from the police force conveyed. That's a traditional Guard role, fostering community, and we hope to do more with them in the future, such as a self-defense class. Soldiers also liked the hands-on aspect of this training," said Mach. "We'll do more of it."



Photo by Maj. Laura Kenney

Sgt. 1st Class Harold Bollinger, a missile defense crewman at the 100th MDB, takes a ride in The Convincer, a seatbelt sled that simulates a panic stop without a seatbelt. The "ride" was offered during the unit's Safety Day.

Space Support Battalion welcomes new commander

By DJ Montoya
SMDC/ARSTRAT
Public Affairs

PETERSON AIR FORCE BASE, Colo. — The Colorado Army National Guard (COARNG) Space Support Battalion recently said farewell to outgoing battalion commander, Lt. Col. Scot H. Cuthbertson, and welcomed a new commander, Lt. Col. Donald P. Laucirica, during a ceremony at the Peterson Parade Grounds on the afternoon of Nov. 3.

In his remarks, Col. Robert K. Balster, commander of the COARNG 89th Troop Command, said, "A change of command is much like passing a baton in a relay race.

"Those selected for command are given a chance to run a lap or two in an endless race to advance that baton. Lt. Col. Scot Cuthbertson was selected to be on this unique battalion command team. For three important years, he ran laps as the commander, never dropping that baton.

"His race was run under the watchful eye of not only the COARNG but that of the proponent for all Army space operations. He met both of these commands' high expectations.

"His other job and experience set as deputy sheriff for El Paso County has led to his selection as operations officer of our emergency operations center. Another race and another baton."

Balster commented on

incoming commander Laucirica saying, "Welcome to the race."

Accepting his new position Laucirica stated "that the welfare of this battalion was his top priority before all other priorities.

"It is indeed an honor to command America's most precious assets, that being America's sons and daughters and Colorado's finest citizen Soldiers."

A native of North Carolina, Laucirica is a graduate of the University of Utah. His military education includes the Infantry Officer Basic and Advanced Courses, the Special Forces Enlisted and Officers Qualifications Courses, the Combined Arms Service Staff School, the United States Army Command and General Staff College, the Inter-Service Space Fundamentals Course, and the Space Operations Officer Qualification Course.

His most recent assignment was operation and training officer (S-3) and executive officer, 89th Troop Command, Colorado Army National Guard.

The COARNG Space Support Battalion was activated on Sept. 28, 2001, as the 193rd Space Battalion. Its activation signified an important commitment by the Army National Guard to fully embrace space operations as an Army core competency.

Citizen Soldiers of the COARNG Space Support Battalion have served alongside their active Army counterparts in every aspect of



Photo by Dennis Plummer

Lt. Col. Donald Laucirica accepts the Colorado Army National Guard Space Support Battalion flag from Col. Robert K. Balster, brigade commander of the 89th Troop Command, Colorado Army National Guard. The acceptance of the flag symbolizes the acceptance of the responsibilities of command and all that goes with it.

OPERATION ENDURING FREEDOM and OPERATION IRAQI FREEDOM along with numerous major exercises spanning the globe.

Since November 2001, the Citizen Soldiers of this battalion have been mobilized and deployed continuously. These Soldiers have served with the Combined Forces Land Component Commander in Kuwait; the Office of Reconstruction and Humanitarian Assistance, later known as the Office of the

Coalition Provisional Authority from the Office of the Secretary of Defense, Baghdad Iraq; The Space Electronic Warfare Detachment in Oman, the Space and Information Operations Element-Reachback, and the Blue Force Tracking Mission Management Center, and numerous deployments to the Republic of South Korea to participate in exercises that prepare United States Forces Korea to deter war.

Charlie Company goes the distance

By Staff Sgt. Dawn Westrum
Unit reporter

LANDSTUHL, Germany — For the Soldiers of Charlie Company, 53rd Signal Battalion (SATCON), there is no better way to exercise than to combine performing it with gazing at the beautiful scenery of the German countryside.

A marathon craze has hit the company, and Charlie Company Soldiers are eager to test their ability to go the distance with a marathon. These marathons are usually completed at a run/walk pace and are not timed. They are a facet of the non-competitive German sport of Volksmarching, which was started back in the 1970s and has since spread to countries all around the world.

Participants walk or run trails of varying lengths, including three, six, or 12 miles. Afterward, hungry hikers feast on German bratwurst, beer and homemade pastries at the start hall.

The first sergeant of Charlie Company, 1st Sgt. Martin Chaffee, has been organizing company Volksmarches on the weekends since he arrived more than a year ago. There have been 61 company-Volksmarching events at

Charlie Company so far, and they usually revolve around the shorter trails of five or 10 kilometers to keep them family friendly.

However, about once a month, Chaffee likes to challenge the Soldiers to join him on the marathon distance of 26.2 miles. Sixteen Soldiers and one spouse have taken the challenge and completed at least one marathon.

In the most recent marathon challenge, 10 members carpooled to the city of Koblenz, Germany. A few early-rising volunteers served the marchers coffee, cake and sandwiches at the hall before the start of the big walk.

Then, carrying an assortment of snacks, water bottles, Band-Aids and backpacks, the group set out walking as the sun was coming up. The trail took them along the banks of the Rhine (German - Rhein) and Mosel rivers and then incorporated a ferryboat crossing of the Rhein River.

On the other side, the trail went from very flat to very steep, and the views of the river valley became a lot more expansive. At one overlook high above the river, the group could see numerous castles up and down the valley.

What goes up must come down, and the marchers eventually made their way back

across the Rhein River, where the trail canted steeply upward again (a few groans were heard this time). But during this leg, the marchers were treated to close-up views of the beautiful castle of Schloss Stolzenfels.

At eight checkpoints spaced along the trail, the group took short breaks and snacked on tea and cheese bread. Their goal was to finish as a group, so they made sure everyone made it to each checkpoint before starting the next leg. The pictures shot at the beginning of the day showed smiling faces, which by the middle turned into grimaces as a few blisters and steep hills took their toll.

Yet by the end, all were smiling again, excited that they had gone the distance and proven themselves capable of a marathon. The group was just as excited to feast on German food and beer at the start hall to celebrate the fact that they were sitting down and no longer walking.

A few blisters were counted, aching muscles were rubbed and injury stories were exchanged, but for the most part, the group came through unscathed. A few intrepid souls even had the courage to ask on the drive home, "So when is the next marathon, first sergeant?"

Civilian News

TSP returns for G, F, C, S and I funds

Rates of return were updated on Dec. 4.

November 2006		Last 12 months (12/1/05 -11/30/06)	
G Fund	0.43%	G Fund	5.04%
F Fund	1.08%	F Fund	5.96%
C Fund	1.91%	C Fund	14.25%
S Fund	3.54%	S Fund	15.61%
I Fund	2.96%	I Fund	28.20%

Office of Personnel Management relaxes Combined Federal Campaign rules

The Office of Personnel Management (OPM) issued final rules for the Combined Federal Campaign (CFC) which include the relaxing of some eligibility criteria and the removal of geographic barriers to federal employee giving during disasters and emergencies. The rules, published in the Nov. 20 Federal Register, streamline eligibility criteria and public accountability standards on groups who want to participate in the CFC. The new rules also promote the use of technology to enable online pledging. Administered by OPM, the CFC is the nation's largest employer-sponsored charity drive, receiving more than \$5.5 billion from the federal community since its inception. "We will continue to provide federal donors with assurances the charities that participate in the CFC have met the eligibility criteria and are fiscally accountable," said Linda Springer, OPM director. "With these rules, we are ensuring the future success of a program that was established in 1961."

Homeland Security to require passports for entrance to United States

As of Jan. 23, the Homeland Security Department will require all air travelers entering the United States to show passports. The new passport requirement is the first phase of a joint initiative by the Homeland Security and State departments called the Western Hemisphere Travel Initiative. The second phase of the initiative will address travel to the United States by land or sea. The new passport requirement was among the recommendations made by the commission that investigated the September 11, 2001, terrorist attacks on the United States. Additional information for travelers is available at www.dhs.gov or travel.state.gov.

Blue Angels announce 2007 show schedule

The Navy Flight Demonstration Squadron, the Blue Angels, has announced their schedule for the 2007 show season. Following winter training, the team will begin its 61st season at Naval Air Facility El Centro, Calif., March 10 and will conclude Nov. 10 at Naval Air Station Pensacola, Fla. The Blue Angels are scheduled to perform 66 demonstrations at 35 air show sites throughout the United States, as they celebrate 20 years of flying the Boeing F/A-18 Hornet. The most updated schedule information can be found at the Blue Angels Web site at <http://www.blueangels.navy.mil/>.

Thunderbirds release 2007 show schedule

The U.S. Air Force Air Demonstration Squadron, "Thunderbirds," has announced its 2007 air show schedule. The team is scheduled to perform more than 68 shows in 21 states and nine European countries and will commemorate the 60th anniversary of the Air Force throughout their 2007 season. A Thunderbirds' aerial demonstration is a mix of formation flying and solo routines, and the entire show runs about one hour. For more information including the 2007 show schedule, visit the USAF Thunderbirds Web site at <http://www.thunderbirds.acc.af.mil/07schedule.htm>.

Military News

Be an Army marksman

The U.S. Army Marksmanship Unit is looking for a few good pistol shooters. Soldiers who wish to represent the U.S. Army in pistol competition, marksmanship instruction and recruiting assistance are welcome to apply. This is a highly visible, fast-paced mission. The Marksmanship Unit trains its Soldiers to win competitions and enhances combat readiness through train-the-trainer clinics, research and development. The world-class USAMU Soldier-athletes promote the Army and assist recruiters in attracting young Americans to enlist in the Army. After a three-month tour, Soldiers return to their units with invaluable marksmanship training. Soldiers interested in the developmental pistol shooter program can contact St. John at (706) 545-7022/3893 or DSN 835-7022 or e-mail Jason.StJohn@usaac.army.mil.

Congress passes comprehensive VA bill

A comprehensive bill that will benefit millions of veterans was passed by the U.S. Senate on Dec. 9, the last day of the 109th Congress. The bill now goes to President Bush to be signed into law. The new law will allow the U.S. Department of Veterans Affairs to proceed with major construction projects across the country, improve mental health care access, enhance telehealth outreach, and increase assistance to address homelessness. The bill will also enable VA will to create a pilot program that makes non-VA facilities — such as private nursing homes or community hospitals — eligible for state veterans' home per diem payments.

GreenCare for troops

The GreenCare for Troops program, started by Minnesota-based Project EverGreen, provides free lawn care and maintenance for military families whose primary provider is deployed overseas. The program connects families nationwide with local lawn and landscape firms that volunteer their services. For more information, visit the Project Evergreen Website at <http://www.projectevergreen.com/mediaroom/greencare.html> or call toll-free at (877) 758-4835.

New pay, personnel system coming for troops

A new system coming in 2008 to the Army and Air Force will integrate pay and personnel. The Defense Integrated Military Human Resources System, or DIMHRS, will integrate the two services' pay and personnel systems into one Web-based system. One benefit of DIMHRS is that it will be accessible from anywhere with a Common Access Card and will be a one-stop shop for Servicemembers with pay and personnel issues. Servicemembers will be able to view their entire record and even make certain changes themselves. The Navy and Marine Corps have not yet decided whether to use DIMHRS, but whatever system they select will have to be compatible with DIMHRS.

Operation Hero Miles

Airline travelers can help troops stationed in Iraq or Afghanistan to fly home on leave for free by donating their unused frequent flyer miles to OPERATION HERO MILES. The program also gives family members of wounded Servicemen and women free plane tickets to visit their loved ones recovering at military hospitals across the country. For more information, visit the OPERATION HERO MILES Web site at <http://www.heromiles.org/>.

Tax statements schedule announced

Servicemembers, military retirees and annuitants, and federal civilian employees paid by the Defense Finance and Accounting Service can expect to receive their 2006 tax statements in December, 2006, or January, 2007. DFAS customers with access to the secure, Web-based myPay system will be able to retrieve their tax statements electronically up to two weeks sooner than those relying on regular mail delivery. A personal identification number, or PIN, is required to use the myPay system, and eligible users can apply for one at the myPay Web site at <https://mypay.dfas.mil/>. Customers who already had obtained a PIN but have forgotten it can apply for a new one at the myPay site.

Command gets New Jersey robot back on track

By LuAnne Fantasia
SMDC/ARSTRAT
Public Affairs

HUNTSVILLE, Ala. — Robots are no longer futuristic. The science of robotics has advanced from software and remote gears to robots interacting with people.

The Army has the Marchbot and Packbot, two robots Soldiers use to seek and remove improvised explosive devices. The Talon robot can be maneuvered to pull a Soldier out of danger. And then there are the air robots — unmanned aerial vehicles, or UAVs. All of these are another chapter. Robots are here to stay.

New Jersey Task Force One, or NJTF1, recently purchased a small robot to carry cameras and a TRIAGE sensor into sensitive locations to locate and assess casualties. This state-funded team is a nationally recognized leader in urban search and rescue, disaster management, and handling of hazardous materials.

However, the NJTF1's robot experienced frequent breakdowns during testing in the hostile terrain associated with the rubble caused by building collapse — similar to that of the World Trade Center disaster.



Radiance Technologies integrated the robot's sensors and installed an improved track. Courtesy photo

When the robot manufacturer was unable to define the re-engineering and provide the necessary modifications to meet NJTF1 needs, William Bet-Sayad coordinated redesign and re-engineering of the robot's mobility subsystem through Radiance Technologies.

Bet-Sayad is an engineer in the command's DARPA program. "NJTF1 frequently faces difficult and unique challenges," he said. "The team uses innovative technologies and techniques to accomplish its missions."

DARPA is the Defense

Advanced Research Projects Agency, created in 1958 to ensure technological superiority for the U.S. military and to prevent technological surprise from harming national security. Its complete technology transition study is available at its Web site, www.darpa.mil/body/mission.html.

One innovative technology the New Jersey Task Force uses is a TRIAGE sensor designed and built by Radiance Technologies, Bet-Sayad said. "The TRIAGE sensor measures critical vital signs of human victims and

provides medical personnel the data necessary to determine whether or not a casualty is alive. It is miniaturized and pole-mounted for use in situations where casualties are inaccessible by people (or rescue dogs)."

According to Bet-Sayad, Radiance Technologies was already under contract to NJTF1 to integrate the sensor package onto the robot. Radiance modified the track design by moving the idler wheel assembly, then fabricated and installed an improved track.

"This modification increased the robot's ability to maneuver in extremely loose terrain, and reduced the incidence of breakdown," Bet-Sayad said. "After successful testing, Radiance delivered the robot with integrated sensors and improved mobility subsystem to NJTF1 in July."

When robotics in the Army inventory need re-engineering or repairs — such as charred ones sent back from Iraq and Afghanistan — they come to Redstone Arsenal, Ala., home to the Army's Robotic Systems Joint Project Office. Army robotics can be completely rebuilt and on their way back to the front line within 48 hours.

Intensive training awaits new Soldiers at Echo Company

By Sgt. Vince Gonzales
Unit reporter

FORT BUCKNER, OKINAWA, Japan — Echo Company, 53rd Signal Battalion, has recently received an influx of new Soldiers into the unit the last few months. These Soldiers, most of whom are fresh out of Advanced Individual Training, or AIT, are in for an intensive on-the-job training program once they reach the unit.

Upon arriving at Echo Company, Soldiers are required to pass the General Knowledge Test, or GKT, within 90 days. The GKT tests the new Soldiers on just about every aspect of satellite network

control from everyday equipment operations to the inner workings of the Defense Satellite Communications System (DSCS) III satellite.

Once a Soldier has satisfactorily completed the GKT, they are required to complete 16 weeks of intensive, site-specific, on-the-job training. This training is designed to expand the basic knowledge gained at AIT and make Soldiers into Satellite Network Controllers who are both competent and confident in their abilities. Topics covered in the on-the-job training include site-specific equipment procedures as well as operations procedures used every day. "The OJT [on-

the-job training] process shows every aspect of the job including stuff you don't normally encounter in the everyday job," said Pfc. Steven Fagan of the intensive training received at Echo Company.

Training at Echo Company doesn't end with the on-the-job training program. Soldiers are constantly undergoing both formal and informal training to keep abreast of new technologies in the field of satellite communications. The unit is constantly bringing in subject matter experts to give in-depth instruction on equipment already in use as well as instruction on new tools for the job such as the new Wideband Global Satellite.

Dodgen first in Army to receive Air Force Space Badge

On Nov. 16, the commander of Air Force Space Command, Gen. Kevin P. Chilton, pinned the Air Force Space Badge on SMDC/ARSTRAT's outgoing commanding general, Lt. Gen. Larry J. Dodgen. Dodgen received the first Air Force Space Badge awarded to any Army Soldier in September 2006 shortly after the Army completed actions which by regulation allowed the awarding of the AFSB to Army personnel. He was awarded the Master level Air Force Space Badge (referred to by the Air Force as the Command level badge). Per Air Force regulation, with which the Army criteria for general officers adheres, the AFSB is awarded to general officers after one year in a space-related general officer position and completion of the National Security Space Institute's Space Operations Executive Level Course. The Master's level is achieved after three years in such a position.



Photo by Diane Schumacher

Japanese visitors honor relatives killed in WWII

By J.J. Klein
Reporter, *Kwajalein Hourglass*

KWAJALEIN ATOLL, Republic of the Marshall Islands — A makeshift altar, lovingly assembled with family photographs, two bottles of sake, a carton of cigarettes, oranges and more, stood at the base of the memorial at the Japanese Cemetery on Kwajalein in November. Today the memorial is bare, the gifts and offerings have been removed; all that is left are the spirits of the Japanese servicemen who died on Kwajalein during World War II.

Each year, since 1975, members of the Marshall Islands Bereaved Families Association come from Japanese cities and towns to Kwajalein and Roi-Namur to pay tribute to and pray for their loved ones who lost their lives in the bombardment of Kwajalein in 1944.

It is important for these families to “connect with the place, to commune with the spirits of the people who died here whose bones still rest in the soil or in the bottom of the lagoon,” said Greg Dvorak, Australian National University graduate student, former ‘Kwaj Kid’ and interpreter for the group. “For them it is an amazing experience to get that sense of closure, to heal and to have that recognized extraordinarily by the U.S. Army, by nature of the fact that this is a U.S. military base.”

U.S. Army Kwajalein/Reagan Test Site Commander Col. Stevenson Reed greeted the association and honored the delegation by participating with the families in the ceremony.

“We share in this solemn day,” said Reed. “We also lost many lives and even now, as allies, this special ceremony brings us together. They [the dead] are part of our family. I want to thank you for taking the time to come back and remember those who lost their lives here.”

Of the members who visited Kwajalein last week, some came solo, some came with family members. Some have made this pilgrimage every year since 1975, and for some this was their first visit to the cemetery. For all who made the journey it was an emotional experience.

A frail Mikisaburo Iwase made this trip to Kwajalein for the first time and quite possibly his last. Iwase is dying of throat cancer and came to mourn his older brother, Fujimatsu Iwase, who died on Kwajalein. The 22-year-old Soldier would have been in the second wave of Soldiers transferred from the Japanese front in Manchuria and sent to reinforce the island with additional Soldiers toward the end of 1943, said Dvorak.

“He came straight from Manchuria; that would have meant that he had no knowledge of what it would have been like in the Pacific,” said Dvorak, who is interviewing these families for his doctorate.

Only recently did the Iwase family find out Fujimatsu died on Kwajalein; before that they believed he died in Manchuria.

Barely able to speak because his voice box had been removed, Iwase told the interpreter he was happy that the memory of his brother was kept alive, commenting on the request by Leslie Mead, Kwajalein Range Services Environmental scientist/archaeologist and Dvorak for photographs. He was amazed that the Japanese had ventured to a place so far away from Japan. Iwase also marveled that a seemingly peaceful island was the site of this horrible, bloody battlefield in which one palm tree was left standing.

Iwase was able to get a sense of how his brother died after visiting the Cultural Resources facility and talking with Mead. This was the first time in the 31 years since the bereavement association has been allowed on Kwajalein that it was able to visit the lab, look at artifacts and learn about the Kwajalein bombardment from a Kwajalein authority.

Families of the bereavement association were treated to another first when they were invited to meet Marshallese citizens and Kwajalein residents with Japanese heritage at a dinner co-hosted by the bereavement association and the Marshallese Cultural Club at Emon Beach.

The Japanese families were introduced to special guest Ato Langkio, an elderly Marshallese man the same age as many of the members of the association. As a boy Langkio attended a Japanese school on Kwajalein where he learned the language and a few Japanese songs.

During the dinner, the Japanese families entertained the guests with songs. Ensclosed in the group were Langkio and 40-year Kwajalein resident Jimmy Matsunaga singing in Japanese the songs that bubbled up from memories of a long time ago. The spirit of camaraderie was evident in the shared laughter that evening.

Remember the spirits of the dead at the Japanese Cemetery? Not only do the visiting families believe that the spirits of their loved ones are present on Kwajalein, but they also believe their ancestors are protecting them and sending them messages, said Dvorak.

Hours before the delegation was set to fly home, the members checked their luggage at the airport and then walked over to the Marshallese Cultural Center. Flying overhead and following them from one building to the next was a flock of white birds.

After spending the morning looking at the exhibits at the Cultural Center, the families headed back to the airport, again accompanied by the flock of white birds, perhaps a sign that their loved ones are always with them.



Photos by Nell Drumheller

Sumiko Suehiro honors her father at the Japanese Cemetery in November. Her father was killed on Kwajalein when she was a child in Hiroshima.



Back to front, Mikisaburo Iwase, Shizuko Hiruma and Shizuko Okana plant a tree donated by Col. Stevenson Reed, U.S. Army Kwajalein Atoll commander, in honor of the deceased family members.

Command donates to Toys for Tots

HUNTSVILLE, Ala. — The Marines visited the command Dec. 15 to collect toys donated to their Toys for Tots program. Lance Cpl. Michael Freemyer and Staff Sgt. Michael Lamar are assigned to the Battery K214 U.S. Marine Corps Reserve Unit here. David Crawford said, "The Marines have done this charity for 59 years and have been recognized as an outstanding non-profit charity." Crawford, a Reagan Test Site mission planner in the Kwajalein Support Directorate here, said 98 percent of what the Marines collect for this charity goes back into local communities; with only two percent used for operations. Michael Schexnayder, deputy to the commander for Research, Development and Acquisition, thanked Lamar for this special annual charity drive, on behalf of all SMDC/ARSTRAT Soldiers and employees.



Photos by Dottie White

Staff Sgt. Michael Lamar (right) accepts the toys from David Crawford (center) and Michael Schexnayder (left) and thanks the command for its many years of dedication and generosity.



From left, Horace Garner, David Crawford and Lisa Vann assist in moving the donated toys from the lobby to a van parked outside.

Anna, 3, (center) and Hailey, 4, hand their donations for the Toys for Tots program to Staff Sgt. Michael Lamar. Anna's father Marty Goodman works in the command's Future Warfare Center. Hailey's mother Dawn McCrobie works in the command's G-3, Operations. The girls saved money to purchase the toys to help other children enjoy Christmas and to learn about sharing with the less fortunate.



Numerous SMDC/ARSTRAT employees assisted in collecting donations and toys for the Marine Corps program. The command has been participating in this program for several years.



Lisa Vann assists Lance Cpl. Michael Freemyer with loading the donated toys into a van.