

# intercom

Journal of the Air Force C4 community ★ August 2003

## STAND OUT

Comm & Info professionals  
bloom where they're planted

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- ▶▶ Annual award winners highlighted
- ▶▶ Chiefs give career field overviews
- ▶▶ ACC honors communications legend

# intercom



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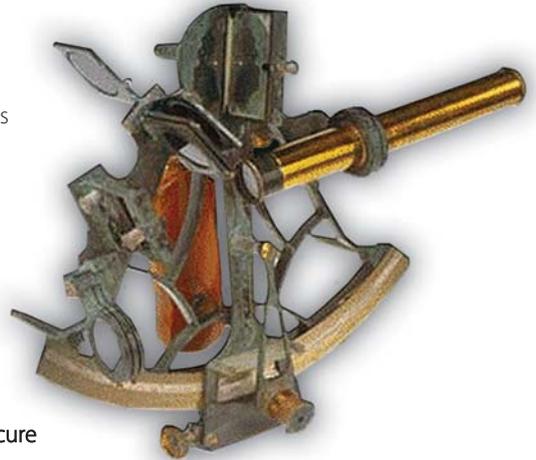


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### THE JOURNAL OF THE AIR FORCE C4 COMMUNITY

**Gen. John P. Jumper**  
Air Force Chief of Staff

**Lt. Gen. Leslie F. Kenne**  
Deputy Chief of Staff for Warfighting Integration

**Lt. Gen. Ronald E. Keys**  
Deputy Chief of Staff for Air and Space Operations

**Lt. Gen. Michael E. Zettler**  
Deputy Chief of Staff for Installations and Logistics

**Maj. Gen. Charles E. Croom Jr.**  
Director of C4ISR Infrastructure DCS for Warfighting Integration

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Commander, Air Force Communications Agency

**Lori Manske**  
AFCA Chief of Public Affairs

**Master Sgt. Karen Petitt**  
Managing Editor

**Tech. Sgt. Jim Verchio**  
Editor

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### Submitting to the intercom

Stories should be in Microsoft Word format and should be no longer than 600 words. Photographs should be at least 5x7 in size and 300 dpi. Submit stories via e-mail to [intercom@scott.af.mil](mailto:intercom@scott.af.mil).

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<http://afcbt.den.disa.mil>

## From the editorial desk



# Good vs. great: Your feedback will tell

By Master Sgt. Karen Petitt

Intercom managing editor

Great gets remembered for a long time; good lasts a day. Great gets put in books; good may be clipped but eventually goes into the recycle bin ... Great knows that “new and improved” is a process. Good makes “new and improved” a project. This is what Tom Silvestri, vice president of Media General’s community newspaper division, said in reference to the visual journalism industry. It’s also the mantra of the *intercom* staff.

We’re striving to make this not just a good publication, but a great one, and we know that this will be an ongoing process. Sometimes the difference between being good and great is knowing what the readers like and don’t like. That’s why we’ll be advertising in the coming months the Web site where you can take an online survey. It takes about 15 minutes—just a little bit of your time—but the results can have a huge impact on the direction the magazine takes. If you’d rather send an e-mail, that will help also. Your efforts can make all the difference in whether the *intercom* is just good ... or whether it’s great.



## Letter to the editor

### Proud to serve

Thank you for the opportunity of being a very proud Air Force wife. Being a military brat, I have seen many things and places most people can only dream about. My husband recently wrote in “Testimony - Why I stay,” and a friend passed it on to me to read. After deployments, missed birthdays, anniversaries or long work days (usually 12-14 hours) I have often wondered “Did he make the right decision to stay in?” After reading the article, I know in his heart there was no other decision. This is his passion. Sure, we don’t make a lot of money, but you can’t put a price on something you so strongly believe in—pride and defending this great country. When I first met my husband in college, I never would have dreamed he would enlist. But after many stories of my life with the Air Force as a military brat and travels, he signed up. The Air Force way is the only way I have known life as it exists. To read my hus-

band’s article only enhanced the feeling of dedication, pride, honor and courage it takes to be in the Air Force. Together our journey has brought happiness, excitement, as well as sadness with separations (deployments). I became an Air Force wife when he enlisted, only to understand this is a great honor with many responsibilities. I do thank my parents for the grooming of the Air Force ways of life and the Air Force for making me a stronger wife. But most of all I thank my husband for the wonderful article he has shared “Why I stay.”

Hopefully, those members who are thinking about getting out will read the many articles you have shared and gain knowledge from others, and they too will soon be able to say “Why I stayed.” I thank you for your time ... our country should be so proud.

**Mrs. Debbie O’Donnell**

Wife of Master Sgt. Joseph O’Donnell  
Hickam AFB, Hawaii

### Online survey

[www.afnews.af.mil/internal/survey/survey\\_index.htm](http://www.afnews.af.mil/internal/survey/survey_index.htm)

JAG  
in a Box

James Blackwell  
AFCA/JA Counsel



## Written guidance

**Is there any guidance on what systems administrators can and can’t do when working on the network?**



Yes. Rules of Engagement were published and distributed to all communications squadrons and SCs throughout the Air Force.

**A** These ROEs were written by our office and coordinated with Air Force Office of Special Investigations/JA, Department of Justice, Computer Crime and Intellectual Property Section, Air Force General Counsel and the Military Justice section for the Judge Advocate General of the Air Force. The message was sent out Oct. 14, 2002, by the Air Force Communications Agency vice commander. The ROEs are in a question and answer format, written specifically for the systems administrators and are based on the Electronic Communications Privacy Act as it applies to the operation of Air Force networks. The ECPA was an amendment to the Wire Tap laws to incorporate electronic communications into that area of the law. The bottom line of the ROE is simply, “A systems administrator’s job is to administer the network.” The ROE can be found on the Air Force Information Protection web page. ([https://www.afca.scott.af.mil/ip/info\\_services/compusec\\_sec.cfm?COMPID=2](https://www.afca.scott.af.mil/ip/info_services/compusec_sec.cfm?COMPID=2))

There is also a document written for Judge Advocates, which provides the legal analysis that underlies the ROE. It’s also available at the same Web site.



## LEADERSHIP CHANGES

# Hobbins to head up AF Warfighting Integration, Kenne retires, leaves transformation legacy

By Master Sgt. Karen Pettitt

AFCA Public Affairs

**PENTAGON** – Lt. Gen. William T. Hobbins has been selected as the new Deputy Chief of Staff, Warfighting Integration, Pentagon, replacing Lt. Gen. Leslie F. Kenne, who retires Sept. 1, after standing up the deputate and serving as its first DCS.

“I’m looking forward to working the Secretary and Chief’s vision for warfighting integration,” said Hobbins, former commander of 12th Air Force and U.S. Southern Command Air Forces, Davis-Monthan AFB, Ariz. “This will be an honor and a privilege to lead XI’s cross-functional information warriors as we build on the successes that this new deputy chief of staff has achieved. The challenges are significant in bringing balanced technological capabilities and architectural integration to the joint warfighter of tomorrow.”

The general is scheduled to be serving in the Pentagon by mid-August. While the comm and info team welcomes him as their new director, they also say farewell to a leader who has

helped shape and define XI’s role and contributions to the warfighter.

In just a little more than a year, Kenne’s influence in warfighting integration and in the comm and info community has had a far-reaching effect. She championed the core competencies of developing airmen to be the heart of combat capability, applying technology to warfighting, and integrating operations to maximize combat capabilities.

She was also key in helping to bring the Air Force to a more information-centric approach to warfighting.

“Our purpose is to assure information dominance and achieve battlespace effects,” she said. “Our goal has been to make rapid progress toward Gen. [John] Jumper’s vision of seamless, integrated C4ISR. By treating information as a commodity available to all, we can increase the velocity of decision-making, thereby tightening the ‘kill chain.’”

Her leadership has also seen sweeping results for Air Force warfighting integration. While on a wartime footing, the DCS and its agencies have influenced the fiscal year 2004 budget;

provided a comprehensive intelligence, surveillance and reconnaissance trade space study; and supported the capability review and risk assessments analysis in concert with the DCS for Air and Space Operations.

Other accomplishments include:

► **Architectures.** The DCS has established these high-level schematics of both the warfighting processes and the systems as the means to provide a framework for developers to approach the complexities of C4ISR integration. Architectures help the Air Force set high level standards to facilitate innovation and the exchange of information. Architecture products are used to describe, assess, and choose investment strategies leading to a more capable and efficient integration of systems that would produce a desired mission capability. Under her leadership, the DCS has pushed to move this method of dealing with highly complex problem sets to the next level: governance.

► **Global Hawk deployment for Operation Enduring Freedom.**

This national asset transitioned from science project to a deployed operational asset two months after Sept. 11.

# “Ours is the greatest Air Force in the world!”

Lt. Gen. Leslie F. Kenne

Global Hawk imagery generated 55 percent of the time sensitive targets used to kill Iraqi air defense assets. A single Global Hawk aircraft in Operation Iraqi Freedom produced more than 3,700 images (with turn-around times less than five minutes in many cases). Through Global Hawk imagery, the Air Force destroyed 13 full SAM batteries, 50 SAM launchers, 70 SAM transporters, 300 SAM canisters, 300 tanks (38 percent of Iraq's known inventory).

▶ **Development of Roll-on Beyond Line-of-Sight**, or ROBE, communications relay capability for use in Tankers. Its concept was demonstrated fully in Operation Iraqi Freedom.

▶ **Tactical Air Control Party Modernization.** Developed and fielded, virtually eliminating fratricide due to targeting errors.

▶ **Transition of key capabilities** demonstrated in Joint Expeditionary Force Exercise '02 to the warfighter, in time to support OIF. These included the Master Air Attack Plan Tool kit, which continuously brings near-real time threat/resource information to the Joint Air Operations Center.

▶ **The Air Operations Center Weapon System program.** This plan baselined current AOC capabilities and standardized them across the Combat Air Forces, and modernized the plan to

transition to an Advanced Technology AOC.

▶ **Development of key joint working relationships** with JFCOM, Navy, Air Force Materiel Command and Air Force Space Command as partners to find C2&ISR solutions for the warfighter.

▶ **Development of the MC2A** (E-10A) which is a program that developed the ISR campaign plan for OEF, which became the backbone for all C2&ISR ops supporting the Coalition Force.

▶ **Deployments for OIF** included key datalink capabilities that enable information to be sent graphically via a computer link to aircraft instead of relying on voice communications. It also included SCOPE Network, a special team sent to fine-tune networks around the world for peak performance.

“Transformation is not just about technology; it's about relationships and transforming the way we think,” said Kenne. “We must think about how systems come together to produce a greater good, a greater capability for the warfighter. I think we've got a great start at doing just that, and it's been a privilege working with so many outstanding people who are making this happen. Ours is the greatest Air Force in the world.”



Lt. Gen. William T. Hobbins

Lt. Gen. William T. Hobbins is a command pilot with more than 4,275 flying hours in the F-15, A-10 and T-38 aircraft, with pilot wings from Vietnam and Cambodia.

He has served in Unified and Air Force major commands in the Pacific and Europe, and as the commander of U.S. Air Forces South, USSOUTHCOM's air component. He was also the Joint Force Air Component Commander for the Joint Expeditionary Force Experiment 2002. The general holds a bachelor of science degree in business finance from the University of Colorado and a master's degree in business administration from Troy State University. He's also a graduate of the Armed Forces Staff College, Air War College, Joint Flag Officer Warfighting Course, Joint Force Air and Space Component Commander Course and the National Security Leadership Course.



# Comm & Info enable ...

**By Col. Dave Kovach**

Commander, Air Force Communications Agency

**From the Top** SCOTT AIR FORCE BASE, Ill. — In 1934, President Roosevelt directed the U.S. Army Air Corps to begin transporting mail as a consequence of a postal strike that crippled national commerce.

During the ensuing months, the Corps lost 12 airmen and 66 aircraft in what was later billed the “Airmail Disaster of 1934.”

These losses were not the result of enemy combat actions or poor piloting. Instead, they were a direct result of poor communication equipment and a lack of effective command and control and navigation and landing systems.

This series of events from our past illustrates how critically important “enabling technologies” like communication and information systems are to the warfighter.

Since then, the Air Force Communications Agency has seen many changes during the past 70 years since its establishment as the Army Airways Communications System in the 1930s.

Our name has changed five times, and our roles and responsibilities have evolved to keep pace with new tech-

nologies. Today, AFCA remains the communications and information “center of gravity” of the U.S. Air Force, the nexus of AF Comm and Info advocacy, technology development, and capabilities fielded in support of warfighting operations.

This past year will likely be remembered among the most dynamic chapters in our history. AFCA participated in major changes in the Headquarters Air Force management structure, providing crucial support to the stand-up of the Deputy Chief of Staff for Warfighting Integration, known as AF/XI.

AFCA was also called upon to play a key role in supporting air operations after recent world events demonstrated how critical enabling technologies are to combat effectiveness.

Finally, AFCA remains committed to transforming itself into what the Air Force needs in the future, a Communications and Information Center of Excellence and steward of the terrestrial, air and space network.

Transforming the way the military operates is among the Department of Defense’s highest priorities.

Perhaps with these goals in mind, and advancing his vision for a more capable Air Force, our Chief of Staff established the DCS for Warfighting

Integration in 2002.

AF/XI is leading C4ISR innovation and integration to rapidly provide and continually enhance the warfighters’ abilities to command and control forces and bring warfighting effects to bear on our adversaries. AFCA was assigned to AF/XI to assist in finding and closing the gaps and seams in C4ISR. AFCA brought an impressive array of predominantly communications- and network-centric tools and experiences to that job. But as we progress along the warfighting integration journey, AFCA continues to play a vitally important traditional role, while expanding our focus on developing critical competencies required by AF/XI and network-centric operations in warfare.

AFCA applied its network competency and Dynamic Network Analysis tool to analyze Air Force network performance and bandwidth to support getting the right information to the right decision-maker at the right time.

AFCA’s Lead Command perspective helped identify trade space opportunities enabling AF/XI to better plan and program for Air Force-level investments directly supporting the warfighter, such as our cryptographic modernization program, Combat Information Transport System, and Land Mobile



Radio migration from wideband to narrowband operations.

While AFCA spent much of this past year in support of the new AF/XI mission, AFCA again demonstrated its unparalleled, direct warfighter support during both the Global War On Terrorism and Operation Iraqi Freedom.

When called upon by the operations community earlier this year, AFCA deployed more than 40 people to deliver combat Comm and Info effect.

Our Defense Messaging System strike teams visited 19 locations in Southwest Asia and Europe, where their efforts provided commanders a secure, reliable messaging infrastructure critical to the command and control of combat forces.

Two SCOPE Network teams deployed to augment the installation of Theater Deployable Communications equipment with additional network servers, firewalls, and security appliances during the stand-up of 14 new operating locations.

Their efforts ensured continuity of operations by providing a robust, reliable, and efficient infrastructure that delivered the Air Tasking Order, intelligence, surveillance, and logistical data

to the right decision-maker, at the right place, at the right time.

AFCA is proud of its operational contributions to the victories in Afghanistan and Iraq, however, AFCA's future lies in the application of its Comm and Info core competencies to integrated and interoperable C4ISR systems.

Today, AFCA is developing actionable architectures and standards ensuring systems are integrated into the network rapidly, securely and reliably. AFCA is forming partnerships with the acquisition community and will deliver "build to" architectures and standards from the earliest stages of the acquisition process throughout a system's lifecycle.

AFCA is also transforming the way it plans and programs for the Comm and Info infrastructure. AFCA will advocate strategic network requirements on behalf of the warfighter by keeping pace with future IT acquisitions.

Finally, AFCA is stepping into a new, more decisive role of network stewardship. As an execution arm of Air Staff, AFCA will direct the integration of systems on the Air Force's terrestrial, air and space network.

Throughout the remarkable chal-

lenges of this past year, AFCA remains committed to transforming its future by building on its many years of Comm and Info excellence. As we look back, we see the Air Force has come a long way since the Airmail Disaster of 1934.

By applying the lessons of the past and focusing on enabling technologies, we've been able to contribute vastly to building the best trained, equipped, and most effective Air Force the world has ever seen.



# ... the warfighter

# Spotlight on **EXCELLENCE** 2002 Best of the Best

**Air Force Comm and Info Outstanding Team**

**Gen. Edwin Rawlings Award**



**USCENTCOM Deployable  
Headquarters Team**

MacDill AFB, Fla.

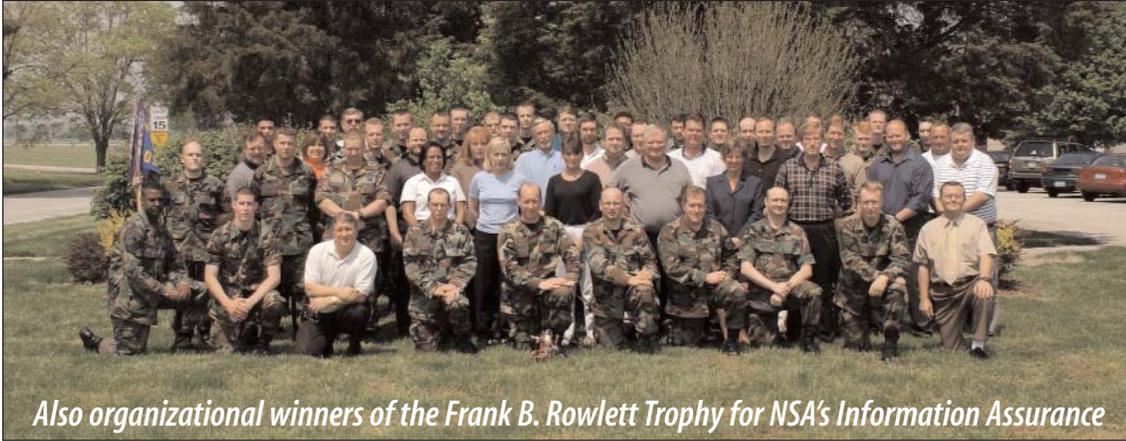
**Maj. Gen. Harold M. McClelland Award (Large Unit)**



**50th Maintenance Group**

Schriever AFB, Colo.

## Air Force Comm and Info Outstanding Information Assurance Unit Award



*Also organizational winners of the Frank B. Rowlett Trophy for NSA's Information Assurance*

**805th Computer Systems Squadron, Scott AFB, Ill.**

## Air Force Comm and Info Outstanding Postal Facility Awards



**Ramstein Air Base Postal Operations, Ramstein Air Base, Germany**

*Large Postal Operations winner*



**Detachment 5, USAFE Air Postal Squadron, RAF Mildenhall, UK**

*Aerial Mail Terminal winner*





**Capt. Robert Lyman**  
Schriever AFB, Colo.  
C & I Outstanding  
Company Grade  
Officer



**SMSgt. Dennis Trexler**  
Langley AFB, Va.  
C & I Outstanding  
Communications-  
Electronics Systems  
Senior NCO



**TSgt. Nikyla Wilkes**  
Peterson AFB, Colo.  
C & I Outstanding  
Communications-  
Electronics Systems  
NCO



**MSgt. Holly Biggerstaff**  
Scott AFB, Ill.  
C & I Outstanding  
Information  
Management  
Senior NCO



**TSgt. Kim Rauls**  
Kadena AB, Japan  
C & I Outstanding  
Information  
Management NCO



**SrA Michelle Serbin**  
Randolph AFB, Texas  
C & I Outstanding  
Information  
Management Airman



**MSgt. Brian Chisholm**  
Hurlburt Field, Fla.  
C & I Outstanding  
Communications-  
Computer Systems  
Senior NCO



**TSgt. Otis Fowler**  
Hurlburt Field, Fla.  
C & I Outstanding  
Communications-  
Computer Systems  
NCO



**SMSgt. Lemuel Casillas**  
Hill AFB, Utah  
C & I Outstanding  
Visual Information  
Senior NCO



**TSgt. Michael Anderson**  
Kadena AB, Japan  
C & I Outstanding  
Visual Information NCO



**SrA Anika Williams**  
Kadena AB, Japan  
C & I Outstanding  
Visual Information  
Airman



**MSgt. Dennis Stanfield**  
Langley AFB, Va.  
C & I Outstanding  
Postal Service  
Senior NCO





**TSgt. Thomas Hook**  
Spangdahlem AB,  
Germany  
C & I Outstanding  
Postal Service NCO



**SrA Thaddeus Bennett**  
RAF Mildenhall, UK  
C & I Outstanding  
Postal Service Airman



**Walter Jones**  
Washington D.C.  
C & I Outstanding  
Civilian Manager



**Michelle Wade**  
Yokota AB, Japan  
C & I Outstanding  
Civilian Technician



**Hiroyasu Kuda**  
Kadena AB, Japan  
C & I Outstanding  
Civilian Assistant



**Judy Carter**  
Randolph AFB, Texas  
C & I Outstanding  
Electromagnetic  
Spectrum Manager



**SMSgt. Douglas Walker**  
Ramstein AB, Germany  
C & I Outstanding  
Information Assurance  
Professional



**TSgt. Michael Buytas**  
Charleston AFB, S.C.  
Air Force  
Communications and  
Information  
Darryl G. Winters Award



**MSgt. Brian Chisholm**  
Hurlburt Field, Fla.  
Brig. Gen. Billy Mitchell  
Award for  
Communications and  
Information Excellence  
(Air Force Association  
Award)



**SMSgt. Douglas Walker**  
Ramstein AB, Germany  
NSA's  
Frank B. Rowlett Trophy  
Information Assurance  
Professional

### Individuals and units not pictured

- ▶ **Maj. Eric Bjurstrom**, *Prince Sultan AB, SWA*, Outstanding Field Grade Officer;
- ▶ **SrA Joshua Taylor**, *Shaw AFB, SC*, Outstanding Communications-Electronics Systems Airman;
- ▶ **Amn. Tavaron Marshall**, *Hurlburt Field, Fla.*, Outstanding Communications-Computer Systems Airman;
- ▶ **Thomas Jones**, *Hurlburt Field, Fla.*, Outstanding Civilian Specialist;
- ▶ **Donna Hayman**, *Washington D.C.*, Outstanding Civilian Assistant Specialist;
- ▶ **SSgt. Matthew Parks**, *Seymour Johnson AFB, NC*, Outstanding Installation Spectrum Manager;
- ▶ **16th Communications Squadron**, *Hurlburt Field, Fla.*, Winner of the Lt. Gen. Harold W. Grant (Small Unit) Award for Communications and Information; and the
- ▶ **52nd Communications Squadron**, *Bitburg Annex, Germany*, Winner of the Outstanding Postal Facility (Small Postal Operations).



# Maintainers sustaining, emphasizing education

By Chief Master Sgt. Percy "Butch" Singleton

Executive Agent for the C-E Maintenance Career Field Manager

**SCOTT AIR FORCE BASE, Ill.** — The ability to provide the full range of vigilance necessary to deter global threats depends on the ability to control, exploit, engage, deliver, position and sustain. We're sustaining our troops so they can take the fight to the enemy.

Our exportable AEF training packages are now a reality. We are using them to help technicians become familiar with equipment before they attend just-in-time training or deploy.

Deployed supervisors instantly know the knowledge level of the technician they are receiving.

With great help from the Air Force Communications Agency and the major commands, we have completed a total rewrite of AFI 21-116, Maintenance Management of Communications Electronics. This vastly revised instruction will become the tool that helps train our technicians of the future. It will refine the definition of maintenance which has become a broadly used term within today's operational environment. The instruction will have more embedded integrated logistics support, and it will help reduce technician workload. It also addresses maintenance practices and standards across the full spectrum of communications and technology, resurrect categories of maintenance organizations, and most importantly, develop contingency operations procedures.

As for senior NCO development, we are devising a method to increase the knowledge of our young leaders and

make them ready for the 21st century by creating instructions for the demanding jobs of the future. These instructions will: enhance overall supervisor competency; prepare C-E leaders for staff and management level jobs; ensure units have deeply-trained maintenance superintendents; build future MAJCOM functional and system managers; teach lead command duties; and create the training necessary to become an Air Force C-E career field manager. We will build on existing information by dusting it off and fortifying it with updated material. Finally, we will develop mandatory "position" training for SNCOs going into staff functions.

Big changes are in store for our Electronic Principles training course. Now, our new accessions will learn about computer networking in a training lab. Also a new radio frequency lab will teach all C-E accessions theory needed for today's wireless communications environment.

## Charting a Course to Success



# 2E

# Our community makes a difference

## Overcoming challenges of expeditionary communications

By Senior Master Sgt.  
Terrell Thomas

Assistant Comm-Computer Systems Career Field Manager

**PENTAGON** — When I was asked if I would be interested in writing an article for the *intercom* discussing our 3CXXX AFSCs, I had some reservation. I didn't know if I could capture the essence of what all of you have done or whether I could truly articulate the respect and appreciation I have for what you give to our nation.

I decided it was not only my pleasure but also possibly a once in a lifetime opportunity to tell anyone reading the article what an outstanding job you've done.

Recent operational challenges have significantly impacted our 3CXXX community. Those challenges include Operation Enduring Freedom, Operation Noble Eagle, Operation Northern Watch, Operation Southern Watch and most recently, Operation Iraqi Freedom.

The Air Force's use of expeditionary communication proved to be key to OIF's precision combat effectiveness. The network provided by you, our comm professionals, was the largest tactical communications enterprise in the Air Force's history. When compared to OEF and Desert Storm, the bandwidth provided was eight times larger

than the former and 20 times larger than the latter.

### Enabling the warfighter

Today's high-tech warfare is made possible by our amazing communications capabilities and people. It is incredible how communications have transformed the way we fight wars. Communications gives us the capability to identify targets and direct strikes quicker and more accurately than ever before." (CFACC, April 2003)

To ensure requisite skills are fine tuned and remain sharp, we've partnered with the 81st Training Wing at Keesler AFB, Miss., our "Training Center of Excellence." The men and women who provide the core training in our 3-level, 5-level, 7-level and supplemental courses, are professionals. Instructors train more than 7,000 communications personnel annually. In addition to the traditional in-residence courses, there are other valuable sources for receiving world-class training. One is the Air Force's Computer Based Training, also known as CBT, program.

The main objective of the Air Force's CBT program is to provide the tools to train the Air Force's comm professionals in technologies needed to carry out Air Force missions. It provides information

technology training to the desktop anytime — anywhere.

This program migrates from a CBT centric approach to a total E-learning capability. The Web-based learning system is home to more than 1,000 courses, online mentoring/white papers, video seminars/workshops and custom learning paths.

As a capstone to all of this, the Air Force has broken new ground for the enlisted with participation in the Institute of Technology Program. Senior Air Force leadership recognized the tremendous contributions and further potential of our enlisted community. Enlisted personnel with a technical undergraduate degree can be selected to attend the AFIT resident graduate program. The program lends itself to the development of both professional and technical skills. The first Air Force members to step up and meet this challenge were eight of our own comm and info warriors.

I have never been more proud to be an American serving in our wonderful Air Force than I am today. I am humbled to serve with each of you and to help in any way that I can to ensure you have the tools you need to make our world a safer place.



**The network provided by you, our comm professionals (during Operation Iraqi Freedom) was the largest tactical communications enterprise in the Air Force's history**

# Eyes of the Air Force

## VI troops deploy for war, aid U.S. agencies, earn awards

By Senior Master Sgt.  
Brad Gildea

Executive Agent, 3V career field management

### SCOTT AIR FORCE BASE, III.

— From Operations Enduring Freedom and Iraqi Freedom to supporting NASA and the Uniform Code of Military Justice, the 3V career field continues to remain busy supporting the interests of the Department of Defense and the nation.

As the eyes of the Joint Chiefs of Staff and Combatant Commanders, the 1st Combat Camera Squadron, located at Charleston AFB, S.C., witnessed a vast majority of events that shaped the world in 2002. Members from the 1st traveled the globe documenting the real-world work airmen, soldiers, sailors and Marines accomplished in Operations Enduring Freedom and Iraqi Freedom, as well as numerous exercises that are keeping the military at peak readiness.

The unit took part in countless deployments and TDYs to locations throughout Southwest Asia to capture and provide the valuable images that commanders rely on when planning missions, performing targeting and assessing post-attack damage. The military's focus and participation in the Middle East hasn't diminished requirements by commanders at other locations throughout the world. Combat Camera professionals were in the thick of it all.

The ongoing operation in the former Republic of Yugoslavia, still a priority for the Department of Defense, is where Combat Camera photographer Tech. Sgt Michael

Buytas, spent six months documenting humanitarian efforts. Buytas, who deployed from the 1st CCS, earned the Air Force Darryl G. Winters Award, which is bestowed on the person who continually performed the visual information mission while exposed to imminent danger.

### Helping hand

Not only are combat photographers shooting images on the front, they're also using their talents to aid federal agencies during times of crisis.

The importance of VI professionals came to the forefront when the shuttle Columbia disintegrated on reentry over Texas and Louisiana. Master Sgt. Mike Kaplan, the base multimedia manager at Barksdale AFB, La., was watching the news when it happened. Without being tasked, he recalled his staff and assembled a plan to be ready to document recovery efforts. They were immediately called to fan out and assist local authorities, NASA officials and other federal agencies in meticulously photographing and videotaping evidence of the tragedy.

One of the great successes of the year was the technological upgrade at NATO Headquarters in Belgium. Although the primary mission there is to support the E-3A mission, the NATO multimedia facility also supports the highly advanced Flight Engineer's Computer Based Training program. The photo, video and graphics sections all worked together to provide hundreds of images and

drawings of cockpit displays, circuit breaker panels and flight instruments, as well as videos of flight procedures that will be incorporated into the final CBT products.

### Job well done

One of the biggest events of the year for the VI career field was the first Air Force Video Production Awards program. Productions are fully edited broadcast-quality creations in the form of training products, documentaries, historical event coverage and many others. Before this year, VI professionals could only compete in the DoD Production Awards, and did so with a tradition of excellence. The first Air Force Production of the Year honors went to the 367th Training Support Squadron from Hill AFB, Utah, for its "Aerospace Power 2002." Many other awards were given and the complete results can be viewed at

<https://www.afca.scott.af.mil/multimedia>, the Air Force's VI Web site. The site is a valuable reference center of information for all multimedia professionals, comm and info leadership and customers.

This year, the Air Force did very well during the MILGRAPH competition. The DoD Military Photographer of the Year is Staff Sgt. Jeremy Lock of the 1st CCS at Charleston and the Military Graphic Artist of the Year is Tech. Sgt. Eric Simmons of the Oregon National Guard. From acting in response to an emergency, to documenting the war effort, the 3V career field continues to play a critical role in defense of the nation.

# Information Management

## Career field experiences changing of the guard

By Chief Master Sgt. Jay Snead

Air Force Information Management and Postal Career Field Manager

**PENTAGON** — For the past two years, I served as the 3A MAJCOM functional manager for United States Air Forces in Europe. It is indeed a blessing to represent you as the Air Force career field manager. My prime motivation is simple: the love of people and a passion to make a difference. I am 100 percent dedicated and ready to meet this challenge. Why? I bring three traits with me: faith, focus, and follow through.

I have faith in our Information Managers; the focus to ensure they receive the best training and opportunities possible and most importantly, the willingness to follow through and ensure our most valuable assets bridge the gap to become senior NCO leaders of tomorrow—because PME doesn't end when they graduate—it begins!

It has been a very busy time for all of us. The future Air Force must deal with a smaller force, but one that is more intelligent and more technically qualified than ever before. With the war on terrorism, retention, and competitive sourcing initiatives, man-

aging information has never been more important. Effectively using our people and resources is what we must keep in the forefront to maintain mission readiness.

A few things are on the horizon. Air Education and Training Command will host a worldwide 3A functional manager conference Aug. 17-21 at Randolph AFB, Texas. Agenda items will include Structured On-the-Job Training; Computer Systems Squadron reengineering; Defense Messaging System and 3A0X1 contingency operations.

In early September, you will see an IM sight picture for the future of Information Management. Your functional managers and I will be working very hard to ensure that as the Air Force transforms, so will we. You will also see a quarterly newsletter to keep you abreast of changes throughout our career field and highlights of our 3As and 8Ms in the field. I look forward to the opportunity to serve you, and I look forward to witnessing the great things you are doing. I also look forward to working with and on your behalf ... and doing what's best for this career field and our Air Force.

# 3A

## Who are the career field managers?



**2E — Chief Master Sgt. Larry Watlington**

[larry.watlington@pentagon.af.mil](mailto:larry.watlington@pentagon.af.mil)

**3A — Chief Master Sgt. John Snead**

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# Thriving

## CBTs available to entire Air Force

**By Tech. Sgt. Jim Verchio**

Intercom Editor

**SCOTT AIR FORCE BASE, Ill.** — For Air Force people wishing to further their education, the solution could be just a mouse click away.

The Computer Based Training System developed by SkillsSoft and titled “MySmartForce” allows the Air Force to supplement major blocks of formal education that may not be a part of an individual’s current curriculum.

CBT’s Program Manager, Master Sgt. Wayne Repke, said that people do not receive certification for courses offered through MySmartForce, but the training offered prepares students for the certification exams.

“The majority of courses are geared toward the comm and info career fields, but anyone affiliated with the Air Force can use the CBTs,” he said. “This is really a valuable tool that allows users not only a chance for professional development, it also provides them the means to do a better job at work.”

Since the inception of CBT systems, the Air Force Communications Agency Training Management Office has worked hard to make sure the courses offered reflect the current needs of the Air Force. Repke said IT and business

skills courses replace many of the older IT courses no longer used by the Air Force.

Even though an extensive library of courses is offered, the CBT staff announce yet another advancement in Air Force distance learning, according to Repke.

He said that users will soon be able to access “Books 24/7,” an extensive reference library of manuals and how-to books for most software applications. Books 24/7, which will be accessible exclusively to Air Force employees, offers a search function where the user types in his or her question. When the answer is found, a list of manuals is displayed giving the user the access to the applicable manual. In just a matter of seconds users type in the question, the reference manual appears and the question is answered. It’s like a virtual software library at the user’s fingertips.

“The Air Force is really pushing hard to promote professional development,” Repke said. “Take Books 24/7 for example. Nobody can afford to have all these manuals. The Air Force is paying for the service so the student doesn’t have to. It’s another example of how the Air Force is empowering people to improve themselves and their work performance.”

The CBT program offers more than

1,200 courses encompassing both information technology and business skills including: software development; server technologies; database systems; project management; operating systems; Internet and network technologies; desktop computer skills; and budgeting.

This list is extensive, but Repke said it’s not all inclusive. He said that virtually anyone can find courses to suit his or her particular needs.

The complete CBT system is available to all Air Force active duty members, Department of the Air Force Civilians, Air National Guard, and Air Force Reservists.

Other U.S. military departments, contractors, and government employees have access to various segments of the CBT system. (*Amy Hummert, AFCA Palace Acquire intern, contributed to this article.*)

### ACCESSING CBTs

The CBT application can be accessed via the Web at: <http://usaf.smartforce.com/>.

For more information, contact the AFCA Training Management Office at

DSN 779-5698 or  
[afca.cbt@scott.af.mil](mailto:afca.cbt@scott.af.mil).

for self

# IMPROVEMENT



**AFCA TRAINING MANAGEMENT**.....

DSN: 779.5698

e-mail: [afca.cbt@scott.af.mil](mailto:afca.cbt@scott.af.mil)

# SNAPSHOTS

## from the front lines

# Photographer documents destruction, emotion in Iraq

By Capt. Roger Burdette

Combined Weapons Effectiveness Assessment Team Public Affairs

**BAGHDAD, Iraq**—A team of nearly 100 experts from the United States, United Kingdom and Australia traveled in early June to Iraq to assess bomb damage as part of the Combined Weapons Effectiveness Assessment Team.

Three combat-camera photographers were assigned to the team and one photographer said it was the “coolest assignment” he’d ever had.

Master Sgt. Michael Best, Charleston Air Force Base, S.C., said he liked the assignment because not only did he “do his job” by touring more than 500 impact points where bombs dropped during Operation Iraqi Freedom, but he also had the opportunity to get to know the Iraqi people.

“(Combat-camera’s) primary mission is to capture images wherever U.S. forces are in the world,” Best said. “We record for history and for our leadership what our forces actually do.” He said they capture images to help “tell the air component story from OIF.”

The end product of the assignment will be visual images that “show whether or not the weapons worked as designed for their intended targets,” he added. He talked about how he’d look for snipers as he stood at the Iraqi Ministry of Defense complex in Baghdad, the Iraqi equivalent of the Pentagon. Coalition forces targeted buildings in the complex during OIF to undermine Saddam Hussein’s regime and disrupt its ability to direct its military. The team visited the complex to assess whether the air component achieved its desired effects. As experts in weapons, targeting, structural engineering and other disciplines collected data at the site, Best captured digital images of the damage, weapons fragments and other sights of interest to the team.

While working, Best said he saw children run barefoot across cement blocks and other debris strewn across the ground and in buildings at the defense complex. The bomb-damaged buildings have become their playground. After the bombings, local families moved into the buildings despite the broken windows and shattered roofs.

The curious children were also attracted to him and his camera. “Mister,” they yelled, and made gestures indicating that they wanted him to photograph them. After taking pictures of damage created by coalition weapons, Best snapped several photos of the children. Afterward, the children gathered around Best as he showed them the pictures on his camera’s photo review screen.

“This trip is allowing me to see firsthand how a dictator can ruin things for his own people, even though he claims he loves them,” Best said. “He’s only out for himself and for his (political) party. This trip has been very eye-opening.” The assessment team will report its findings to U.S. Central Command this fall.



Master Sgt. Michael Best looks for photo opportunities inside a bomb-damaged Iraqi Ministry of Defense building.

Graphic illustration by Tech. Sgt. Jim Verchio / AFCA Public Affairs

# Travis tests innovative communications technology

## Teleport System provides speed, more bandwidth

By Capt. Angela Smith

60th Air Mobility Wing Public Affairs

**TRAVIS AIR FORCE BASE, Calif.** — The 615th Air Mobility Operations Squadron here recently tested innovative technology that will enhance the speed and reliability of secure communications of forward deployed warfighters in the joint environment.

The technology is called Teleport System, and it provides increased bandwidth for communications at Standard Tactical Entry Point sites, which are gateways into pre-positioned communications services supporting deployed personnel.

A 22-member team from the 615th Air Mobility Operations Squadron participated in the final, critical phase of Teleport development. Other key participants include a team from the 621st AMOS at McGuire AFB, N.J., the Military Sealift Command hospital ship USNS Mercy in San Diego and Marine Corps and Army units.

“The nine-week test gave us a chance to test the new equipment,” said 1st Lt. David Abel, chief of deployable communications, 615th AMOS.

“It’s great hands-on experience. This exercise included three weeks of developmental testing, three weeks of evaluation and maintenance and then three weeks of operational testing.”

Current STEP sites only support X-band frequency users.

The Teleport upgrade provides more bandwidth and multiband satellite communications between space and land systems to individual deployed services and platforms. Teleport is a satellite communications



Capt. Angela Smith / 60th AMW Public Affairs

Tech. Sgt. Joe Johnson, 615th Air Mobility Operations Squadron NCO in charge of deployable communications at Travis AFB Calif., configures an exchange server during an exercise to test the new Teleport System equipment.

“mix-of-media” hub. It functions as an access point through which users can reach back into the global Defense Information Systems Network via a full range of satellite communications.

The DISN is the global information transfer infrastructure of the Defense Department. It supports the communications infrastructure and services needed by national defense command, control, communications, intelligence and other worldwide U.S. defense requirements.

“When I came into the unit four years ago, we were using equipment that could not meet our communication needs,” said Senior Airman Freddie Lopez, 615th AMOS computer systems administrator.

He said deployed members could not get access to the SIPRNET, or Secure Internet Protocol Router Network, a classified information sharing network, a key element of command and control.

“The new package brings the office to the warfighter. It offers all home station capabilities like video teleconferencing, Internet access and secure com-

munications out into the joint environment,” he said.

The Teleport program is being implemented in increments to minimize risk and provide timely capabilities to support service programs. A prototype Teleport debuted in 1998, an Interim Teleport capability was used in the Atlantic area in 2001, and the program has continued to expand worldwide.

Theater deployable communications equipment is shipped in hard transit cases and can be set up in a covered area, such as a tent, in austere locations. A complete communications package can cost about \$14 million.

“Effective communications gives warfighters timely response and coordination. This system lets one person do the same job as five people because it is so efficient and capable,” Lopez said. The current and final phase of Teleport development will integrate capabilities from other advanced military satellite communications systems being developed in the next five to seven years.



# J6 ensures coalition comm is safe, secure

**By Navy JO1(SW) Ron Schafer**

U.S. Joint Forces Command Public Affairs

**NORFOLK, Va.** — As the organization that looks to reshape the way U.S. forces and its coalition partners will fight in the 21st century, U.S. Joint Forces Command's support provider, the J6 directorate, establishes and maintains the general communications networks. This links the USJFCOM staff to its subordinate activities. Additionally, J6 ensures communications are not only secure and reliable, but are in accordance with Department of Defense policies and procedures.

As the director of the Command, Control, Communications, and Computers Systems Directorate, Brig. Gen. Walter I. Jones serves as both the senior communications officer and as the chief information officer for USJFCOM.

"We call it an enterprise infrastructure," explained Jones. "In the past, because of the way Joint Forces Command was organized, each organization came with its own IT infrastructure. We started an initiative to consolidate those into the JFCOM enterprise infrastructure."

In his role as the chief information officer for USJFCOM, Jones is responsible for the direction of C4 initiatives that complement the command's strategic plan to meet the Secretary of Defense's transformation planning guidance.

In this effort, the CIO oversees the coordination of C4 resources and policies supporting specific USJFCOM transformational mission areas including training, experimentation, force provision and interoperability. The CIO also acts as a conduit to the DoD CIO to ensure these initiatives are coordinated within the larger DoD C4 strategy.

While the directorate is recognized as the IT provider and CIO, Jones said these roles only scratch the surface of

the body of J6's business. J6's role crosses every directorate and command objective to include training, joint experimentation, joint force provider and joint force integrator, he said. They work closely with the joint trainer organization in establishing aggressive data collection and analysis objectives to accurately assess the joint warfighting capabilities.

They also interact with the requirements and integration organization (J8), serving as the technical liaison in integration and interoperability issues, especially for joint battle management C2 (command and control) which is a new issue for USJFCOM.

J6's scope expands beyond the reach of USJFCOM to work issues relating to multinational information sharing such as the following:

### **Integration**

▶ **The Content Based Information Security Initiative** is working to come up with a tool that will provide an information-sharing environment where information is protected at its source and access control is based upon the participants' authorization.

▶ **The Coalition Information Assurance Common Operational Picture** is developing a collaborative tool that will provide near real-time information assurance status to Joint Task Force commanders and coalition partners.

### **Ahead of the game**

Along with that, Jones added, is the additional challenge of integrating coalition information systems.

"Integrating systems that use varying standards and conventions requires a great deal of foresight in the acquisition phase, smart engineering in the planning phase, and ingenuity in the execution phase. Physical interoperability is only part of the challenge."

Creating information sharing net-

works and concepts for the future is a fast paced business. The future is now. Therefore, Jones said, USJFCOM must stay ahead of the game and meet its tasking head on.

"I think the Joint Chiefs of Staff and the Office of the Secretary of Defense recognize the role USJFCOM plays and when it comes to C4 issues or information technology issues, the buck stops here. And with the resources we have, we take these initiatives on and work to provide timely responses to solve these problems."

## **J6 Mission responsibilities**

Each of the services that make up the components of U.S. Joint Forces Command comes with their own unique service-centric systems. J6 has the responsibility of making these systems interoperable and fully integrated to support the joint task force commander when it's involved in various joint operations and coalition operations. Getting and maintaining communications among various coalition partners is vital to both the fighting effectiveness and the safety of soldiers, sailors, airmen, Marines and coast guardsmen who are deployed in support of American interests around the globe.

Maintenance workers perform last minute preflight checks on an RQ-1 Predator before a mission at a forward-deployed location. The Department of Defense's Unmanned Aerial Vehicles Roadmap provides a defensewide vision for UAVs and related technology.

Photo by Staff Sgt. Jeremy Lock / 1st CTCS



# Silent Knight PREDATOR IN IRAQ

By 2nd Lt. Gerardo Gonzalez

407th Air Expeditionary Group Public Affairs

## TALLIL AIR BASE, Iraq —

It hunts alone, flying quietly for more than 20 hours at a time, carefully scouring the earth for the most minute evidence of ground activity and discretely relaying intelligence information to analysts half a world away.

On a moment's notice, the Predator unmanned aerial vehicle can transform itself from a forward aerial-observer to an attack-craft capable of delivering a missile with pin-point accuracy.

The Predator is a complete system, not just an airframe by itself. A fully operational system consists of four aircraft with sensors, a ground-control station, a satellite link and about 55 people to support continuous 24-hour operations. To the airmen here who fly them, the system is more than just an expensive video game. Inside the Predator's brain, there is room for a crew of two. The ground-control sta-

tion, a box-like container which resembles the end section of a tractor-trailer, controls almost every move of the 27-foot craft.

"(The stations) are designed to do nothing more than get the aircraft airborne and get it down," said Lt. Col. Eric Jessen, 64th Expeditionary Reconnaissance Squadron commander and Predator pilot.

"It's like a laptop flight simulator," said Capt. Gary Town, 64th ERS pilot. "I've actually enjoyed flying it. It is challenging."

Part of the challenge is flying the Predator at 80 mph through tiny cameras mounted on the airframe, Town said. "You're looking through Dixie straws," said Jessen, an 18-year Air Force veteran and former A-10 Thunderbolt II pilot. "You lose all depth perception ... and you have to keep remembering what camera you're looking through."

Predator's cameras act like multiple sets of eyes that assist the crew in flying the

aircraft and conducting reconnaissance. They are also the most expensive part of the aircraft, Town said.

"The aircraft itself is worth about \$2 million to \$3 million, but with the 'ball' the price goes up to about \$7 million," Town said about the spherical-shaped housing on the Predator's underside.

The day camera is located in the aircraft's nose and is used for flight control, while others are used for surveillance in low-light environments such as smoke, clouds or haze.

The sensor operator, who is usually an enlisted imagery-analysis specialist, operates the cameras for reconnaissance purposes. Predator pilots come from many walks of life.

Town, a former AC-130 gunship pilot, said he thrives on the Predator mission and has no regrets about its high demand.

"(It) feels good to support the guys on the ground," Town said. "It's been very rewarding for me."

# Hall of Fame

## New inductees to be honored in September



**Lt. Gen.  
Gordon A. Blake**

Blake, whose career spanned from June 1931 to May 1965, died in 1997. He commanded Army Airways Communications System forces in the Pacific through most of World War II (1942-1945). He was in the Hickam Field control tower on Dec. 7, 1941, and directed a flight of B-17s to safe landings all over the Hawaiian Islands between waves of Japanese attacks. An Air Force aircraft save award was named in his honor. While serving as Air Force director of communications from 1953 to 1956, he led innovative changes to the Air Force global communications and navigation system, including pioneering operational circuits using tropospheric scatter communications.



**Maj. Gen.  
Daniel C. Doubleday**

Doubleday served in a variety of Air Force assignments during his career from June 1929 to November 1963. He was twice commander of Rome Air Development Center at Griffiss AFB, N.Y., and last commander of Airways and Air Communications Service, or AACS, Scott AFB, Ill., just before it became Air Force Communications Service. In 1943 he spearheaded the introduction of VHF communications in the United Kingdom and North Africa theater. In his early days at Selfridge AFB, Mich., and Wright Patterson AFB, Ohio, he progressed from a pursuit pilot to participation in the development of aviation communications and navigation equipment, including the first use of command radio sets in fighter aircraft, the first instrument landing systems, aircraft bombing radars, automatic radio compass, and many other forerunners of today's standard equipment. He died in 2001.



**Gen.  
Robert T. Herres**

Herres' career spanned from June 1954 to February 1990. He oversaw realignment of major communications organizations and communications-electronics acquisition programs, resulting in improved management of Air Force communications activities while saving 1,700 manpower authorizations. He commanded AFCC from June 1979 to July 1981 and was later director, Command, Control and Communications Systems, Joint Chiefs of Staff, Washington, D.C., from October 1982 to July 1984. His last assignment was as vice chairman, JCS, from 1987 to 1990. After retiring from the Air Force, he served as chief executive officer of the United Services Automobile Association and later became chairman of the board.



**Brig. Gen.  
Haskell E. Neal**

Serving from March 1928 to June 1964, Neal was first an enlisted communicator in the Army Air Corps/Army Air Forces. He received a direct commission during the early days of World War II. From 1951 to 1957, he was associated with the buildup of the newly-created Air Defense Command into a modern fighting force charged with responsibility for the air defense of the North American continent. As director of communications and electronics, he was responsible for development and implementation of U.S. and Canada's warning and surveillance networks, a modern surveillance and detection system that grew to an integrated system—Distant Early Warning, or DEW line—with hundreds of permanent radar stations. He was also commander of the first Ground Electronics Engineering Installation Agency, or GEEIA. He established an organizational structure that GEEIA followed throughout its existence (1958-1970). GEEIA was charged with the engineering and installation of the Air Force's entire worldwide ground communication systems and facilities. The general died in 1981.



**Maj. Gen.  
Jack B. Robbins**

A "data automator," Robbins served from March 1943 to June 1975. As chief of staff, HQ Air Force Communications Service, at Richards-Gebaur AFB, Mo., from 1970 to 1971, he led the move of AFCS from Scott to Richards-Gebaur and was a prime mover in overseeing the transition of AFCS from a tenant to landlord. It was the first and only time the command owned a base. He was the first senior officer to recognize convergence of telecommunication and computer disciplines and a key proponent of organizational merger. He was instrumental in forming HQ USAF/KR (assistant chief of staff for computer and communications resources), the first organizational attempt to merge management of the two disciplines, and assign to it cognizance of weapons systems automation.

The new members will be recognized at a ceremony and dinner Sept. 27 at Falls Church, Va. Hall of Fame members are recognized for service in the public and private sectors, and for their vision in helping to deliver world-class com-

munications and information capabilities to the Air Force. The Hall of Fame began in 1999, and the site, at the Air Force Communications Agency, Scott AFB, Ill., was dedicated in 2001. <https://public.afca.scott.af.mil/public/fame/index.html>

# Remembering an INNOVATOR

## Langley immortalizes comm pioneer

By Capt. Craig Fleming

Communications and Information Systems Directorate

**LANGLEY AIR FORCE BASE, Va.** — Langley has a tradition of honoring its aviation pioneers by dedicating a building in their names. However, on June 6 it was a leader in communications honored when the Communications and Information Systems Directorate, Air Combat Command, dedicated its headquarters building in the name of Maj. Gen. John P. Hyde.

Hyde served for more than 30 years and made significant contributions to the area of communications dating back to when he was a lieutenant.

Honoring the former commander of the Tactical Air Command Communications and Electronics, more than 100 attendees, including Hyde's widow, Elizabeth Hyde, and daughter, Paula Owens, witnessed the placing of the plaque and picture of him in the building, which was erected in 1932 as Langley's first hospital.

"He would have been so excited about having a building named after him, a building he loved," said Mrs. Hyde.

Brig. Gen. William Lord, the event's host, said, "General Hyde was a great man — as an Air Force officer, a husband, father and friend . . . those of us that knew him have fond memories, and it is only fitting that we honor his memory by dedicating this building, the home of communications and information systems at ACC, to him." Lord is the director of Communications and Information Systems at Air Combat Command.

Lt. Gen. Harry Raduege who is now the director, Defense Information Systems Agency, said, "If you knew him, you too would love to hear his great laugh or see his big smile again. I often do, every time I think of him." Raduege, one of Hyde's former



Constructed as Langley's first hospital, Building 558 was used by a garrison of 1,250.



Brig. Gen. William Lord presents a commemorative plaque to Elizabeth Hyde.



**Building 558 was designed by Detroit's preeminent early 20th Century architect Albert Kahn.**

executive officers, is also the manager for the National Communications System.

Early on in his career, Hyde led a team working special projects on new systems for detecting underground nuclear tests from intercontinental distances. This work was significant in light of the on-going Cold War. After that, he was an assistant professor at the Air Force Academy, teaching cadets and leading research in computer science and aeronautics. Following his time at the Academy, Hyde served in Vietnam in various capacities, including communications group commander. In 1977, he became the commander of the Tactical Air Command Communications Area, Air Force Communications Command and Deputy Chief of Staff for Communications and Electronics, Headquarters Tactical Air Command at Langley. A few years later he went on to command the European Communications Division at Ramstein Air Base, Germany. In 1983 he returned to the states and was named commander of the Space Communications Division at Peterson AFB, Colo. His last assignment took him to Washington where he was the Deputy Director for Defense Wide Command, Control and Communications Systems.

Hyde received his commission through the Reserve Officer Training Corps program and in 1958 was called to active duty and attended the Basic Communications Officer course at Scott Air Force Base, Ill.

Mrs. Hyde made parting comments to the audience following the ceremony.

"I hardly know where to begin to thank you for the tribute to my late husband. He would have been so thrilled with such a unique honor."

Hyde retired in April of 1988 and passed away Jan. 30, 1996. *(Capt. Leo Lawson Jr. contributed to this article.)*



**In 1958, a young Lieutenant Hyde works at the Washington Air Defense Sector at Fort Lee, Va.**



**Hyde's military decorations include:**

- Distinguished Service Medal;**
- Defense Superior Service Medal;**
- Legion of Merit;**
- Bronze Star Medal;**
- Meritorious Service Medal;**
- Air Force Outstanding Unit Award with "V" device and three Oak Leaf Clusters;**
- Republic of Vietnam Armed Forces Honor Medal First Class; and**
- The Republic of Vietnam Service Medal.**

Civilian updates

**BEST NEWSLETTER:** Less than 10 percent of Air Force civilians are taking advantage of a way to get information about their benefits, and Air Force Personnel Center officials are encouraging more people to participate. By subscribing online to the Benefits and Entitlements Service Team newsletter, Air Force appropriated-fund civilian employees can learn about current benefits information, legislative changes and system updates.

Only 9,380 of more than 135,000 civilians serviced by BEST subscribe to the newsletter, said Janet Thomas, human resources specialist from the directorate of civilian personnel operations. "We are asking each employee already receiving the newsletter to encourage their co-workers to subscribe." Subscribing is done through the BEST home page at [www.afpc.randolph.af.mil/dpc/best/menu.htm](http://www.afpc.randolph.af.mil/dpc/best/menu.htm). Click on "Newsletter Subscription Service," and click "Subscribe." This will automatically launch an e-mail with the required subscription information already entered, then click "Send." Subscribers will receive a confirmation notice by e-mail. Officials said the automated e-mail function may not work with some older browsers or e-mail programs, but the help page link has instructions on how to manually subscribe. (AFPC)

**DATA SYSTEM UPGRADE:** An upgrade to the Defense Civilian Personnel Data System in July has affected the servicing of more than 130,000 Air Force civilian employees and allows all Department of Defense civilians to transact much of their personnel business via the upgraded Web-based system. Users will benefit from increased security and performance, as well as a slightly different look on their computer screens, officials said.

Services that are affected include:



# You have a record!

## 4 steps you can take to make sure it's accurate

By Diane Hancock

AFCA Comm and Info Civilian Career Force Management Team

Every civilian working for the Air Force has a record; it's an automated record stored in the Defense Civilian Personnel Data System. It's used for everything from determining when you will receive your next within-grade-increase to establishing your eligibility for a promotion. The question is how accurate is the data in your record?

Because you're the only person who can verify the accuracy of the data in your personnel record, it's important that you periodically review this information and have it updated and corrected as necessary. Here's how:

▶▶ First, you need to contact your local Civilian Personnel Flight and request a copy of your career brief.

▶▶ Next, do a thorough review of the brief that you receive. Here are a few things to look for that could impact your selection for promotion/reassignment/professional development:

**Education Data:** Make sure all degrees, if any, are listed (i.e., if all that is reflected is a post-bachelor's degree then obviously you also have a bachelor's degree, and it should be listed). Make sure the "major" listed for your degree is correct.

**History Experience:** Review the dates, occupational series, grade and supervisory level for each of the listed jobs to make sure they are correct. Check to make sure the position level is right, was it at a major command level or at base level. Make sure all relevant work histories are included (i.e., a job frying hamburgers may not be relevant to your civil service career but managing a fast-food franchise might be).

**Appraisal Data:** Verify that the rating and promotion factors are the same as shown on your copy of the most recent AF Form 860a.

**Training:** Check to be sure all training courses you have completed that were more than eight hours long are listed and the titles are descriptive and clear.

**Certifications:** Verify that all certifications you have received and submitted for inclusion in your record are correctly identified.

**Awards:** Verify that all awards you have received while in civil service are correctly annotated in your record.

**Career Program Registration, if applicable:** Check to make sure all career programs you have registered for are listed. If not, recommend you go to the Air Force Personnel Center Web site and re-register for all career programs you are interested in.

▶▶ Now consult with the appropriate personnel specialist at your CPF. Some of the data fields are updated at the local level while other information can only be input from AFPC. The personnel specialist can explain to you what documentation (if any) will be required to update your record and the appropriate POC who can effect the changes. They should also provide you an estimate of when the changes will be finalized so you can request a new career brief to ensure your record is up-to-date.

▶▶ The last step is to repeat the above steps whenever changes occur that need to be annotated in your record.

► Updates in the Integrated Voice Response System that allow customers to call in changes to their health benefits, life insurance and Thrift Savings Plan accounts.

► Resumix and Civilian Personnel Decision Support System, used to run hiring and promotion programs.

► Civilian Servicing Unit for accessing employee data.

► Civilian Virtual Inprocessing Program for new employees.

► Personnel Automated Record Information System, used to update the electronic official personnel folders of employees.

► Secure Web applications accessed by individuals to review personal records and change benefits.

For more information, call the technical assistance center at DSN 665-3995. (AFPC)

#### ONLINE EMPLOYMENT FORMS:

New and current civilian employees inprocessing or being assigned to new positions in the Air Force can now fill out many of the employment forms online, according to Air Force Personnel Center officials.

Applicants who have been contacted with a tentative job offer can use the Web-based Civilian Virtual Inprocessing Procedure to fill out forms before, or instead of, going to their civilian personnel flight, said Maureen Weber. Weber is the lead human resources specialist with the directorate of civilian personnel operations.

"One of the most attractive features of cVIP is that it saves the customer time by capturing repetitive-type information the employee enters on one form, such as name and Social Security number, and inputting the data automatically on other forms as they are filled out," she said.

The cVIP also allows for electronic authentication for signatures, certification and approvals. (AFPC)

#### TDY process updates

**DEFENSE TRAVEL SYSTEM:** Fairchild AFB, Wash., is among the first organizations in the Department of Defense to receive the new Defense Travel System. The high-tech program should

be completely online by November. DTS will mean online TDY travel for virtually every person in the Department of

Defense, both civilian and military, said Col. Alan Tomson, DTS chief of fielding.

The DTS site looks and acts like commercial travel sites, and as long as Fairchild servicemembers have the Common Access Card, they will be able to create a digital signature from any computer with a card reader at Fairchild. Once at the DTS site, the traveler can buy a plane ticket and reserve a room, or anything else that is needed for the TDY. During this process a travel voucher is being created and updated automatically with the traveler's information. When the traveler returns and no changes are needed, it can be as simple as logging onto DTS and clicking submit to complete the travel voucher. Less than three days after clicking submit, the travel settlement amount will arrive in the traveler's bank account.

Besides fast, electronic reimbursement of travel expenses, DTS brings other benefits to travelers, authorizing officials, managers and commanders.



Those most touted include: approvals and certifications tied directly to mission; a significant reduction in time spent administering travel; reduced paperwork; and the automated payment of government charge cards.

Check out the Web sites at: [www.defensetravel.osd.mil/dts/site/index.jsp](http://www.defensetravel.osd.mil/dts/site/index.jsp) or [www.defensetravel.com](http://www.defensetravel.com). (AMCNS)

#### SOFTWARE EASES TDY PAYMENT: A

new software program being tested by Defense Travel System officials will make arranging, paying and reimbursing official government travel a speedy, seamless and almost paperless process, according to officials.

"Enhanced Jefferson" software allows the system to operate similar to many online travel Web sites by providing government travelers information for selecting airlines, rental cars and lodging. Users log into the system via the Web, and it automatically calculates per diem rates, to include meals and incidental expenses based on the destination of travel. Upon return, travelers can add additional expenses such as parking fees and mileage reim-

bursements. Pilot sites to test the software include Ellsworth AFB, S.D.; Beaufort Marine Corps Air Station, S.C.; Fort Campbell, Ky.; Camp Pendleton, Calif.; Fort McPherson, Ga.; Vance AFB, Okla.; and Defense Security Cooperation Agency, Arlington, Va. The new system is expected to be in place DoD-wide by the fall 2006. (Army Sgt. 1st Class Doug Sample, AFPS)

#### New Developments

**MINIATURE AIR DECOY:** Eglin AFB experts are helping develop a Miniature Air-Launched Decoy that Air Force officials hope will entice enemy forces to prematurely disclose their air defense locations, keeping friendly pilots further out of harms way. Eglin's Precision Strike System Program Office experts recently awarded an \$88 million, five-year Systems Development and Demonstration contract to Raytheon Corporation to develop the MALD. It's intended to simulate, decoy and saturate integrated air defense systems by appearing on radar screens as a full-size bomber or fighter.

The finished decoy will be a small, cruise missile-like vehicle about 115 inches long, eight inches around, with a 60-inch wingspan.

It will weigh only 200 pounds and ►



Airman 1st Class Isaac Freeman / 31st CS

#### 'Cable Dawgs'

Staff Sgt. Todd Triplett, Cable Antenna Database Systems team chief, "Cable Dawgs," 31st Communications Squadron, mans the low profile reach used to lift a photographer to document construction on Aviano Air Base, Italy. Aviano 2000 Program is one of the most aggressive construction programs ever undertaken at a single military installation and will transform the entire base structure.

will be launched from both fighters and bombers. The decoy will be powered by a Hamilton Sundstrand TJ-120, a turbojet engine, which can propel the vehicle to speeds of Mach .93 - about 650 mph — and altitudes approaching 40,000 feet. Air Combat Command officials, who requested the MALD be developed, require the MALD to fly for 45 minutes at 35,000 feet, or for 20 minutes at 3,000 feet. (*Lois Walsh, Air Armament Center Public Affairs*)

**IT CONSULTING:** Defense Department customers can now purchase independent consulting and other information technology services at considerable discounts thanks to Standard Systems Group experts at Maxwell AFB, Ala., issuing blanket purchase agreements.

Experts in SSG's Acquisition Division issued the BPAs to The Meta Group and Gartner Inc., for consulting, research and advisory subscription services.

All DoD organizations are authorized to order from these BPAs, which will run for one year and have two additional one-year options.

With SSG officials obligating an estimated \$25 million during a three year period, the BPAs allow DoD customers to purchase independent consulting, access to current published information technology research as well as access to hundreds of analysts, all at considerable discounts from the vendor's comparable Federal Supply Schedule contract, according to Kay Walker, SSG contracting officer.

"One item available under the BPA is a research and advisory license which allows people access to what we'll call an IT encyclopedia of knowl-



Staff Sgt. Darin Overstreet / 140th WCF

## All in a day's work

Staff Sgt. Brian Hadfield connects the motor cable while installing a video surveillance camera outside a Buckley Air Force Base, Colo., communications flight building. Hadfield's with the Air National Guard 140th Wing Communications Flight there.

edge," Walker said. "Under the BPA, customers can get that license 67 percent cheaper than GSA."

She also said DoD users can expect to save 10 percent on consulting costs under the new contract.

For more information, visit AFWay at <https://afway.af.mil>. (*AFMCNS*)

**TARGET VEHICLES:** Helping warfighters better target opposing vehicles in combat is what test experts at Eglin AFB, Fla., are focusing on as they develop the Affordable Moving Surface Target Engagement program that tracks and hits moving targets.

"Threat targets have used move-

ment to avoid and hide from U.S. reconnaissance and surveillance in Operation Allied Force and Operation Desert Storm," said Scot Crookshanks, 46th Test Squadron programming engineer. "Time critical targets move before, or just after launch, thus limiting our ability to target and engage them."

AMSTE hopes to stop those moving targets in their tracks because, "As the target moves, it gives the weapon the ability to hit it," said Chuck Taylor, Defense Advanced Research Projects Agency AMSTE program manager.

"A J-STAR already exists, an F-22 will exist and a J-DAM already exists," Taylor said. "What this program has done is created a new way to use those three things together to give the military a new and unique capability: to hit moving targets in all weather conditions with a very precise munition ... Those targets are moving and the warfighter needs to be able to engage them in all weather from a stand off range."

He added that this capability not only allows them to hit precise mov-

ing targets, it also minimizes collateral damage with one weapon on one target. (*2nd Lt. Jessica Phelps, ACC/PA*)

**AIRBORNE LASERS:** Air Force Research Laboratory Propulsion Directorate experts are developing technologies to implement concepts such as high-power laser weapons on fighter aircraft, electronics-attacking microwaves and non-lethal technology that uses electromagnetic energy to stop an advancing adversary.

Recent advancements have been made in several areas addressing the challenges of supporting these futuristic weapons. Directorate scientists and engineers have been on the ground floor of this enterprise, keeping a keen eye on where to focus their efforts. Developing a new class of higher operating temperature electrical components such as switches and capacitors along with super-conductivity and thermal management technologies was high on their list. All have shown tremendous progress.

Researchers involved in developmental testing diamond-like Carbon

## INTERCOM ONLINE

Air Force Link has launched a new subscriptions management page where you can get the *intercom* magazine delivered via e-mail. From this Web page, people can manage their subscriptions to a variety of other news and information services such as the daily Air Force Print News and major command news services. The page can be found at [www.af.mil/subscriptions.asp](http://www.af.mil/subscriptions.asp) or by clicking on the tab at the top of the Air Force Link home page.

Capacitors say their progress is the most significant in decades.

"Our team of scientists and engineers has enabled the production of capacitors with improved energy density and temperature capabilities that are more than two times better than today's state-of-the-art capacitors," said Sandra Fries-Carr, manager for the DLC capacitor program in the electrical technology and plasma physics branch.

Capacitors, which store an electrical charge, are critical components in nearly every military and commercial high performance system, she said. The improvements are crucial for airborne applications of directed energy weapons because they offer considerable savings in system weight, improved electrical performance and can withstand the types of high temperatures generated by the power systems feeding the electrically-driven weapons. Another key enabling technology needed to develop Air Force directed energy weapons is a high temperature superconducting wire dubbed YBCO, for its molecular configuration of Yttrium, Barium and Copper Oxide. The YBCO conductor is the next generation high temperature superconducting wire necessary for developing directed energy weapons, said Dr. Paul Barnes, a senior physicist and propulsion directorate superconductivity team leader. See <https://www.afmc-mil.wpafb.af.mil/HQAFMC/PA/news/archive/2003/Jul/0709-03.htm> for the full story. (Michael Kelly, Air Force Research Laboratory Propulsion Directorate)

## KUDOS

**205th OPENS COMM LINES:** Seven members of the 205th Engineering Installation Squadron, Oklahoma City, Okla., returned home in June after serving more than three months in Kuwait and Iraq. One of their largest accomplishments was the construction of the Tallil Air Base Communications Center Duct Bank.

The 205th cable team operated a backhoe and muscled in 1,200 feet of conduits to complete an impressive 100-foot long duct bank in only two

days.

The heat of the desert proved to be challenging for the workers.

They faced daily temperatures of 120 degrees and higher. Existing infrastructure at the base also proved to be an obstacle for the team. They worked with the Fire Department to help clear dirt-clogged conduits, used forklifts to remove manhole covers from crumbling manholes, and made their own road cuts and excavations for the project. (AMCNS)

**DEFENDING NATO:** What system guards the NATO European skies like NORAD does for North America? The NATO Integrated Air Defence System does and it combines a number of sites and systems.

Since 1966, the NATO countries in Europe along with the U.S. have come together to create what is now a network of over 140 radar sites and control centers plus numerous communications and surface-to-air weapons sites to defend the area stretching from northern Norway to eastern Turkey. The NATO Airborne Early Warning aircraft (NATO AWACS) can plug into this network and share information with the systems on the ground. This complex network of sensors, radios, and computers is both NATO and nationally owned, yet all of it is linked to produce one result — a recognizable air picture over NATO Europe.

The Air Command and Control and Sensors Branch at the Supreme Headquarters Allied Powers Europe in Belgium is tasked with performing Technical Evaluations of mainly NATO-funded NADGE sites in 14 NATO nations.

These evaluations are similar to Staff Assistance Visits and primarily focus on the technical management and condition of radar and control center equipment. With a staff of three civilians, four officers, and four NCOs from eight NATO nations, teams of two to four people travel to about 36 sites across Europe each year and write a consolidated annual report to the NATO Military Committee from the Supreme Allied Commander, Europe, which includes information on equip-



Margo Wright / 32nd CS

## Operation provide comfort

After being deployed for five months in support of Operation Iraqi Freedom, Capt. Thor Curcio comforts his 4-year-old son, Gunnar, before the reunited family headed home. Curcio is assigned to the 32nd Combat Communications Squadron at Tinker Air Force Base, Okla.

ment operational availability, performance data and recommendations for improvement. All of this work is aimed to observe if international funds are being spent effectively and to provide a "directed telescope" to give insight into the technical performance of the whole system. (Maj. Ben Larson, SHAPE, Belgium)

## Announcement

**AACS EXTENDS MEMBERSHIP :** Last September, at the 26th Annual AACS Alumni Association Reunion in Dayton, Ohio, the membership voted to amend its Constitution and bylaws to make members who served in, or are serving in, the Air Force Communications Agency and the Air Force Flight Standards Agency eligible for membership. This action expanded membership to those who also served in AACS, ACS, AFCS, AFCC or AFC4A. Visit [www.aacsalumni.com](http://www.aacsalumni.com), or call Mac Maginnis at 253-474-8128.

## Financial planning

In May, Undersecretary of Defense for Personnel and Readiness David Chu, announced a new Defense Department Financial Readiness Campaign focusing on the importance of good financial management habits for junior enlisted people and their families. Financial planning and management help is available at base family support centers. A DoD report indicates E-1s through E-6s have trouble making ends meet and attributes these issues not to income levels but to poor spending habits and financial education.

Senior leadership encourages junior members to seek a confidential financial planning session at their base family support center. (AFMCNS)





# WHERE NO CABLE HAS GONE BEFORE

## Building a Secure Wireless Infrastructure

### Why secure wireless?

Rapid deployment of forces requires communications systems that are quick to install and reliable under the harshest conditions. Networks providing voice, data, and video traffic must be operational within a few hours of force arrival. Millimeter wave (26 GHz) radio technology is being investigated as a solution to a number of impediments to achieving rapid communications capabilities for bases encompassing several enclaves separated by line-of-sight distances.

"We are deploying forces to places where we have to bring our own communications infrastructure," said Col. Michael McCullough, Air Force Communications Agency Director of Technology. "Laying miles of copper and fiber optic cable is very labor intensive and not feasible in some situations. We needed a quicker, more robust alternative."

Conventional wire or fiber optic cable infrastructure presents several problems. Bulky cables place a high demand on air transport resources where priority must be given to personnel and war fighting equipment. Cable pallets must await their place in the transport queue. Installation of a cable infrastructure is labor intensive, time consuming, and often requires large trenching equipment. Trenching may not even be an option in locations where the ground is too rocky or buried cable is prohibited outright. A cabled infrastructure is difficult to protect, both from attack and accidental damage. Cables linking geographically separated enclaves are also vulnerable to sabotage and require protection.

Source: Dan Casey, AFCA/Technology

### Secure Multipoint Radio Transport System

After evaluating several generations of technology, all the pieces fell into place with a design concept that evolved into the Secure Multipoint Radio Transport System, a transportable package of radio, encryption and network equipment designed for rapid implementation of a wireless infrastructure. SMRTS can provide connectivity between separate enclaves. A link can be established in as little as two hours when the "long pole" of setup—siting the antenna—is not complicated by physical obstructions.

A SMRTS node consists of a radio, encryptor and network router in a transit case weighing about 60 pounds. Voice and data users connect to SMRTS through interfaces on the router. Hubs and nodes are configured and managed from a single laptop PC that can be located anywhere in the network. The radio design avoids maintenance adjustments that require periodic inspection and special skills to accomplish.

SMRTS offers several advantages over cable systems with few disadvantages. A multipoint radio system is cheaper to buy, install, and maintain than a cabled infrastructure. Cost of a single radio trunk is around \$75,000, which includes network routing and encryption

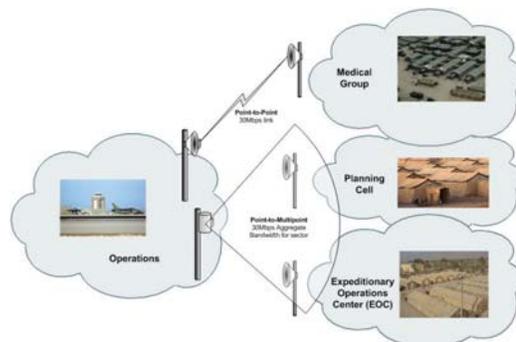
equipment. Asset protection is easier because all equipment can reside within the boundary of the base force protection zone. Radio wave propagation beyond the controlled perimeter is unavoidable in most cases, even with the use of narrow beam antennas and good siting criteria. All radio circuits are secured by NSA Type I encryption.

A communications system that is entirely wireless to the desktop is not envisioned. Short cable runs will still be needed that connect groups of users with wireless node points. The high cost of PC wireless Type I encryptors makes a complete wireless solution for large enclaves impractical at this time.

The radio frequency used by SMRTS is susceptible to fading during heavy rain storms. This is overcome with good link engineering. On long paths, larger antennas are used to maximize signal levels and reduce the likelihood of circuit loss. Optical laser systems can provide much higher bandwidth than any radio, but aren't so reliable in dust storms."

Bottom line is that SMRTS is a fraction of the size and weight of other wireless infrastructure alternatives and provides the greatest bandwidth for the buck.

SMRTS is a commercial-off-the-shelf solution that is low cost, easy to configure, and fast to set up—an ideal building block for communications infrastructure requirements.





# **New Directions in Global Communications**

**“Change is the raw material  
of innovation when  
it is viewed as opportunity  
and not as a threat.  
Innovation is the symptomatic  
anticipation, recognition  
and exploitation of change.”**

**Warren Watson**  
President, Society for News Design



**“I don’t measure  
a man’s success by  
how high he climbs,  
but how high he bounces  
when he hits bottom.”**

**--General George S. Patton**