

InfoDOMAIN

DECISION SUPERIORITY FOR THE WARFIGHTER

FALL 2009



2009 **TRIDENT**
WARRIOR



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OUR COVER: *Graphic Illustration by MC2 Justin Ailes.*
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Welcome to the world of FORCEnet's Innovation and Experimentation Directorate at NETWARCOM. Our team supports VADM Starling in conducting experiments with emerging technologies in real world scenarios to see if they should be incorporated into fleet programs.

The Directorate's driving goal is to support the Sailors and Marines out there putting their lives on the line every day. We want to find the right things to make their lives better and make their jobs easier, while saving time and money.

We're a pretty diverse directorate, incorporating a cadre of active duty folks from both the unrestricted and restricted line communities, Navy civilians and contractors with experience in those worlds, as well as those who are thoroughly familiar with the fleet engineering process. Joining them is a team at the Naval Postgraduate School in Monterey, CA, who bring the academic rigor to our efforts. We even have a Submariner from the Royal Navy who heads up our concept development department. Overall, the different perspectives we gain from this diverse team help us get the most out of each experiment.

The team is spread out across the country, with a core group at NETWARCOM headquarters on Naval Amphibious Base (NAB), Little Creek, and the rest located at one of two FORCEnet Execution Centers (FXC) at Naval Station Norfolk or NAB Coronado in San Diego. These two FXC sites

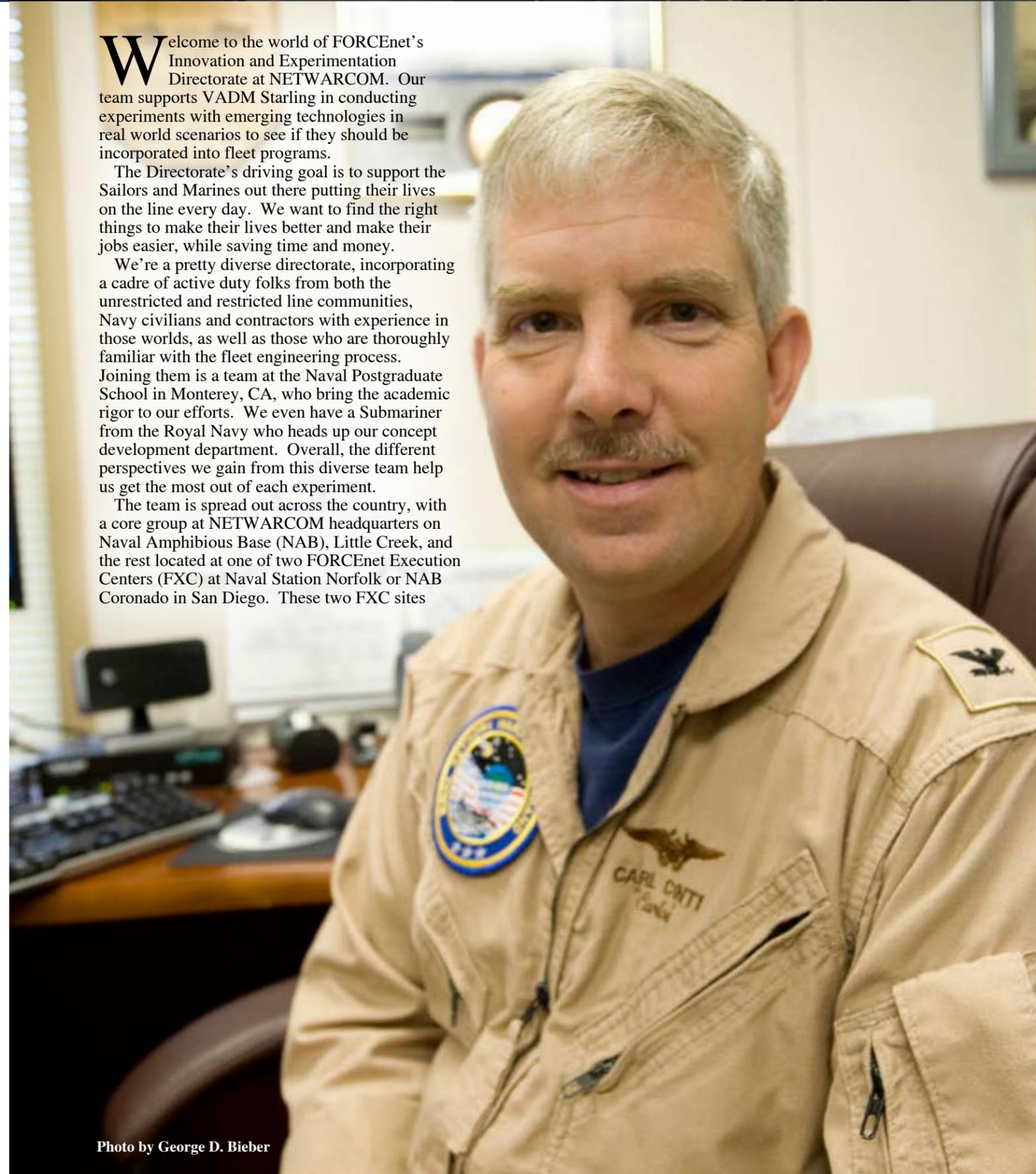


Photo by George D. Bieber

are critical to each experiment as they are located close to the waterfront and allow that needed interaction with the units tasked with supporting each experiment.

The Directorate works with NETWARCOM's Requirements Directorate and the Fleet to determine where there are gaps in warfighting capabilities and then searches for solutions to fill those gaps. Solutions come from a variety of places, some very traditional such as the Space and Naval Warfare Systems Center and others from non-traditional sources, such as the Army or small businesses. The critical part is in the experiment itself. We go to painstaking lengths to ensure we've asked the right questions and developed a plan to execute and collect the right data to answer those questions. When everything is complete, we want to present the best possible solution to leadership and ensure that solution is supported with solid reasoning and the right data.

What are some of the challenges you have experienced since you became NETWARCOM's Director of Innovation and Experimentation in December 2008?

One of our biggest challenges has always been getting promising new technologies through the acquisition system and into the hands of Sailors and Marines at an accelerated pace. To help solve that problem, decision makers need information, so we're working on building the complete picture of all of the costs involved to field and maintain promising technologies. The resulting information will help the decision makers understand what the benefit is to the warfighter, what resources it will take to get the system out into the fleet, and what the costs are to keep the system in action. We can experiment with neat technologies all we want, but if we don't get the right ones fielded to help the warfighters, we aren't doing our job.

How do you perceive the role of NETWARCOM's FORCENet Innovation and Experimentation Directorate?

Our role is to find ways to fill in the gaps for warfighters and help them save lives, save time and save money. We've all been in a situation out in the Fleet where we've said "if I only had something that could do this...." Our job is to find that "something" and solve that problem. Sometimes that "something" is a particular technology; other times it's just a better way to use what's out there. Experimentation answers those "what if?" questions so we can steer the right answers to the people with the problems.

What do you feel was your key role in TW 09?

We had a TW Director who handled the thousands of individual events that made up each facet of TW experimentation. I made sure he had the proper resources and worked liaison issues to help smooth out any concerns people might have, as well as ensuring everyone involved knew what we were doing and why. TW was a well oiled machine – my job was to provide top-cover and market the good work being done by the entire TW team.

Were there more successful experiments this TW 09 than in previous Trident Warriors?

Every year we are more successful than previous years, and that's mostly because every year more and more people learn about what we do and the good that comes from it. Our success stories are not exclusive to emerging technologies, but also include experimentation focused on enhanced or expanded understanding of current tools and systems, modifications to processes and/or procedures, and Tactics, Techniques and Procedures development and testing. Yes, we do like to find and experiment on innovative or exciting technologies, but our driving goal is to focus strictly on those things that are most important to the warfighter.

In previous Trident Warriors, there have been experiments with other organizations. Were there any such experiments in this sea trial?

NCIS has been a strong partner over the years and that continued in TW 09. We worked with them to evaluate a collaborative web-based workspace for law enforcement officials to share information in real time. The goal of the experiment was to bring in information from around the globe from any law enforcement agency to help prevent terrorist acts before they happen. Initial data from the experiment shows some very positive results and breaks down some old barriers to communication across law enforcement jurisdictions.

This year we also leveraged an opportunity to work with Second Fleet in their Operational Level Command and Control experiment. By coordinating both experiments' timelines, we were able to share some technologies and assets between the two efforts to save a considerable amount of money and time. The resultant work produced synergies from the two experiments that would not have been captured if we had conducted them as separate events.

What direction do you foresee future Trident Warriors taking as far as technology?

Computer technology is developing faster than just about anything else, and I believe we need to get out in front before the bad guys figure out how to beat us. The importance of cyber warfare has been shown with the stand-up of U.S. Cyber Command and planning for Fleet Cyber Command. It only makes sense to ensure we have dominance in the cyber domain to thwart any attacks against us and to ensure our systems work when we really need them. Along those lines, TW09 looked at several technologies designed to increase network security and connectivity, and TW10 will look at various tools and technologies to further those goals. The key in any warfighting arena is understanding what's out there and then developing and adapting your tactics to defeat the enemy. It's no different in the cyber world.

Do you expect other nations, in addition to Australia, Canada, New Zealand and the United Kingdom (members of the current AUSCANNZUKUS TW partnership), to participate in future Trident Warrior experiments?

Definitely. In fact, other nations have participated in past Trident Warriors and interest continues to increase

... continued on Page 16

AT A **GLANCE**

CAPT Carl R. Conti is the Director, Innovation and Experimentation, NETWARCOM. He graduated from Purdue University and was commissioned in December 1985 through the Naval ROTC program. Conti attended flight school at Naval Air Station Pensacola, FL, earned his wings as a Naval Flight Officer in June 1987 and trained in the A-6 Intruder.

After Fleet Replacement Squadron (FRS) training at Attack Squadron 128 at NAS Whidbey Island, WA, he was designated a Bombardier/Navigator. In June 1988, he reported to the "Eagles" of Attack Squadron 115 embarked in USS Midway (CV-41), forward deployed to NAF Atsugi, Japan. During this tour he deployed on two Western Pacific cruises and one combat cruise to the Persian Gulf for Operations Desert Shield and Desert Storm.

In April 1991, Conti reported as an Instructor at Attack Squadron 42, the East Coast A-6 FRS at NAS Oceana, VA, and served there as Airframes/Power Plants Branch Officer, Assistant Admin Officer and Head of Intruder Navigation Training. In December 1993, he reported to Commander, Carrier Air Wing Eight as Strike Operations Officer. As the Air Wing was the first to deploy without the A-6, he completed Naval Air Training and Operating Procedures Standardization qualification in the F-14A Tomcat and deployed on USS Theodore Roosevelt (CVN 71) in 1995.

With the phase-out of the Intruder in 1997, Conti was selected for transition to the EA-6B Prowler and returned to NAS Whidbey Island. Upon completion of the FRS, he reported to the "Garudas" of Electronic Attack Squadron, one of four Prowler squadrons assigned to support USAF Expeditionary Wings, in October, 1997. During this tour, he made an emergency deployment to Aviano AB, Italy, for combat operations over Kosovo during Operation Allied Force.

He next reported to the U.S. Strategic Command, at Offutt AFB, NE, for a joint tour as the Chief of the Positive Control Branch, where he was responsible for safeguarding the use of the U.S. arsenal of nuclear weapons. While there, he also served as the Chief of the Support Battle Staff. He left STRATCOM in 2003, reporting to the "Warbucks" of Training Squadron VT-4 in March 2004.

In June 2004, he assumed the duties of XO and subsequently took command of the Warbucks in June 2005. During his tenure, the Warbucks transitioned from the T-34C Turbo Mentor to the Navy's newest aircraft, the T-6A Texan II and won the Chief of Naval Aviation Training Excellence Award.

Conti returned to the Roosevelt in September 2006 as the Air Officer. After an extensive yard period, he led the Air Department through the work-up cycle and the first-ever embarkation of a French Rafale squadron on a U.S. carrier, culminating his tour with an Operation Enduring Freedom cruise in 2008.

During his naval aviation career, Conti has logged more than 4,000 flight hours and 493 carrier landings in nine different aircraft. ✂



FORCE CHAPLAIN'S THOUGHTS

An excellent resource for active duty members, reservists, and Department of Defense civilian personnel and their family members is the Chaplain's Religious Enrichment Development Operation (CREDO).

For more than 30 years, Navy Chaplains have organized and presented CREDO retreats and workshops to enable DoD personnel and their families to develop personal and spiritual resources to better meet the unique challenges of military life.

The most common retreats are: marriage enrichment, personal growth, spiritual growth, single Sailor, family enrichment, women's retreat, and IA warrior transition. Each retreat deals with a wide range of issues. While the retreats are hosted by chaplains, they are not explicitly religious, so members of any faith or no faith are welcome to attend. Each retreat begins on a Thursday or Friday afternoon and lasts approximately 48 hours. The retreats are free of charge, and include food, lodging and transportation. They are informal in nature and reports from participants have been very positive.

There are 10 CREDO centers widely dispersed around the Fleet. Locations include: Norfolk, VA; Mayport, FL; Groton, CT; San Diego; Bremerton, WA; Hawaii; Naples, Italy; Okinawa, Japan; Camp Lejeune, NC and Camp Pendleton, CA.

As a new chaplain, I attended the personal growth and marriage enrichment retreats more than 20 years ago and really enjoyed them. If you are interested in any of these retreats, please register by calling one of the CREDO centers or chaplain's office near you. ✂

May God Bless,

CAPT George Adams, USN

SECDEF Establishes Unified U.S. Cyber Command for Military Cyberspace Operations

Excerpted from a memorandum from the Office of the Secretary of Defense

Cyberspace and its associated technologies offer unprecedented opportunities to the United States and are vital to our nation's security and by extension, to all aspects of military operations. Yet our increasing dependency on cyberspace, alongside a growing array of cyber threats and vulnerabilities, adds a new element of risk to our national security. To address this risk effectively and to secure freedom of action in cyberspace, the Department of Defense requires a command that possesses the required technical capability and remains focused on the integration of cyberspace operations. Further, this command must be capable of synchronizing warfighting effects across the global security environment as well as providing support to civil authorities and international partners.

Commander, U.S. Strategic Command (CDRUSSTRATCOM) has begun establishing a subordinate unified command designated as U.S. Cyber Command (USCYBERCOM). In conjunction with the establishment of USCYBERCOM and the development of a new national strategy for cyber security, the Under Secretary of Defense for Policy will lead a review of policy and strategy to develop a comprehensive approach to DoD cyberspace operations.

I intend to recommend that the President redesignate the position of Director, National Security Agency (DIRNSA) as the Director, National Security Agency and Commander, U.S. Cyber Command as a position of importance and

responsibility under the provisions of Title 10, United States Code, Section 601 and authorize it to carry the grade of general or admiral. I also intend to recommend that the president designate the position of Deputy Commander, U.S. Cyber



SECDEF Mr. Robert M. Gates

Command as a position of importance and responsibility under the provisions of Title 10, United States Code, Section 601 and authorize it to carry the grade of lieutenant general or vice admiral. Should the DIRNSA position become vacant, the Deputy Commander, USCYBERCOM assumes duties as Commander, USCYBERCOM and the Deputy

Director, National Security Agency assumes duties as DIRNSA until an active duty general or flag officer fills the DIRNSA position.

This command will reach initial operating capability (IOC) not later than October 2009 and full operating capability (FOC) not later than October 2010. While the preferred location for the command headquarters is Fort Meade, MD, CDRUSSTRATCOM will ensure that all phases of establishing this command and selecting the final command headquarters location are implemented in accordance with existing laws and regulations.

CDRUSSTRATCOM shall disestablish the Joint Task Force-Global Network Operations (JTF-GNO) and Joint Functional Component Command Network Warfare (JFCC-NW) prior to FOC. The military departments shall identify and provide, for my approval, appropriate component support to USCYBERCOM to be in place and functioning prior to FOC. Upon disestablishment of JTF-GNO, the officer formerly serving as both Director, Defense Information Systems Agency (DIRDISA) and Commander, JTF-GNO will retain the position and duties as DIRDISA, relinquishing all duties as Commander, JTF-GNO, and continue to provide network and information assurance technical assistance to USCYBERCOM as required. Upon disestablishment of JTF-GNO, I also intend to recommend that the president redesignate the position of DIRDISA and Commander, JTF-GNO as DIRDISA, a position of importance and responsibility under the provisions of Title 10, United States Code, Section 601, and authorize it to

carry the grade of lieutenant general or vice admiral.

The Chairman of the Joint Chiefs of Staff shall issue a planning order directing CDRUSSTRATCOM to develop an implementation plan for USCYBERCOM, to be submitted for my approval by September 1, 2009. The implementation plan must delineate USCYBERCOM's mission, roles and responsibilities; command and control, reporting and support relationships with combatant commands, services, and U.S. government departments and agencies; minimum requirements to achieve IOC and FOC; and accountability measures with service and DISA network operating centers. CDRUSSTRATCOM shall delegate authority to conduct the

specified cyberspace operations detailed in Section 18.d.(3) of the Unified Command Plan (UCP) to the Commander, USCYBERCOM. The implementation plan will contain a phased approach for this delegation, to include those authorities required at IOC, by FOC, and a recommendation for the authorities that will be retained by CDRUSSTRATCOM. CDRUSSTRATCOM shall submit this implementation plan to the Joint Staff and the Office of the Under Secretary of Defense (policy) for coordination with combatant commands, services, and appropriate DoD agencies.

This memorandum reinforces, but does not expand, USSTRATCOM authorities and responsibilities for military cyberspace operations. In

exercising CDRUSSTRATCOM's UCP assigned responsibilities, USCYBERCOM shall establish and maintain direct liaison with combatant commands, services, and DoD agencies according to the approved implementation plan. Further, combatant commanders, services and DoD agencies shall remain responsible for compliance with USSTRATCOM's direction, as stipulated by USCYBERCOM, for operation and defense of the Global Information Grid. ✕


Robert M. Gates
U.S. Secretary of Defense

Cybersecurity Symposium 2009

Embracing Change Today to Meet the Threats of Tomorrow

From NETWARCOM Public Affairs

WASHINGTON -- The Armed Forces Communications and Electronics Association (AFCEA) DC chapter's Cybersecurity Symposium on June 29, highlighted the administration's number one technology priority, and provided a discussion forum for members of government organizations, private industry, nonprofits and academia.

CAPT Sean R. Filipowski, director, Computer Network Operations, N33, NETWARCOM, Fort George G. Meade, MD, delivered a presentation on "Meeting the Cyber Challenge."



CAPT Sean Filipowski answers attendees' questions at AFCEA DC chapter's Cybersecurity Symposium.

"The AFCEA-DC Cybersecurity Symposium provided an excellent opportunity to address a large audience of professionals in the field who understand the critical importance of cybersecurity and its relevance in today's environment," said Filipowski.

The symposium included:

- A robust discussion of the Federal Information Security Management Act 2.0, with perspectives from the Office of Management and Budget, Chief Information Security Officers and advocates of change from "The Hill" – everyone who shares the goal of going beyond compliance toward addressing real security.
- Discussion of the operational aspects of the new certification and accreditation process (now Standard Authorization Process) with a panel of chief information officers from military and civilian agencies as well as Office of the Director of National Intelligence – highlighting success stories in agencies that have made progress as well as the very real challenges and opportunities that are faced by agencies and military alike;
- An overview of the changes in DoD's emerging cybersecurity leadership, with perspectives from each of the services; and,

- An update on the Comprehensive National Cybersecurity Initiative and the progress that the administration has made in the first five months toward a more comprehensive strategy and leadership, building on and amplifying the previous administration's efforts.

Guest speakers included LTG Keith B. Alexander, who is Director of the National Security Agency, Chief, Central Security Office and commander, Joint Functional Component Command-Network Warfare; retired Air Force LTG, Harry Raduege, Chairman, Center for Network Innovation Deloitte and Touche LLP; and Dr. Ron Ross, National Institute of Standards and Technology Computer Security Division.

The conference built upon the success of sister AFCEA chapters in the region which have been holding similar regional conferences for the last decade, highlighting the needs of the Army, Navy/Marines, Air Force, law enforcement and health information technology communities. ✂

Fleet Cyber Command

When the Secretary of Defense directed the establishment of U. S. Cyber Command (USCYBERCOM), he tasked each of the services to identify and provide support to the new organization. As such, the Navy will establish Fleet Cyber Command/Commander TENTH Fleet (FLTCYBERCOM/COMTENTHFLT) to serve as the Navy Component Commander to U. S. Cyber Command.

The Director of Naval Intelligence was directed to lead a implementation team that includes senior leaders from NETWARCOM and Fleet Forces Command to develop the mission, roles, responsibilities, command and control, reporting and support relationships across the Navy and with USCYBERCOM. The implementation plan was to be completed by 31 August with initial operational capability on 1 October.

Additional details will be promulgated in future issues of *InfoDomain* as they become available. ✂



(Above) LCDR Robin Suntheimer, NETWARCOM's military personnel officer, updates information from her "home office." Suntheimer is one of 15 NETWARCOM personnel participating in the command's telework program. (Photo Illustration by MC2 Adrian T. White)

Navy Telework Initiative Benefits Sailors, Receives Award

By LCDR Elizabeth Zimmermann, Task Force Life Work & MC2 Adrian T. White, NETWARCOM Public Affairs

The Navy Virtual Command Pilot program received recognition as the "Best New Telework Initiative" June 2 at the 2009 Tele-Vision Awards, sponsored by the Telework Exchange to recognize excellence in government telework.

Launched in late 2008, the pilot allows officers and senior enlisted to fill headquarters billets by teleworking. No relocation is required, thereby reducing permanent change-of-station costs and providing geographic stability for participants.

"While only a few billets are open right now, the concept is playing out – thanks to our ability to telework," said CAPT Jim Oakes, who not only manages the program for the Chief of Naval Personnel (CNP) but participates from his home office in Pittsburgh. "We have been able to retain a post-major-command submarine captain and a young lieutenant because of this pilot, and have others coming online soon."

Although still small, the Virtual Command Pilot Program is seen as a step in the right direction.

"As we move the ball forward, we need to amplify the successes we've had thus far," said Steve O'Keefe, executive director of the Telework Exchange. He highlighted the fact that the federal work force is becoming younger and has an increased focus on life/work concerns, encouraging active and expanded pursuit of telework as an answer.

"Flexible work options are a must for the millennial generation," said CAPT Ken Barrett, head of

the Navy's Task Force Life Work (TFLW) – which seeks to develop new ways to better integrate Sailors' life and work.

"As we compete with other Top 50 organizations to recruit and retain the best and brightest of our nation, we need to offer a flexible menu of options."

The Virtual Command Pilot program is an extension of CNP's telework program, which affords numerous individuals across the Manpower, Personnel, Training and Education domain the opportunity to telework one or more days a week – saving gas, increasing personal time and reaping other personal and professional benefits. It is one of several TFLW initiatives implemented or piloted in the last two years.

Some find inspiration in the Navy's efforts.

"I like to see the Navy doing [telework] because a lot of people look to the Navy as an example," said Kathryn Kadilak, vice president of the Mid-Atlantic Telework Advisory Council.

"The Navy plays a leadership role in the federal community, and you have an opportunity to provide an example for other government organizations."

Kadilak is just one of many who have noticed the Navy's foray into telework. Other Telework Exchange events have highlighted the Navy's programs, including the April 2009 Telework Exchange Town Hall Meeting, during which CNP's deputy, senior executive Sharie Bourbeau, gave the keynote address commenting on the forward-leaning nature of

the program.

"We are looking for ways to help individuals find balance," said Barrett. "It's not just the right thing to do in terms of taking care of our people, but it's the smart thing to do to retain them. Telework is just one of the things we're doing, but it's a great life/work integration tool, and we hope to see more of it throughout our Navy."

Naval Network Warfare Command implemented the pilot telework program in March.

"Right now we have a total of 15 participants from Administration and Facilities participating," said Director for Headquarters Support, Tim Bovill. "Thus far, the program has saved a total of 36,000 miles per year, but we expect that number to go up drastically when we expand in August."

Military Personnel Officer for NETWARCOM, LCDR Robin Suntheimer, one of the command's participants, recognizes that her productivity increased substantially thanks to the pilot program.

"The telework program aides me by decreasing my travel distance by more than 70 miles per week," she said. "And by working at home, I can get more done in a day, as there are fewer distractions."

For more information on telework and other Task Force Life Work initiatives, visit: www.npc.navy.mil/CommandSupport/TaskForceLifeWork. ✂

U.S. 3rd Fleet Joins Global Operations Network

By MC1(SW) Krishna Jackson, Commander, U.S. 3rd Fleet Public Affairs

SAN DIEGO -- Commander, U.S. 3rd Fleet received preliminary accreditation as a maritime operations center (MOC) by U.S. Fleet Forces Command June 1 after completing its accreditation exercise, Terminal Fury, in May.

"Each and every one of you, from the most junior Sailor to the top of the MOC echelon, played a key role in the success of 3rd Fleet achieving its accreditation and I'm proud of all of you for your professionalism and dedication," said VADM Samuel J. Locklear, 3rd Fleet commander.

The accreditation took place in two phases. The first phase consisted of the accreditation team observing how the staff operates on a day-to-day basis, and comparing 3rd Fleet's organizational elements, equipment and training to established MOC requirements when not responding to contingencies.

Terminal Fury was the second phase and tested the 3rd Fleet staff's ability to execute core tasks during a major exercise designed to evaluate its ability to respond and successfully manage multiple simultaneous events in a warfighting environment.

"We can now conduct centralized

planning and decentralized execution -- and the last time we did that was when Admiral Halsey was here. We're more focused now on the operational level of war," said 3rd Fleet MOC Deputy Director, CAPT Kevin J. Baum. "This is a big step toward completing a globally networked Navy that now has the ability to decisively and expeditiously respond to disaster relief, contingencies and military operations around the world."

Third Fleet is now aligned with already accredited MOCs at Commander, U.S. Pacific Fleet; 2nd Fleet; 4th Fleet; 5th Fleet; 6th Fleet and 7th Fleet. Commander, 4th Fleet will be accredited during the annual multinational exercise PANAMAX 09 in August.

The MOC concept establishes an integrated global network of operations centers that are designed to deliver coordinated maritime capability to a broad spectrum of operations. They enhance the Navy's command and control of forces at the operational level via headquarters manned by qualified personnel who specialize in global interoperability and the systems

necessary to conduct those operations.

Accreditation as a MOC enables 3rd Fleet to request and receive augmentation from 2nd Fleet if a natural disaster such as an earthquake were to hit Southern California. In such a situation, 3rd Fleet could then coordinate disaster relief efforts and still be able to support operations off the coast and in forward deployed areas of operation.

The accreditation team reported 3rd Fleet's ability to operate as a MOC, including planning processes and coordination, was the best observed to date.

"Just a couple years ago we were not prepared to operate as a maritime operations center, and now we are recognized as the top performing maritime operation center in the Navy, so far, and it's because of people like you who are experts at what you do that made this possible," Locklear told his staff.

While following standardized processes, MOCs are flexible, scalable and can be tailored to support the execution of core capabilities of the maritime strategy. ✂



(Left & front) Commander, Naval Education and Training Command, RADM Gary R. Jones congratulates the Navy Credentialing Opportunities On-Line (COOL) team, headquartered at CID Corry Station for winning the American Society for Training and Development award. The COOL team took the award in the category of Career Development and for being a "Citation" winner in the category of Workspace and Development. Navy COOL is a Web site that provides information on how Navy personnel can fulfill the requirements for civilian credentials relate to their job ratings. (Photo by Gary Nichols, CID Corry Station PAO)



Home COOL Overview Credentialing Basics Credential Search Costs & Resources Related Sites

Navy COOL Smart Choice for Future

By Gary Nichols, CID Corry Station PAO

PENSACOLA, FL -- With the current economic situation, the Navy's jobs, benefits and career opportunities are becoming even more attractive for some people eligible for military service.

One of those benefits is the Navy Credentialing Opportunities On-Line program, known as Navy COOL. This program provides funding for Navy enlisted personnel to obtain civilian licenses and certifications that are equivalent to Navy jobs or ratings. This is significant because Sailors now have a definite advantage in the civilian job market upon retirement or at the end of active obligated service.

The Navy COOL program helps make the Navy a smart choice for young men and women who are considering serving their country, but are unsure which job they want or which branch of the Armed Forces they wish to serve in.

Originally modeled on a program by the Army, the Navy COOL program has taken on a life of its own and grown exponentially in the scope of certifications it offers to Sailors in the two years the program has been in existence.

According to Navy COOL Program Supervisor Sam Kelley, what sets Navy COOL apart is the fact that every Navy specialty or rating is cross-linked with Department of Labor information to ensure at least one civilian certification is offered to match every job in the Navy.

While it's true the Navy does need a large pool of applicants, it places an even higher priority on recruiting the best applicants possible. Someone who is interested in improving him or herself is likely to be a getter who would take advantage of all that Navy COOL offers. That's the kind of person the Navy is interested in recruiting and retaining.

According to Kelley, by the end of their initial enlistment, the Navy will have invested about

\$100,000 in training, pay, allowances, berthing, food and transportation for each Sailor.

Kelley and his colleagues have reported that intuitively, it would seem that Sailors would "jump ship" after receiving their credentials, but their metrics indicate that is not happening.

More than 2,400 Sailors have stayed in the Navy after obtaining their licenses or certifications through Navy COOL. The return on investment, or as Kelley likes to say "cost avoidance" (since the Navy kept these Sailors instead of losing them to the civilian sector), is a rather impressive \$240 million.

Undoubtedly, some Sailors are leaving the Navy with newly minted credentials in tow, but Navy COOL Program Manager Keith Boring is not overly concerned by these occasional losses.

"A trained and certified worker is surely contributing to society in a positive way, too, and that is not a bad thing because it is helping to keep the country strong," Boring said. "Plus, someone who is successful in the civilian sector after receiving Navy training and having the Navy pay for his or her civilian certifications is a living, breathing recruiting poster for the Navy."

All Sailors can benefit from Navy COOL, even those potential Sailors who have yet to raise their hand and take the oath to serve their country. Navy COOL can help make active-duty Sailors better at their present job, too.

At some point in their careers, whether they serve for three years or 30 years, every Sailor must eventually take off their uniform and rejoin the civilian sector. Navy COOL will help make that transition easier and provide the necessary tools for that Sailor-turned-civilian to not only survive but thrive in what may be an unfamiliar civilian life.

For more information visit the official Navy COOL Web site at www.cool.navy.mil. ✂

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LETTERS FROM THE GROUND

Greetings from Baghdad!

You will notice a different sense of urgency when you begin an IA adventure. It probably started at Navy Mobilization Processing Site, but it really struck me at Camp McCrady, SC. In the Navy, we are used to "hurry up and wait," but it's of an entirely different magnitude in Army training. One explanation provided by the staff was that the senior NCOs use this time to mentor junior soldiers.

The pace slows down even more when you arrive at Camp Virginia in Kuwait. The week or so that you spend there is to give you time to acclimate to the time shift and the environmental conditions. Until you reach Udairi Range, there isn't much that you have to do. And, in order to do anything at Camp Virginia, you usually have to wait in a line. There are lines to get into the dining facility, lines to get access to the Internet or phone, etc.

The lines continue as you prepare to depart Camp Virginia. Everyone is in a line passing sea bags and luggage as you load and unload the trucks, and there are lines to get on the bus. You stand in formation to muster for the flight, and then you're in lines to walk to the aircraft. But wait, there are more lines when you reach your destination: the lines to get into permanent housing, lines to get into and through the dining facility, lines to see the Steven Colbert show, lines to

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see the President...as you can see, life can be extremely challenging.

Moving around Camp Victory takes longer than most of us are accustomed to because the base is not small and you are usually walking. Don't get me wrong, the work pace is usually still pretty demanding, but you end up taking time during the day to run errands (haircuts, laundry, etc.) that are not normally part of a work day because there really is no "off" time or weekend. Nothing happens quickly.

My point is that you really can't afford to stress about it. Accept that things take longer to do and allow sufficient time to make it from one place to another. Be prepared with something to occupy any free time that might pop up during your day, especially if you're trying to travel anywhere off base.

On a little lighter note, I thought I'd share some words and phrases that will make your introduction to the Army a little easier:

Good to go - can be used as a question about an individual's or system's status, or as a response that indicates there are no problems.

Hooah - can be used as any response except no; it does not necessarily mean yes. In Navy terms it replaces roger, aye-aye, and yes, sir.

Too easy - a statement that often replaces "yes I can do that" or is used to describe a process or procedure that has just been reviewed.

Trackin' - can be used as a question appended to the end of an explanation of a process or procedure or as a response that indicates the students are still awake and paying attention.

Also, certain Army organizations have catch phrases they use instead of good morning, good afternoon, good evening, or good bye. For instance XVIII Airborne Corps' phrase is "All the way." When saluting, the soldier says "All the way, ma'am." The closing on signature blocks in email is "All the way" or "ATW." It's an interesting idiosyncrasy that can catch you off guard if you're not prepared for it.

That's all for now. Have a great Navy day! ✂

EDITOR'S NOTE: *CDR Bryer Joyner is currently assigned as the Chief, Knowledge Management Branch, Multi-National Force-Iraq. She previously served as the Flag Aide at NETWARCOM and the Communications Officer on COMCARGRU 8 staff.*

(Left) President Barack Obama addresses servicemembers during a recent visit to Iraq. (Photo by U.S. Air Force Col. Matthew Haber)

NIOC Hawaii Sailors Find Success through Commissioning Programs

By CT11(AW/NAC) Jennifer Schooley, NIOC Hawaii

Two NIOC Hawaii Sailors are furthering their careers through commissioned service. Former CTR1 Stephen Pinero recently graduated from Navy Officer Candidate School and CT12 Seth Tremble has been selected to attend the United States Coast Guard's Direct Commission Officer School.

Pinero, a native of Brooklyn, NY, joined the Navy in 2000. He earned his bachelor's in psychology from Excelsior College, Albany, NY, as well as associate degree in computer science and supervisory leadership from Hawaii Pacific University.

He decided he wanted to become an officer because "there is a big difference in the roles an officer has versus what a chief has," said Pinero. "If you want to make a larger impact on policy and the direction of the Navy, then being an officer is the path to choose; as a chief you have direct influence over your Sailors and I will miss that 'hands on' involvement."

According to Pinero, the sacrifice in this is the feeling of starting over when you're already a first class petty officer and a candidate for chief -- having to start again in the officer ranks as an ensign.

"Being an officer is a goal I set for myself six years ago, and it has taken a long time to get there, between deployments and starting with no college credits," he said. "I have been

fortunate to have worked for great chief petty officers for my entire career and now their role in my life has transitioned as they guide me to become a better officer."

Tremble enlisted in the Navy in 2004 from Bangor, ME. He earned his bachelor's in international relations from Eckerd College,

during a disaster -- appealed to me the most."

Pinero recently returned to his enlisted duty station as a newly commissioned officer for 30 days of temporary duty. He plans to work on his Personnel Qualification Standards while on board by standing duty as a Fleet Information Operations

Center (FIOC) Watch Officer.

"Having only been off the watch three short months, this time back in Hawaii should not be too much of a challenge for him," said LTJG Carrie Sanders, one of Pinero's former watch officers. "Seeing ENS Pinero in his khakis is fantastic. We hoped and prayed for his selection to OCS and encouraged his decision even when paperwork

and red tape made it seem futile. He was an outstanding petty officer first class and he will only do great things in the officer ranks."

Tremble has officially separated from the Navy. Although supportive of this decision, his entire chain of command is sad to see such an outstanding Sailor leave. "I am thrilled with Petty Officer Tremble's selection for commissioning in the U.S. Coast Guard," said CDR Joe Johnson, Tremble's former department head. "Although, this outstanding Sailor's departure will be a huge loss to the Navy, our nation will continue to benefit significantly as he applies his considerable



(Center) ENS Stephen Pinero chats with his old shipmates. (Photo by LTJG Carrie Sanders)

St. Petersburg, FL, as well as an associate's degree in Chinese from the Defense Language Institute. He decided he wanted to become an officer and researched many of the different programs, such as the Navy's STA-21 and Officer Candidate School, as well as the Blue to Green option available through the U.S. Army.

"I wanted a chance to stay in the military and feel the U.S. Coast Guard's mission has a tremendous real world impact," he said. "The opportunity to see actual results which impact Americans -- be it counter drug operations, protecting the environment, or helping out



expertise, intelligence and potential to his service in the Coast Guard. I have no doubt that he will quickly establish himself as the Coast Guard's newest rising star!"

Tremble said he would ideally like to be stationed in New Orleans, followed by Corpus Christi, TX and Alameda, CA.

CDR Rod Ricklefs, commanding officer of the Coast Guard Cryptologic Unit Hawaii said, "Petty Officer Tremble brings tremendous skills and experience to the Coast Guard and we welcome him with open arms to these new opportunities."

Pinero will be reporting to the Center for Information Dominance Corry Station, Pensacola, FL, for the Navy's Information Officer Basic Course and will follow on to Fort Meade, MD. "The Navy is happy to keep one of their brightest," Sanders said. ✎

Coast Guard CDR Rod Ricklefs (right) swears CTI2 Seth Tremble into the U.S. Coast Guard. (Photo by CTH(AW/NAC) Jennifer Schooley)

MyDOMAIN continued ...

with each coming event. While AUSCANNZUKUS partners participate on a formal and standing basis each year, we have had many other countries participate, including France in both TW 08 and TW 09, and the Republic of Korea and Royal Netherlands Navy in TW 08. France and Chile are currently scheduled to participate in TW 10 and many other countries are expressing interest in joining. The fact that we link TW experimentation with the Rim of the Pacific exercise in even numbered years offers a great opportunity to expand coalition and partnership alliances and allows us to leverage common assets, scenarios and themes to increase the scope of the experiment.

Coalition interaction continues to be a major part of our nation's military portfolio as evidenced by recent efforts to thwart pirates off the coast of Africa. When I joined the Navy 20+ years ago, we did everything we could to stay away from Russian ships and aircraft. Today, they have joined us in the anti-piracy task force and we need to be able to communicate quickly and clearly to get the job done. Coalition communications is key and we'll be bringing more partner nations into TW to solve some of those problems.

What is the most important "take away" that you, FORCENet and NETWARCOM, as a whole, hope to take away from this year's sea trial?

Each year we continue to refine the experimentation process. From the way we share and combine resources, to building and fostering relationships with other services and even nations that we never thought we would share information with, we recognize the necessity and benefit of working together to achieve common goals. Trident Warrior is not perfect but comes pretty darn close by being an organized and effective means of experimentation for the entire US Navy as well as the only operational FORCENet experimentation venue.

We also recognize that future readiness depends on current experimentation. Because of this, after each TW we thoroughly review our processes and results to see how we can do it better next time. This year, we concluded TW09 by surveying participants' and subscribers' opinions because we know that our continued success is really dependent on how well we take care of them. If we can't keep the machine running smoothly, people will stop asking to join us.

As with everything these days, including Sea Trial, resources are shrinking and demand is increasing. With this in mind, we must ensure we are focusing our efforts on what will truly make a difference for the warfighter. The way we allocate resources, people, time and money, needs to be directed in the best interest of spending taxpayer dollars in the most effective and useful ways.

The warfighter creates the need, Sea Trial provides the resources and guidance, and NETWARCOM provides the leadership, venue, and results. TW is the method to ensure Navy is aligning with Joint Forces and meeting operational FORCENet warfighter needs.

Is there anything you would like to add about Trident Warrior '09?

TW is a 3-part process – (1) gap identification and potential solutions selection, (2) experimentation and (3) delivering results. We have the first two pieces squared away, and the information that we gather has an impact on many programs that the Navy is developing to solve warfighting problems. What we focused on in TW 09, and will continue to refine in TW 10 and beyond, is not only gathering that crucial data, but also delivering immediate results and capabilities to warfighters in the form of new/better equipment and tools to help them do their jobs. In tough fiscal times, it's a hard battle – but it's definitely a worthy cause. ✎

NAVSOC

NAVAL SATELLITE OPERATIONS CENTER

Photo illustrations by MC2 Travis K. Burcham

On October 4, 1957, without warning, the Soviet Union launched Sputnik 1, and with it the space age. The United States was taken by surprise. We had no receiving equipment to listen to the satellite, and worst of all, we didn't know what the satellite did. The external stimulus led to the Navy Navigation Satellite System, known as Transit, an all-weather satellite navigational system that allowed naval units to pinpoint their positions anywhere on Earth in direct support of the Fleet.

(from Innovations Derived from the Transit Program by Gary C. Kennedy and Michael J. Crawford).





Naval Satellite Operations Center (NAVSOC), one of the nation's first space-related military commands, was established in 1962 under the name Navy Astronautics Group (NAVASTROGRU) to operate and manage the first American satellite system, TRANSIT. Pioneering space navigation system operations, NAVASTROGRU performed Telemetry, Tracking, and Commanding (TT&C) for the TRANSIT constellation from facilities located in California, Minnesota, Maine and Hawaii.

The TRANSIT satellites broadcasted continuous navigation messages to provide accurate, all-weather satellite positioning capability to naval forces worldwide. With the coming of the Global Positioning System (GPS) in the early 1990's, NAVSOC developed the Naval Satellite Control Network (NSCN) to expand its existing TT&C capabilities... so when TRANSIT operations ceased in 1996 the new NSCN capabilities allowed NAVSOC to acquire satellite command and control authority for additional constellations.

CAPABILITY

NAVSOC is an echelon IV command under Naval Network Warfare Command (NETWARCOM). With respect to daily operations, and the TT&C of satellites under its control, NAVSOC also reports directly to U.S. Strategic Command's Joint Functional Component Command for Space (JFCC SPACE) at Vandenberg AFB in California.

NAVSOC Headquarters is located in Point Mugu, CA, with detachments located in Prospect Harbor, ME. (DET ALFA); Finegayan, Guam (DET CHARLIE); and Colorado Springs, CO. (DET DELTA). With the recent termination of the NIMS and GFO missions, communications satellites are now the primary focus of NAVSOC.

In order to meet mission requirements, NAVSOC conducts TT&C satellite operations (SATOPS) on a 24/7 basis with a work force of approximately 160 personnel, including active duty, civilian and contractor support. In addition to normal TT&C operations in support of JFCC SPACE and NETWARCOM, NAVSOC also supports the Joint Task Force - Global Network Operations (JTF-GNO) and Global Satellite Support Center (GSSC) by conducting payload management to ensure the combatant commanders' satellite communications (SATCOM) requirements are met.

CAPT Kevin Johnson, NAVSOC's commanding officer, has this to say about the NAVSOC mission, "We view the joint warfighter as our top priority. The satellites we fly provide critical communications links to disadvantaged users around the globe. Sailors, Soldiers, Airmen, and Marines count on that satellite communication channel to be available when they press the transmit key on their handset. It's our job to make sure they get that service...anytime, every time."

OPERATIONS

A dedicated team of NAVSOC operators and engineers monitor satellite telemetry around the clock. Satellite bus and payload telemetry data is plotted and analyzed daily. Satellite engineers constantly assess satellite performance and maintain peak performance thru preventative maintenance and employ cutting edge technology processes to prevent outages and to sustain the life of the constellations. This continuous care and feeding of mission critical on orbit satellites has allowed many satellites to operate well past their design life.

Johnson puts this in perspective, "NAVSOC prides itself in its ability to squeeze as much operational capability as possible out these precious satellite systems for as long as possible. Increasing competition for scarce resources makes it critical that we maximize the return on our investment."

Once on-orbit, a satellite's projected life is based upon the amount of propellant remaining to meet maneuver requirements for station keeping, momentum dumping, repositioning, etc. The more propellant remaining, the longer the projected life will be.

NAVSOC is also responsible for analyzing each satellite's orbit. Complex orbital analysis tools are used to determine each satellite's current and projected orbit. NAVSOC conducts maneuvers if a satellite has drifted out of its intended area or to avoid projected collisions.

The Air Force tracks more than 10,000 objects in space, and provides NAVSOC data on their orbits. NAVSOC in turn helps evaluate their proximity and path in relation to the satellites it controls. This information is critical for NAVSOC's orbital analysts to assess risk to the satellites, constellations, and the end users.

NAVSOC uses Ultra High Frequency (UHF) and Extremely High Frequency (EHF) ground stations to conduct its TT&C operations. The satellites have UHF and EHF transceivers which receive the uplink commands as well as transmit satellite telemetry down to the UHF and EHF ground stations.

NAVSOC uses two different Satellite Control Networks (SCNs) to conduct TT&C operations, thereby ensuring that reliable

SATCOM remains available to the user on demand. The first SCN is the Naval SCN (NSCN) which is operated and maintained by NAVSOC and comprised of the HQ and all of the detachments. HQ and DET DELTA conduct the majority of all TT&C operations, and DET ALFA conducts EHF operations locally.

NAVSOC HQ and all the detachments are linked via the Defense Infrastructure Systems Network (DISN). DET ALFA has two EHF ground stations and an UHF ground station. DET C has an EHF ground station and an UHF ground station. HQ has an EHF ground station located at Point Mugu and an UHF ground station located atop Laguna Peak, CA, three miles from HQ.

Each SOC depends upon its NSCN antennae primarily for the frequent telemetry collection and some commanding support required by its constellations. Because these organic antennae do not have visibility to all UFO satellites, NAVSOC must also rely on external antennae.

The second SCN utilized by NAVSOC is the Air Force SCN (AFSCN). NAVSOC primarily uses the AFSCN to conduct ranging and commanding support to UFO and FLTSAT satellites and TT&C for satellites not visible to the NSCN. The AFSCN has eight UHF AF remote tracking stations (ARTS) and NAVSOC uses all of them.

FUTURE

NAVSOC's mission is expanding in the near future. Most significantly, it will operate the new Mobile User Objective System (MUOS) satellite constellation that will ultimately replace the existing FLTSAT and UFO satellites. NAVSOC will support MUOS Launch and Early Orbit (LEO) operations and then conduct MUOS On-Orbit SATOPS starting in the 2010/2011 timeframe.

The MUOS constellation will consist of a total of four active satellites and an on-orbit spare. NAVSOC is currently building the MUOS UHF band TT&C ground systems that will interface with the AFSCN for MUOS LEO operations and anomaly resolution.

For day to day satellite operations,

NAVSOC will employ a technique called "in-band commanding" whereby antennae used for user communications are also used for satellite commanding. MUOS Ka band antennae located at Remote Antenna Facilities (RAFs) in Wahiawa, Hawaii; Northwest, VA; Sicily; and Geraldton, Australia will provide NAVSOC access to the satellites round the clock.

Additionally, NAVSOC will be taking over the Polar EHF Broadcast mission from NAS Brunswick, also in the 2010/2011 timeframe. "Moving the broadcast mission under NAVSOC provides excellent operational alignment, consolidates similar equipment and technical expertise under one roof, and gains the Navy both increased efficiency and cost effectiveness...a smart move from every perspective," concluded Johnson.

Here is a snapshot of past and current NAVSOC satellite constellations:

- Navy Navigation Satellite System (TRANSIT) 1962-1996
- Navy Ionospheric Monitoring System (NIMS) 1996-2009
- Geodetic Satellite Follow-On (GFO) 2000-2009
- Fleet Satellite (FLTSAT) 1996- Present
- Ultra-High Frequency (UHF) and Ultra-High Frequency Follow-On (UFO) 1999- Present
- Polar Extremely-High Frequency (P/EHF) Payload 2001-Present



1960's

JAN 1960

Commander PACMIL Range was tasked to Operate the TRANSIT System, and a special group of scientists and technicians were assembled to operate the new program.

13 APR 1960

Navy Navigational Satellite System NNSS / TRANSIT 1B launch

22 JUN 1960

NNSS / TRANSIT 2A launch – First Dual payload Launch

30 NOV 1960

NNSS / TRANSIT 3A launched – Exploded

21 FEB 1961

NNSS / TRANSIT 3B Launched – First Satellite with Electronic Memory

29 JUN 1961

NNSS / TRANSIT 4A launch, first nuclear power supply in a spacecraft

15 NOV 1961

NNSS / TRANSIT 4B launched

10 APR 1962

Naval Satellite Operations Center (NAVSOC) was established under the name U. S. Navy Astronautics Group (NAVASTROGRU) to operate the TRANSIT satellite system.

Mission - "To maintain and operate astronautics systems assigned by the Chief of Naval Operations, including spacecraft, ground-based components, and subsystems, so as to fulfill naval and national requirements established by the Chief of Naval Operations and higher authority."

Tasks - "Maintain and operate TRANSIT tracking stations at NSG Winter Harbor, ME., NAS Minneapolis, MN., Point Mugu, CA., and NAVCOMSTA, Wahiawa, Oahu, Hawaii for receiving Doppler signals from orbiting satellites and transmitting refraction corrected Doppler data to the TRANSIT Computation Center.

NOTE: Four tracking and injection facilities were initially developed in addition to the headquarters facility at Point Mugu: Detachment ALFA at Winter Harbor, ME; Detachment BRAVO at Rosemount Minnesota; Detachment CHARLIE at Wahiawa, Hawaii; and a facility at Laguna Peak, near NAVSOC Headquarters.

JUN 1962

NAVASTROGRU Detachment ALFA Commissioned in Winter Harbor, ME

3 AUG 1962

Van arrived at NAVASTROGRU, Point Mugu from Minneapolis, Minnesota and tracking commenced.

SEP 1962

First Operations Center

17 DEC 1962

First TRW (AN/YK-1) Computer arrived at Headquarters

19 DEC 1962

NNSS / TRANSIT 5A1 launch, first uplink authentication system

5 APR 1963

NNSS / TRANSIT 5A2 launch

16 APR 1963

NNSS / TRANSIT 5A3 launch

28 SEP 1963

NNSS / TRANSIT 5A4 launch

5 DEC 1963

NNSS / TRANSIT 5A launch

4 JUN 1964

NNSS / TRANSIT launch #2

6 OCT 1964

NNSS / TRANSIT OSCAR-1 launch

DEC 1964

NAVASTROGRU Ground Breaking for Headquarters building

13 DEC 1964

NNSS / TRANSIT satellite #02 launch
In 1964 TRANSIT become fully operational. A full constellation of satellites, passing unobtrusively 600 nautical miles overhead every 107 minutes broadcasting highly accurate navigational messages providing accurate, all-weather satellite positioning capability to naval forces operating around the world. TRANSIT represented not only the nation's first operational space system, but also the world's first satellite navigation system.

12 JAN 1965

NAVASTROGRU Operational

FEB 1965

NAVASTROGRU Detachment ALFA Established at Prospect Harbor, ME

11 MAR 1965

NNSS / TRANSIT satellite #03 launch

24 JUN 1965

NNSS / TRANSIT satellite #04 launch

13 AUG 1965

NNSS / TRANSIT satellite #05 launch

28 JAN 1966

NNSS / TRANSIT satellite #07

16 FEB 1966

NAVASTROGRU Ribbon Cutting Ceremony for Headquarters building

26 MAR 1966

NNSS / TRANSIT satellite #08 launch

9 MAY 1966

NNSS / TRANSIT satellite #09 launch

18 AUG 1966

NNSS / TRANSIT satellite #10 launch

14 APR 1967

NNSS / TRANSIT satellite #12 launch

18 MAY 1967

NNSS / TRANSIT satellite OSCAR 13 launch

19 JUL 1967

Vice President Humphry announced the availability of the NNSS / TRANSIT system to the Free World, opening it to commercial and private users making it available to over 80,000 users.

25 SEP 1967

NNSS / TRANSIT Satellite #14 launch

2 MAR 1968

NNSS / TRANSIT satellite #18 launch

11 OCT 1968

NAVASTROGRU changed from Research and Development (R&D) to operational command NAVASTROGRU personnel effectively pioneered space system operations as they developed, tested and implemented the procedures necessary to conduct around-the-clock management of TRANSIT satellites. Since the TRANSIT system was declared operational in 1964, the system has never been out of service --100 percent reliability. Individual satellites have an average reliability of 99.77 percent.

1970's

28 AUG 1970

NNSS / TRANSIT Satellite Oscar-19 launch

NOV 1971

Tracking / Injection upgraded

29 OCT 1973

NNSS / TRANSIT satellite #20 launch

12 OCT 1975

TRANSIT Improvement Program (TIP) 2 satellite launch

28 OCT 1977

NNSS / TRANSIT Oscar-11 launch
9 Feb 78 Fleet Satellite Communications (FLTSATCOM) F1 launched on Atlas-Centaur

4 MAY 1979

FLTSATCOM F2 launched on Atlas-Centaur

1980's

18 JAN 1980

FLTSATCOM F3 launched on Atlas-Centaur

31 OCT 1980

FLTSATCOM F4 launched on Atlas-Centaur

14 MAY 1981

NNSS / TRANSIT Satellite NOVA-1 launch (Nova satellites were hardened to endure enhanced particle radiation in response to a high-altitude nuclear weapon test in 1962, which caused the failure of all the satellites in orbit.)

6 OCT 1981

FLTSATCOM F5 launched on Atlas-Centaur, damaged during launch

27 JUN 1983

NNSS / TRANSIT HILAT Satellite launch (1983-063)

OCT 1983

NAVASTROGRU became part of Naval Space Command (NAVSPACECOM) and assumed the additional responsibilities operating and maintaining naval satellite systems for naval space operations. NAVASTROGRU continued to supported a variety of special-use satellites. One of these was TRANSAT, an NNSS satellite modified to support range safety for TRIDENT missile test launches. Two other NNSS satellites were extensively modified to support the Air Force Space Test Program. HILAT, launched in 1983, was designed to conduct experiments in the high latitudes; the Polar Beacon Experiment and Auroral research (Polar BEAR) satellite launched in 1986 was a follow-on to HILAT.

11 OCT 1984

NNSS / TRANSIT Nova-III launch

8 NOV 1984

Leased Satellite (LEASAT-1) launched by Discovery Space Shuttle

13 MAR 1985

Geodetic / Geosynchronous Satellite (GEOSAT) launched on Atlas-E rocket (Ocean sea height mapping)

12 APR 1985

LEASAT 3 launched by shuttle Discovery

2 AUG 1985

NNSS / TRANSIT Stacked-Oscar-On-Scout (SOOS-1) (#24 & 30) launch

13 NOV 1986

Polar Beacon Experiment and Auroral Research (Polar BEAR) launch

5 DEC 1986

FLTSATCOM F7 launched on Atlas-Centaur

26 MAR 1987

FLTSATCOM F6 launched on Atlas-Centaur, failed to orbit

16 SEP 1987

NNSS / TRANSIT SOOS-II (Satellites #27 &29) launched

26 APR 1988

NNSS / TRANSIT SOOS-III (Satellites #23 & 32) launched NNSS / TRANSIT NOVA II launch (1988)

25 AUG 1988

NNSS / TRANSIT SOOS-IV (Satellites #25 & #31) launched. In 1988 NAVSOC Detachment DELTA at Colorado Springs, Colorado was established at an existing Air Force facility, Schriever Air Force Base in Colorado

25 SEP 1989

FLTSATCOM F8 launched on Atlas-Centaur

1990's

9 JAN 1990

LEASAT-5 launched

9 MAY 1990

NAVSOC supported the experimental Multiple Access Communications Satellites (MACSAT) from their launch in 1990 until their failure in 1994. During this same period NAVSOC also supported the Geodetic Satellite (GEOSAT) Exact Repeat Mission with doppler tracking and orbit determination.

12 JUNE 1990

NAVASTROGRU formerly designated Naval Satellite Operations Center (NAVSOC)

OCT 1992

NAVSOC Detachment CHARLIE located in Wahiawa Hawaii was disestablished as an economy measure, and as the first step in the phase-out of TRANSIT operations, scheduled to terminate in December 1996. NAVSOC Detachment CHARLIE at Finegayan, Guam was established at an existing Navy facility.

25 MAR 1993

Ultra High Frequency (UHF) Follow-On (UFO-1) launched on Atlas-I rocket

3 SEP 1993

UFO-2 launched on Atlas to replace (LEASAT5)

24 JUN 1994

UFO-3 launched on Atlas-Centaur

29 JAN 1995

UFO-04) launched on Atlas-II

31 MAY 1995

UFO / Extremely High Frequency (EHF) (UFO / E-5) launched on Atlas II

22 OCT 1995

UFO / E-6 launched on Atlas 2

JAN 1996

NAVSOC continued to modernize and upgrade its facilities and began the the process of a merger with the Air Force Consolidated Space Operations Center (CSOC) for the sharing of antenna resources via the "Plug and Use" concept. "Plug and Use" was implemented in January 1996. This modern technology, however, closed the book on the world's first satellite navigation system when TRANSIT terminated operation at the end of 1996.

19 JUN 1996

NAVSOC accepted Satellite Controlling Authority (SCA) for the Fleet Satellite Communications (FLTSATCOM) constellation.

25 JUL 1996

UFO / E-7 launched on Atlas II

31 DEC 1996

TRANSIT program terminated, but TRANSIT satellites continued to orbit and perform Navy Ionospheric Monitoring System (NIMS) functions for years to come.

JAN 1997

NAVSOC Detachment BRAVO was deactivated (1997)

10 FEB 1998

Geodetic / Geosynchronous Satellite (GEOSAT)

Follow-On (GFO) launched (Radar Altimeter Satellite)

16 MAR 1998

UFO-8 launched on Atlas-IIA rocket

20 OCT 1998

UFO-9 launched on Atlas 2A

2 JUL 1999

NAVSOC accepted Satellite Control Authority (SCA) for the Ultra High Frequency (UHF) Follow-On (UFO) constellation (Flights 2-9).
3 Aug 99 NAVSOC took over UFO constellation, Satellite Controlling Authority (SCA) from Air Force.

22 NOV 1999

UFO / E-10 launch

2000's

11 FEB 2000

NAVSOC accepted control authority for Ultra High Frequency (UHF) Follow-On (UFO) Flight 10.

29 NOV 2000

NAVSOC accepted Satellite Controlling Authority (SCA) for Geodetic / Geosynchronous Satellite (GEOSAT) Follow-On (GFO)

10 APRIL 2002

NAVSOC celebrated 40 years of continuous service to the United States Navy and Department of Defense

6 JAN 2003

Coriolis / WindSat launched

18 DEC 2003

UFO 11 Launch

2004

NAVSOC is conducting Launch and Early Orbit (L+EO) operations for the eleventh UFO satellite. After successfully completing L+EO operations, NAVSOC will add UFO11 to its routine operations of the UFO constellation. Polar EHF 2 launch scheduled. NAVSOC will begin operating the second Polar EHF packages. Depending on the orbit selected by the Host organization, these packages will provide 24-hour EHF communications coverage for the North Polar region.

2006

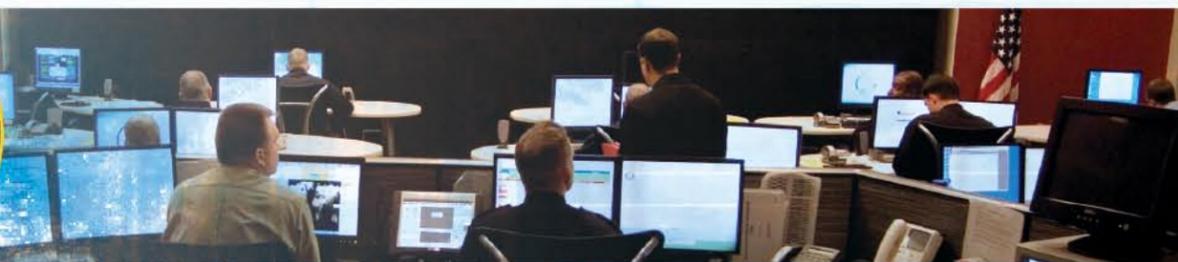
NAVSOC will begin operating the third Polar EHF packages, providing 24-hour EHF communications coverage for the North Polar region.

26 NOV 2008

GFO Satellite Disposal & Mission Termination: As of 0019Z 26 NOV 08, all shutdown/safing activities were complete and GFO's transmitter was turned off for the final time. Final apogee/perigee is estimated to be 748km/470km.

28 MAY 2009

NIMS Termination/Mission Transfer Termination of NAVSOC's support of the Navy Ionospheric Monitoring System (NIMS) was approved. Mission support will transfer to Johns Hopkins University/ Applied Physics Laboratory (JHU/APL).



HBSS Brings IA Control Down to the Host Level

By MC2(SW) Christopher J. Koons

In the history of computer networks, defending against outside threats has been one of the greatest challenges for those who are in control of the vital assets that make up a network. To this end, Host Based Security System (HBSS) is a step toward providing an enterprise-wide, standardized tool to fight both insider and external threats that attempt to penetrate network boundary defenses.

"HBSS is a Joint Task Force-Global Network Operations mandated tool that allows for Information Assurance (IA) control at the host level," said Christina Harper, Naval Network Warfare Command's IA service specialist, who is the HBSS project manager at the enterprise level.

As with other intrusion prevention software, HBSS prevents attacks against known vulnerabilities by shielding the operating system and applications. It also monitors system activity to identify and stop known malicious logic and intrusions from nefarious entities. Among its features are vendor-independent antivirus alerts, application blocking capabilities, module integration and a clear visibility of network status.

HBSS can also focus on what is happening on each individual computer system and detect events such as repeated failed access attempts, changes to critical system files or an escalation in privileges. Because it resides on the actual target of an attack, HBSS has accurate and complete information of that threat. Its modules are programmed to adhere to a particular security policy, and violations of that policy will generate an alert to take corrective action immediately.

"HBSS will give us the ability to look at the security posture of individual computer hosts," said Harper.

The implementation of HBSS across the Navy is a process that began in 2007 and has since accelerated, Harper explained, and NETWARCOM has been tasked with overseeing it.

"In November 2008, JTF-GNO directed DoD to start a more rapid implementation of HBSS," she said. "They want to improve the security of the global information grid, and HBSS is one of several tools being used to achieve this goal. Shore-based commands such as NETWARCOM should have HBSS fully implemented by the end of 2009."

For more than six months, the Cyber Asset Reduction and Security (CARS) Task Force has been implementing HBSS in addition to achieving its goals to improve the Navy's enterprise security posture, reduce the Information Technology footprint, and enforce the enterprise's behavior while preparing for the Next Generation Enterprise Network and Naval Network Environment.

"CARS is responsible for the installation of HBSS on the Navy's excepted networks that fall behind a NETWARCOM managed Information Assurance Computer Network Defense Suite, located in six regions throughout the country," said CW04 Mike Clark, CARS INFOCON 3 branch head. "Additionally, CARS is responsible for tracking the deployment of HBSS for legacy networks awaiting shutdown or migration to NMCI."

Clark explained that the HBSS agent is deployed using the "frugal man's" Network Management System—Windows Active Directory. He said that

the Windows operating system is one of the only commonalities present within the excepted network enclave and it has proven to be an efficient application delivery system.

"We are deploying Host Based Security System across the Navy," said VADM H. Denby Starling II, commander NETWARCOM in CHIPS magazine. "One of the things HBSS will be able to do for us

is to base-line the condition of all the computers in the Navy. As we get this capability fully deployed, it will give us the ability to automate and roll-up this information. Then I don't have to depend on somebody telling me that they did it. All the machines on one layer of the network tell the next layer, tell the next layer, etc. It all happens automatically." ❧

Host Based Security System explained ...

From NETWARCOM Public Affairs

The HBSS provides a framework that enables Defense Department components to integrate existing security products and eliminate redundant management processes. The system's functions and capabilities comprise a centrally managed host-based enclave-level Tier 3 information assurance/computer network defense tool that includes an intrusion detection system.

Additionally, the HBSS features a robust white-list capability that allows use or execution of only authorized software and hardware, including peer-to-peer software, applications, USB devices and thumb drives. Other attributes of the system include automated support for information operations conditions base-lining, robust buffer overflow protection and

rogue system detection as well as the ability to detect and report unauthorized computer systems on the network.

Development of the HBSS can be traced to 2003 with the formation and chartering of DoD's Information Assurance and Computer Network Defense Enterprise Solutions Steering Group (ESSG). The ESSG provides policy and implementation oversight, leadership and advocacy for Enterprise-wide Information Assurance/Computer Network Defense (IA/CND) solutions and implementation. It is co-chaired by the U.S. Strategic Command (STRATCOM) and the Joint Task Force-Global Network Operations (JTF-GNO). Subordinate to STRATCOM, the JTF-GNO directs the operation and defense of DoD's Global Information Grid (GIG).

HBSS is just a single tool in DoD's information assurance and computer network defense portfolio and is not a network security silver bullet, Defense Information Systems Agency officials emphasize. Multiple practices and toolsets achieve the required layers of defense. Leaders and resource managers should understand that the HBSS is not an autonomous system and requires dedicated, trained and conscientious administrators. However, once HBSS hardware and software are properly installed in a network enclave, configuration management becomes relatively straightforward, according to ESSG members. As new modules become available, they can be added seamlessly to complement existing network and information system defense capabilities. ❧



Navy Prepares for Delivery of Shipboard Wireless Networks

By Steven A. Davis, SPAWAR Public Affairs

SAN DIEGO -- The Navy's Program Executive Office for Command, Control, Communications, Computers and Intelligence (PEO C4I) began limited procurement and fielding of unclassified wireless networks onboard Navy surface ships this summer. Once accomplished, shipboard wireless networks will allow Sailors greater mobility and enhance the ability to accomplish their mission.

While wireless networks are common in the commercial arena, until now, bringing the capability to the Navy has proven difficult due to the cost, the process and the time it takes to develop, demonstrate, test and deploy a capability rapidly while still meeting the Navy's stringent security requirements.

The new wireless networks will capitalize on commercial efforts and incorporate commercial best practices. The new capability will be delivered as part of ongoing installations, avoiding the added cost of installing network cables to the desktop. Introducing wireless networks at sea will allow Sailors greater flexibility, enhanced mobility, and provide a foundation to allow new and innovative capabilities to be brought to the shipboard environment.

"The mission of the PEO is to provide our Navy and Marine Corps warfighters with the capabilities they need to fight and win," said Chris Miller, the Navy's Program Executive Officer for C4I. "Incorporating wireless technology at sea will allow them greater access to those capabilities and enhance their overall mission effectiveness."

The shipboard network environment aboard Navy surface ships will use Institute of Electrical and Electronics Engineers 802.11 technology to provide Navy personnel with an unclassified wireless network interface. The wireless infrastructure will provide an extension of the unclassified Integrated Shipboard Network System (ISNS). Multiple Sailors will also be able to share the capacity provided by a single wired network connection by using an unclassified wireless access point, into which the wired ISNS connection

terminates. This eliminates the cost associated with providing wired network access to each Sailor.

Though the network is unclassified, operational security remains a top priority. The system meets or exceeds all Department of Defense security standards for unclassified wireless technology, including "Defense in Depth" best practices and a Federal Information Process Standards 140-2 Level 2 accredited encryption module. Authentication protocol ensures the network is only accessible to valid wireless client devices and dual security layers ensure that no unclassified wireless data can be captured and deciphered. Additionally, a Wireless Intrusion Detection System is included in the system design to identify invalid wireless activity and alert network administrators to the nature and location of the activity.

In a related effort, PEO C4I's Tactical Networks Program Office developed a Wireless Reach Back System. The system provides a secure wireless link for the transmission of data supporting multiple mission sets. Visit, Board, Search, and Seizure teams already use the system to transmit biometric and intelligence data during Expanded Maritime Intercept Operations, and to provide non-government officials internet connectivity during disaster and humanitarian relief efforts. ✂

EDITOR'S NOTE: *PEO C4I acquires, fields and supports C4I systems that extend across Navy, joint and coalition platforms. This includes managing acquisition programs and projects that cover all C4I disciplines: applications, networks, communications, intelligence, surveillance and reconnaissance systems for afloat platforms and shore commands. Supported by Team SPAWAR and industry partners, PEO C4I annually completes more than 2,000 C4I installations to fleet and coalition customers. For more information about PEO C4I go to <http://www.peoc4i.navy.mil>.*

NCTAMS LANT DET SOUDA BAY ... KEEPING LINES OF COMMUNICATION OPEN & SECURE

Story & photo by IT1(SW/AW) Todd R. Brunner, NCTAMS LANT DET Souda Bay, Greece

NSA SOUDA BAY, GREECE -- Naval Computer and Telecommunications Area Master Station Atlantic Detachment (NCTAMS LANT DET) Souda Bay was recently awarded the 2008 Defense Information System Agency Europe Global Information Grid of the Year Runner-Up for DSN End Office Switch Category VI-B.

Located on the beautiful Greek island of Crete, the communications detachment is known for providing secure, rapid and reliable communication and information systems support to the island's Naval Support Activity (NSA) and its Navy and Air Force tenant commands. It functions as a full service outpost in the Eastern Mediterranean and provides support as the last stop before afloat commands transit to Central Command or Africa Command.

NCTAMS LANT DET Souda Bay is composed of a mixture of U.S. civilian, military, contractor and Greek local national personnel,

diligently working together in the Base Communications Office (BCO), Local Network Service Center (LNSC), Electronic Key Material System (EKMS) Vault and the Tech Control Facility (TCF).

The BCO provides and maintains more than 1,100 commercial Public Switched Telephone Network (PSTN) and Defense Switched Network (DSN) telephone lines as well as managing the operation of the infra-structure which includes the telephone exchange switch, providing voice, video and data services for NSA. Network drops and network cabling provide connectivity to the Outside Continental United States Navy Enterprise Network (ONE-NET) and switch technicians process work orders for telephone line installation and repair work. The BCO recently assisted in supporting President Obama's visit to Saudi Arabia and Europe by providing a continuous 500 meter ground hook-up to keep the National Airborne Operations Center Battle Staff

Communications Operations Team One plane in constant contact and ready to execute any necessary contingency operations at a moment's notice.

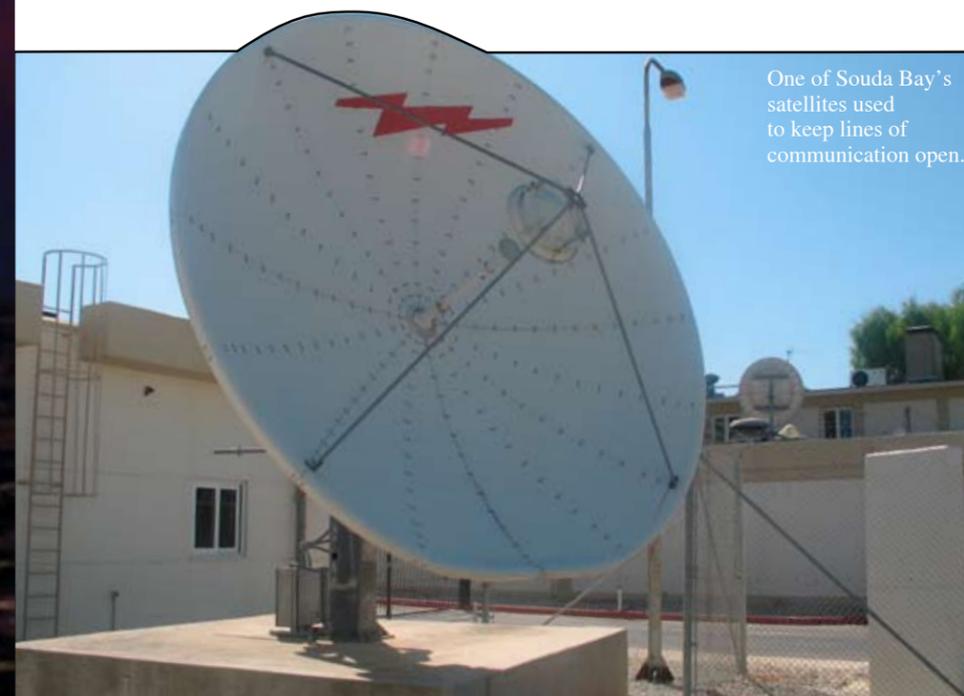
In addition, the LNSC provides support for all ONE-NET users in the Souda Bay region. It recently supported a ONE-NET refresh assist visit; 187 ONE-NET computer systems were successfully upgraded.

The LNSC also maintains the integrity of ONE-NET assets by continuously enforcing and ensuring that all users are Information Assurance compliant with Department of Defense, Department of the Navy and Naval Network Warfare Command policies that are paramount in protecting government networks and sensitive information from any malicious or hostile threat.

The detachment's EKMS team was recently recognized by NCTAMS LANT as "BEST EKMS account within the NCTAMS subordinate commands," during its June EMKS inspection. The EKMS team stands ready to provide the absolute highest level of support to ensure successful mission accomplishment.

The TCF staff provides 24-hour monitoring to ensure the connectivity and movement of voice, video, and data communications for the entire network of customers at NSA Souda Bay. From analyzing, identifying and isolating faults, to conducting simple routine maintenance, the TCF and Satellite Communications Technicians ensure that each and every link is operational at all times and operating at peak performance.

The men and women of NCTAMS LANT DET Souda Bay prove daily that they are award-winning professionals, dedicated to providing superior customer service and communications and information systems support to all permanent and deployed units in the Eastern Mediterranean region. ✂



One of Souda Bay's satellites used to keep lines of communication open.

EXPLORING THE ART OF POSSIBLE

By Robert T. Pursell
NETWARCOM Innovation and Experimentation

A large contingency of experimenters, planners, data collectors and researchers descended upon the Virginia coast, June 15 - July 2, to “explore the art of the possible” in maritime experimentation during the execution phase of Trident Warrior 2009 (TW 09).

Trident Warrior is an annual FORCENet Sea Trial event sponsored by Commander, Second Fleet (C2F) and directed by Naval Network Warfare Command (NETWARCOM), designed to focus on the at-sea technical experimentation of critical maritime technologies and speed improved warfighting capability to the Fleet.

TW 09 expanded the maritime experimentation scope and used installed networks and committed assets of C2F, supported by Navy Warfare Development Command (NWDC). The expanded scope examined Maritime Operations Centers (MOCs) operational-level processes under the Sea Trial experiment “Operational Level Command and Control (OLC2).”

CAPT Carl Conti, NETWARCOM Director of Innovation and Experimentation, said the purpose of TW 09 is to “test emerging technologies, tactics, techniques, and procedures that increase the capability of the warfighter. We identify the problems that challenge warfighters and then work with government and industry to find solutions.”

Conti added that they take these solutions out to sea for experimentation and then try to accelerate acquisition to get new technology into the hands of the warfighter faster.

TW 09 was a complete team endeavor. Support came from Second Fleet, Fourth Fleet, Sixth Fleet, USS Nassau (LHA 4), USS Normandy (CG 60), USS Bulkeley (DDG 84), USS Farragut (DDG 99), USS Alexandria (SSN 757) and aircraft from both the Navy and Air Force.

Coalition participation included Canada, New Zealand and the United Kingdom, with France observing in addition to participation from the defense industry and academia.

TW 09 Director CDR David Varnes discussed what it was like seeing everything come together.

“When you look at all of the participants on a list, it’s one thing – but, when you see it all go down live, it’s a sight to be seen,” he said. “The skill-set, preparation, collaboration and cohesion of everyone involved are what made TW 09’s execution a success. Each year it gets better and better.”

Experimentation from TW 09 will provide answers to detailed analytical questions involving more than 90 separate FORCENet technologies such as Network Intrusion Detection and Response (NIDAR), Spatially Aware Wireless Networks (SPAWN), and Secure Interoperability Data Interchange (SIDI). The results affect future doctrine and enhance the technologies, ultimately allowing the warfighter to keep ahead of its adversary in the rapidly changing cyberwarfare environment.

“We look at areas that need to focus on and we find the technologies to help us defend against a specific threat that might be out there ... fill the gap that we have,” Conti said.

Technologies are organized into 11 specific focus areas: networks, coalition, information operations, Command and Control (C2), Intelligence, Surveillance and Reconnaissance (ISR), electronic warfare, distance support, information assurance/cross domain solutions, information transport, sea shield, fires, and Maritime Domain Awareness (MDA).

Varnes stressed the importance of experimentation in Trident Warrior.

“This experiment ... allowed us to take existing and emerging technologies to sea, put them through

rigorous tests, and see what worked and what didn’t, so we can learn those lessons and make the appropriate changes,” he said.

Once data was collected during experimentation of the technologies, the next step is to analyze it. The results are evaluated and those deemed worthwhile are recommended for acceleration or incorporation into the budget and procurement processes. The results are then documented and released in a final report known as the Trident Warrior 2009 Military Utility Assessment (MUA) report.

Typically, implementing new technology into the fleet can take up to six years from testing until when it is operational and in the hands of the warfighter. Conti stated the goal of Trident Warrior is to speed up that process and reduce the time it takes down to three years or, in some situations, 18 months.

“What we’re trying to do here is find ways to upgrade, try to make things cheaper, try to do it faster, because just buying things is not necessarily the best way to do things,” he said.

With the data analysis underway, Conti said the goal of the execution phase of TW 09 has been reached thus far.

“This has been great,” said Conti. “Our goal is to change the autonomy of how we do business. It will help us save time, money and lives by automating certain tasks and taking people out of the equation. We’re trying to make lives better at sea and Trident Warrior is one way for us to do that.”



(Back Row L to R)
LT Stephen Fulkerson,
IT1(AW/SW) William Jones,
Mark Rohren, Matthew
Dearing, LCDR David Gillie,
CDR Randy Gallagher and
Capt. Robyn Mestemacher,
USMC. (Middle Row L to R)
Ellen Sherif, Chiesha Stevens,
Wendy Walsh, Roberta Bern-
hard and Daniel Altbaum.
(Seated) Dr. Shelley Gallup.

Official U.S. Navy Photo

Navy Net-Centric Warfare Group Reservists Support TW 09

By CDR Randy Gallagher, Space Cadre Advisor

Sixteen reservists from Navy Net-Centric Warfare Group recently supported Naval Network Warfare Command's (NETWARCOM) annual FORCEnet Sea Trial experiment, Trident Warrior 2009 (TW 09).

This year, more than 90 technologies in 11 different focus areas were demonstrated afloat and ashore during TW 09 in partnership with Second Fleet and the Navy Warfare Development Command. TW 09 explored new doctrines, tactics, techniques and procedures for the Operational Level of Command and Control (OLC2).

The reservists provided support underway on board USS NASSAU (LHA 4) and USS ALEXANDRIA (SSN 757), and ashore at Fort Eustis, Fort Story, NAS Oceana Annex at Dam Neck and Second Fleet's

Maritime Operations Center.

"It was a win-win for the reservists and for the Trident Warrior organizers," stated LCDR Isel Caro, TW 09's Reserve coordinator.

"Space Cadre, Information Professionals, and Information Warfare (IW) specialists got to go to sea, many for the first time, and Trident Warrior benefitted from their subject matter expertise and support to data collection efforts."

CAPT Carl Conti, NETWARCOM Director of Innovation and Experimentation, explained another benefit to having reservist support for TW 09.

"Reservists bring a unique perspective from their civilian professional experience," he said. "When there's as much going on as there was with the execution of TW 09, it's of great benefit for us

to have as many perspectives as possible, especially when it comes to experimentation and thinking outside the box."

The reservists participated in both the scenario execution and data collection efforts. Afloat, they provided surveys and observations in their own areas of expertise, and assisted with in-depth troubleshooting. On board NASSAU, this involved the demonstration of more than 20 technologies underway from June 22-26 and coordination with an embarked Total Force team of more than 65 personnel.

"The reservists who participated this year should feel a great sense of pride for what they've accomplished," said Conti. "The execution phase of TW 09 was very successful and they played a major role in that. ♣

Trident Warrior '09 NNWG Participants

CDR Gallagher (SPAWAR 0866) – USS Nassau

LCDR Gillie (NIOC Wash) – USS Nassau

LT Fulkerson (NIOC Medina) – USS Nassau/
Ft. Story/Ft. Eustis

IT1 (AW/SW) Jones (NET ENG) – USS Nassau

ENS Arthur (GNOSC) – USS Alexandria

LCDR Caro (NET ENG) – Ft. Eustis

LT McLaughlin (NIOC Detroit) – Ft. Eustis

EM1 Williams (NCTL Raleigh) – NSWC Dam Neck

CDR Nerney (NNWC Space) – 2nd Fleet MOC-X

LCDR Doelfel (NNWC Space) – 2nd Fleet MOC-X

FC2 Simoes (NNWC Space) – 2nd Fleet MOC-X

IT1 Johnson (NNWC Space) – 2nd Fleet MOC-X

CTN2 Harvey (NIOC St. Louis) – 2nd Fleet MOC-X

LT Bartlett (NIOC Minneapolis) – 2nd Fleet MOC-X

CTR2 D'Avignon (NIOC Wash) – FIOC MD

CTR3 Lotter (NIOC Wash) – FIOC MD

NETWORK & OPSEC BLUNDERS

From NIOC Norfolk

Welcome to the second edition of the Navy Network and OPSEC blunders. In this edition, you will see that information sharing across the extended Navy family requires families to be as much a part of the OPSEC team as service members themselves. We also find that the latest and greatest technology (i.e. MP3 players) can undermine security practices in unforeseen ways. And finally, the latest Web applications (blogs, Twitter, etc.) are great information sources ... for everyone. However, keep in mind as you read through these "blunders" that they are all preventable. If our commands and people are following standard network and operations security procedures, most of the items below simply would not happen.

A. First, for every "wind talker" there are an infinite number of "code breakers" in cyberland trying to decipher your best efforts to talk around sensitive information. A recent example came from an afloat Sailor who was certain she could outsmart the bad guys when the email to family members said, "I cannot tell you when our 'big day' is, but I can say, remember the day the ship deployed? Subtract five days and add seven months, that's our 'big day.'" Very little math required here. Bad news - the email was sent 40 days prior to the ship's arrival in homeport. Good news for an adversary: the code was accurate! Another reason to brief family members on OPSEC!

B. Just got off the phone with an upset Ombudsman who organized an OPSEC brief as part of her most recent monthly Family Readiness Group meeting. A spouse had just sent an email to family members providing ship's movement and related information. The Ombudsman had done a fantastic job working with family members and protecting critical information during the first six months of the deployment, but the schedule was now available to the public, including adversaries! Despite her best efforts, she discovered there was at least one extra spouse who should have attended the last FRG meeting.

C. We often take things for granted, assume everyone possesses a certain level of common sense, or should just know better. You know what they say about "assume."

Example: We have shipmates using operational networks to recharge their music players. As far as they know, they're not actually moving data, so no problem, right? Just because music players are nothing more than hard drives, they can still be plugged into USB ports on any network, classified, unclassified, right? Unfortunately, our assessment teams see this type of activity on a regular basis. Let's get a lot smarter on the technology we so casually use.

D. Speaking of plugging things into computer systems: need to charge that cell phone or other wireless Personal Electronic Device? Just use your SIPR terminal, right?

Wrong answer, shipmate! These devices have the capability to transmit and store information, so again, common sense says you don't do this, on any system! Recommend a look at Department of Defense (DoD) Directive 8100.02 (Use of commercial wireless devices, services and technologies in the DoD Global Information Grid). DoD has a pretty clear policy on wireless.

E. While we're on a roll with cell phones and other wireless PEDs, some units don't have a problem with these devices in the Ship's Signal Exploitation Spaces (SSES) or Combat Information Center (CIC). You know, CIC; that nerve center where we "fight the ship." Why? Crew morale, of course! Crew morale time is when we get off combat watch and are out of controlled spaces. As a quick reminder to those who have not read DoD Directive 8100.2 -- and we encourage all to take a good look -- paragraph 4.2 states "cellular PCS phones and/or other radio frequency or infrared wireless devices shall not be allowed into an area where classified information is discussed or processed without written approval from the Designated Approval Authority (DAA) in consultation with the Cognizant Security Authority (CSA) Certified Tempest Technical Authority (CTTA)." Paragraph 4.3 states "wireless technologies/devices used for storing, processing, and/or transmitting information shall not be operated in areas where classified information is electronically stored, processed, or transmitted unless approved by the DAA in consultation with the CSA CTTA." Any classified information being processed in CIC?

F. Blogs, blogs and more blogs. Seems like everyone is blogging these days -- well almost everyone who's willing to share an opinion or two or three. Unfortunately, some of us never learn what may or may not be appropriate for public viewing. Despite clear USMC OPSEC guidance Marine Corps Order 3070.2 (Marine Corps OPSEC), one Marine decided to document via PowerPoint an after action report of an actual ambush in Afghanistan, providing specific details of Marine Corps tactics, training and procedures.

Even though the document is marked unclassified/ FOUO (one could debate its classification), the report has since made its way to a reporters blog (surprise), and translated into four different languages (another surprise - do we need to list what languages).

How did that happen, Marine? Paragraph 4.c. (6b) from MCO 3070.2 states "unclassified, publicly available Web sites shall not include classified material, 'for official use only' information, proprietary information, or information that could enable the recipient to infer this type of information. This includes, but is not limited to, lessons learned or maps with specific locations of sensitive units, ship battle orders, threat condition profiles, etc., activities

... continued on Page 33

NAVY RESERVE

HONOR COURAGE COMMITMENT

Maintaining Navy Net-Centric Warfare Group's Heartbeat

By CAPT Michael Wilkins, NNWG Public Affairs

Navy Net-Centric Warfare Group (NNWG) was established in October 2007 as the Reserve Component (RC) of Naval Network Warfare Command (NETWARCOM). NNWG, a Navy Reserve Force Echelon IV command, resulted from the consolidation of the former Space and Network Warfare Program and the Navy Security Group Reserve Command. RDML Tom Kendzioriski is the inaugural commander for NNWG. He also serves as the Reserve Vice-Commander for NETWARCOM.

NNWG supports VADM Denby Starling and NETWARCOM for the RC mission and also has full accountability to the Chief of Navy Reserve, VADM Dirk Debbink, for Reserve forces matters.

NNWG is composed of approximately 1,500 members who serve in NNWG's 48 drilling Reserve units across the United States. NNWG personnel and the skill sets they possess are as dynamic and expansive as the missions they support. Its officer cadre consists of nearly all the RC's Information Warfare (IW) officers, about one-fourth of the RC's Information Professional (IP) officers, and Unrestricted Line (URL) officers who primarily support Space Cadre or STRATCOM billets.

NNWG's enlisted cryptologists, information technicians, electronics technicians, yeomen and masters-at-arms conduct operations based on the requirements and requests of its Active Component (AC) supported commands, predominately NETWARCOM, USSTRATCOM, USCENTCOM, and the National

Security Agency (NSA). NNWG works primarily in the domain areas of Information Operations (IO) / Signals Intelligence (SIGINT), Network Operations and Space.

Nestled away at Fort Meade, MD, is an NNWG HQ and operations staff that enables NNWG and its members to achieve success in ongoing mission support to the active component commands mentioned above. The HQ/Ops staff is led by CAPT Jerry Clusen, an RC IW officer on a three-year AC recall. Clusen serves in a dual-hatted role, serving both as a special assistant to NETWARCOM

During FY09, more than 185 NNWG personnel were mobilized 27,500 days ...

and as the deputy commander for NNWG.

As a special assistant, he serves as the Navy Reserve liaison to NETWARCOM. As NNWG's deputy commander, he is responsible for the daily functions of a RC Echelon IV command. The headquarters staff - led by YNC(SW) Franswya Talbert, an AC chief who has had to learn to speak the RC language, serves as the focal point for all of NNWG's day-to-day operational and administrative matters to include SSO, training, and billet management. Ron Whittle is NNWG's billet manager responsible for each of the command's billets. He serves as the interface between NNWG's manpower directorate and COMNAVRESFOR.

The Operations Directorate is

led by LT Robin Holston, also an RC IW officer on full-time orders. She is responsible for coordinating operational requirements, prioritizing and de-conflicting Active-Reserve Integration (ARI) mission support and funding mission support.

The operations directorate, formerly known as the mission management team, along with ARI, has revised its charter - to man requirements in direct support of AC supported commands including mobilizations. Holston manages an annual budget of more than \$2 million for orders executed by reservists in support of operations, training and leadership development. These orders are in addition to the 48 annual drills (IDT - a reservist generally performs four four-hour drills per month) and 12 days of annual training (AT) allocated to each Navy reservist. During the last fiscal year, Holston and her staff executed orders in excess of 44,000 days of AC support, the equivalent operational support of 169 additional full-time personnel supporting the fleet.

As the Ops directorate, she also has the task of managing mobilization/ Individual Augmentation (IA) requests. These requests are frequently short fused, but her team generally has a steady flow of volunteers from each of the units; some members have been mobilized several times.

During FY09, more than 185 NNWG personnel were mobilized for a total of 27,500 days with most of these individuals deploying to the USCENTCOM Area of Responsibility (AOR).

Regardless of the AOR supported,



Photo by MCC(EXW/AW) James E. Perkins



(Clockwise) CTT1 Levon Kirkpatrick double checks a fellow reservist's information; Ronald Whittle updates information on reservists; YN1 Calvin Leatherwood Jr. searches for a member's service records; and IT1 Brandon Darby reviews his reports. (Photos by Scott L. Lewis, NIOC Maryland)



or information relating to ongoing criminal investigations into terrorist acts, force protection levels, specific force protection measures being taken or number of personnel involved."

G. Remember the remarkable rescue of Capt. Phillips, skipper of the Maersk Alabama, held captive by Somali pirates? It's been reported in the news ... and more. One Sailor aboard a ship on location decided to pull a Paul Harvey and tell "the rest of the story" in great detail.

His email left the ship and made its way to a blog, which has since been widely viewed around the world. When one looks at the number of email accounts, blogs and Facebook accounts sponsored by military members, we're not surprised this stuff happens.

H. Have you verified your classified burn bag handling procedures lately? During one assessment, several ships had excellent control of burn bags on board, but lost positive control when taking the bags to the base incinerator. No, they weren't dropped on the side of the road. It was at a state-of-the-art burn facility. Burn bags were brought to the facility, thrown into a 30-foot deep pit, marked as destroyed, and left unattended, sometimes for several hours (no one could verify when burning ensued). To an adversary, these are little more than tasty candy striped treats waiting to be taken. Positive control means from start to finish. Finish means watching it burn or get shredded! During your next self-assessment, don't just check "yes" in the block that you have a burn bag or shred policy without verifying procedures.

I. Finally, we have to include one for those who love forwarding interesting emails -- in this case, "Chinese fortune" emails. A word of advice: if you are going to forward something with content that is clearly inappropriate for forwarding, at least double check your email address list. The Global Address List makes it super easy to forward email to the wrong person with the right last name.

It gets worse if your friend's last name happens to be the same as the commanding officer of Navy Cyber Defense Operations Command (NCDOC).

Bottom line, think before you send, plug-in or talk. You never know who is really able to get that information or what their intentions are.

Navy Information Operations Commands (NIOCs) Norfolk and San Diego offer the Navy OPSEC course and Computer Network Team Training lab to prepare units better in OPSEC and network security. Additional information regarding POCs and scheduling can be found in FY09 NIOC Norfolk/NIOC San Diego training schedules, and at: www.nioc-norfolk.navy.mil.



the operations directorate maintains daily accountability of all the deployed personnel. They provide reports that track the status and location of deployed personnel, to include projected back-fill requirements, as well as a list of those who are ineligible for involuntary recall. In addition, the staff collects, assembles and maintains a myriad of data to provide valid metrics to customers and consumers of the ongoing support being executed daily – mobilization, weekend drills, ATs and other operational events.

LCDR Katrina Smith-Beck, a Navy Reserve Full Time Support (FTS) officer, is the Operational Support Officer (OSO) assigned to NETWARCOM. She and her FTS staff provide support to the combatant commanders and operating forces of the U.S. Navy through Active Duty for Special Work (ADSW), Annual Training (AT) and Active Duty for Training (ADT) and Presidential Selected Reserve Call-up (PSRC) order writing, as well as the distribution of funding and exercise coordination.

The OSO team also serves as a vital communications conduit,

advising U.S. Fleet Forces and NAVRESFOR on the status of NETWARCOM's operational support plans and providing NETWARCOM with the status and availability of Fleet Forces and NAVRESFOR funding.

CDR Clay Kemmerer, a RC NFO who is on a three-year AC recall to NETWARCOM, is the RC operational interface within NETWARCOM. Kemmerer's role is to articulate the AC operational requirements, identify the RC

... managing NNWG personnel & operations can be extremely challenging at times.

capabilities affecting integration of Reserve forces into the Total Force and integrate the RC personnel into the execution of AC mission requirements.

In addition, each of the NIOC commands has an ARI officer on staff - a Reserve officer on orders – to serve as the operational liaison between the command and its 4 - 5 supporting Reserve units. Each ARI officer is responsible for

augmenting the NIOC's missions with approximately 150 reservists during their ATs and weekend IDTs. Additional AC and RC personnel are assigned to the Center for Information Dominance – Active Reserve Integration (CID-ARI), the Joint Language Training Center and NAVRESFOR staff in direct support of NNWG meeting its operational goals and objectives.

The task of managing NNWG personnel and the operations supported can be extremely challenging at times. Its magnitude is increased when one factors in civilian work, travel and family schedules; yet is done consistently with professionalism by the NNWG HQ staff, operations directorate, and the ARI officers. These staffs work together daily in order to successfully meet operational and administrative requirements and alleviate the manpower and time requirements.

Since most Reserve activities occur on the weekend, this Total Force professional staff is often found extending the work week through the weekends in direct support of NNWG members to ensure the safety of our nation and its people. ✎

THE EVOLUTION OF NAVAL NETWORKS

Enhancing Network Operations Capabilities with 'NETCOP'

Improved mission success through shared situational awareness

By Emily Gucwa, NGEN FITT

The Next Generation Enterprise Network (NGEN) Fleet Implementation and Transition Team (FITT) continues to prepare for the transition from Navy Marine Corps Intranet (NMCI) to NGEN. Over the summer, the NGEN FITT focused on developing the concept for shared situational awareness within NGEN.

NGEN aligns to the Naval Networking Environment (NNE) -- 2016 Vision, and the NGEN FITT is working to establish greater government oversight and operational control of the network to achieve this vision. One of the Navy's major objectives is to operate the Navy component of the Global Information Grid (GIG) as a weapon system. In order to respond to emerging mission requirements and threats, specific Network Operations (NetOps) effects must be achieved.

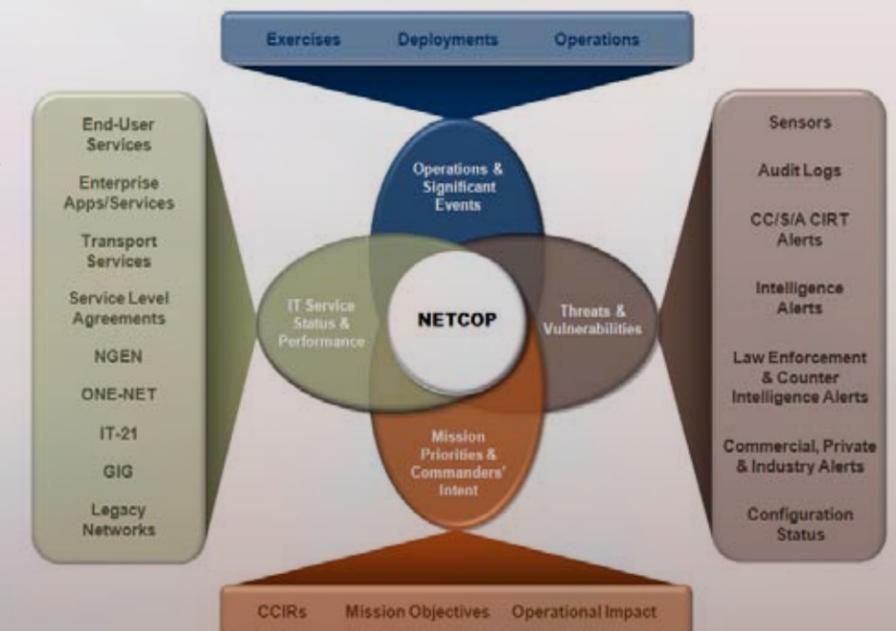
NetOps is defined as the Department of Defense (DoD)-wide operational, organizational and technical capabilities for operating and defending the GIG (networks, their applications and their services), and includes the enterprise management, network defense and content management mission essential tasks.

An enabling capability of NetOps is achieved through shared situational awareness of the status of the network, its services and its applications. Shared situational awareness improves the quality and timeliness of collaborative decision-making regarding the employment, protection and defense of the network, and allows decision makers to flexibly manage available resources to accomplish the desired NetOps effect. This operational flexibility improves responsiveness and allows missions to be

accomplished without jeopardizing global operations and priorities.

To enhance network Command and Control (C2), a Network Common Operational Picture (NETCOP) is required to enable network situational awareness and will enhance readiness for the operational fleet. NETCOP supports both NetOps and operational commanders by synthesizing near real-time performance of information technology (IT) services, operations and threats into an integrated picture and reporting the status, threat, vulnerability and mission impact of degradation. This picture can then be tailored to specific areas of responsibility and/or interest. Providing the warfighter with NETCOP and shared situational awareness increases mission success. NetOps situational awareness is achieved through:

- **Service Level Status.** Near real-time performance metrics for IT services to support the development of consistent operational pictures of the status of the network.
- **Threat Reporting.** Intelligence reporting of cyber threats and activities as well as information from sensors within the network.
- **Vulnerability Assessment.** Near real-time information on the configurations of components, systems and services to support vulnerability analyses. Vulnerability analyses also need to assess the dependencies of various



Network Common Operational Picture (NETCOP)

commands and missions on these services and the potential operational or mission impact of an exploitation of the vulnerability.

- **Event/Incident/Problem Status.**

Near real-time information on all ongoing events, incidents and problems as well as their prioritization.

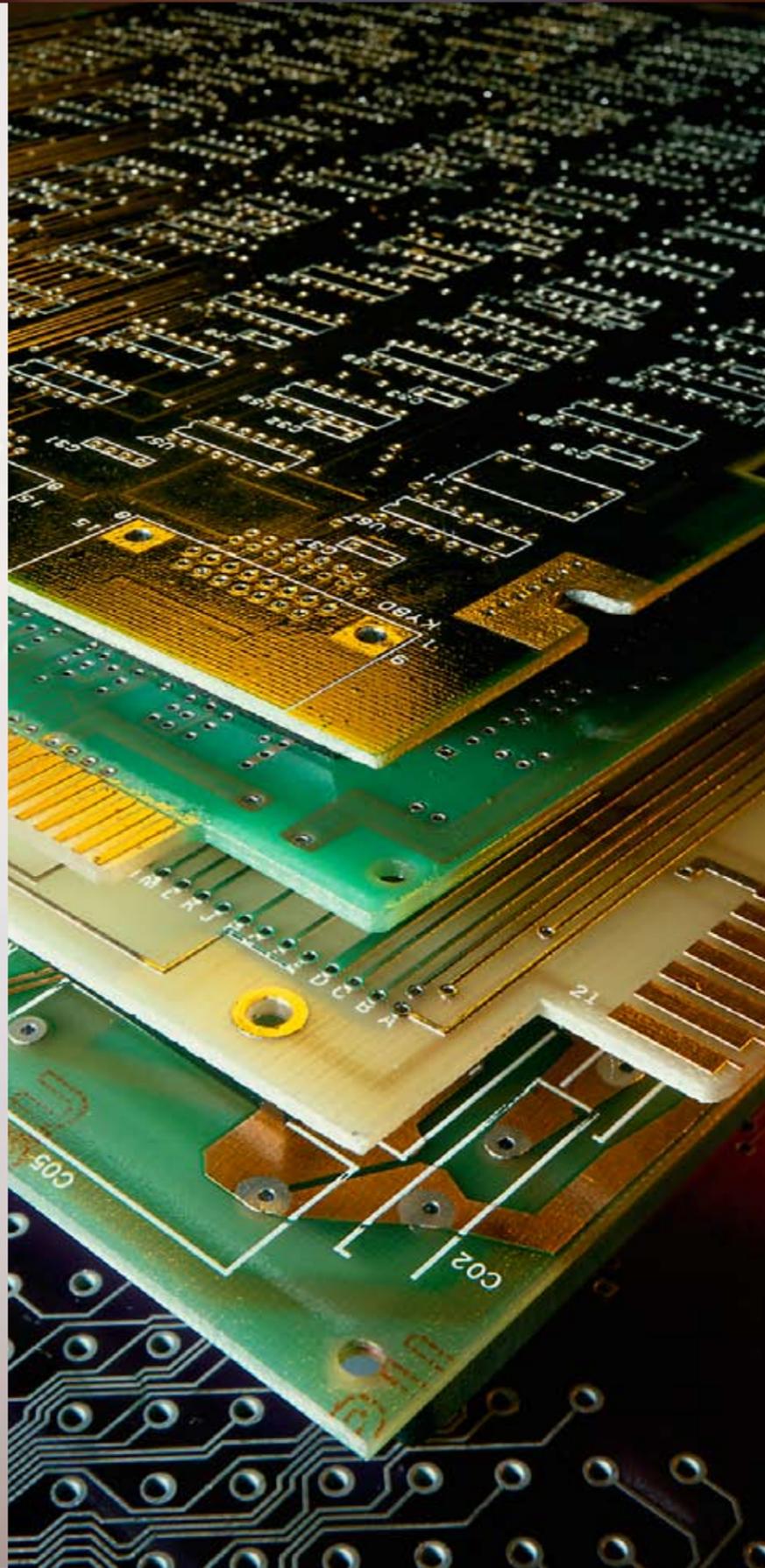
- **GIG/Service Network Status.**

Visibility into the status of other networks, their current threat environment, etc. to provide situational awareness into problems or threats which may impact the NAVGIG and allow its NetOps commanders to take proactive measures to address them.

The warfighter depends upon the network for critical information; shared situational awareness drastically improves the quality of that information. For maximum benefit, relevant decision-makers must share situational awareness information in near real-time using the right data collection tools. Tools that compile, analyze and fuse data in near real-time can produce user-defined views of mission critical information flows and systems of concern to a commander or NetOps center.

It is critical to remove gaps and seams from IT infrastructure in order to achieve NETCOP. The NGEN FITT is working to ensure that the appropriate processes are being developed for the transition from NMCI to NGEN.

While the transition development will require the time and support of many end-users and stakeholders, the result will be greater awareness, collaboration and decision making that leads to increased mission success for both the network warrior and operational warfighter. ✂



websense®

Program Blocks out Non-essential Web Sites

By MC2(SW) Christopher J. Koons

In today's Internet environment, inappropriate or unauthorized Web sites can disrupt the conduct of official business.

Naval Network Warfare Command (NETWARCOM) has begun implementing a program known as Websense which blocks out sites according to key words in Web site addresses and Web site narratives.

"Websense is a filtering tool that picks up on particular words and denies access to Web sites that are not necessary for operational use," said LT Laurette Hales, NETWARCOM's special projects officer. "These include sites which have words such as 'gaming,' 'drugs,' 'sex,' and others that can be potentially disruptive."

Websense also integrates Web messaging and data security to defend cross-channel communications and prevent data loss. A more precise definition of "cross-channel" refers to the act of beginning a communication, or buying cycle, on one channel and crossing into another channel to continue it there. According to Hale, Websense uses the ThreatSeeker Network for early threat discovery across e-mail and Web channels, to direct the program as it blocks high-risk Web sites.

Because of these capabilities, Websense quickly identifies authorized users of specific Web sites, as well as what data is critically

important to an organization and how it must be protected from accidental or unintentional leaks.

"This technology is a significant improvement over previous Web site blocking capabilities," said Hales, "because it saves the time and effort it took for Global Network Operations Command (GNOC) personnel to review individual Web sites."

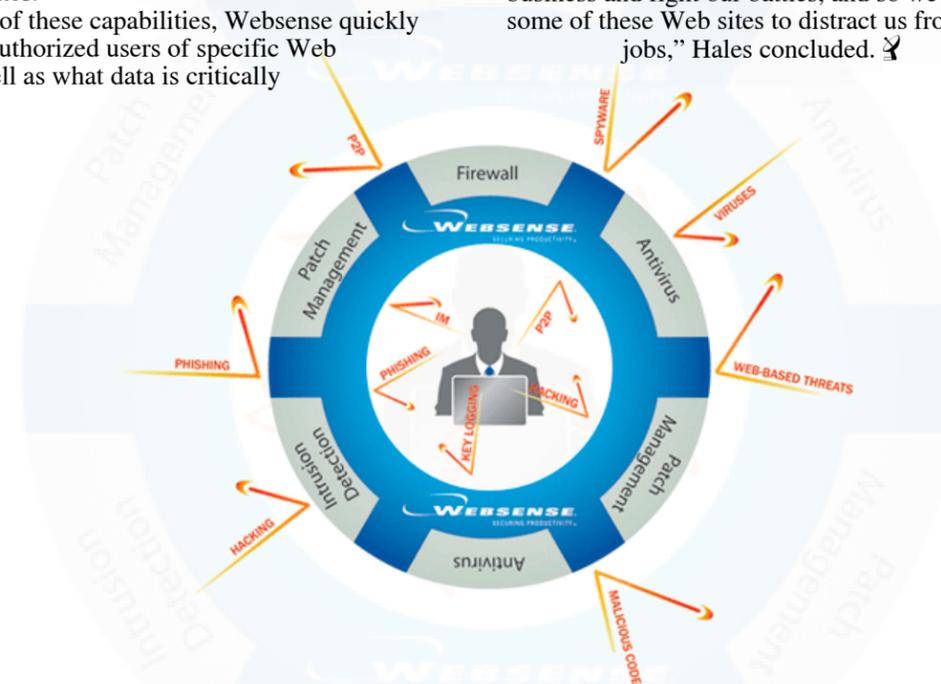
"In the past, GNOC had to find Web addresses which might be objectionable, whereas Websense blocks out whole categories of Web sites that fall under key words," she explained. "We don't just protect the Global Information Grid, we also manage the bandwidth that we pay for."

Hales said that exceptions to the Navy's policies on blocking sites are handled on a case by case.

"If you're a urinalysis coordinator and you need information on drug abuse, you can gain access to sites that deal with it if you have approval from your superiors," she said. "We make these decisions based on necessity."

Websense was first installed on the Navy/Marine Corps Intranet. Plans are underway to have it installed throughout the Navy.

"The Internet is a tool that we use to conduct official business and fight our battles, and so we do not need some of these Web sites to distract us from doing our jobs," Hales concluded. ✂





NCTS BAHRAIN WINNING FIGHT TO SECURE DoD NETWORKS

From NCTS Bahrain Public Affairs

Over the past few years, senior leadership has placed an emphasis on network security and readiness. The Secretary of Defense, U.S. Central Command, U.S. Strategic Command, Chief of Naval Operations, Naval Network Warfare Command and Navy Computer and Telecommunications Area Master Station Atlantic have all turned their attention and focus on Information Assurance (IA) and the operation and security of our networks. So when the inspection team from the Defense Information Systems Agency (DISA) for Enhanced Compliance Validation (ECV) arrived in the Kingdom of Bahrain last spring, Naval Computer and Telecommunications Station (NCTS) Bahrain was prepared.

The DISA Field Security Operations Division performs the ECV inspection and is responsible for strengthening Department of Defense networks by certifying and inspecting them against known vulnerabilities and threats. The nine-person ECV team arrived to review NCTS Bahrain's ONE-Net (NIPRNet and SIPRNet) connections and validate that the networks were in compliance with security requirements.

"We have been preparing for the ECV for the past 13 months," said LCDR Joe Zuliani, director, Theater Network Operations Security Center Middle East (TNOSC ME). "Our adversaries attempt to compromise DoD information systems daily and can exploit these Local Area

and Wide Area Network connections. We respect our networks as war-fighting domains and weapon systems and the results were clearly evident."

Within NCTS Bahrain, the Requirements Department is charged with providing secure and reliable information services and data to customers, DoD users and, most importantly, the warfighters. It consists of the TNOSC ME and the Indian Ocean Region Network Operations Center.

"One of the major initiatives during the past year was to integrate the shore and fleet Network Operations Centers (NOCs) into the same department," said LCDR Joe Voje the command's executive officer. "Both NOCs provide services to the same customer base – and, since realigning the two within the same department, the results were gained efficiencies, less redundancy and increased security posture in both domains (ashore and afloat)."

TNOSC ME prepared for the ECV by following DISA's technical and administrative guidance. DISA provides the governance for an agency to meet the minimum standards, controls and requirements for securing and configuring each ECV element and domain properly.

DISA provides a one-stop shop for IA on their IA Support Environment Web site, and TNOSC ME took full advantage of provided guidance. The Requirements department was able to have a strong baseline heading into the last few months of preparations by applying and

incorporating each of the various core areas into daily operations.

The core areas consist of the Information Assurance Vulnerability Management process, Vulnerability Management System procedures, Gold Disk scans, Security Technical Implementation Guides (STIGs), Security Checklists and Security Readiness Review Evaluation Scripts.

"Goals were set to have the least amount of Category I and II vulnerabilities as possible," said Renee Anderson, an IA officer for TNOSC ME. "Two months prior, the schedule was increased to a six-day work week which was definitely a team effort. One group was solely focused on completing the security checklists, one group continually scanned the networks, and another team completed the STIGs. We also combined our physical security team with action officers from U.S. Naval Forces Central Command and tackled vulnerabilities associated with a traditional security review together."

DoD defines Category I vulnerabilities as weaknesses that can allow an intruder inside an agency's network but

one that can also endanger the networks connected outside of the DoD by infiltrating the Global Information Grid. There are also Cat II and III vulnerabilities. The concept behind an ECV is to have the fewest vulnerabilities with zero discrepancies in any of the elements reviewed. The DISA ECV Team determined that TNOSC ME operates in a deny-by-default policy with tight boundary defense, and an aggressive scanning and self-assessment program. When the week-long inspection was completed, the ECV Team provided NCTS with a passing grade.

After the vigorous, week-long ECV inspection was completed, CDR Mary Ann Giese, CO, NCTS Bahrain, said, "The process and procedures NCTS Bahrain undertook for this inspection enabled my command to gain valuable experience and hands-on training. This is a demanding environment, and operational requirements dictate the pace in the NAVCENT AOR. Following JTF-GNO and NETWARCOM guidance is vital to securing our networks while we deter piracy and counter violent extremism and terrorist network activity in maritime areas of responsibility."

NCTAMS LANT DET CUTLER

Employees Strive to Improve Efficiency, Support VLF Mission

By NCTS DET CUTLER staff

Naval Computer and Telecommunications Area Master Station Detachment (NCTAMS LANT DET) Cutler, ME, has been heavily involved with several projects in support of their 15 megawatt (MW) power plant, the sole source of power for their Very Low Frequency (VLF) mission.

Each project is geared toward improving efficiency of the main engines and reducing emissions and waste steam from the plant.

A key project, the Automatic Lube Oil Filter System, has brought on numerous improvements such as:
- Prior to the installation of the system, one power plant employee spent approximately four hours each day cleaning the filtration system. This daily task is eliminated with the new system. It also brings an end to the waste steam by-product of the daily cleaning.

- The original filtration level was 20 microns. The new filter units' filtration level is two microns, a substantial improvement which will greatly improve the life of the main engines.

- Prior to the installation of the system, a complete oil change for

each main engine was performed twice a year, requiring 144 man-hours per year to accomplish. Historical data for the new system demonstrates an extension of the life of the oil to 11,000 hours or more.

"With the automatic self-cleaning filter system, we will avoid the environmental issues involved with the disposal of oil and cartridge type filters, as well as eliminate the potential safety issues with employees handling and carrying waste through the power plant," said Bruce Flood, power plant manager.

"Each engine requires 1,500 gallons of oil. The only waste product with the new system is one piece of paper, the filter," said Flood. "This frees up the maintenance crew to perform other maintenance in the plant and it'll provide optimal lube oil treatment, while increasing production efficiency."

Other engine projects involved restoration of cylinder liners and cylinder heads to factory specifications, as well as overhauling and replacing the turbo on several engines which increased performance and fuel efficiency.

"These repairs immediately showed

a marked improvement in lowering emissions and resulted in an average fuel savings of 1.7 gallons per hour," added Flood. "This in and of itself may not seem like much, but with a minimum of at least one main engine online 24/7, it results in a minimum average savings of 14,892 gallons of fuel per year. At the highest cost per gallon we've paid for fuel, that is a potential savings in excess of \$60,000 per year."

A main engine at NCTAMS LANT Det. Cutler.



NIOC Sugar Grove Wins Volunteer Award

By MC2(SW) Christopher J. Koons

SUGAR GROVE, WV -- Navy Information Operations Command (NIOC) Sugar Grove is the 2008 Campaign Drug Free Flagship Medium Shore Command Award winner for its efforts to teach local students about the dangers of drug and alcohol abuse. The Navy's Flagship Award recognizes commands that have coordinated the most effective community service programs each year.

"I am very proud of each of the Sailors, airmen and their families of this great little jewel in the West Virginia mountains," said CDR Christopher Chrislip, NIOC Sugar Grove's commanding officer. "This award belongs to all of them. Our Sailors and families continue to impress me with their service and 'giving back' attitude toward our Pendleton County community hosts."

Last year, volunteers from the command organized a Drug Abuse Resistance Education (DARE) program in the Pendleton County school system. Students were educated about the negative effects of drug and alcohol use. The efforts of two Sailors in particular contributed the most to the success of the program, said Chrislip.

"Petty Officers Joseph Brock and Marcus Ramsey presented their proposal to establish a DARE program to the Pendleton County School Board as well as to the principals of the three elementary schools here," he said. "Upon receiving an enthusiastic response, they then

traveled to Nashville, Tennessee, for two days of training and then to Roanoke, Virginia, for two more weeks in order to become qualified DARE instructors."

Soon, other Sailors from the command became involved in the program and started volunteering at local schools, Chrislip explained.

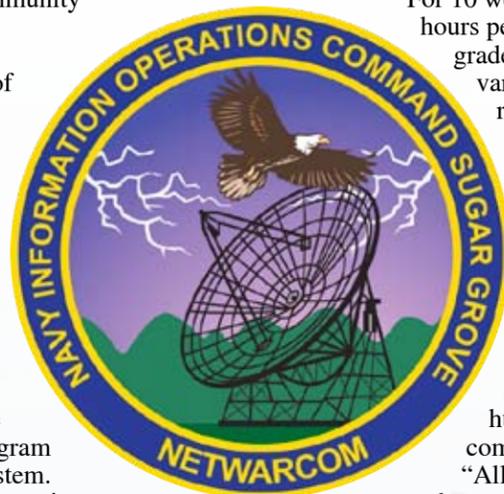
"For 10 weeks, our volunteers devoted four hours per week working with local sixth grade students," he said. "Through a variety of teaching methods including role-playing, group discussion and collaboration, they encouraged student participation to reinforce the anti-drug message."

Students wrote essays about what they learned from the program. Four students received medals for writing the winning essays in each of their classes.

According to Chrislip, the efforts of the volunteers paid off in huge dividends for students and the command itself.

"All Pendleton County sixth grade students successfully completed the DARE program and attended a graduation party at our base community center," he said.

"Our volunteers still receive cards and letters from the students and teachers expressing gratitude for their dedication. We all benefit from this great partnership. The education we provide today in our schools goes a long way to ensuring we all have a safer tomorrow." ✂



Truman Readies for Operational Testing of Key Data Integration Program

DCGS-N Allows Sharing of Ashore ISR, Information Operations

By Steven A. Davis, SPAWAR Public Affairs

SAN DIEGO -- Training has intensified for Sailors aboard USS Harry S. Truman (CVN 75) as crewmembers learn to operate and maintain the Navy's newest Intelligence, Surveillance, Reconnaissance and Targeting (ISR&T) system. Truman became the first ship in the fleet to receive the

Distributed Common Ground System - Navy (DCGS-N) in January.

The training is in preparation for a series of test events that culminate with an Operational Evaluation (OPEVAL) conducted by Commander, Operational Test and Evaluation Force in August. Upon completion of OPEVAL, Truman

will deploy overseas as the first operational unit to feature DCGS-N.

The DCGS-N is the fleet variant of the Department of Defense (DoD) DCGS Family of Systems that provides integration of ISR&T support capabilities previously accessed from a variety of stand-alone systems. The system allows

Truman Sailors to produce and share actionable intelligence products that adhere to intelligence community standards with the Family of Systems and other DoD customers.

"Our fleet users continually ask for increased interoperability and ease of use with regard to C4I products," said Chris Miller, the Program Executive Officer for Command, Control, Communications, Computers and Intelligence (PEO C4I). "The introduction of DCGS-N to the fleet satisfies both criteria and will significantly improve the Navy's ability to share the actionable intelligence needed to identify and destroy targets."

Initial feedback on the system is extremely positive. Sailors like the improved capability of launching the Generic Area Limitations Environment signals intelligence application; the Integrated, Intelligence and Imagery analyst application; the Common Geospatial-Intelligence System capability; and SHARP Display System software applications from all the DCGS-N workstations. This multi-mission, multi-workspace flexibility allows users to tailor their tools and situational picture for virtually any mission and any work center, saving time and streamlining operations. They are also pleased that DCGS-N operational reliability and stable software allow the system to operate for long periods of time without the need to reboot.

CDR Eric Law, Truman intelligence officer, indicated he was glad to finally see DCGS-N come to fruition. "It had been a long road with a few bumps, but it is important to get all the intelligence systems bundled and to the fleet in a usable format," he said. "DCGS-N has the ability to transform the way we do intelligence business in the fleet."

Law said DCGS-N is user-friendly and provides a significant improvement in imagery processing and point mensuration which involves a formula for computing the length-related properties of an object. He also gave credit to the installation team. "System installations can sometimes be difficult and complex. This install was relatively smooth

and the team aggressively worked at mitigating any problems," Law said.

PEO C4I's Battle space Awareness and Information Operations Program Office is responsible for managing the program and training the Truman's intelligence team to effectively employ DCGS-N in an operational environment. Training began during an at-sea period in February and has been augmented by additional training at SPAWAR System Center Atlantic's Charleston, SC. facility. Intelligence specialist and cryptologic technician personnel are receiving in-depth instruction in the Geospatial Intelligence, Imagery Intelligence, Signals Intelligence and Operational Intelligence disciplines required to operate the DCGS-N system effectively. Additionally, the ship's electronic technicians will receive instruction on hardware and software maintenance to ensure the system is kept up and running.

With DCGS-N, Truman has the capability to develop new naval intelligence Concepts of Operations and access intelligence software applications that were previously found only on stand-alone workstations in specified shipboard work centers (i.e., Multi-Sensor Interpretation, Strike Intelligence Analysis Center, Ship Signal Exploitation Space, or Supplementary Plot). These software applications are now available as icons on all DCGS-N workstations in the ships' intelligence spaces.

The DCGS-N system was designed to leverage commercial-off-the-shelf and mature government off-the-shelf software, tools and standards to provide a scalable, modular and extensible multi-source capability that operates at the Unclassified and Sensitive Compartmented Information security levels. DCGS-N uses an ashore Enterprise Point of Presence, accessible to all users via a Web interface, to facilitate sharing and receiving information with mission partners in a web-enabled, network-centric, joint-interoperable enterprise. This improvement also significantly reduces the stress on already limited bandwidth in the DCGS-N afloat configuration.

The DoD DCGS Family of Systems access and ingest data from spaceborne, airborne, afloat ISR collection assets, intelligence databases and intelligence producers. The data is shared across the Joint Enterprise using DCGS Integration Backbone and Net-Centric Enterprise Services standards to optimize timeliness, quality, and multi-service integration of ISR information. ✂

DCGS-N Key Points

- Will significantly improve Navy's ability to share vital intelligence needed by data producers and consumers to identify and destroy targets.
- Provides an effective Web enabled, network-centric, joint enterprise architecture.
- Upon completion of operational evaluation, Truman will be first operational unit to deploy the enhanced capability.



USS Harry S. Truman (CVN 75)

Navy Dedicates Premiere Joint Warfare Lab to Honor Sailor Killed by IED

By Troy Clarke, Naval Surface Warfare Center Corona Public Affairs

NORCO, CA -- The Navy dedicated the latest addition to the nation's premiere Joint Warfare Assessment Laboratory at the Naval Surface Warfare Center (NSWC) Corona in honor of a Sailor killed by an improvised explosive device.

The Daugherty Memorial Assessment Center, a 39,000 square-foot, state-of-the-art center, bears the name of CTT1(SW) Steven Phillip Daugherty and commemorates the work NSWC Corona is doing to combat the IED threat that killed Daugherty in July 2007.

"The Daugherty Memorial Assessment Center nearly doubles Corona's secure analysis and assessment area and significantly enhances our ability to do collaborative performance assessment," said NSWC Corona Commanding Officer, CAPT Rob Shafer,

to a crowd of more than 450. "It will stand as an ever-present reminder of Steven -- and to every Sailor, Soldier, Airman, and Marine who has given their life in defense of this country. This dedication commemorates his sacrifice and recognizes the groundbreaking work NSWC Corona is doing to help combat the threat of IEDs against our armed forces."

Daugherty's parents, Tom and Lydia, attended the dedication ceremony with one of their sons, Air Force Staff Sgt. Richard Daugherty. Each of the four Daugherty children has served in the armed forces, and two are currently in the Air Force.

"Steven was proud to serve his country," said his mother Lydia. "He took pride in his work and always did the best he could."

Daugherty's sacrifice was recently recognized with one of the nation's top awards in the intelligence community for his bravery and contribution to cryptology.

"It was an honor for the Intelligence Community to bestow one of its highest awards on Steven -- the National Intelligence Medal for Valor -- in deep appreciation for his example of courage," said Dennis C. Blair, director of National Intelligence. "It is entirely fitting that the Department of the Navy has honored the memory of Petty Officer Daugherty by giving his name to its new Assessment Center at Naval Surface Warfare Center, Corona Division."

"To the elite Corona engineers, I say this: As you go about your good work supporting the men and women in uniform, may this building serve as an ever-present reminder, a monument to heroes, named after Steven Daugherty, our

hero," said Senior Executive Dr. William Luebke, NSWC Corona's incoming technical director. "Never forget how important the work we do here is for them fighting over there. For truth in performance means dominance on the battlefield. It is our mission, it is our purpose, it is our calling."

Rep. Ken Calvert, whose congressional district encompasses NSWC Corona, and Army Col. Tom Magness, Los Angeles district commander for the Army Corps of Engineers, also spoke at the ceremony. Magness served as the senior engineer trainer of the National Training Center Sidewinder team at Fort Irwin, CA, when he worked with Corona analysts on counter-IED efforts.

In addition to supporting counter-IED efforts, the Daugherty Memorial Assessment Center greatly enhances NSWC Corona's ability to support key national missions. With it, NSWC Corona can provide Strike Group interoperability assessment needed to certify ships for deployment; provide critical flight analysis for all Navy surface missile systems; and provide performance assessment of Aegis and Aegis Ballistic Missile Defense ships throughout their entire lifecycles. NSWC Corona can also centralize, process and distribute the Navy's combat and weapon system data on one of the largest classified networks in the Department of Defense.

Following the dedication, the Daugherty family toured the facility and learned how Corona analysts are helping defeat the threat that killed their son and brother.

"He would have been very humbled by it all," Daugherty's mother said about the building dedication. "He would have said he was just doing his job."

Naval Surface Warfare Center Corona is the Navy's only independent assessment agent and is responsible for gauging the warfighting capability of ships and aircraft, analyzing missile defense systems and assessing the adequacy of Navy personnel training. The base is home to three premiere national laboratories and assessment centers: the Joint Warfare Assessment Lab, the Measurement Science and Technology Lab and the Daugherty Memorial Assessment Center, which are instrumental in fulfilling NSWC Corona's mission and supporting the nation's armed forces. ✂



Photo by Orrin Anderson
CAPT Rob Shafer delivers remarks at the Daugherty Memorial Assessment Center dedication ceremony.

Memorial Services Commemorate Historic Day during WWII

Story & photo by MCSN Whitfield M. Palmer, Fleet Public Affairs Center, Det. Sigonella



(Left to right) NCTS Sigonella's XO, LCDR Joaquin Correia and Dr. Giuseppe Abbate render a hand salute to the WWII memorial for 39 U.S. servicemen who lost their lives at Ponte Dirillo, Sicily.

GELA, Sicily -- Naval Computer and Telecommunication Station (NCTS) based at Naval Air Station (NAS) Sigonella, Sicily and Gela Kiwanis Club commemorated the 66th

anniversary of the Allied invasion of Sicily, July 9. The ceremony began with a memorial service in Gela's Piazza San Francesco. "We are here to honor the warriors that fought for our freedoms -- freedoms that are the basis for our modern way of life, a life that allows all Europeans and Americans liberty and the pursuit of happiness," said NAS Sigonella's NCTS Executive Officer, LCDR Joaquin Correia. "Let us all never forget ... those who valiantly fought and died here in Gela and at Ponte Dirillo."

Allied Forces launched Operation Husky, July 9, 1943, one of the largest combined operations of World War II. During the next 38 days, half a million Allied Soldiers, Sailors and Airmen would fight for control of Sicily. Following the ceremony, there was

a procession to the beach where the amphibious assault began. Participants placed a wreath in memory of service members who were killed here. Next, a small group journeyed to a monument at nearby Ponte Dirillo which marked the site where 39 soldiers lost their lives during that battle. A wreath was also laid there.

Since 2007, two annual ceremonies have commemorated Operation Husky. One ceremony commemorates the amphibious landing at Gela, and the other honors the U.S. Army's 82nd Airborne Division's paratrooper landing 66 years ago at Biazza Ridge, near Ponte Dirillo.

"The Gela Kiwanis Club and NAS Sigonella have a long history of cooperation," said Dr. Giuseppe Abbate, a Kiwanis Club member and event organizer. "We hope combining these memorial services today further solidifies that relationship, and that we continue to remember those who paid the ultimate sacrifice."

The service was attended by Sailors from the Sigonella community, retirees and several Italian World War II veterans. ✂

Memorial Services Honor Fallen Sailor

Compiled by NETWARCOM Public Affairs

CTM3 Matthew O'Bryant's family recently journeyed from their home in Mobile, AL, to attend a memorial service for their son at Fort Meade, MD. O'Bryant's name is being added to the Cryptologic Memorial at the National Security Agency headquarters. His father, Tommy O'Bryant, said that he is honored to have the NSA include his son's name on the memorial.

O'Bryant was one of 53 people killed when a suicide bomber attacked the Marriott Hotel in Islamabad, Pakistan, in September, 2008.

The Cryptologic Memorial, which was dedicated in 1996, lists the names of 159 Army, Navy, Air Force, Marine and civilian cryptologists who have made the ultimate sacrifice in service to their country, according to the NSA website.

The black granite memorial has the words "THEY SERVED IN SILENCE" etched into the polished stone at the cap of a triangle. The triangle represents the ideals of cryptologists-- dedication to mission, dedication to workmate and dedication to country.

This was the second memorial service the O'Bryant family has attended. Petty Officer O'Bryant was also honored at a memorial service in Monte Vallo, AL. ✂



Army LtGen. Keith B. Alexander, Director NSA and Chief CSS, hangs a wreath below CTM3 Matthew O'Bryant's name engraved on the Cryptologic Memorial at NSA Headquarters. (Official U.S. Navy Photo)



LEGION OF MERIT

CAPT Donna Cherry, NETWARCOM Norfolk
CAPT Michael Foreman, NASA Johnson Space Center
CAPT Roy Petty, NCDCC



BRONZE STAR

CTTC Roy Dugas, JCCS ONE



DEFENSE MERITORIOUS SERVICE MEDAL

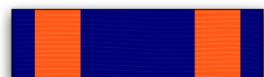
CTR1 Justin Anger, NIOC Maryland
LCDR Glenn Barker, NIOC Maryland
CTR1 Marsha Baugher, NIOC Maryland
LCDR Richard Bensing, USCENTCOM, MacDill AFB
CTR1 Melvin Bowers III, NIOC Maryland
CTRC Kyle Bulthuis, NIOC Texas
CTRC Frederick Carr, NIOC Maryland
LTJG Bart Cheney, NIOC Maryland
CTNCS Diana Chernicky, NIOC Georgia
CMDM Anthony Cole, NIOC Sugar Grove
CTRC Roderick Collette, NIOC Maryland
LCDR Brian Connett, NIOC Hawaii
CTTC William Delbridge, NIOC Colorado
LCDR David Durazzo, NIOC Hawaii
CTRC James Duryea, NIOC Misawa
CDR Donald Elam, NIOC Georgia
CTRCS Michael Follingstad, NIOC Maryland
LT Daniel Fox, NIOC Hawaii
CTRC David French, NIOC Hawaii
YNC Maria Gore, NIOC Hawaii
LCDR Douglas Grave, USSTRATCOM
LT Brandy Grossi, 2nd Stryker CAV REG
CDR Andrew Guyan, NIOC Maryland
CTRC Clarence Hackney, FOB Salerno, Afghanistan
CTTC Christopher Kihlstrom, NSA/CSS
LT Gregory Klitgard, NIOC Maryland
CWO2 Corey Lester, NIOC Maryland
CTMC Michael Matthews, NIOC Maryland
LCDR David McDevitt, NIOC Colorado
LCDR Dale McGehee, NIOC Colorado
CTIC Jon Morgan, NIOC Hawaii
CTRC James Pope, NIOC Hawaii
LCDR Christopher Rayburn, NIOC Georgia
CTRC Vernett Richardson, NIOC Texas
ITC Brent Robinson, NIOC Hawaii
CTTC Erik Teetzel, USSTRATCOM
CTTC Daniel Tisinger, NIOC Hawaii
CTT1 Marco Venegasruiz, NIOC Colorado
CTR1 Barton Weitzel, NIOC Maryland
CTIC Tricia Whitmire, NIOC Maryland
LCDR Christopher Williams, NIOC Maryland
LT Shaun Woodhams, FOB Salerno, Afghanistan

LT Diane Yoha, NIOC Colorado



MERITORIOUS SERVICE MEDAL

ETCM Allan Andrews, NETWARCOM Norfolk
CDR David Carson, NIOC Menwith Hill
CDR James Darenkamp, Jr., USS PELELIU (LHA 5)
MAJ John Herron, NETWARCOM Norfolk
CDR Michael Howell, NIOC Maryland
CDR Justin Kershaw, NIOC Yokosuka
LCDR Fred Lindy, NIOC San Diego
CTICM Kent Marker, NIOC Georgia
CDR Patrick Mueller, NCTS Jacksonville
LCDR Kevin Raymer, NCMS Washington D.C.
CDR Eric Ruttenberg, NNWG Fort Meade
CDR Edwin Sims, NIOC Norfolk
CWO4 Robert Turner, CID ACTRESIN Pensacola
CTRMC Jeffrey Vergiels, NIOC Suitland
ITCM Willie Weaver, NCMS Washington D.C.



AIR MEDAL

CTRSN Frank Jordan, NIOC Bahrain
CTI1 Jason Kappel, NIOC Bahrain
CTI1 Erich Keough, NIOC Bahrain
CTI1 Christopher Mullins, NIOC Bahrain
CTI2 Lauren Savage, NIOC Bahrain



JOINT SERVICE COMMENDATION MEDAL

CTI1 Marcos Alicea, Joint Task Force Guantanamo
CTR1 Neal Amestoy, NIOC Maryland
CTT2 Tusheena Bailey, NIOC Colorado
CTI2 Savannah Baker, NIOC Hawaii
CTN1 Holly Baroody, NIOC Maryland
CTI2 Nadel Barrett, NIOC Maryland
CTN1 Paul Batey, NIOC Texas
CTR1 Moniquet Batiste, NIOC Maryland
CTR2 William Bayless, Jr., NIOC Maryland
LT Dane Berensen, NIOC Colorado
CTT1 Keenan Billingsley, NIOC Colorado
IT1 Kevin Bird, NIOC Hawaii
CTT1 Donald Block, NIOC Colorado
CTR2 Jacob Bonzer, NIOC Maryland
CTR2 Kenneth Booker, NIOC Texas
CTI2 Jamie Brill, NIOC Hawaii
CTNC Melvin Brown, NIOC Maryland
IT1 Brian Campbell, NIOC Sugar Grove
CTI2 Jonathan Campbell, NIOC Texas
LTJG William Campbell, NIOC Maryland
CTR1 Allen Carpenter, NIOC Maryland
LTJG Scott Childers, NIOC Misawa
CTR2 Bryan Clack, NIOC Misawa
IT1 Hale Comer, NIOC Colorado

CTR1 Michael Conine, NIOC Misawa
CTI1 Zachary Cryer, NIOC Georgia
CTT1 Marshall Cuffee, NIOC Maryland
CTT2 Pamela Cuffee, NIOC Hawaii
CTI2 Jennifer Daniel, NIOC Maryland
CTM3 Alice Deal, NIOC Maryland
CTN1 Justin Deemer, NIOC Maryland
CTT2 Charles Deering, NIOC Colorado
CTN1 Joseph Delbo, NIOC Maryland
CTT1 Robert Diedrich, NIOC Colorado
CTN1 Joshua Dunbar, NIOC Maryland
CTRSN Jessica Ellis, NIOC Colorado
CTM2 James Espejo, NIOC Hawaii
CTT1 Kelvan Finklea, NIOC Hawaii
CTM2 Daniel Formichelli, NIOC Maryland
LTJG Christopher Foster, CSG Baghdad
LTJG Thomas Fouke, Jr., NIOC Misawa
CTRC Brent Fountain, NIOC Texas
CTR1 Ronald Frank, NIOC Maryland
CTICS Richard Fritz, CJSOTF- Arabian Peninsula
CTI2 Kari Gaustad, NIOC Hawaii
CTI2 Matthew Gilbert, NIOC Georgia
CTT1 Wayne Good, NIOC Colorado
LT Ryan Gray, NIOC Hawaii
CTR1 Lance Greenway, NIOC Georgia
IT2 Olga Grubbs, NIOC Hawaii
CTI1 Chad Gullion, NIOC Maryland
CTT1 Donald Haggitt, NIOC Colorado
CTN1 Robert Hale, NIOC Texas
CTIC Julia Haley, NIOC Maryland
CTI2 Natalie Hammond, NIOC Georgia
CTN2 William Hardy, NIOC Maryland
CTR1 Cedric Hearn, NIOC Maryland
CTR3 Matthew Hedger, CSG Bagram, Afghanistan
CTI1 Andrew Heil, NIOC Maryland
CTI1 Courtney Heil, NIOC Maryland
CTR3 Darren Helzer, NIOC Misawa
LTJG Jason Henderson, NIOC Hawaii
IT1 Joshua Hicks, NIOC Georgia
CTR3 Kevin Hight, CJSOTF- Arabian Peninsula
IT1 Jeffrey Hilgers, NIOC Maryland
CTT1 Nathan Hilton, NIOC Colorado
CTR2 Ryan Houck, NIOC Sugar Grove
CTI2 Matthew Johnson, NIOC Maryland
CTR2 Brian Kemper, NIOC Maryland
CTN2 Brent Kennedy, NIOC Maryland
CTI1 Brett Knepley, NIOC Maryland
CWO3 Deena Kunzelmann, NIOC Maryland
CTN1 Samuel Lamb, NIOC Maryland
CTI1 Dimitri Langston, NIOC Georgia
CTI1 Steven Lewis, NIOC Texas
CTI1 Matthew Lightfoot, NIOC Maryland
CTI2 Julia Lloyd, NIOC Texas
CTI1 Daniel Long, NIOC Misawa
CTI1 Gloria Luedke, NIOC Texas
CTI2 David Malone, NIOC Hawaii
CTR1 Jack Manning, NIOC Georgia
CTR2 Derik Mansfield, NIOC Sugar Grove
YNM Robert Marcotte, NIOC Maryland
CTI2 Byron Markley, CSG Baghdad
CTR2 Rachael Mathis, NIOC Maryland
CTR2 Bonnie McCammond, NIOC Maryland
CTNC Robert McCoy, NIOC Maryland
CTR1 Krysten McCready, NIOC Menwith Hill
CTR1 Ronald McCulloch, NIOC Maryland
CTTC John McKay, NIOC Colorado
CTI2 Eamon McLeod, NIOC Maryland
YN1 Shantelle McWilliams, NIOC Colorado

CTT1 Lee Medema, NIOC Hawaii
CTT2 Eduardo Medero, NIOC Colorado
CTR1 Patrick Moore, NIOC Maryland
GySgt Garth Morrill, USMC, NIOC Hawaii
CTIC Adam Morrison, CJSOTF - Arabian Peninsula
CTT1 Michael Neu, NIOC Colorado
CTI2 Anastasia Novosyolova, NIOC Hawaii
CTM1 Brandon Parker, NIOC Maryland
CTR2 Charles Peterson, NIOC Maryland
CTN2 Robert Phillips, NIOC Georgia
CTTC Stephen Pinell, NIOC Colorado
ITC Michael Pittenger, NIOC Maryland
CTN1 Njeri Purvis, NIOC Maryland
CTI2 Ilana Reichman, NIOC Georgia
CTN1 Georgia Rhem, NIOC Maryland
CTI2 Morgan Ridenour, NIOC Maryland
CTT1 Brian Russell, NIOC Colorado
CTN1 George Sattelmair, NIOC Maryland
CTT1 Jack Savage, NIOC Colorado
CTR1 Vaughn Scott, NIOC Maryland
LTJG Jonathan Sholtis, NIOC Maryland
CTI2 Treness Shrewsbury, NIOC Maryland
CTI2 Angela Sinn, NIOC Hawaii
CTIC Aaron Smith, NIOC Georgia
CTI2 Richard Smith, NIOC Hawaii
CTR1 William Sneathen, NIOC Maryland
CTN1 Stephen Snider, NIOC Maryland
CTI2 Jason Snyder, NIOC Hawaii
CTR2 Chris Sorensen, FOB Salerno, Afghanistan
CTR2 Kristen Steele, CJSOTF Arabian Peninsula
CTI1 Alicia Streeper, NIOC Texas
CTRC Thomas Talbot, NIOC Maryland
IT3 Wayne Thomas, NIOC Maryland
LT Yonnette Thomas, NIOC Hawaii
LCDR William Tirrell, NIOC Colorado
CTR1 James Tow, NIOC Maryland
YN2 Darnisha Towns, NIOC Maryland
MA1 Demetrius Vaultz, NIOC Hawaii
CTT1 William Wadlington, NIOC Colorado
IT2 John Walker, NIOC Maryland
YN2 Takesha Ware, NIOC Maryland
IT1 David West, NIOC Hawaii
CTT1 Robert Whiddon, NIOC Georgia
CTRC Margo Whitfield, NIOC Hawaii
IT1 Corey Wright, NIOC Maryland
CTR2 Jason Young, NIOC Colorado
CTN1 Heath Zuern, NIOC Maryland



NAVY AND MARINE CORPS COMMENDATION MEDAL

CTR1 Patricia Acevez, NIOC Suitland
CTIC Erik Ahlstrom, NIOC Georgia
CTI1 John-Mark Allen, NIOC Suitland
RPC Richard Allgood, Sr., NETWARCOM Fort Meade
CWO3 Coye Allshouse, NAVSOC Point Mugu
LT Ron Arellano, NIOC Suitland
CTR1 Robert Badger III, NIOC Hawaii
CDR Joseph Baich, NR NIOC Denver
CTTC Marc Behnke, NIOC Norfolk
OS1 Karl Behrendt, NETWARCOM Norfolk
CTM1 Shannon Bengel, NIOD Groton
ITC Towanna Bloodsaw, NCTS Far East Yokosuka

LCDR Christopher Bowen, NIOD Groton
LCDR Stacy Bowman, NETWARCOM Fort Meade
CTI1 April Brearey, NIOD Kaneohe Bay
YNC Matthew Brennick, NCTS Naples
LT John Brienza, NAVSOC Point Mugu
CDR James Britton, NIOC San Diego
LT Satonya Brown, NCTAMS PAC Wahiawa
CAPT Scott Buchanan, NIOC Norfolk
LT Gretchen Bundy-Ladowicz, NIOC Maryland
CTI1 Anthony Burns, NIOC Hawaii
LT Sylvester Buttrom, Jr., NETWARCOM Fort Meade
CTIC Marianne Carey, NIOC Georgia
ETCM Michael Chavez, NAVSOC Det Alfa
LTJG Daniel Clark, NIOC Norfolk
CMDM Marie Clark, NIOC Suitland
LT Scott Cole, NCTS Far East Det Chinhae
ITC Martin Colon, CMS AA Training Team Naples
CTM1 Benjamin Current, NIOC Hawaii
ITCS Timothy Curtin, NCTAMS LANT Det Rota
ETC Ryan Davis, NCTS Bahrain
LT Brian Dembinski, NIOC Hawaii
LT Erica Dobbs, NETWARCOM Norfolk
CTIC Jennifer Dougherty, NIOC Hawaii
SK1 Daniel Dunham, NIOC Norfolk
CTIC Alan Ebner, NIOC Misawa
LCDR Kenneth Ferguson, NETWARCOM Norfolk
CDR Maurice Fischer, NETWARCOM Fort Meade
LCDR Thomas Fitzgerald, NIOC Norfolk
LCDR Michael Freudenthal, NR NCTAMS PAC San Pedro
LT Mark Gallagher, NCTS San Diego
CTCS Ricardo Galvan, NIOC Georgia
CTNC Michael Gay, NIOC Maryland
SK2 Tito Getalla, NIOD Groton
CTT1 Matthew Gonter, NIOC Hawaii
YNC Tammy Gonzales-Baker, NIOC Suitland
CTIC Dennis Guhl, NIOD Kaneohe Bay
CDR Mark Guzzo, NETWARCOM Norfolk
ITCS Andrea Hagberg, NCTS Naples
IT1 Michael Hale, NCTAMS Pac
CTT1 Keith Haran, NIOD Kaneohe Bay
ITC Dean Hardison, NIOC Yokosuka
IT2 Andrew Hatfield, NCTAMS PAC Wahiawa
LT Devin Hibbits, NIOC Texas
LT Christina Hines, NIOC Norfolk
LCDR Damen Hofheinz, NETWARCOM Norfolk
CTNCS Robert Hoskin, NIOC Norfolk
LT William Hubbard, Jr., NETWARCOM Norfolk
LCDR Paul Hughes, NCTS San Diego
CWO3 James Jacobs, NIOC Norfolk
LCDR Barry James Jr., NIOC Norfolk
CTR1 Michael Jensen, NIOC Suitland
CTT1 Ashley Jones, NIOC Georgia
LCDR Brian Jones, NCTAMS LANT Norfolk
CE1 Michael Jordan, NCTS Jacksonville
CTT1 Harold Jurewicz, NIOC Norfolk
ITC Wayne Katz, NCTAMS PAC Wahiawa
CTICS William Keown, NETWARCOM Fort Meade
CTIC Curtis Klebba, NIOC Georgia
CWO3 Jerald Larkey, NCTAMS Pac
IT1 Travis Leach, NCTAMS Pac
CTN1 Melinda Lee, NIOC Norfolk
IT1 Jerry Life, NCTS Naples
LT Nicole Linn, NIOC San Diego
YN1 Andrea Lippitt, NIOC Maryland
CAPT Cheryl Locke, NR NIOC Washington
CWO3 Douglas Lomet, Jr., NIOC Pensacola
ETC Franklin Lopez, NETWARCOM Norfolk
CDR Robert Lucas, NETWARCOM Norfolk

ITC Shannon Manns, NCTAMS PAC Wahiawa
CTTCM Robert Marcotte, NETWARCOM Norfolk
YNC James Mason, NIOC Norfolk
LCDR Lisa McLaughlin, NAVSOC Det DELTA
CDR Bryan McRoberts, NCTAMS LANT Det Norfolk
YNC Severiano Melendez, NCTS Naples
CTR1 Brady Meyer, NIOD Chesapeake
OSC Alton Miles, NETWARCOM Norfolk
SKC Matthew Moore, NIOC Hawaii
CTICS Scott Morgan, NIOD Brunswick
LCDR Shellee Morris, NIOC Maryland
ITCM Michael Muehlhan, NCTS Bahrain
LCDR Bradley Nalitt, NETWARCOM Norfolk
ITCS Dwayne Newby, NCTS Far East Det Diego Garcia
YNCS Phillis Noisieux, NCTS San Diego
NC1 Patrick O'Hear, NCTAMS LANT Norfolk
CTRCS Brian Palmer, NIOD Brunswick
CTMC Jeremy Para, NIOD Groton
IT1 Richard Patrick, NMCI Det San Diego
CTICS Kenneth Paulsen, NIOC Georgia
CTNCS Michael Pennington, NCDCC Little Creek
CTRC Kimberly Perry, NNWG Fort Meade
LCDR William Pike, NR NCTL Marietta
CTR1 Stephen Pinero, NIOC Hawaii
CWO3 John Radford, NCTS Guam
LT Joseph Raetano, NETWARCOM Norfolk
CTRC Mark Receveur, NIOC Suitland
CTRCS Ralph Receveur, NIOC Suitland
LCDR Jon Rees, NR JMAST PAC Aurora
CTMC Timothy Reinke, NIOC Hawaii
CTI1 George Ribeiro, Jr., NIOC Maryland
ITCS Jonathan Rienks, NCTS San Diego
LCDR Kyle Riley, NETWARCOM Norfolk
CMDM Stephen Roberts, NCTS Bahrain
LT Stephen Rose, NIOC Norfolk
CTIC Jeffrey Salazar, NIOC Misawa
PSC Louis Saldana, NCTS Far East Yokosuka
YNC Ronnie Sallywhite, NCTS Far East Det Okinawa
CTR2 Adam Sandeen, NIOC Suitland
LCDR Michael Schafer, NAVSOC Point Mugu
LT Meredith Schley, NIOC Hawaii
CTRCS Carl Schneider, Sr., NIOC Hawaii
ITCS Carol Shenkenberger, NCTAMS LANT Det HR,
YNC Meredith Shoff, NIOC Suitland
LT Ross Sickler, NR NIOC Orlando
ITCS Marty Silver, NCTS Sicily
LCDR Joseph Sisson, NIOC Suitland
LTJG Drew Skinner, NIOC Maryland
CTMC Darren Smith, NIOD Groton
CTRC Michael Stephenson, NCDCC Little Creek
CWO4 Daniel Swannstrom, NETWARCOM Norfolk
ENS Sean Thompson, NIOC Bahrain
CWO2 R. Thrower, NIOC Bahrain
CTI1 Douglas Tice, NIOC Hawaii
CTNC Kevin Tullos, NIOC Pensacola
CTTC Glen Upp, NIOC Yokosuka
CWO3 Tony Vaughn, NIOC Norfolk
LCDR Mark Venzor, NIOC Norfolk
LT Shalalia Wesley, NCDCC Little Creek
LT Peggy Whitener, NCTS Bahrain
MA1 Jonathan Wicker, NCTAMS PAC Wahiawa
ITC Matthew Winkler, NR NCTS San Diego
LT Nathan Winters, NCTAMS LANT Norfolk
CTRC Irian Woodley, NIOC Texas
LT Nathan Wright, NR NIOC Ogden
CTTC Christopher Young, NIOC San Diego
LCDR Joseph Zuliani, NCTS Bahrain
LT Lisa Zumbrunn, NIOC Georgia



**JOINT SERVICE
ACHIEVEMENT MEDAL**

CTI2 Larry Ackison, NIOC Texas
 CTI2 David Anderson, NIOC Texas
 IT3 John Ashley, NIOC Maryland
 CTR2 Ashley Baker, NIOC Misawa
 CTM2 Vincent Baker, NIOC Sugar Grove
 CTN1 Vernon Barber, NIOC Maryland
 CIT1 Heather Barron, NIOC Georgia
 MC3 Louis Batchelor, NIOC Sugar Grove
 IT2 Ashlee Beach, NIOC Sugar Grove
 CWO3 Tony Beaver, NIOC Maryland
 LTJG Andrew Belding, NIOC Maryland
 CTR2 Bo Bendele, NIOC Texas
 CTR3 Sean Benge, NIOC Maryland
 CWO2 Dave Besel, NIOC Georgia
 CTR1 Joseph Bishop, NIOC Maryland
 CTR2 Jacob Bonzer, NIOC Sugar Grove
 CTI2 Thomas Bouwman, NIOC Texas
 CTN1 Derick Bryant, NIOC Maryland
 IT1 Kevin Bultman, NIOC Sugar Grove
 ITSA Aaron Byrd, NIOC Hawaii
 CTI2 David Campbell, NIOC Hawaii
 CTR2 Aaron Cheek, NIOC Sugar Grove
 IT3 Matthew Churchman, NIOC Sugar Grove
 CTM2 Canton Cole, NIOC Sugar Grove
 SK2 Aplo Cook, NIOC Sugar Grove
 CTR1 Wayne Cope, NIOC Georgia
 CTI1 Cassie Cori, NIOC Sugar Grove
 IT1 Chalecha Cunningham, NIOC Maryland
 CTI2 Christopher Cupp, NIOC Georgia
 CTR2 Cole Davis, NIOC Texas
 IT3 William Dellanoce, NIOC Sugar Grove
 CTR2 Elyse Dewey, NIOC Hawaii
 CTR2 Megan Dickerson, NIOC Hawaii
 CTT3 Richard Doucette, NIOC Colorado
 CTN1 Chad Downey, NIOC Maryland
 CTI1 Sarah Driver, NIOC Georgia
 CTR2 Adam Duncan, NIOC Sugar Grove
 CTT2 Brandon Earl, NIOC Colorado
 CTTSN Jillian Ellis, NIOC Colorado
 CTR2 Jack Evans, NIOC Sugar Grove
 CTT2 Michael Farrrens, NIOC Colorado
 CTT3 Joseph Fattore, NIOC Colorado
 CTR1 Mark Fisher, NIOC Maryland
 CTN3 Andrew Foster, NIOC Maryland
 CTR1 Mark Gerwig, NIOC Maryland
 IT3 Richard Gifford, NSA/CSS
 CTI2 Robert Gilbert, NIOC Georgia
 CTI2 Rebekah Glover, NIOC Hawaii
 CTI2 Harrison Goforth, NIOC Georgia
 CTR3 Rachael Gonzales, NIOC Sugar Grove
 IT2 Thomas Grapentine, NIOC Maryland
 LCDR Douglas Grave, US SATCOM
 CTI1 Eric Gregory, NIOC Sugar Grove
 CTI2 Michael Griffith, NIOC Georgia
 CTN2 Harley Halsey, NIOC Maryland
 CTR1 David Hankins, NIOC Sugar Grove
 AG1 Timothy Harris, NIOC Maryland
 CTM2 Opal Hartbower, NIOC Maryland
 CTT3 Travis Heller, NIOC Hawaii
 CTR2 Robert Hill, NIOC Hawaii
 CTR3 Steffen Hogan, NIOC Sugar Grove

CTM3 William Human, NIOC Sugar Grove
 CTR3 David Ireland, NIOC Maryland
 CTR1 Andrew Jameson, NIOC Georgia
 CTR1 William Janicsko, NIOC Georgia
 CTM2 Brianna Jenkins, NIOC Hawaii
 CTT3 Timothy Johlman, NIOC Colorado
 CTN1 Jeremiah Johnson, NIOC Maryland
 CTR1 Sydney Johnston, NIOC Maryland
 IT3 Robert Justice, NIOC Sugar Grove
 CTI2 Steven Kaltenbaugh, NIOC Hawaii
 CTR2 Meliessa Kelley, NIOC Maryland
 CTI2 Emerson Kraus, NIOC Georgia
 IT2 Christian Landry, NIOC Hawaii
 CTM2 Noah Lee, NIOC Sugar Grove
 CTR1 Terri Luster, CID Det Corry Station
 CTR2 William Mareli, NIOC Maryland
 CTI3 Whitney Martin, NIOC Hawaii
 CTR3 Carlos Martinez, NIOC Misawa
 CTRSN Ronald Matthews, NIOC Maryland
 CTR1 Anibal Mazzei, NIOC Georgia
 CTR2 Anthony McCaleb, NIOC Georgia
 CTM3 Samuel McCluney, NIOC Maryland
 CTM2 Thomas McConnell, NIOC Sugar Grove
 IT3 Kellen McKinney, NIOC Maryland
 CTI2 Elizabeth McWilliams, NIOC Georgia
 LT Jonathan Meckes, NIOC Texas
 CTR1 Leroy Mootoo, NIOC Maryland
 CTI2 Robert Mueller, NIOC Georgia
 CTR3 Michael Newton, NIOC Maryland
 CTT3 Andrew Opfer, NIOC Colorado
 CTR2 Brett Papale, NIOC Maryland
 ITC Charles Pelton, NIOC Hawaii
 CTI2 Aaron Penk, NIOC Georgia
 CTI2 Megan Pleva, NIOC Georgia
 CTN3 Lance Pyle, NIOC Maryland
 CTI1 Salah Qadadah, NIOC Georgia
 CTT2 Mackie Rachman, NIOC Colorado
 CTI2 Adrimarie Ramirez, NIOC Georgia
 CTM2 John Reuther, NIOC Sugar Grove
 CTR3 Shanese Richardson, NIOC Maryland
 CTN3 Dmonick Richmond, NIOC Maryland
 IT2 Kenneth Rogers, NIOC Hawaii
 CTN2 Ian Rubstello, NIOC Texas
 CTI2 Edgar Salas, NIOC Georgia
 CTR3 Kyle Scarborough, NIOC Sugar Grove
 CTR2 Patrick Sherlock, NIOC Sugar Grove
 CTT2 Joshua Sherman, NIOC Colorado
 CTT1 Raymond Sherrier, NIOC Colorado
 CTI2 Naomi Simpson, NIOC Georgia
 CTT3 Jacob Smith, NIOC Colorado
 CTR3 Marco Smith, NIOC Misawa
 CTR2 Christian Sorensen, NIOC Sugar Grove
 CTR1 Justin Staley, CID Det Corry Station
 CDR Andrew Stewart, NIOC Maryland
 CTI2 Nicole Street, NIOC Georgia
 CTR3 Lauren Suddreth, NIOC Maryland
 CTR2 Don Swope, NIOC Sugar Grove
 CTRCS Sean Temples, CJSOTF-Afghanistan
 AG2 Desiree Tetu, NIOC Maryland
 MA1 Katherine Thompson, NIOC Hawaii
 CTR3 Cheryl Tidwell, NIOC Sugar Grove
 CTI1 Don Tillman, NIOC Sugar Grove
 CTI1 Chielveral Troxler, NIOC Georgia
 CTI1 Ashley Turjanica, NIOC Georgia
 CTI2 Bryan Turman, NIOC Georgia
 CTN2 Vincent Ugucioni, NIOC Maryland
 CTI2 Wendy Valdez, NIOC Georgia
 CTI2 Revellee Venegas, NIOC Georgia

LT Todd Wagnon, NIOC Georgia
 CTI3 Rachel Watford, NIOC Hawaii
 CTR3 Jason Weldon, NIOC Misawa
 IT3 Brittany Whetzel, NIOC Sugar Grove
 CTR3 Ryan White, NIOC Sugar Grove
 CTR1 Curtis Wideman II, NIOC Menwith Hill
 CTR2 David Wilcox, NIOC Georgia
 CTT1 Mary Williams, NIOC Texas
 CTI2 Nathan Williamson, NIOC Georgia
 CTR3 Kevin Wilson, NIOC Misawa
 CTRSN Steven Wilson, NIOC Colorado
 CTN1 Kristi Windham, NIOC Maryland
 CTI2 Morgan Woods, NIOC Georgia
 CTI1 Angel Zuleta, NIOC Menwith Hill
 LTJG Chelsey Zwicker, NIOC Maryland



**NAVY AND MARINE CORPS
ACHIEVEMENT MEDAL**

CTT2 Caleb Ackmann, NIOC Georgia
 IT2 Jeremy Acosta, NCTAMS PAC Wahiawa
 IT2 Cheryl Akpa, NETWARCOM Norfolk
 CTM1 Ronnie Alagona, NIOC Hawaii
 IT2 Shana Alger, NCTS Far East Yokosuka
 MAC Shane Allard, NIOC Texas
 CTR2 Dawn Alman, NIOC Hawaii
 ET2 Carl Amador, NCTAMS LANT Norfolk
 CTR1 Nick Amador, NIOC Georgia
 CTI1 Vanessa Anderson, NIOC Bahrain
 ET2 Rochelle Arnold, NCTAMS LANT Det HR
 IT3 Christopher Austin, NCTAMS LANT Norfolk
 IT1 Brittney Bake, NCDOD Little Creek
 IT1 Myka Bangert, CMS AA Team San Diego
 FC2 Alma Barajas, NCTAMS LANT Norfolk
 CTN2 Patrick Barr, NIOC Pensacola
 CTI1 Raina Barthelme, NIOD Kaneohe Bay
 IT2 Jose Bazan, NMCI Det San Diego
 IT2 Marcus Begay, NMCI Det San Diego
 ITC Andre Belsler, NMCI Det San Diego
 CTT2 David Bennett, NIOC Hawaii
 CTN3 Jeremiah Bergkvist, NIOC Suitland
 CTI1 Michael Berland, NIOC Georgia
 IT2 Abdulnoor Beyah, NCTS San Diego
 ITC Noel Biesecker, NCTAMS LANT Det HR
 IT1 Kevin Bird, NIOC Hawaii
 CTR1 Thomas Bishop, NIOC Texas
 CTR1 Zachary Blackwell, NIOC Suitland
 IT2 Amalia Blanks, NCTS San Diego
 IT1 William Borders, CMS AA Team San Diego
 CTT3 Deborah Bowers, NIOC Maryland
 IT2 Nina Brewington, NMCI Det San Diego
 CTM1 Robert Brillhart, NIOD Groton
 IT2 Warner Brooks, NCTAMS PAC Wahiawa
 IT2 Daron Brown, NCTAMS PAC Wahiawa
 CTN1 Jeremy Brown, NIOC Pensacola
 ITCS Lisha Brown, MARS SOUTH AREA Corpus Christi
 IT1 Ryan Broyle, NCTS Far East Yokosuka
 CTR1 Leslie Bruner, NIOC Suitland
 CTN2 Celida Bruss, NIOC Suitland
 IT1 Michael Bryant, NMCI Det San Diego
 CTR1 Terrill Bryant, NIOC Georgia
 IT2 Emery Bullock, NCTAMS PAC Wahiawa

IT2 Jeremy Burch, NCTS SD SCU Det Oklahoma City
 ET2 Elliott Burton, NCTS Jacksonville
 CTN1 Joseph Caddy, NIOC Pensacola
 CTN1 Scott Caldwell, NIOC Suitland
 IT2 Jose Carcana, NCTS San Diego
 IT1 Cory Carnahan, NMCI Det San Diego
 CTR2 Molly Carpenter, NIOC Suitland
 IT2 David Carrillo, NMCI Det San Diego
 CTN1 Jason Carver, NIOC Norfolk
 LT Jessie Castillo, NETWARCOM Norfolk
 CTR1 Michael Cillessen, NIOC Texas
 LT Nicholas Cole, NIOC Texas
 IT1 Renard Coleman, NCMS Washington
 IT1 Letitia Collins, NCTAMS LANT Norfolk
 CTI1 Santos Colon, Jr., NIOC Bahrain
 IT2 David Comunale, NCTAMS PAC Wahiawa
 CTI2 Ryanne Cook, NIOC Texas
 IT2 Tyler Cook, NMCI Det San Diego
 IT2 Sherod Cooper, NCTS Bahrain
 IT2 Timothy Cope, NCTAMS LANT Norfolk
 YN2 Roger Corley, NCTS San Diego
 IT3 Kendra Coronado, NCTS SD SCU Det Fairfield
 IT1 Britton Couch, NCTS San Diego
 CTN1 Christopher Crabtree, NCDOD Little Creek,
 CTM2 Callaway Crain, NIOD Groton
 CTR2 Austin Creed, NIOC Whidbey Island
 IT1 Jason Curran, NCTS San Diego
 CTI1 Joshua Curry, NIOC Georgia
 IT2 Artevious Curry, NCTAMS LANT Det Norfolk
 IT1 Vanessa Curwood, NMCI Det San Diego
 CTRCS Brant Daggerhart, NIOC Whidbey Island
 LT Matthew Dalton, NIOC Texas
 CTN1 Justin Dapping, NR NIOC Fort Lewis
 CTR1 Joshua Davie, NIOD Chesapeake
 ITSA Dangelo Davis, NIOC Yokosuka
 CTN2 James Day, NIOC Pensacola
 CTR2 Sinora Daye, NIOC Misawa
 IT2 Miguel Deanda, NCTAMS LANT Det Rota
 ET1 Justin Decesare, NCTS San Diego
 IT2 Angelique Demasirhyme, NCTS Naples
 CTT1 Charles Denham, NIOC Norfolk
 CTI1 Jerome Deniz, NIOC Hawaii
 CTR1 Kelley Desantos, NIOC Hawaii
 IT1 Abebe Desta, NCTS Bahrain
 CS2 Jack Diaz, NIOC Sugar Grove
 LTJG Daniel Ditchburn, NIOC Georgia
 CTR3 Alysia Dixon, NIOC Suitland
 CTI2 Douglas Dixon, NIOC Texas
 IT2 Nydia Dixon, NCTAMS PAC Wahiawa
 ET2 Khoi Do, NCTAMS LANT Norfolk
 IT2 Jonathan Donate, NIOC Yokosuka
 IT1 Janet Downey, SPAWAR 0366
 IT2 Daniel Drake, NCTAMS PAC Wahiawa
 MA3 Matthew Draughn, NIOC Sugar Grove
 ITC David Duggar, Jr., NCTAMS LANT Det Rota
 SK1 Shawn Duncan, NIOC Georgia
 ENS Angela Duran, NCTS Bahrain
 SW1 Riley Edwards III, NCTS Naples
 YN3 Jonathan Edwards, USS OAK HILL
 CTR2 Kyle Edwards, NIOC Maryland
 CTT2 Andre Elliott, NIOC Yokosuka
 SK2 Alana Escueta, NIOC Hawaii
 IT2 Michael Evans, NIOC Norfolk
 MA2 Ryan Evans, NIOC Sugar Grove
 CTR1 Kevin Fagundes, NIOC Whidbey Island
 CTI1 Eric Famanas, NIOC Misawa
 CTI1 Eric Famanas, NIOC Misawa
 YN2 Evelyn Farmer, NIOC Georgia

IT3 Jan Feliciano, NCTS San Diego
 ET2 Joshua Felmlee, NCTS Sicily
 ET1 Brian Ferrari, NETWARCOM Norfolk
 ET1 Richard Fetrow III, NAVSOP Det ALFA
 IT1 Jamell Fields, NMCI Det Norfolk
 IT1 Stacey Finley, NCTAMS LANT Det HR
 CTI1 Amanda Flora, NIOC Texas
 CTR2 Brenda Flores, NIOC Suitland
 CTR2 Victoria Foster, NIOC Yokosuka
 CTRC Brent Fountain, NIOC Texas
 OSC Clarence French, NCTS Sicily
 IT2 Steven Frey, NCTAMS PAC Wahiawa
 CTR1 Jason Gallegos, NIOC Texas
 BU2 Jason Gant, NCTAMS LANT Norfolk
 YN2 Elise Garnier, NIOC Hawaii
 IT1 Christopher Gary, NMCI Det Norfolk
 IT1 Dean Gerali, NIOC Sugar Grove
 CTR1 Mark Gerwig, NIOC Maryland
 CE2 Heidi Gifford, NCTS Naples
 CTR1 Christopher Gile, NIOC Bahrain
 IT2 Elvis Gonzalez, NCTAMS PAC Wahiawa
 ET2 Christopher Goodholm, NCTS SD SCU
 Det Fairfield
 CTR3 John Goodson, NIOC Misawa
 IT2 Cassidy Gordon, NCTS Naples
 IS2 Richard Gorman, NETWARCOM Norfolk
 CTMC Todd Granger, NR NIOC Fort Worth
 CTMC Todd Granger, NR NIOC Fort Worth
 IT2 Beth Graves, NCTS Far East
 CTMSN Daniel Gray, NIOC Suitland
 IT1 Jaime Gray, NMCI Det San Diego
 IT1 Daniel Grayson, NMCI Det San Diego
 LTJG Toby Gray, NIOC Texas
 LTJG Brian Greenfield, NIOC Misawa
 CTI1 Chad Griffel, NIOC Bahrain
 LT Jonathan Gustavson, NIOC Texas
 SK1 Alex Halanes, NIOC Whidbey Island
 IT1 Jamal Hammett, NCTS Sicily
 CTN1 Vita Hankins, NIOC Pensacola
 CTT1 Keith Haran, NIOD Kaneohe Bay
 IT1 Matthew Harding, CMC A&A Training
 Team Hawaii
 IT3 Kayshonda Hardister, NIOC Norfolk
 IT1 William Harper, NCTAMS PAC Wahiawa
 ET2 Kenneth Harrelson, NIOC Norfolk
 IT2 Marcus Harris, NCTS Sicily
 CTI2 Robert Hartman, NIOC Georgia
 CTR2 Thomas Hastain, NIOC Hawaii
 IT2 Mark Hawk, NETWARCOM Norfolk
 IT1 Edward Hawkins II, NMCI Det Norfolk
 IT1 Guilford Hawkins, NMCI Det San Diego
 CTM1 Alan Heinz, NIOD Digby
 IT1 Mae Henson, NCMS Det Groton
 CTI1 Olimpia Herlo, NIOC Bahrain
 CTR1 Steve Hernandez, NIOC Texas
 ITCS Pamela Hoffman, Strike Force Training Atlantic
 IT3 Andrew Holland, NCTAMS LANT Norfolk
 ET2 Gary Holton, NIOC Norfolk
 IT2 Bryan Horanburg, NCMS Washington
 ITC Monica Hunt, NCTAMS LANT NMCI
 Det Norfolk
 OS3 Cindy Hunter, NCTAMS LANT Norfolk
 LT Matthew Hurst, NCTAMS LANT Norfolk
 SKC Bryan Huskey, NIOC Menwith Hill
 CTN1 Shawn Hutchison, NIOC Norfolk
 IT3 India Irvin, NCTS San Diego
 CTI1 Carl Jackson Jr., NIOC Texas
 OS1 Jeffrey Jackson, NCTAMS LANT Norfolk

CTR2 Jason Jenkins, NIOC Misawa
 IT3 Joseph Johnson, NCTAMS PAC Wahiawa
 ET2 Mazi Johnson, NCTAMS LANT Det Rota
 IT2 Xavier Johnson, NCTS Bahrain
 CTI1 Allen Jones, NIOC Hawaii
 ITC Jose Jones, NCTAMS LANT Norfolk
 CTT1 Leon Jordan, Jr., NIOC Yokosuka
 CTR2 Andrew Kalnbach, NIOC Bahrain
 SK2 Nicholas Kankam, NCTS Bahrain
 CTM2 Christopher Karski, NIOC San Diego
 CTR1 Charles Kauwell, NIOC Suitland
 ITC Giles Kawahara, CMS A&A Training Team
 Puget Sound
 ET2 Glenn Kendrick, Jr., NCTAMS LANT Det HR
 CTN2 Jonathon Kent, NIOC Norfolk
 CTT1 Erich Keough, NIOC Misawa
 LT George Keumurian, NIOC Misawa
 IT1 Scott Knapper, NCTAMS LANT Det Rota
 ET2 Jeffrey Koenig, NCTAMS LANT Det HR
 CTR1 Brandon Koger, NIOC Hawaii
 LTJG Joseph Kruppa, NIOC Hawaii
 CTR2 Jennifer Kuiper, NIOD Chesapeake
 IT2 Eugene Labasan, NCTS San Diego
 IT2 Brandon Lambert, NCTS Bahrain
 CTN1 Angela Lamirande, NIOC Suitland
 IT2 Michael Lancaster, NMCI Det San Diego
 IT2 Justin Langley, NCTAMS PAC Wahiawa
 CTR3 Amanda Law, NIOC Pensacola
 LT Lemuel Lawrence, NETWARCOM Fort Meade
 CTN1 Brian Lemons, NIOC Suitland
 HM3 Liberty Leon, Naval Medical Clinic Hawaii
 IT1 Billy Lewis, USS CHUNG-HOON
 CTM1 Christina Lewis, NR NIOC Devens
 CTRCS Kelly Logsdon, NIOD Chesapeake
 ITCS Keith Long, NCTS Naples
 IT1 Lovmika Long, CMS AA Team San Diego
 YN3 Chrtian Lufkin, NIOC Texas
 LTJG Don Lunaria, NIOC Texas
 ITC John Lyles, NCTS Sicily
 MA2 Patrick Lynch, NIOC Sugar Grove
 CE2 Erin Lyon, NCTAMS LANT Norfolk
 CTI1 Amorita Malagon, NIOC Bahrain
 CTI1 Thomas Mallon, NIOC Hawaii
 CTI1 Miles Maschger, NIOC Suitland
 CTN2 John May, NIOC Suitland
 CTN3 Shawanna Maynard, NIOC Maryland
 YN2 Jeffrey Mazurek, NCMS Washington DC
 ITC Sheridan McCray, NCTAMS LANT Det HR
 CTR1 Kimberly McGuire, NIOC Texas
 YN1 Syrita McKinney, NETWARCOM Norfolk
 CTI2 Jason McMichael, NIOC Georgia
 ET2 Daniel Medina, NCTS SD SCU Det Fairfield
 IT2 Titto Medina-Montero NCTAMS PAC Wahiawa
 CTN1 Scott Mertz, NIOC Pensacola
 CTR1 Brady Meyer, NIOD Chesapeake
 ET1 Paul Mezack, TSCOMM Det Whidbey Island
 IT2 Jasenn Michol, NCTS Far East Det Diego Garcia
 CTR1 Gerard Miesel, NIOC Pensacola
 ET2 Ramon Miranda, Jr., NCTS SD SCU Det
 Oklahoma City
 CTR2 David Moore, NIOC Sugar Grove
 CTN2 Michael Moretti, NIOC Pensacola
 LT Matthew Morton, NETWARCOM Fort Meade
 ET1 John Moss, NCTS Far East
 BMC David Mossor, NIOC Sugar Grove
 CTI1 April Mule, NIOC Misawa
 CTI1 Christopher Mullins, NIOC Bahrain
 CTN1 Rhonda Murray, NIOC San Diego



DIVERSITY

HISPANIC HERITAGE MONTH

Observance Factoids...

Compiled by NETWARCOM Public Affairs

IT1 Vaughn Murray, NCTAMS LANT Det HR
 IT3 Kaden Nazimek, NCMS Washington DC
 ET2 Michael Nightingale, NCTAMS LANT Det HR
 CTR2 Stephen Noreika, NIOC Maryland
 IT2 Michael Norton, Jr., NIOD Seoul
 LT John Odle, USS BUNKER HILL (CG 52)
 IT1 Roland Odume, NMCI Det San Diego
 IT2 Dalia Orozco, NCTAMS PAC Wahiawa
 QM1 Lashon Pace, NCTAMS LANT Norfolk
 IT1 Karen Paradowski, NCTS Bahrain
 CTRC Kelly Parker, NIOC Texas
 IT2 Kimberly Parker, NIOC Georgia
 CTR2 Jarred Parrott, NIOD Digby
 CTT3 Sarah Patino, NIOC San Diego
 CTT1 Brian Patrick, NIOD Digby
 CTT2 Rebecca Patterson, NIOC Georgia
 ET1 William Patterson, NETWARCOM Norfolk
 YN1 Ashley Paul, NIOC Hawaii
 ET2 John Pavone, NCTAMS LANT Norfolk
 IT2 Sarah Peachey, NCTS Bahrain
 CTN2 Joseph Pentecost, NIOC Pensacola
 ET2 Miguel Perez, NCTAMS PAC Wahiawa
 YN3 Kyle Perkins, NIOC Sugar Grove
 IT2 Kevin Perry, NIOC Yokosuka
 ET1 Joseph Peterson, NIOC Norfolk
 IT1 Peterson Petit, NCMS Washington DC
 CTR1 Jennifer Pintero, NIOC Hawaii
 CTT1 Benjamin Pixler, NIOC Texas
 IT2 Cher-Marie Pizana, NCTAMS PAC Wahiawa
 CTT2 Carolyn Pizzi, NIOC Georgia
 ET1 Jordan Plocher, NCTS San Diego
 YN2 Kelly Poole, NIOC Georgia
 CTR2 Jason Pratt, NIOC Misawa
 CTC TC Todd Preston, NIOC Georgia
 CTN1 Njeri Purvis, NIOC Maryland
 CTRCS Arthur Queen, Jr., NIOC Suitland
 EMC Arsenio Quejado, NCTS Bahrain
 YN2 Ian Quencer, NIOC Norfolk
 YN3 Richard Quintal, NIOC Yokosuka
 ET2 Shadrach Rackley, NCTS Oklahoma City
 ET2 Daniel Raley, NCTS Jacksonville
 ET2 Robert Ramirez, USS JOHN STENNIS (CVN 74)
 IT1 Daniel Ramsey, NCTS Far East Yokosuka
 MA2 Markus Ramsey, NIOC Sugar Grove
 CTR1 Anthony Reeves, NIOC Suitland
 IT2 Lester Reid, NCTS SD SCU Det Patuxent River
 ET1 Samuel Renfrow, NCTAMS PAC Wahiawa
 CTT2 Joseph Reynolds, NIOC Bahrain
 CTRC Vernett Richardson, NIOC Texas
 LT Kathleen Richberg, NIOC Yokosuka
 LTJG Lucinda Rigsbee, NIOC Texas
 CTN1 Marc Riley, NIOC Pensacola
 IT2 Terrance Ritter, NCTAMS PAC Wahiawa
 IT2 Elmer Riveraguzman, NCDOD Little Creek
 CTR1 David Roberts, NIOD Digby
 ET2 Joshua Robson, NCTAMS LANT Det Rota
 ET2 Thomas Roby, NIOC Norfolk
 IT2 Carlos Rodriguez, NCTS Sicily
 SH2 Jennifer Rosenberry, NCTAMS PAC Det Puget Sound
 ET2 Louis Roulain III, NCTAMS Pac
 IT1 Annette Salas, NIOC San Diego
 CTT1 Lauren Savage, NIOC Bahrain
 CTM3 Matthew Schmidt, NIOD Chesapeake
 CTT1 Valerie Schneeberg, NIOC Bahrain
 IT2 Christopher Schneider, NETWARCOM Norfolk
 ET2 Daniel Schwenn, NIOC Norfolk
 IT1 Dwight Scorza, NCTS San Diego

CTT2 Kevin Scott, NIOC Hawaii
 IT2 Eric Sebring, NCTS NMCI Det San Diego
 LT Holly Self, NETWARCOM Norfolk
 CTR2 Karen Sell, NIOC Menwith Hill
 ITC Veronica Shaw, CMS A&A Training Team Mayport
 CTT2 Katherine Shell, NIOC Colorado
 ET2 Brian Shine, NCTS Sicily
 IC1 Nicholas Siever, NCTAMS LANT Det Rota
 IT1 Lincoln Sii, NCTS San Diego
 CTR1 Amanda Silvestro, NIOC Suitland
 CTRSN Jeffery Simon, NIOC Hawaii
 CTN2 Tamica Simon, NCDOD Little Creek
 CTR2 Arion Smith, NIOC Misawa
 YN3 Brian Smith, NCTAMS PAC Wahiawa
 IT3 Jonathan Smith, NIOC Yokosuka
 CTT1 Kristi Smith, NIOC Bahrain
 CTR1 Michael Smith, NIOC Menwith Hill
 CWO3 Todd Smith, NCTS Naples
 CTR3 Elizabeth Smithkors, NIOC Sugar Grove
 SK1 Jeremy Smolek, NCTAMS PAC Wahiawa
 IT2 Mark Soistman, NCMS Washington
 IT2 Singthong Sourawong, NCTAMS PAC Wahiawa
 IT1 Carrie Souslin, NETWARCOM Norfolk
 YN1 Sheila Spencer, NIOC Texas
 CTN1 Mark Staggs, NIOC Suitland
 YN2 Artisha Starks, NIOC Hawaii
 IT1 Aaron Stegall, NCTAMS PAC Wahiawa
 ITC James Stevens, CMS Training Team Yokosuka
 CTR2 Shane Stevens, NIOC Georgia
 CTN2 John Stewart, NIOC Pensacola
 IT1 Frank Stone III, NMCI Det San Diego
 IT1 John Story, NCTAMS LANT Norfolk
 CTR1 Rashad Story, NCDOD Little Creek
 ITC Laraine Strausaugh, NCDOD Norfolk
 IT3 Danielle Strohm, NCTS San Diego
 IT3 Tina Suhr, NCTS San Diego
 ET1 Corey Sulenes, NCTS Sicily
 ITC Donny Sullivan, NCTAMS PAC Wahiawa
 CTT1 Heather Svajhart, NIOC Georgia
 IT2 Leslie Tate, NIOC Pensacola
 IT2 Rossie Taylor, NCTAMS PAC Wahiawa
 CTC Christopher Taylor, NIOC Misawa
 CTRCS Sean Temples, NIOC Georgia
 CTT3 Nathan Thibodeau, NIOC Texas
 ITC Jason Thomason, NAVMARCORMARS San Diego
 OS2 Dareth Timmons, NCTAMS PAC Wahiawa
 CTT1 Amanda Todd, NIOC Misawa
 CTT1 Hanh Tong, NIOC Misawa
 IT1 Joshua Torres, NCTS NMCI Det San Diego
 YN3 Shyane Torres, NIOC Maryland
 IT1 Shannon Tracey, NIOC Norfolk
 IT2 Nicole Trone, NCTAMS LANT Norfolk
 ITC Carrie Tudor, NCTAMS PAC Wahiawa
 IT1 Darren Vance, NCTS San Diego
 IT1 Danny Vines, NCTS Sicily
 CTN1 Tobias Voegel, NIOC Suitland
 CTT1 Joshua Voyles, NIOC Georgia
 ET2 Yvonne Wade, NCTAMS LANT
 CTT2 Josylin Waggener, NIOC Texas
 IT1 Fraylyn Walker, NCTS FE Det Diego Garcia
 LTJG Nicholas Walker, NIOC Bahrain
 IT2 Brian Wall, NCTAMS LANT Norfolk
 CTT1 Patrick Walters, NIOD Brunswick
 ITC Jacqueline Warrior, NCTS Naples
 CTR2 Johnathan Washington, NIOC Hawaii
 ET2 Richard Washington, NCTAMSLANT Det HR

CTT3 Silas Washington, NIOC Georgia
 CTNC Ethan Waters, NETWARCOM Fort Meade
 LT Eric Watkins, NIOC San Diego
 IT1 Christina Watson, NMCI Det San Diego
 YN1 Dwayne Watson, NCTS Far East Yokosuka
 CTC Donna Weathers, NIOC Texas
 CTN2 Shane Wegner, NIOC Maryland
 ET2 Morris White, NCTSCU Det Patuxent River
 CTT1 Charles Whitley, NIOC San Diego
 CTT1 Aimee Wiensz, NIOC Misawa
 CTR2 Christopher Williams, NIOC Norfolk
 IT1 Jah Jah Williams, NCTS San Diego
 ET2 James Williams, NCTAMS LANT Det HR
 CTT1 Rosa Williams, NIOC Texas
 IT1 Larry Williamson, NETWARCOM GNOC Det Norfolk
 CTT2 Robert Williamson, NIOC Hawaii
 CTN2 Mustafa Wilson, NIOC Norfolk
 CTR1 Belinda Wise, NIOC Texas
 IT1 Jo Wolford, NCTS San Diego
 CTRC Mark Wortman, NIOC Bahrain
 CTR2 Jason Young, NIOC Colorado
 ET2 Nina Young, NCTS San Diego



MILITARY OUTSTANDING VOLUNTEER SERVICE MEDAL

NC1 William Bridges, NIOC Georgia
 SK1 Robert Cartwright, NCTAMS PAC Wahiawa
 CTT1 Aaron Estill, NIOC Whidbey Island
 IT1 Demetrius Farrie, NCTAMS Pac
 PC1 Samantha Hall, NCTAMS PAC Wahiawa
 IT1 Jerry Life, NCTS Naples
 CTT1 Eli Redstone, NIOC Misawa
 MA1 Jonathan Wicker, NCTAMS PAC Wahiawa

CIVILIAN LENGTH OF SERVICE AWARDS

Susan Brown, NETWARCOM Norfolk - 20 Years
 Doreen Cote, NETWARCOM Norfolk - 35 Years
 Daniel Deighan, NETWARCOM Norfolk - 20 Years
 Kenneth Drummond II, NETWARCOM Norfolk - 10 Years
 Robert Hull, NETWARCOM Norfolk - 36 Years
 Shirley Johnson, NETWARCOM Norfolk - 35 Years
 John Jones, NCTAMS LANT Norfolk - 30 Years
 Kafey Lane, NETWARCOM Norfolk - 20 Years
 John Neidig, NETWARCOM Norfolk - 10 Years
 Janice Peters, NETWARCOM Norfolk - 36 Years
 Amy Schillinger, NCTAMS LANT Norfolk - 20 Years
 Eliot Skinner, NETWARCOM Norfolk - 10 Years
 Kervin Sydnor, NETWARCOM Norfolk - 10 Years
 Carol Thompson, NETWARCOM Norfolk - 35 Years
 Charlene Vansoest, NCTAMS LANT Norfolk - 20 Years

This observance started in 1968 as Hispanic Heritage Week under President Lyndon Johnson and was expanded by President Ronald Reagan in 1988 to cover a 30-day period starting Sept. 15 and ending Oct. 15. Sept. 15 was chosen as the starting point for Hispanic Heritage Month because it is the anniversary of independence of five Latin American countries: Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. In addition, Mexico and Chile celebrate their independence days on Sept. 16 and 18, respectively. Juan A. Davila from NETWARCOM administrative staff traveled to San Juan, Puerto Rico in July to attend the League of United Latin American Citizens (LULAC) conference hoping to enrich NAVNETWARCOM's diversity community. This was the 80th annual conference and, coincidentally, Puerto Rico was the host during its 80th independence celebration. The conference theme was, "Reaching New Frontiers: Expanding the Latino Agenda." Originally founded for the purpose of unifying Mexican Americans in the fight against discrimination, LULAC's founding creed is, "All for one, and one for all."

The organization's primary focus is to ensure Latinos are included in government and corporate America. More than 200 organizations participated, and NETWARCOM was one of 53 exhibitors. Representatives from Navy commands addressed some of the issues that Latinos/Hispanics face, including immigration, education, health care reform, women's rights and labor rights in an effort to boost the local and U.S. economy.

National Disability Employment Awareness Month

In 1945, President Harry S. Truman passed Public Law 176: National Employ the Handicapped Week. In 2003, President George W. Bush proclaimed October as

National Disability Employment Awareness Month. This observance gives everyone a chance to celebrate the contributions of individuals with disabilities – critical to mission completion, and valuable to our society as a whole.

To integrate people with disabilities more fully into every aspect of life, our country is working to advance greater freedoms at work, in schools and throughout communities. By expanding employment opportunities and fighting false perceptions that hinder people living with disabilities from joining the workforce, we are able to uphold America's moral values, strengthen our economy and make America a more hopeful place.

It was the George W. Bush administration that also announced the New Freedom initiative, which expanded upon the landmark reforms of the Americans with Disabilities Act. Since then, the New Freedom Initiative has increased access for people with disabilities through technology, provided additional educational opportunities for youth and integrated more Americans into the workforce.

To recognize the contributions of Americans with disabilities and to encourage all citizens to ensure equal opportunity in the workforce, Congress continues to designate October of each year as "National Disability Employment Awareness Month."

American Indian/Alaska Native Heritage Month

This important observance began in the early 1900's, when the Boy Scouts of America set aside a day for the "First Americans." In 1990, President George H. W. Bush approved a joint resolution designating November as National American Indian Heritage Month, or as it is now often referred to – American Indian/Alaska Native Heritage Month.



(Left to right) CS1 Denita Johnson, Fern Foreman and Juan Davila share ideas before Juan's journey to San Juan, Puerto Rico for the 80th annual LULAC conference. (Photo by Robin D. Hicks)



DIVERSITY

DISABILITY AWARENESS MONTH

Importance, Impact of Diversity Emphasized During Workshop

By MC2(SW) Christopher J. Koons



Photo by Robin D. Hicks

(Front Row, L to R) Members of NETWARCOM's Diversity Council -- LCDR Mark Venzor, LCDR Allisa Waller, IT3 Herman Spearman, ETC Eric Seawright & YNC Tracy Kelso (Back Row, L to R) William Dickerson & Juan Davila on the watch floor.

Senior officials at Naval Network Warfare Command (NETWARCOM) recently gained a greater understanding of the needs and differences of fellow workers during a command-sponsored workshop, "Appreciating Differences."

"This class emphasizes inclusion and engagement, how productivity and innovation can be ramped up if we have an understanding of what diversity is and how we can use the talent, skills and abilities that people of every background bring to the table," said Amy Loges, the course instructor.

It is because of the increasingly diverse character of today's workforce that everyone needs to have the skills to communicate well

with those of different backgrounds, Loges said.

"The work force within the next 15 years will be composed increasingly of women, people of color and immigrants," said Loges. "They'll look, sound and think differently than the work force of today. Each generation sees the world through a different lens, so crossing cultural barriers is vital."

VADM H. Denby Starling II, NETWARCOM commander, told class participants that they are part of a Navy-wide effort to raise awareness of diversity issues for everyone in the service.

"One of the Chief of Naval Operations' top priorities is making the service representative of the nation as a whole," said Starling.

"Diversity is about building up a service that utilizes all of the talent that is out there and getting a better perspective on the institutional blockages that have kept some of the best and the brightest out of the force. We're putting our money and your time on the subject of diversity because we all think it's important."

The course is comprised of three main parts, each important to the overall success of each participant in coming away with a better understanding of the unique skills and abilities each individual contributes, explained Loges.

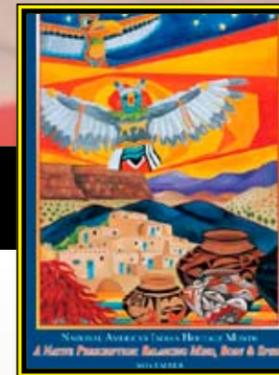
"The first part is examining how diversity relates to the business case," she said. "The second is exploring our biases and assumptions and how they get in the way of us doing our best; and the last part is engaging in conversations that are respectful and honest about diversity issues."

After the class, Loges said participants should feel they are better equipped to deal with any issues that arise as they relate to diversity in the workplace.

"They should come away with a sense of pride about what they bring to every interaction that they have, because everyone brings a sense of diversity with them wherever they go, no matter what they look like or whatever their background is," said Loges. "They should also be able to respond more positively to the diversity of others."

"It will help us to better understand how to value and leverage diversity in our organization," said Dan Deighan, NETWARCOM head of staff training.

"This is something I will have to teach our staff in the future, so in that sense this course is about training the trainers." ✕



NATIVE AMERICAN MONTH

SENIOR LEADERSHIP ENGAGEMENT 2009

VADM H. Denby Starling II

Association of Naval Services Officers (ANSO) 28 Apr-2 May
National Naval Officers Associations (NNOA) 20-24 Jul
Tuskegee Airmen Inc. (TAI) 6-9 Aug

RADM Edward H. Deets III

Blacks in Government (BIG) 24-28 Aug
National Latina Style Magazine Symposium 9 Sep

Terry Halvorsen

Blacks Data Processing Associates (BDPA) 5-9 Aug

FORCM Charles Dassance

Nat'l High School Drill Team Championships (NHSBTC) 2-4 May
Society of American Indian Gov't Employees (SAIGE) 1-5 Jun

RDML Sam Cox

American Indian Science & Engineering Society (AISES) 30 Oct-1 Nov
Society of American Indian Gov't Employees (SAIGE) 1-5 Jun

RDML Margaret D. Klein

Women in Aviation - 26 - 28 Feb
Sea Services Leadership Association Symposium 18-19 Jun

Jerome Rapin

Nat'l Assoc. of Asian American Professionals (NAAAP) 13-16 Aug

UPCOMING DIVERSITY CONFERENCES

CONFERENCE	LOCATION	DATES	WEBSITE
• Academy Women 6th Annual Leadership Symposium	Arlington, VA	18-20 Sep	www.academywomen.org
• Hispanic Engineering, Science & Technology (HESTEC) Week	Edinburg, TX	27 Sep-3 Oct	www.hestec.org
• Hispanic Heritage Foundation (HHF) Gala	Washington	1 Oct	www.hispanicheritage.org
• Mana Las Primeras Gala	Washington	TBD Oct	www.hermana.org
• Diversity Military World Heritage Expo (DMWHE)	Washington	2-3 Oct	www.diversitymilitaryworldexpo.org
• Society of Women Engineers (SWE) Conference	Long Beach, CA	15-17 Oct	www.societyofwomenengineers.swe.org
• Society of Hispanic Professional Engineers (SHPE)	Washington	28 Oct-1 Nov	www.shpe.org
• Nation Women of Color (NWOC) Technology Awards Conference	Dallas	29-31 Oct	www.womenofcolor.net
• The Society of Mexican American Engineers and Scientists, Inc. (MAES) Symposium	Las Vegas	29-31 Oct	www.maes-natl.org
• American Indian Science and Engineering Society (AISES)	Portland, OR	29-31 Oct	www.aises.org
• The Asian & Pacific Islander American Scholarship Fund (APIASF)	TBD	TBD Oct	www.apiasf.org
• 12th Annual Filipinas Magazine Achievement Awards	San Francisco	TBD Oct	www.filipinasmag.com
• The Hispanic Association of Colleges and Universities	Orlando, FL	31 Oct-2 Nov	www.hacu.net/hacu.annualconference1en.asp
• The Banneker Institute Legacy Awards Gala	Washington	TBD Nov	www.thebannekerinstitute.org

For more information on NETWARCOM's Diversity Program contact:
LCDR Mark A. Venzor at (757) 417-7931 X 1 or mark.a.venzor@navy.mil

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