

InfoDOMAIN

INFORMATION SUPERIORITY FOR THE WARFIGHTER

FALL 2010



Naval Oceanography
... a warfighter's critical partner



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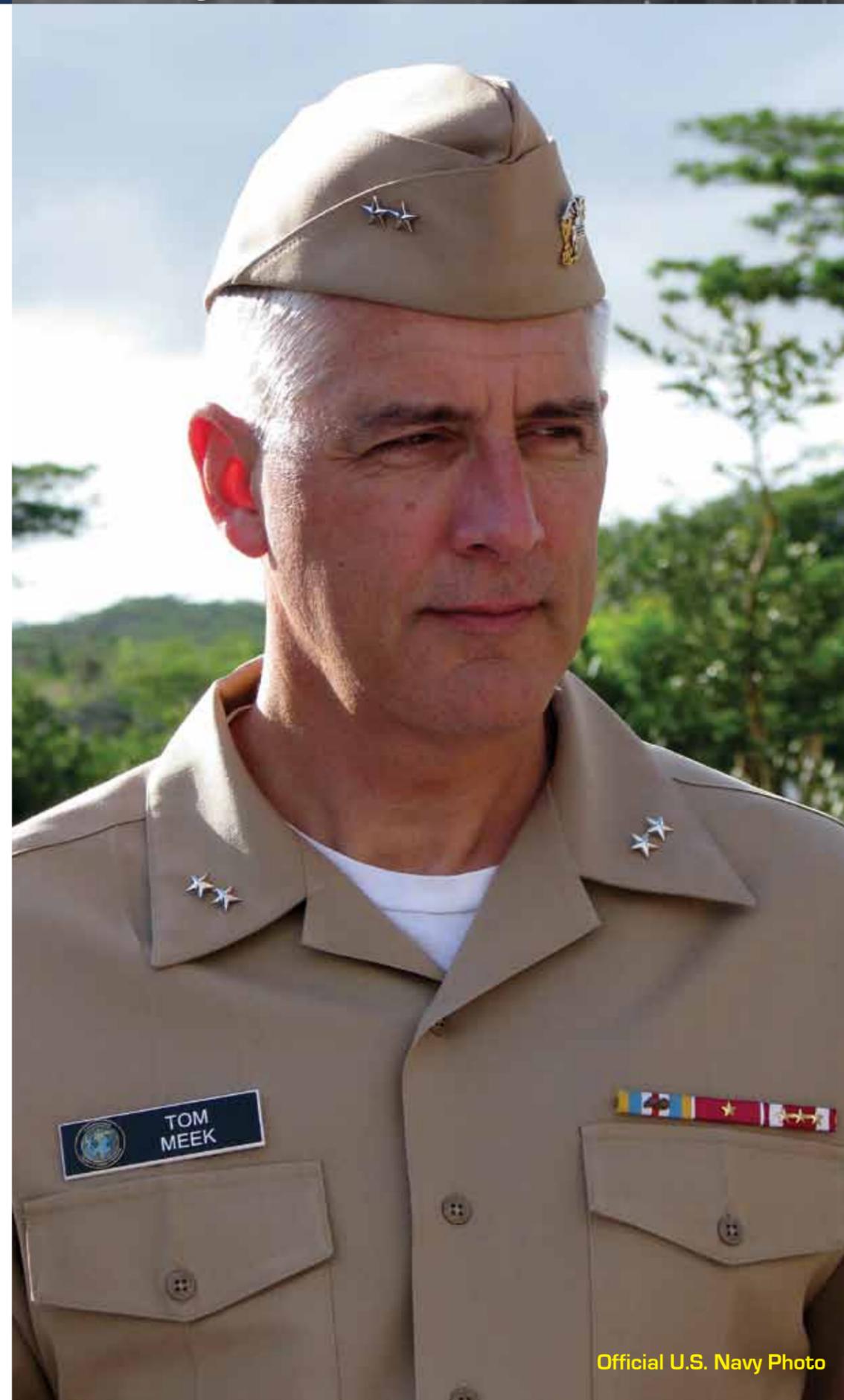
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RADM Tom Meek Commander CYBERFOR

On May 14, RADM Tom Meek assumed command of Navy Cyber Forces, headquartered at Joint Expeditionary Base Little Creek-Fort Story in Virginia Beach, VA. He serves as Type Commander for the Navy's Information Domain, leading a team of nearly 500 Sailors, civilians and contract personnel in providing ready forces and equipment for command, control, communications, computers, combat systems and intelligence (C5I).

The Navy's Information Domain consists of more than 16,000 personnel, working across the globe in information-centric disciplines including cryptology/signals intelligence, cyber, electronic warfare, information operations, intelligence, networks and space. Capabilities in these areas are vital to Navy mission success, as they virtually span the gamut of Navy operations; and were afforded main battery status by the Chief of Naval Operations in 2009.

In this recent interview for *InfoDOMAIN*, RADM Meek discussed his experiences leading up to this command tour, and his priorities at the CYBERFOR helm.

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FRONT COVER: AG1 Marcus Wells attached to the Naval Meteorological and Oceanography Center (METOC) provides meteorological and oceanographic updates to the 2nd Fleet Navy ship, aviation and special warfare operations. For more information about METOC, see pages 25-27. (Photo Illustration by MC2(SW) Joshua J. Wahl)

InfoDOMAIN: Could you tell our readers about your Navy career and how that has prepared you to command CYBERFOR?

RADM Meek: I would say that there are two pertinent aspects of my recent Navy experience that helped prepare me for this command.

First would be the aggregation of a sequence of assignments that I had, dating back to about 2003. Many of my recent tours in this decade have been either as an N2 (Director of Intelligence on a Navy staff) or as a J2 (Director of Intelligence on a Joint staff).

I was the N2 at NAVCENT/FIFTH Fleet (U.S. Naval Forces Central Command/Commander U.S. Fifth Fleet) over in Bahrain, and I worked the CENTCOM theater against mission sets ranging from terrorism, Iranian issues in the Persian Gulf and the Strait of Hormuz, and smuggling of illicit goods including drugs out of the Makran coast in Pakistan. We also worked piracy issues, though that hadn't really gained traction at that time. It was a very rich set of experiences in NAVCENT and my first opportunity to be an N2 at a very senior level.

Fast forward to two jobs later, where I was the Pacific Fleet N2. Again, N2 for a large fleet organization ... different geography, different set of issues – China, North Korea, sea lines of communication across a vast area of the surface of the earth. There were some similar processes as an N2 for a fleet area as at NAVCENT, but I gained experience through the broadening out of mission sets and activities.

Fast forward two jobs later, and I found myself as the J2 at SOUTHCOM, working Joint issues. Again, it was a different geographical region of the world – Latin America and the Caribbean.

There, I learned about different countries, bilateral and multilateral relationships ... but most importantly I again gained experience in different mission sets, and the challenges in our hemisphere – drug smuggling, arms trafficking, money laundering, all forms of illicit trafficking – as well as natural disasters, so I gained experience in humanitarian assistance, disaster relief and intelligence support to those types of operations.

In the aggregate, my professional shaping in this last decade as N2s and a J2 has given me a broad global perspective – a worldly outlook on what challenges are facing our Navy, because I've seen it and worked it in three separate theaters – up close and personal. My job assignments really made an impact on me and caused me to think the way I do as I come in and assume command at CYBERFOR.

The second aspect of my preparation for this job is what I've done as a Flag officer.

This is my fourth flag job. The first was at NSA (the National Security Agency), my first deep exposure to the SIGINT (signals intelligence) business.

I had always been a consumer of SIGINT as an Intel

officer, a partner with the SIGINTER's – now, of course, we call them the Information Warfare community. But, deep exposure really expanded my perspective and my vistas as a professional. It rounded me out and really did help prepare me, in a way that I couldn't foresee at the time, to be the TYCOM commander in an organization whose responsibilities span the Information Dominance Corps. A big part of that is Information Warfare, or SIGINT.

The other thing that happened at NSA – we talk about the term "Sailorization" – how an individual becomes socialized in the Navy and learns to become a Sailor. Just think about that on steroids – my tour at NSA was my "flag officerization."

It was a learning experience on how to wear this rank and how to deal effectively and to operate and make decisions, and yes, sometimes throw my weight around as an admiral – but to do that all in the right way, in a balanced way – to be an effective senior leader.

Fast forward to SOUTHCOM (U.S. Southern Command). Through that filter of being a flag officer, operating at a COCOM (Combatant Commander) level, at the boundary line between the strategic and the operational level of war ... I was dealing with requirements and putting

demands onto the services to deliver capabilities.

I'm on the receiving end of that now at CYBERFOR. As a TYCOM, we're building readiness and capabilities in the Naval operating forces in our domain commands – the

NIOCs (Navy Information Operations Commands) the NCTAMs (Naval Computer and Telecommunications Stations), the FID (Fleet Intelligence Detachment) and FIAFs (Fleet Intelligence Augmentation Force).

I'm living the dream on the receiving end of what I did two tours ago at SOUTHCOM, so it helps me in this job to understand how a COCOM can put a demand signal onto the services – and what makes a COCOM tick and what they really need to operate effectively.

My next job was Director of the National Maritime Intelligence Center. It wasn't really anything like my jobs at NSA or SOUTHCOM. NMIC exposed me to a deeper level of jointness, along with interagency dealings in the Washington arena ... how our government needs to operate effectively together as a team across different major departments – Department of Homeland Security, Department of Defense, Department of Transportation. Again, exposure I had never had before – or exposure at a higher level of leadership.

The big takeaway from my tour at NMIC that helps me here was collaboration skill training ... understanding how to negotiate and collaborate effectively at a very high level across organizations.

So, here I am at CYBERFOR, benefiting from the diversity of geographic N2 and J2 experience with operating forces and commands, along with varying functional approaches to the job gained through experience at NSA, SOUTHCOM and the NMIC.

... continued on Page 6

AT A GLANCE

RADM Tom Meek assumed command of Navy Cyber Forces in May 2010.

A native of Michigan, Meek graduated from the University of Michigan in 1979, completed graduate school at Michigan State University in 1981, and was commissioned through Aviation Officer Candidate School in 1982. He is a 1995 graduate of both the Naval War College and the Joint Forces Staff College.

Meek's sea duty assignments include Attack Squadron 165; Commander, U.S. Sixth Fleet staff and USS Harry S. Truman (CVN-75).

Shore duty assignments include Fleet Ocean Surveillance Information Facility, WESTPAC in Japan; CTG 168.0, an overt human intelligence collection organization in Washington DC; intelligence detailer and placement officer at the Bureau of Naval Personnel; Attaché assignments in Germany and Albania; Deputy Director of Intelligence at U.S. Atlantic Fleet/Fleet Forces Command; Assistant Chief of Staff for Intelligence at U.S. Naval Forces Central Command/Commander, U.S. Fifth Fleet; Executive Assistant to the Director of Naval Intelligence; and Deputy Chief of Staff/Director for Intelligence at U.S. Pacific Fleet.

Previous flag assignments include: Deputy Director for Customer Relationships at the National Security Agency in Fort Meade, MD; Senior Intelligence Officer at U.S. Southern Command in Miami; and Director of the National Maritime Intelligence Center in Washington, DC.

Meek is the recipient of various individual, campaign and unit awards, including three Defense Superior Service Medals, two awards of the Legion of Merit, and the National Intelligence Reform Medal.



FORCE CHAPLAIN'S THOUGHTS

A mentor is someone who is a wise and trusted advisor. As a result of his or her character, knowledge and life experiences, a good mentor is able to guide us in making sound decisions. No matter our age or level of knowledge, we all need mentors.

For instance, if you are considering buying a house, it is prudent to consult an experienced real estate agent who you are confident is looking out for your best interests. If not a professional agent, then you at least want advice from someone who is savvy about the complexities of purchasing a home. Mentors are a bit like this because they are there to help us make good decisions.

A mentor is able to see things that we don't. We all have limitations in our knowledge and experience, and we all look at situations from our particular point of view. Although several people might observe the same event, they could each interpret it in various ways, with each one seeing different aspects of what happened. A mentor can provide unique insight, help us look at a situation from another angle, and suggest solutions we do not see.

A mentor not only advises us, but more importantly shows us the way ahead. Shaping and influencing other people is done more powerfully through behavior than words. Every parent knows this to be true, as they recognize that their children learn much more by observing their actions than hearing what they say. Similarly, through the routine events of life, mentors serve as models of how we can best handle situations.

Mentors offer direction to help other individuals succeed. Due to the varied and complex decisions we face throughout the course of life, it is helpful to have someone we can turn to for guidance. In our professional and personal lives there may be many potential people who could serve as a mentor. Find at least one person you trust who is able to provide the counsel you need.

May God Bless,

CAPT George Adams, USN

InfoDOMAIN: You've now served as CYBERFOR Commander for (at press time) about three months. What are your observations so far?

RADM Meek: That the job is dynamic. The issues we were dealing with when I arrived in May, though many of them are still alive, have seen progress. At the same time, new challenges have cropped up. I've learned that – just like my focus areas are going to be a dynamic leadership tool that we're going to use – they only reflect the dynamics of the challenges we're facing.

To keep pace with the challenges, we've got to be pretty fast on our feet, very agile, and ready to move on from yesterday's challenges and focus on today and tomorrow.

I've learned a lot about the other skill areas in the Information Domain. Information Professionals and ITs (Information Systems Technicians) have taught me a lot about networks and communications and to this day – almost 90 days into the job – I'm still taking 101-201 level briefings. This afternoon I've got a circuits 201 brief – but I'm continuing to learn about communications and networks, and that's good – I value the professionalization and training.

I'm learning even more about the IW community and organizational priorities beyond what I learned at NSA with that SIGINT job.

I'm an Intel Officer and I find I spend a relatively small amount of my time on intel issues. I'm not sure I'm surprised about that, but I do note it. Only about 5-10 percent of my attention goes into the 1630/IS (Intelligence Specialist) business. You could argue that my attention is split pretty far and it precludes much focus on intel, but I'd respond that intel is in very good shape right now. We've got the Fleet Intelligence Detachments – that's work that was done before I got here. A lot of good work has been done at this TYCOM to establish those, as well as the Fleet Intelligence Augmentation Force. So, I don't think I need to put as much specific attention on intel nowadays because things are going well.

InfoDOMAIN: What are your current top priorities?

RADM Meek: I use a technique that I call focus areas – you could call it an agenda. When I was at SOUTHCOM, my focus areas were expressed as the J2 agenda.

At CYBERFOR, I'm on focus area 2.0 now. My four current focus areas are: organizational reconfiguration, readiness processes, NGEN (Next Generation Enterprise Network), and COOP (Continuity of Operations Plan).

With regard to organizational reconfiguration, the Navy is going through quite a bit of organizational change of late. The Secretary of Defense has asked the military services to look for opportunities to work more efficiently, and we've been part of that.

We serve as the USFF N6 (Chief Information Office), and we have just over 50 staff members at CYBERFOR

who are dual-hatted as Fleet Forces N6 staff members. There's a close working relationship between the TYCOM and Fleet Forces Command in the first place – aside from the fact that many of us wear a second hat over there.

In both our Fleet N6 role and our TYCOM role, we are exploring some potential organizational changes to gain efficiency, while ensuring that Fleet capabilities and Fleet readiness are preserved and optimized. We're also integrating the Reserve corps leadership and management structure into the TYCOM – that's a piece of this.

This is a work in progress and specific actions/changes will be forthcoming in future months. All of these organizational changes that are underway now are consuming a lot of our attention and energy – and, rightfully so.

On my second focus area, readiness processes, we're continuing to mature DRRS-N (Defense Readiness Reporting System – Navy), we're continuing to refine what and how we report to Admiral Harvey (commander, U.S. Fleet Forces Command) on a monthly basis – and we want to use readiness processes – and this is really most important – to improve readiness and basic capabilities in the fleet and across our domain. That's

the real reason we want to get readiness processes correct – it's to improve overall operational effectiveness and efficiencies, and to help cultivate sustainable, mission-ready forces.

My third focus area is the build out of our capacity to run

NGEN. As is very well known, we are transitioning in the United States Navy from NMCI (Navy Marine Corps Intranet) to NGEN, which will allow the Navy to improve command and control of our networks. We're going to a different model, from contractor owned and operated to government owned and operated, with some contractor assistance.

Our piece of that in the TYCOM is to hire the civilian workforce that is going to manage and run NGEN. We have some critical priorities and targets that we're trying to meet by the end of the fiscal year to undertake a number of hiring actions to bring aboard the talent needed to run NGEN for the Navy.

My fourth focus area, COOP, is the development of a plan that will assure continuity of operations in a contingency situation. We're putting that together here at CYBERFOR, both for the TYCOM and for Fleet Forces Command.

InfoDOMAIN: What do you see as priorities for the future?

RADM Meek: My focus areas that I just reviewed could be called tactical or operational. Focus areas will continue to be refined and evolve, into the future. This time next year, my focus areas might be completely different if we've made appropriate progress.

At a higher, more strategic level, we must solidify the credibility of this TYCOM.

We want to make sure that our roles, functions, capabilities and talents are well-known across the Navy, particularly among our other TYCOM partners (Naval Air Forces, Naval Surface Forces, Submarine Forces, Navy Expeditionary Combat Command).

Our partners are responsible for platforms – in an ownership sense, they own them – we don't, but there are C5I capabilities on board those platforms, so collaborative working relationships between CYBERFOR and the platform TYCOMs is really critical. We need to continue to build out those working relationships and build up our credibility, and I'm confident we're on vector to do just that.

We are operating now independently from NETWARCOM (Naval Network Warfare Command). Although TYCOM functions have been done here at Little Creek for years, it was done under the rubric of NETWARCOM. In January 2010, the TYCOM was formally established. It was a dual-hatted arrangement under Vice Admiral Starling, who served as commander of Navy Cyber Forces while retaining command of NETWARCOM. On my assumption of command, the two organizations split – with my friend and colleague Rear Admiral Ned Deets fleeing up from his position as Vice Commander of NETWARCOM to the command post. We are in the process of establishing full independence in processes, reputation and credibility. I'm very pleased with how we've done in this regard and that's really a testament to everyone on both the CYBERFOR and NETWARCOM staffs.

InfoDOMAIN: CYBERFOR was established as the first Type Command for the Information Domain, which has a wide-ranging impact on the other warfighting domains in

the Navy. Tell us about your relationships with the other Type Commanders, and how much interaction is required to achieve mission success in delivering ready forces and equipment across the domains.

RADM Meek: I have met most of my TYCOM counterparts – all of them on the east coast, and a couple on the west coast. I need to continue that effort to ensure I meet all of the TYCOM commanders.

It is just as important and maybe more important that, at the action officer level, we build bridges and work those relationships. We must establish business process for addressing C5I manning, training, equipping, maintenance and readiness reporting processes, in collaboration with the other TYCOMs.

I would like for everybody in my organization to understand that we will take the lead in reaching out in this bridge-building effort to the other TYCOMs. This is not about territory-grab ... we're not trying to supplant anybody or any authorities. We're here to help and we're here to ensure success, and if we can make our best contribution by enabling C5I experts in the other TYCOMs to optimally do their jobs, that's fine with me. This is not about taking credit for anything.

InfoDOMAIN: Is there anything you would like to add?

RADM Meek: It's great to be here at CYBERFOR. If anybody has studied my track record recently, you know I've been moved around pretty fast. I'm hoping that I get to stay here at CYBERFOR for a decent amount of time. I enjoy it – enjoy the workforce, enjoy the mission. And my family and I are happy to be living at Little Creek – it's great to be in Virginia Beach, so I'm hoping for a long run here. ✂

Carey to Join FLTCYBERCOM / 10th Fleet

From Department of the Navy Chief Information Officer

Rob Carey, Department of the Navy (DON) Chief Information Officer (CIO), announced that he has accepted a position with U.S. Fleet Cyber Command/U.S. 10th Fleet as the new director of strategy and policy for VADM Barry McCullough. Carey was named CIO in November 2006 while he was deployed on active duty in Iraq. He returned from Iraq to fill the CIO position in April 2007. As CIO, he has worked to protect and defend the DON's networks and information, worked to bring enterprise mobility to the workforce, and championed the development of the Naval Networking Environment. He was also noted as the first CIO to post a regular blog and has encouraged the use of social media for information sharing and collaboration. ✂



Fleet Cyber Command Deputy visits Intelligence Training Center

By LTJG Sergio Wooden, Center for Naval Intelligence Public Affairs

VIRGINIA BEACH, VA – RDML William Leigher, deputy commander, Fleet Cyber Command/10th Fleet visited the Navy and Marine Corps Intelligence Training Center (NMITC) in Virginia Beach, July 13 to assist the Center for Naval Intelligence (CENNAVINTEL) staff members in understanding changing cyber training requirements.

“We have to think through the unique intelligence requirements that come from cyberspace as the fifth operational warfighting domain,” said Leigher. “Concepts like visualizing foreign cyberspace and providing indications and warning for impending cyber attacks need to be developed and included as part of the education of our future intelligence professionals.”

The admiral visited the basic and advanced-level courses at NMITC and observed how CENNAVINTEL uses the integrated learning environment (ILE) to enhance and augment student learning, which consists of



RDML William Leigher

75 percent instructor-led and 25 percent computer-based training.

Leigher offered his command’s assistance to ensure that the appropriate level of cyber training/awareness and intelligence

support implications are developed and appropriately added to all Intelligence Specialist (IS) “A” and “C” schools and Naval Intelligence Officer Basic Course (NIOBC) training. He also offered to support the Advanced Maritime OPINTEL Course (AMOC) with cyber curriculum and case studies to improve the courses analysis training and cyber awareness.

“Overall, Admiral Leigher’s visit brought a much-needed focus and awareness of Navy cyberspace and its importance and natural linkage to intelligence, and he shared a tremendous amount of knowledge,” said CAPT Donald P. Darnell Jr., commanding officer of CENNAVINTEL and NMITC. “Our future intelligence professionals are beginning to understand cyber issues and how intelligence needs to be inextricably linked to cyber, dealing both with attacks and defense involving our networks.”

CYBERFOR Commander Addresses Intelligence Officer Course Graduates

By Darlene Goodwin, CYBERFOR Public Affairs

VIRGINIA BEACH, VA -- The Commander of Navy Cyber Forces (CYBERFOR) addressed 23 junior officers in the latest graduating class of the Navy Intelligence Officer Basic Course at the Navy Marine Corps Intelligence Training Center (NMITC) on board Naval Air Station Oceana Dam Neck Annex, Virginia Beach, VA, June 25.

RADM Tom Meek spoke to the graduates, NMITC staff and family members about similarities and differences between 2010 and 1982, when he graduated from Intelligence school. He said the most significant similarity was the importance of intelligence to military operations.

“Operations are intelligence-driven like never before,” Meek said. “In Iraq and Afghanistan, demand for intelligence is at an all-time high. Both high-end operations, such as capture and kill, and low-end operations, such as counterinsurgency, could not be done without deep intelligence work.”

The admiral also discussed the new Information Dominance Corps (IDC), which brings together Navy specialists in various information-centric fields.

“The IDC (is) a cadre of professionals who will manage the vast amount of information available in support of naval and joint operations,” Meek said. “Embrace this

change. Each individual community will maintain its identity while enjoying more opportunities for cross training and varied assignments.”

Evidence of the close collaboration between the IDC communities, Meek said, was the assignment of NMITC Commanding Officer CAPT Don Darnell, an Information Warfare Officer, as the first cross-detailed leader of the intelligence training facility.

Two graduates received special recognition at the ceremony. LT Kevin Barnard was presented with the Admiral Porterfield Award for Excellence, and ENS Percy Atangcho received the Rear Admiral Showers Award for Academic Excellence.

“It was awe inspiring to hear the admiral’s viewpoint on where the intelligence community was (nearly) 30 years ago and where we are today in the current Information Dominance Corps,” Barnard said. “It was also eye-opening when put in perspective of how technology has changed, but the constant in our continued success is the dedication of the people who serve.”



MCPON Visits NIOC Menwith Hill

From NIOC Menwith Hill, Harrogate, UK

Navy Information Operations Command (NIOC) Menwith Hill hosted Master Chief Petty Officer of the Navy (MCPON)(SS/SW) Rick D. West, the senior enlisted Sailor for the U.S. Navy, during his 10-day trip to Western Europe in June.

West was introduced to Menwith Hill Station’s joint leadership, mission and work force with office calls, a station overview and a tour of the

NIOC Menwith Hill Navy Heritage Locker, a self-help built library and lounge where Sailors can research and connect with their Navy history.

During the operations tour, West saw firsthand the highly-technical and operationally-relevant support provided to national level and warfighter customers. It was also a great showcase of Menwith Hill’s strong joint team with all the U.S. military services, U.K. civilian

partners and U.K. military hosts.

At the all hands call, West talked about the importance of warfare qualifications, including the new Information Dominance Corps warfare pin, work-life balance and the need to keep healthy through an active lifestyle. He also covered education, advancement tips, and the Navy’s support to Overseas Contingency Operations through the Individual Augmentee Program, as well as current hot topics such as women on submarines and the military review of the “Don’t Ask, Don’t Tell” policy.

West concluded by saying that it is a great time to be in the Navy or any military service, with the benefits and opportunities available, but it is up to each individual person to seek out those opportunities and make the most of it.



(Left) MCPON(SS/SW) Rick West answers a Sailors question during an all hands call at Royal Air Force (RAF) Menwith Hill, for personnel assigned to NIOC Menwith Hill, United Kingdom. (Photo by MC2(SW/AW) Marc Rockwell-Pate)

CNO Approves IDC Warfare Program

From CYBERFOR Public Affairs

The CNO has approved the Information Dominance Corps Warfare program and insignia for Officer and Enlisted personnel. ADM Roughhead specifically designated the Information Dominance Corps (IDC) a warfare specialty.

This recognition of the importance of information/intelligence is a major acknowledgement of the professional skills and capabilities that members of the IDC bring to the fight.

Members of the IDC will now be authorized to wear this new warfare insignia after successful completion of the warfare qualification requirements outlined in a forthcoming OPNAV Instruction for officers and Navy Cyber Forces Instruction for enlisted. The new insignia is expected to be available in August.

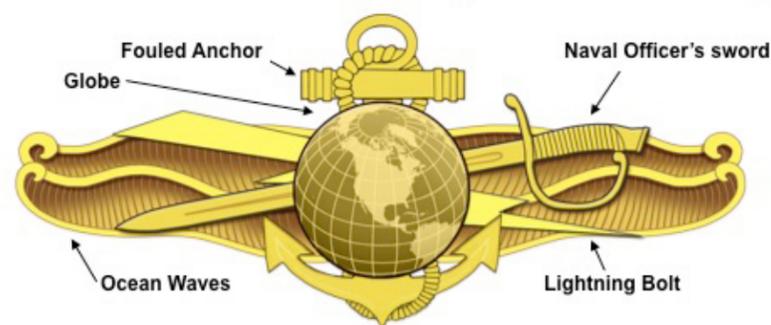
The Navy is also moving forward with efforts to consolidate all of the IDC officer communities under a single 18XX series of designators enabling further synergy

across the communities and establishing a common designator for cross-detailing assignments. The proposed new numbering scheme is as follows:

- 1800 - Meteorology/Oceanography
- 1810 - Information Warfare
- 1820 - Information Professional
- 1830 - Intelligence
- 1840 - Cyber Warfare Engineer
- 1850 - Any IDC qualified officer billet

"The approval of these new warfare insignias is a significant and historic milestone for all of us," said ITCM Gary Myers, Navy Cyber Forces Senior Enlisted Advisor. "I hope each of you share CNO's and my enthusiasm about clearly establishing Information Dominance as a key warfighting capability of the U.S. Navy." ✂

Information Dominance Corps Warfare Insignia



Information Dominance Warfare Officer (IDWO)

Establishment of Cyber Warfare Engineer Designator

From Office of the Secretary of the Navy

WASHINGTON, DC -- To address increased demand for officers with focused knowledge, skills and abilities in computer network operations (CNO), the Secretary of the Navy has approved the establishment of the cyber warfare engineer designator, as announced

in NAVADMIN 205/10.

These officers will be designated as cyber warfare engineers (1840) in the Restricted Line, and will be members of the Information Dominance Corps (IDC). They will access at the rank of ensign and will serve their six-year minimum service

requirement (MSR) in billets where specific cyber warfare expertise is required.

Specific duties will likely evolve to support a growing mission area, however initial employment will be focused on CNO capability/tool development under the purview of

Fleet Cyber Command.

Officers will be selected for a direct commission based on outstanding technical academic records in the field of computer science and computer engineering degree programs. Upon completion of their six-year MSR, cyber warfare engineers will be encouraged to laterally transfer into another community within the IDC.

If not interested in continuing naval service, cyber warfare engineers will be encouraged to seek employment in a Department of the Navy civilian capacity, furthering their contributions to the Navy's cyber warfare mission area.

Navy recruiting command is authorized to recruit cyber warfare engineers, commencing with a limit of five for this fiscal year (FY10). This

is a direct accession only community and there is no opportunity to lateral transfer into this community. Additionally, this designator will be active duty only.

Point of contact: LCDR Andy Newsome (Information Warfare Officer Community manager), at (901) 874-3123/DSN 882 or e-mail at andrew.newsome@navy.mil. ✂

New Intelligence Courses Qualify for College Credit

By Bud Livers, Center for Naval Intelligence Learning Standards Officer

VIRGINIA BEACH, VA -- Navy intelligence professionals can now qualify for additional college credit as a result of Center for Naval Intelligence (CNI) course reviews completed recently by the American Council on Education (ACE).

This year, the ACE reviewing team recommended college credit hours for the newly developed Advanced Maritime Operational Intelligence Analysis Course (AMOC), taught in Virginia Beach, and the Expeditionary Warfare Intelligence Course (EWIC), taught in San Diego and available worldwide through the use of Mobile Training Teams.

"We know we are teaching quality courses here," said Frank Cubillo, executive director of the Center for Naval Intelligence, "but it is nice to be recognized for that by an outside accrediting agency like ACE. These recommended credits can be used by Sailors and Marines to apply toward college degrees at many colleges and universities, including those participating in the Servicemembers Opportunity Colleges (SOCNAV) consortium and Navy College program."

Center for Naval Intelligence courses now qualify for a total of 97 baccalaureate credits and six graduate-level credits. Upon course completion, recommended credits are automatically recorded in the service member's

Sailor/Marine American Council on Education Registry Transcript (SMART).

Dating back to World War II, ACE is a non-governmental organization contracted by the Department of Defense to review military

schools, correspondence courses, occupations and training to determine the amount and appropriate level of college credit each should be awarded. Sailors can receive academic credit for most of their training, including boot camp and by using their SMART and ACE credits, saving significant time in pursuit of a degree.

To take advantage of ACE recommended credits for their specific rating, Sailors should visit their nearest Navy College Office or Educational Service Officer to review their SMART transcript and develop an educational plan. For further information on

using ACE credits toward a college degrees, visit the Navy College website at <https://www.navycollege.navy.mil>.

For more information on the Center for Naval Intelligence, visit the CNI website at: <https://www.netc.navy.mil/centers/cenavintel/>.

For more news from Naval Education and Training Command, visit www.navy.mil/local/cnet/. ✂



LETTERS FROM THE GROUND

Hello from Baghdad,

I flew back into Iraq last night after spending two weeks of leave in Florida. After almost 48 hours of military travel to get here, the squeaky bed in my trailer felt like a \$10,000 king size, pillow-top mattress.

The time spent with family/friends while on leave was absolutely priceless ... especially the time I spent bonding with my daughter Naira ("Nye-ra"). She'll be 12 soon -- can't wait to see her again when I complete my deployment about 10 weeks from now.

It is really, really hot right now. The closest comparison I can think of is being trapped in the smoldering jet blast of an F-14 Tomcat in my junior enlisted days, with the exception that the heat in Iraq is constant and never ending this time of year.

While on leave, lots of people complained about how hot it was in Florida ... I had to stop myself from commenting because I knew it would be impossible for them to understand or appreciate unless they experienced a summer in Iraq themselves.

Photo Illustration by MC2(SW) Joshua J. Wahl

During my 30-minute flight from Florida to Atlanta, I sat next to a young woman named Laurel who is a student at Florida State University. Oddly enough, she was studying the effects of Post Traumatic Stress Disorder (PTSD) and asked me every question she could think of about life in Iraq, the work environment and being in the military.

I mentioned to her that 12 months is a long time to be isolated from everything that is familiar - friends, family and loved ones. Even if one is not under direct fire from the enemy, I truly believe that the psychological effects of this challenging environment severely tax the human spirit more than we currently realize. I now understand why many veterans from the Vietnam era can't reintegrate into society, hold down a steady job or end up homeless.

I told Laurel that there are programs in place to mitigate such issues.

I recently had the honor of visiting the "Mo dif," an Iraqi "Men's only" club where they gather to socialize, philosophize and put their minds together to solve social problems. We all removed our shoes at the door and were greeted by the sheikh, who led us into a spacious room with red carpet and long rectangular cushions along the wall. After sitting on the floor across from each other, we were served a traditional extra strong shot of coffee to get our minds ready for dialogue followed by copious amounts of tea.

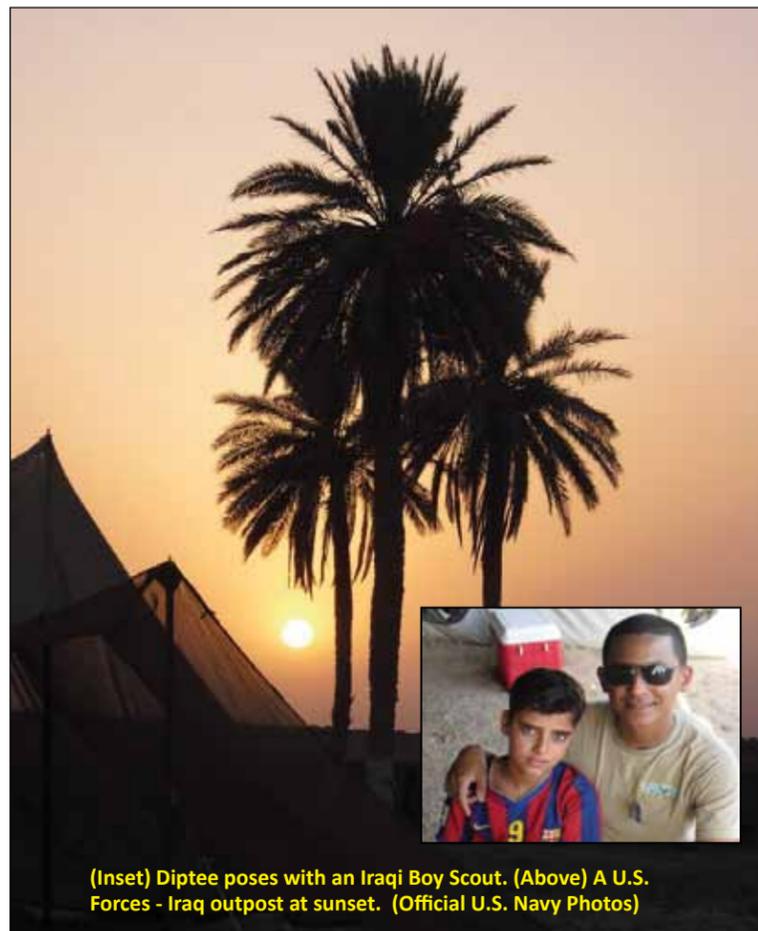
The sheikh was dressed in long flowing garb; he crossed his legs while quickly going through his Misbaha (Iraqi prayer beads) which gave me the idea that he had a lot on his mind. Among other things, he was worried about the negative perspective portrayed by the media which makes Iraqis look like bad people. We assured him that many Americans were aware of the hidden beauty and potential Iraq had to offer to the world, but he didn't seem convinced.

I sat next to my friend Ryan, sipping chai while we attempted to solve the world's problems that night. We tossed ideas back and forth until it was time to go. The sheikh thanked us for spending time with the children each weekend during Iraqi Scouts and would have kept us there all night if we didn't secretly gesture to our translator that it was time to leave.

I realize that this is quite possibly my final "Letter from the Ground" since I'll be returning to the states soon, so I'll end with this final story by summarizing my time here in Iraq.

We were all gathered on the Scouting playground singing the Iraqi and U.S. national anthems before starting that evening's activities with the kids. A little boy strayed from his group and decided to play a silly prank by sneaking up behind me and placing a small clump of dirt in my pocket while I stood at attention. When I turned around I saw him giggling and trying to hide behind another service member, I gestured to my interpreter to call the child over so we could chat. I knelt on one knee so I could be at eye level with the boy.

"Galbi (my beloved one), why are you playing tricks on me? Next time give me some candy, not dirt!"



(Inset) Diptee poses with an Iraqi Boy Scout. (Above) A U.S. Forces - Iraq outpost at sunset. (Official U.S. Navy Photos)

I lightheartedly told the child then paused for the interpreter to translate. The boy continued giggling and smiled ear to ear. I continued, "But I am still very happy for your special gift, because this dirt is from Iraq - the same country that you will one day lead and make better when you grow up. Shukran habibi." I then kissed the dirt and placed it on my heart to display my gratitude.

Ok, this is it -- even though I don't know you personally -- I feel as if I'm saying goodbye to yet another friend on this deployment. If you're in Monterey, CA anytime in the near future - look me up! I'll be happy to exchange sea/sand stories with you over a beverage. ☺

All the best,

Darryl

EDITOR'S NOTE: LTJG Darryl "D" Diptee is currently assigned as the Knowledge Manager /Software lead / Facilities Deputy for J2, United States Forces - Iraq. He previously served as the Distance Support Focus Area Lead for N9, NETWARCOM and has eight years of prior enlisted service. Diptee was recently accepted as an Information Science Ph.D. candidate under the Information Assurance Scholarship program.

CID Sailor Chosen Shore Sailor of the Year

By Gary Nichols, Center for Information Dominance Public Affairs

PENSACOLA, FL – CTT(C/SW/AW) Cassandra Foote, an instructor at the Center for Information Dominance Corry Station, was recently selected as the 2009 Chief of Naval Operations (CNO) Shore Sailor of the Year (SOY). She is one of four Sailors who made history by being the first group of all female Sailors of the Year.

Foote was meritoriously promoted to chief petty officer by CNO ADM Gary Roughhead at a ceremony hosted in July by Master Chief Petty Officer of the Navy (MCPON)(SS/SW) Rick D. West, at the Navy Memorial in Washington, DC.

"It was surreal for me to imagine going up as an E-6 and coming back as a Chief," Foote said.

Along with her new rank, Foote also received the Navy and Marine Corps Commendation Medal.

CID Commanding Officer CAPT Gary Edwards was among those

who praised Foote, noting her tremendous accomplishment. "I am proud to have her on our team," he said.

The honor of placing Foote's khaki cover on during her pinning ceremony went to CID Department Senior Enlisted Leader CTMMC (SW/AW) Dawn Wamsley.

"It was a once-in-a-lifetime opportunity," Wamsley said, "not only for her but for me."

Even though the CNO already pinned chief's anchors on Foote's collar, she is participating in the annual chief induction process at Corry Station, right alongside the other new chiefs.

"I want to be properly welcomed and accepted into the chiefs' mess as a fully-inducted chief," Foote said.

"She will be treated just like every other chief inductee," Wamsley said. "But she is an awesome Sailor and I'm sure she is going to represent the

Chiefs mess well."

Foote said that in the eight-and-a-half years she has served in the Navy, she has been presented with many opportunities and that she has learned from all of her experiences.

"I wouldn't be where I am today without amazing shipmates and a wonderful family," Foote said. "And, I'm definitely looking forward to the new challenges of being a Chief and continuing to lead Sailors from the deckplates."

With a staff of more than 1,050 military, civilian and contracted staff members, CID Corry Station oversees the development and administration of more than 225 courses at 16 learning sites throughout the United States and in Japan. CID Corry Station provides training for more than 19,000 members of the United States Armed Services and allied forces each year. ☺



(Center) The 2009 CNO Shore Sailor of the Year, CTT1(SW/AW) Cassandra Foote, was meritoriously promoted to chief petty officer at a recent advancement ceremony at the Navy Memorial. Foote is one of four Sailors selected for Sailor of the Year and this marks the first time in history all Sailors of the Year are women. (Photo by MC1 Jennifer A. Villalovos)

Fleet Intel Det Sailor Hopes Auditions for American Idol

By MCC Chris Shimana, Naval Strike and Air Warfare Center Public Affairs

FALLON, NV -- A Navy Intelligence Specialist (IS) hopes to earn a spot on the next season of *American Idol*. IS2 Alicia Cleveland of the Fleet Intelligence Detachment on board Naval Air Station Fallon will soon audition in San Francisco for the Fox Television Network

hit show. Cleveland has been serving in the Navy since 2006, first as an Aviation Electrician's Mate before converting to Intelligence Specialist. Singing has been her life-long interest.

"I've been singing since I was able to talk," Cleveland said. "My sister and I would listen to songs on the radio and try to sing them later, and when we couldn't remember the words, we would just make them up."

Cleveland's desire to become the next *American Idol* started with the suggestions of co-workers at Fleet Intelligence Detachment and the Naval Strike and Air Warfare Center.

"I've had a couple Karaoke parties at my house and a few of the people I work with have joked about me trying out. I thought about it and figured I have nothing to lose," said Cleveland.

"We are all excited for Petty Officer Cleveland and her chance to audition on *American Idol*," said Cleveland's supervisor, ISSC Dave Pallas. "In addition to being a model Sailor, she is one of our detachment's top performers. Obviously, she is very talented from a singing perspective and we believe she will positively represent our command and the Navy during her audition. We wish her nothing but the best in her endeavor."

"My command is being super supportive," said Cleveland. "My Senior Chief keeps joking about my division taking a trip to Hollywood if I make it, so hopefully I won't let them down."

The Naval Strike and Air Warfare Center is the center of excellence for naval aviation training and tactics development in integrated strike warfare, weapons employment, irregular warfare, and maritime and overland air superiority. ✂

EDITOR'S NOTE: *As of press time, Cleveland had completed her audition in San Francisco. She had made it through the first round with the producers, but she didn't make it past the second round with the executive producers. According to Cleveland, they said they liked her voice and that it was unique, but her nervousness was an issue.*



IS2 Alicia Cleveland from Fleet Intelligence Det. on board Naval Air Station Fallon, NV. Cleveland auditioned in San Francisco for the Fox Television Network hit show, *American Idol*. (Official U.S. Navy Photo)



PEO C4I FOCUSES ON IA & CYBER SECURITY

By Steven A. Davis, SPAWAR Public Affairs

SAN DIEGO – The Navy's Program Executive Office for Command, Control, Communications, Computers and Intelligence (PEO C4I) formally established a new program office in July. The office will focus on cyber security solutions to protect and defend Navy information systems.

"PMW 130 will be the sentry, manning the gates of Navy information," said RADM Jerry Burroughs, the Program Executive Officer for C4I. "It is designed to provide the information assurance products and cyber security solutions necessary to protect and defend Navy information and information systems, thereby protecting the fleet's ability to operate effectively."

Virtually every operation aboard a Navy ship – navigation, engineering, communications

and weapons – relies on transfer of data. The ship's ability to effectively carry out its mission can be impacted if the data information flow is interrupted.

"Information is no longer an enabler, but a core capability as important today as the introduction of nuclear power was in the last century," Burroughs said. "We must be able to support the employment of dynamic cyberspace operations, which take us to a predictive rather than reactive posture in how we operate and defend our networks and information."

The Defense Department addressed the importance of cyber security in the 2010 Quadrennial Defense Review and responded by creating U.S. Cyber Command to coordinate network and

information security issues.

The Navy established the U.S. Fleet Cyber Command and re-commissioned the 10th Fleet to achieve the integration and innovation necessary for warfighting superiority across the full spectrum of military operations in the maritime, cyberspace and information domains, and to raise information to the forefront of the Navy's 21st century arsenal.

PMW 130 will team up with U.S. Fleet Cyber Command, 10th Fleet, other government organizations, industry and academia with the common goal of providing information dominance to warfighters. The new program office is headed by Kevin McNally, who formerly served as the deputy program manager in PEO C4I's Ship Integration Program Office. ✂

ABOUT PEO C4I

Headquartered on the Old Town Campus of the Space and Naval Warfare Systems Command (SPAWAR) in San Diego, the mission of PEO C4I is to provide integrated communication and information technology systems that enable Information Dominance and the command and control of maritime forces. 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 and 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. ✂

www.spawar.navy.mil

www.facebook.com/spaceandnavalwarfare-systemscommand

<http://twitter.com/SPAWARHQ>

Photo Illustration by Robin D. Hicks

INSIDE NAVY CYBER DEFENSE OPERATIONS COMMAND

By ITC(SW) Tyree Scott, NCDOC Public Affairs Officer

Navy Cyber Defense Operations Command (NCDOC) is charged with defending the Navy's unclassified and secret computer networks. More than 280 military, Department of Defense (DoD) civilian, and contractor personnel fight the "net" through aggressive detection and analysis of adversary cyber operations while directing proactive defense actions to counter threats.

Established in 2006 and built upon the foundation provided by the Navy Computer Incident Response Team (NAVCIRT), NCDOC defends the networks used by more than 700,000 Department of the Navy personnel worldwide.

The command is operationally responsible to Fleet Cyber Command/Commander TENTH Fleet (FCC/C10F) under the recently established U.S. Cyber Command. The most highly rated Computer Network Defense Service Provider (CND-SP) in DoD, NCDOC is designated as the only Level III CND-SP by U.S. Strategic Command. Located on Joint Expeditionary Base Little Creek-Fort Story, Virginia Beach, VA, NCDOC is an Echelon 4

command administratively aligned to Navy Cyber Forces (CYBERFOR).

NCDOC is divided into directorates and addresses the network defense challenge from architecture through analysis and reporting.

The Capabilities and Readiness (C&R) directorate's mission is to make the network more defensible. The team develops and maintains NCDOC's enterprise CND capabilities, including the enterprise sensor grid and the Prometheus system.

Prometheus is a collection of smaller systems interacting with each other – often referred to as a system-of-systems that receives, aggregates, processes, correlates and fuses real-time and near-real-time information from multiple network sources to provide network domain awareness.

C&R technicians and engineers are a core part of the Navy CND architect team, augmented by capability managers and integrators striving to translate the ones and zeros into actionable information. This team is responsible for the groundwork and delivery of the Navy's network

defense Common Operating Picture (COP).

The Operations directorate is the largest organization within NCDOC. The Operations directorate coordinates, monitors and oversees the defense of Navy computer networks and systems. From 24/7 sensor grid analysis and incident handling to malicious code reverse engineering and network vulnerability management, the operations team combines a variety of skills to best defend Navy networks.

"I think what we do here has a huge impact on the Navy's warfighting readiness," said IT2(SW/AW) Brian Virgili. "Without the services that NCDOC provides to the fleet, the Navy would have a serious hole in its cyber defense." Virgili is assigned to the Vulnerability Analysis and Assessment Program (VAAP) division within operations which is responsible for the tracking of network vulnerability mitigation.

"I think Threat Analysis and Network Forensics (TANF) Department is as essential as any other role in CND," said CTN2 Robert Jones, an analyst in the TANF. "Without knowing what is happening, we can't monitor or protect our networks. NCDOC takes the lead in all aspects of CND. We employ, train, and promote the best analysts and technicians who constantly strive for perfection."

NCDOC also participates in a range of exercises to include Terminal Fury, a U.S. Pacific Command command post exercise that tests various command and control systems and processes to identify and address weaknesses. This year was the first time the exercise included a cyber component, in which NCDOC Sailors were tasked with identifying and eliminating cyber threats to ensure networks availability.

"The future challenge for NCDOC is to integrate multiple Navy organizations currently performing computer network defense functions into an integrated whole under TENTH Fleet's Task Force 1020," said CAPT Stephanie Keck, NCDOC Commanding Officer and CTF 1020 Commander.

In July, NCDOC hosted a Commander's conference to bring together senior members of the Navy's computer network defense community to discuss current operations and find the best method to move forward together. Results of that conference provided a stepping stone toward an integrated, responsive and globally integrated network defense organization. ✕

Photo Illustration by MC2(SW) Joshua J. Wahl

Charting Course Ahead for Information Dominance:

CNO's N2/N6 Roadmap Initiative

From OPNAV N2/N6

Under the leadership of the Deputy Chief of Naval Operations (DCNO) for Information Dominance, VADM David J. Dorsett, the Navy Staff is implementing a strategy to deliver information dominance in the rapidly changing information age operating environment.

The first step reorganized the Navy headquarters staff by establishing the DCNO for Information Dominance, charged with delivering "game-changing" decision superiority and command and control (C2) overmatch for the future Navy. Navy also realigned Fleet level information dominance by re-commissioning U.S. TENTH Fleet in January, with responsibility for cyberspace and networking operations. Addressing information age manpower requirements, Information Dominance Corps (IDC) was established to shape and develop the premier service information-discipline work force.

To fully develop the Navy information dominance capability, Dorsett directed creation of a series of mission/capability Roadmaps. Each Roadmap develops guidance regarding concepts, architectures, networks, sensors, manpower and platforms required to achieve dominance in a mission or capability area. Key cross-mission enabler Roadmaps include:

Convergence to a Single Navy Network: This Roadmap will support all other Roadmaps by providing Navy with a single, integrated network environment allowing users to seamlessly access common services and share information globally ashore or afloat. This single network will operate in all environments (Next Generation Enterprise Network (NGEN), Consolidated Afloat Networks and Enterprise Services (CANES), and

ONE-NET -- the Navy's overseas enterprise network), supported by standard enterprise-wide data handling, processing, interfaces and authoritative governance. This will connect warfighters to the Global Information Grid (GIG), enabling effective C2 and execution of operations with optimized alignment and cooperation with other DoD, Federal, Coalition and non-governmental organizations partners.

Cyberspace Operations: This Roadmap will create an agile, cost efficient approach to facilitate information dominance, non-kinetic advantage and kinetic superiority through dynamic creation, utilization and defense of data, information and networks. It will operationalize Navy's computer network defense, computer network exploitation, computer network attack and information operations, delivering the warfighter expanded options through cyberspace to attain control and deliver operational effects using information as a weapon.



Fleet Battle Management: This Roadmap will enhance Navy capability to adaptively command forces from whatever physical or virtual node best supports the



commander's need to rapidly respond to changes in the operating environment. It will advance the capability to command and operate the Fleet as a dynamically netted, integrated and adaptively configured entity at the operational and strategic levels of warfare. This capability will enable the Navy to employ a combination of kinetic and non-kinetic effects well inside the adversary's decision cycle.

Intelligence, Surveillance and Reconnaissance (ISR): This Roadmap enables the Navy to employ the right platform and the right sensor for the mission, with seamless C2 for ISR mission management and dynamic Navy asset tasking in concert with all other available collectors. This delivers immediate tactical intelligence for the Fleet and supports comprehensive long-term National intelligence analysis. Navy ISR will effectively encompass sensors, processors, data transport and incisive exploitation and analysis of actionable intelligence for the warfighter.

Additional cross-mission capability Roadmaps include: Decision Superiority, Education, Electronic Warfare, Integrated Surface Sensors, and Spectrum Usage.

Mission and domain-focused Roadmaps focus on executing specific missions or operations in a specific domain:

Ballistic Missile Defense (BMD):

This Roadmap has delivered an interim plan to enable Navy's role under the European Phased Adaptive Approach, which provides a BMD capability for Europe based on current Navy sea-based and future land-based missile defense capability. This plan improves C2 at the Fleet Maritime Operations Center (MOC) for rapid decision-making; incorporates new sources of tracking data to support advanced interceptor kill vehicles; and delivers enhanced warning and a penetrating understanding of adversary capabilities. The Roadmap will enable a holistic BMD capability fully integrated with the global Ballistic Missile Defense System (BMDS) for a true theater, regional and global capability.

Undersea Dominance: This Roadmap will integrate the operation of mobile, fixed, manned and unmanned undersea capabilities to extract, coordinate, collate, apply and manipulate information derived from and through the entire undersea domain. It will focus early effort on developing unmanned undersea vehicle power and endurance for access and persistence wherever required. Navy will bring information power to bear to seize



and control the undersea domain when, where and however required for decisive advantage across a range of warfare missions.

Air Dominance: This Roadmap will define the way ahead for supporting an integrated aerospace domain. Navy will use information and information power to move beyond platform limitations by adaptively netting airborne sensors, processors, platforms and weapons for enhanced battlespace awareness, targeting and battle management capabilities. Further concepts envision the aerospace domain as "high ground" for launching non-kinetic effects into terrestrial and cyberspace domains.



Specific examples from the Roadmaps of how Navy is preparing for the future security environment include:

- Expanding investments in advanced Electronic Warfare
- Establishing an all-encompassing approach to sea-based ISR with a combination of manned (EP-3, P-8, other tactical aircraft (TACAIR)) and unmanned platforms (Fire Scout, Medium Range Unmanned Aerial System (MRUAS), Navy Unmanned Combat Air System (NUCAS), Unmanned Carrier Launched Air Surveillance and Strike System (UCLASS))
- Creating competitive advantage over adversaries through joint interoperability with the Air Force (Broad Area Maritime Surveillance system (BAMS)/Global Hawk)
- Seeking commonality with the Air Force on the processing, exploitation and dissemination of airborne sensor data
- Accelerating the Navy to a service-oriented architecture (CANES, NGEN)

... continued on Page 22

- Improving information dissemination and transport (Ultra High Frequency/Advanced Extremely High Frequency Satellite Communications (UHF/AEHF SATCOM), Mobile User Objective System (MUOS) satellite system, Distributed Common Ground System-Navy (DCGS-N), Maritime Operations Center Command and Control (MOC C2)

Each Information Dominance Roadmap is developed by a working group organized from across the OPNAV staff, Fleet commands, systems commands and warfare centers of excellence. The group develops a concept describing information dominance impact on the mission area, then catalogs requirements, capability gaps and potential opportunities. SPAWAR supports the work by developing architecture products as analysis tools for Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) analysis of functional solutions and opportunities. The working group proposes a set of solutions



which are prioritized and translated into an action plan, sequencing tasks along a timeline with interim capability steps. Senior stakeholders from OPNAV, Fleet and systems commands review each Roadmap providing oversight as a Flag/SES-level Executive Steering Council. The DCNO for Information Dominance accords final approval for

each Roadmap.

Guiding overall direction of the Roadmaps, the Navy Information Dominance Strategic Roadmap is the master plan for delivering Information Dominance capability. It establishes an overarching strategy to align organizations, generate operating concepts, develop a skilled workforce, initiate innovation processes and leverage leading-edge technologies to achieve the Navy Information Dominance Vision: "Pioneer, field and employ game-changing capabilities to ensure Information Dominance over adversaries and Decision Superiority for commanders, operational forces, and the nation." As implemented, this vision will transform Navy from a platform-centric to an information-centric Service, and treat information as a weapon across all warfighting domains and mission areas.

The Navy information dominance initiative is a continuum of strategy, resource planning, programming and budgeting, experimentation and acquisition. The Roadmap and IDC development efforts illuminate the path ahead for attaining Navy information dominance. ✂

CANES Program Successfully Completes Key Engineering Milestone

By Steven A. Davis, SPAWAR Public Affairs

SAN DIEGO -- The Consolidated Afloat Networks and Enterprise Services (CANES) program announced the completion of a key milestone in San Diego Aug. 11.

The program completed the Preliminary Design Reviews (PDR) for the two competing CANES systems being developed by Northrop Grumman and Lockheed Martin Mission Systems and Sensors.

CANES is the consolidation and enhancement of five shipboard legacy network programs and will provide the common computing environment infrastructure for C4I applications that currently require system specific infrastructure to operate legacy systems.

Consolidation through CANES will eliminate many legacy, standalone networks while providing an adaptable and responsive information technology platform to rapidly meet changing warfighter

requirements. This strategy strengthens network infrastructure, reduces hardware footprints and decreases total ownership costs. In addition to greater capability, Sailors will benefit by reduced workload, increased security and common equipment, training and logistics.

"System Development PDR is the most significant milestone to date for the CANES program," said CAPT D.J. LeGoff, program manager for the Tactical Networks Program Office (PMW 160). "Now that PDR has been completed on schedule, the government team is poised to move forward into detailed engineering design and making the CANES program a reality."

The CANES PDR assessed each system's architectural design as expressed by the allocated baseline. Successful completion of the PDR indicates that the system design is sufficiently mature to proceed into detailed design and that it can meet the stated performance requirements

within cost, schedule, risk and other system constraints.

The next step in the program's Engineering and Manufacturing Development phase is completion of a Critical Design Review (CDR). CDR will assess the maturity of the further detailed design with an emphasis on system hosting, scalability and modularity; minimization of space, weight and power; minimization of manpower and training; and minimization of system variation.

According to LeGoff, "Defining the requirements and design correctly during this crucial Engineering and Manufacturing Development phase of the program will significantly reduce the time, effort and cost associated with delivering this enhanced capability to the warfighter."

The Navy is seeking to fundamentally meet the demands of warfighters by improving command,

control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) capabilities through flexible, efficient and cost-effective technology improvements. CANES is a core component of the C4ISR improvement initiative.

It will provide a core set of highly survivable, secure network services for surface ships, submarines and Maritime Operations Centers ashore. In addition to C4I applications, CANES will centrally host voice, video and data services for afloat platforms and designated operational shore elements. CANES will take advantage of the new business model of open architecture, Afloat Core Services and rapid commercial off the shelf insertion to deliver fiscal savings to the Navy and operational agility to warfighters. ✂

Training Network Contingency Plans Tested During Hurricane Season

By Ed Barker, Naval Education and Training Public Affairs

PENSACOLA, FL -- A Continuity of Operations (COOP) exercise testing the ability to shift the U.S. Navy's Training Network (TRANET) operations in response to natural or man-made disasters was successfully concluded Aug. 1, with the reconstitution of operations from Great Lakes, IL back to Pensacola, FL.

The entire network capability for Navy eLearning (NeL), Corporate Automated Resource Information System (CARIS) budget applications and Service Oriented Architecture (SOA) web services suite were shifted from the Saufley Field network server farm in Pensacola to the contingency server farm at Naval Station Great Lakes and back again.

"Testing and flexing our ability to use COOP processes is vital to maintaining service to the Navy in spite of what Mother Nature may have in mind," said CAPT Katharine Reed, command information officer for the Naval Education and Training Command. "What started as a scheduled test turned into a potential real-world scenario as Tropical Storm Bonnie headed toward the Gulf Coast and the test was expanded from one to two weeks. Fortunately for everyone, Bonnie never became a hurricane."

"In September of 2004, Hurricane Ivan demonstrated the need for geographic diversity in our information technology processing facilities as Ivan's effects took

An evaluation of the number of courses that were successfully accessed and completed by fleet Sailors during the COOP exercise indicated that the test went very smoothly. A normal volume of activity was recorded during the exercise period of July 18-31.

"This is our second COOP exercise this year and we continue to refine and improve our processes, including learning valuable lessons about how to make our methods and procedures better," said David Schisler, director of operations and infrastructure for the NETC command information officer. "Feedback from our learning sites indicated that they were experiencing normal training days -- the fact that nobody noticed that we had switched to our COOP servers was the best possible result."

On any given day throughout the NETC enterprise, an interruption in training due to infrastructure failure has the potential to affect 30,000 students, including 20,000 Sailors and Marines in electronic classrooms.

"In September of 2004, Hurricane Ivan demonstrated the need for geographic diversity in our information technology processing facilities as Ivan's effects took

TRANET down for 36 hours," added Schisler. "Our improved current failover (transfer) capability to the Great Lakes servers allows zero impact to training."

"In addition to refining our COOP processes, much has changed and improved with regard to our Integrated Learning Environment (ILE) infrastructure within the last couple of years," said Reed. "We have performed 'tech refresh', replacing old computer workstations and laptops with new hardware on more than 12,000 workstations in NETC classrooms. In addition, a third of the server hardware has been modernized. Our TRANET has tripled its caching capacity, dramatically increasing performance at our learning sites."

For more information on Navy eLearning or to visit the NeL catalog, click on Navy Knowledge Online website at <https://www.nko.navy.mil> and after logging in, click on 'Navy e-learning online courses' under the 'learning' tab on the top right of the page.

For more news on the Naval Education and Training Command, visit <https://www.navy.mil/local/cnet/>. ✂

CYBERFOR & NETWARCOM

Forge Future of OIX with Command E-mail

From CYBERFOR Public Affairs

VIRGINIA BEACH, VA -- The Navy announced in ALCOM 121/10 that it will be phasing out the use of the Defense Message System (DMS) for a majority of command administrative communications, known as official information exchange (OIX), and adopting new methods of delivery by fiscal year 2011.

The project is being led by Navy Cyber Forces (CYBERFOR), with a goal of increasing efficiency and saving costs by using widely-used communication tools, such as unclassified email and other Web-based applications.

The naval messaging format that has been in use for many years has become expensive and time consuming, said James McCarty, CYBERFOR's naval message assistant program manager.

"The transition to sending messages over email and Web-based communications has already begun, and will simplify communicating routine, non-'command and control' messages, such as permanent change of station orders," said McCarty. "We're using existing architecture – the hardware and software associated with Navy's computer networks and eliminating redundant architecture associated with specialized messaging programs."

The process of eliminating DMS for organizational messaging is being implemented in a phased approach to ensure critical mission requirements are maintained, and a smooth transition on all the Navy's networks, including Navy/Marine Corps Intranet, One-Net (overseas), IT-21 (shipboard) and the legacy networks. Classified and command and control messages will continue to be sent through DMS.

While acknowledging there are a few issues the program staff is working to solve, Nancy Rantanen,

CYBERFOR's naval messaging program manager, said the transition should be seamless to most users.

"Everyone uses email, so we'll just be using it for an additional function," said Rantanen. "Challenges we're addressing include the bandwidth issue associated with shipboard email use, but we're looking at ways to mitigate those and provide all users with the ability to access their messages in a timely manner."

Rantanen emphasized the importance of senior leader engagement to ensure commands initiate registration.

"Many commanding officers are already on board and have led the way for their commands to operate in the new system," said Rantanen. "Once commands complete the set up requirements, many of them can start sending messages via email right away."

In August, the largest user of unclassified messaging – the Navy Personnel Command – began migrating from DMS to a new system called Government Official Information Exchange System (GOES), which is Web-based.

"We're one of the biggest generators of messages in the Navy," said CAPT Brian Wenger, Navy Personnel Command assistant commander for business operations and comptroller. "Since the (DMS) program was going away, we had to develop a solution that would have the least impact on the business rules for both those generating messages and the commands receiving them."

GOES also supports Sailors stationed in non-Navy billets, such as those in individual augmentee assignments, and will continue to deliver information to BUPERS On-Line.

"The Navy message has been a staple for many a Sailor for quite some time," said McCarty. "This will definitely feel like a culture shift to some, but the reality is that this is a very minute procedural change that will benefit all hands." ✂

EDITOR'S NOTE: ALCOM 121 /10 has extended unclassified messaging support until Nov. 30 due to unique fleet requirements and allied/coalition interoperability issues. Earlier messages stated that the support would have ended Sept. 30. Please be mindful we are not eliminating unclassified organizational messaging; just the architecture.

Photo Illustration by MC2(SW) Joshua J. Wahl

E-LEAVE BEGINS AT SHORE COMMANDS

By MC1(AW) LaTunya Howard, Navy Personnel Command Public Affairs

MILLINGTON, TN -- The Navy recently announced the implementation of its new Electronic Leave (E-Leave) system.

According to NAVADMIN 252/10 all shore commands will use E-Leave to request, track and manage leave, once their Command Leave Administrator (CLA) completes initial setup within the Navy Standard Integrated Personnel System (NSIPS) application.

The Navy requires all personnel support detachments, customer service desks and shore commands to implement E-Leave by Oct. 31. Sailors, reviewers and approvers can access E-Leave through NSIPS at <https://nsips.nmci.navy.mil>.

"All shore commands are able to begin using the application and everything should be running smoothly by the Oct. 31 deadline," said Art Tate, NSIPS/Electronic Service Record (ESR) Implementation manager and fleet liaison.

"We beta tested the E-Leave system and 99.3 percent of all transactions were accepted and processed," said Milene Wagner, NSIPS E-Leave project manager. "Because the beta went so well, we also extended the use of E-Leave to some sites in Gulfport, MS, Keesler Air Force Base in Biloxi, MS, Stennis Space Center, MS, and in New Orleans. To date, all transactions were accepted and processed with a 99.7 percent pass rate for

these sites."

The Navy originally announced plans to phaseout the traditional paper chit leave in NAVADMIN 103/10, replacing it with the new E-Leave system. E-Leave allows Sailors to electronically route leave chits through the chain of command for approval.

"It allows commands to manage their own electronic leave control log," said John Courtney, Navy Electronic Leave program manager. "Commands will have full visibility in the system to identify the status of any Sailor's request and easily track and account for all Sailors on leave at any given time by using the electronic reports capability that each CLA will have access to produce."

Courtney added that once E-Leave is implemented, leave processing will be automated, ensuring pay and entitlements are properly accounted for with the Defense Finance and Accounting Service.

Afloat implementation for ships with NSIPS servers on board is planned to start in October and run approximately 24 months as ships' NSIPS servers receive appropriate software updates. A separate message will provide further instruction for afloat commands.

CLAs will have the capability to manage E-Leave transactions to include correction and cancellation. E-Leave will automatically check-out Sailors on leave 24 hours after initial

start date and will automatically check-in Sailors 72 hours after the return date. CLA or ESR self-service users will also have the ability to request an extension.

CLAs at each command will be accountable for all leave transactions processed via E-Leave. For CLA access contact the local NSIPS access manager.

Sailors who have not yet established their web ESR Self-Service access can do so at <https://nsips.nmci.navy.mil>.

Afloat Sailors with NSIPS Server onboard will also need to establish an Afloat ESR account each time they report to a new afloat command.

It is now mandatory for all active-duty and Reserve personnel to establish and maintain an ESR Self-Service account as the Navy phases out paper service records.

An E-Leave User Guide, training presentations and additional resources can be accessed via the Navy Knowledge Online website. Refer to NAVADMIN 188/10 which gives specific direction on how to get to these materials.

For more information, access NAVADMIN 252/10 via the Navy Personnel Command website at www.npc.navy.mil and click on Messages.

For more news from Navy Personnel Command, visit www.navy.mil/local/npc. ✂

Naval Oceanography: A Critical Partner in Information Dominance

By George Lammons, NMOC Public Affairs

For years naval oceanographers have been proving the benefit of using environmental data in the mission decision process. Naval oceanography provides a capability well-suited to its position within the Information Dominance Corps.

The Naval Oceanography community collects meteorological and oceanographic data, developing forecasts and mission-focused reports that enable commanders to make well-informed operational decisions.

“Naval oceanography is about generating competitive advantage across the warfighting and shaping spectrum,” said RDML Jonathan White, Naval Meteorology and Oceanography (NMOC) commander. “Our concept, Battlespace on Demand (BonD), produces enhanced decision-making capabilities for the warfighter. The fleet depends on us at multiple levels for keeping our forces safe, and for operational success.”

BonD is the process by which NMOC translates its knowledge of the current and predicted physical environment – including the inherent variability and impact on sensors, platforms and people – into meaningful operational recommendations. The construct consists of four tiers, each contributing to the warfighter’s decision-making capability. The foundation is Tier 0, in which data from various sources are collected, assimilated and fused to provide initial and boundary conditions that accurately describe the current ocean and atmosphere environment, as well as

the celestial and temporal reference frames.

In Tier 1, the data from satellites, altimetry, gliders, buoys and other collection methods are incorporated to initialize databases. Then, NMOC’s computers run complex models to continually forecast and verify the future state of the ocean and atmosphere.

Tier 2 takes into account how the environment modeled in Tier 1 will impact sensors, weapons, platforms and people, outlining the opportunities and risks for operations. This point in the process incorporates the influences of planning, force structure, targeting, timing, maneuver, tactics, techniques and

procedures. A result is a “performance surface” that accounts for both the predicted environment and the capabilities and behaviors of the force – both allies and adversaries.

“The performance surface quantifies risk at strategic, operational and tactical levels. We provide actionable recommendations on force allocation and employment that directly enhance safety and warfighting effectiveness,” White said.

The command’s most recent Tier 2 product, the Piracy Performance Surface, predicts the likelihood of pirate attacks during a specific timeframe. By fusing intelligence data with meteorological and oceanographic forecasts, the Piracy Performance Surface narrows the thousands of square miles of potential operating areas into areas of varying risk, enabling mission planners to focus assets on high-probability areas.

In Tier 3, performance surfaces are applied to

specific decision-making processes to quantify risk and opportunity at strategic, operational and tactical levels. The BonD principles are also employed in such tasks as ship and aircraft routing, weighing fuel savings and transit time into the equation. NMOC goal is to employ rapid transition of maturing technology and interpret it for the warfighter.

“Over the coming years, as we continue to gain new partners within the Information Dominance Corps, we will continue to evolve and exploit our ability to shape and control the battlespace,” White said.

NMOC has provided the Fleet with weather and ocean forecasts for ship routing, aviation planning, as well as typhoon and hurricane avoidance for more than 30 years. NMOC realigned in 2004, focusing on the operators’ understanding of the environmental parameters affecting warfare operations, therefore tightening the link between forecasts and decisions.

The command utilizes small, tactical units of Aerographers’ Mates (AGs) and Naval Oceanographers embedded forward with mission commanders, leveraging reachback to operational production centers for obtaining products. This allows forward-deployed

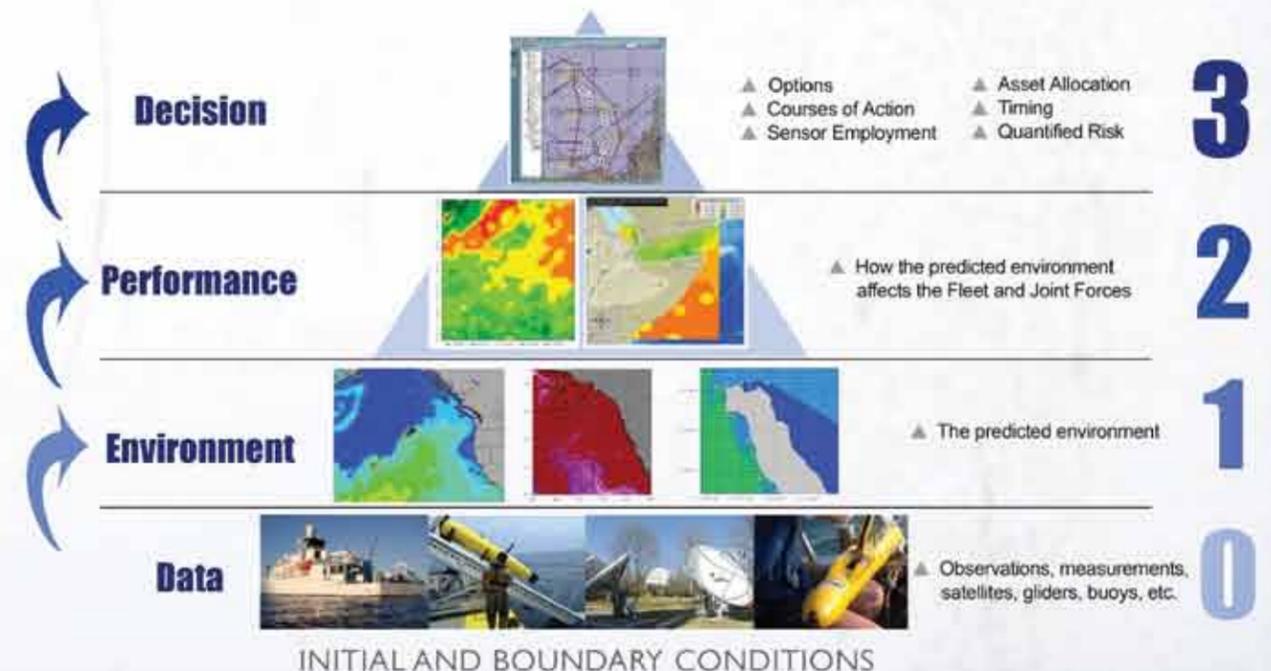
Photo Illustration by MC2(SW) Joshua J. Wahl

teams to effectively employ the expertise of the CONUS-based civilian workforce and high-capacity computing capabilities. Civilian members contribute Ph.D.-level expertise and years of study, while military members contribute the experience of forecasting for operations and an insight into Navy operations, platforms and weapons systems.

This type of cooperation was displayed in June at Frontier Sentinel ‘10, a maritime homeland defense exercise in Hampton Roads, Virginia. The unmanned underwater vehicle platoon of the Naval Oceanography Mine Warfare Center (NOMWC) was among participants whose task was to operate unmanned vehicles in order to identify mine-like objects. The Naval Oceanographic Office (NAVOCEANO) mine warfare department, in collaboration with NOMWC, processed and analyzed all of the data generated in the exercise in near-real time.

“What we brought is our knowledge of the physical ocean environment, its impact on sensors, and where they perform best,” said CAPT Paul Oosterling, NMOC Chief of Staff.

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Northwest Trains Region in Information Assurance

By MC2 Scott Dagendesh, NPASE Detachment Northwest

SILVERDALE, WA -- Regional Information Assurance (IA) support specialists from Commander, Navy Region Northwest (CNRNW) conducted IA training for Sailors and Department of Defense (DoD) personnel at Naval Air Station Whidbey Island, Naval Base Kitsap and Naval Station Everett this summer.

All Department of the Navy personnel who have access to DoD computers, including active duty, Reserve, retired, Navy civilians and contractors are required to complete IA training.

"Network security is critical to the defense and the security of the nation," said Peg Burchill, CNRNW, IA support specialist. "Commander, Navy Region Northwest is presenting information assurance training so (base personnel) will learn the best and safest practices for information assurance of the networks. IA

training is given to ensure they know the correct information is getting out only to the right person."

During the training, Sailors and DoD employees were reminded that they must take adequate security measures in safeguarding information.

"This is nothing to take lightly," Burchill said. "If (intruders) get into our networks, they will know our Department of Defense positions and that is very scary stuff."

The training included common sense tactics about certain websites to avoid, suspicious e-mails, Common Access Card (CAC) and developing passwords, as well as the importance of safeguarding classified information from unauthorized users – both inside and outside the workplace.

Joseph Ellis, regional information assurance technician, said users should not forward spam, and offered other safe computing tips.

"You must be careful what you save or reply to, and lock your computers when you leave your desk," he said.

The more Sailors and DoD employees know about information assurance, the safer their networks will be.

"IA training is very important because it keeps the computers and networks safe; it's something everyone needs to know because our security depends on it," said MA2(EXW) David J. Miaso, assigned to Naval Air Station Whidbey Island Base Security. "It also provides an additional layer of defense for our networks and helps ensure availability for only authorized users."

For more on Information Assurance, visit Navy Knowledge Online, <https://www.nko.navy.mil> or the Navy Marine Corps Intranet (NMCI) homeport at <http://homeport.>

In a data fusion center, NOMWC and NAVOCEANO combined data – from underwater unmanned vehicle, ship, and airborne sensors – to generate a common operational picture that showed the mine warfare commander how and where to best employ assets. Additionally, the fusion cell used imagery collected from baseline surveys, thereby reducing port clearance timelines by identifying objects previously detected.

This customer focus provides the flexible support operators need, rather than static products that may or may not fit the combatant commander's operational needs or address the continually-changing environment.

As demonstrated in Frontier Sentinel '10, Naval Oceanography delivers services with a small footprint



(Left to right) AGC Charles Jackson and AG1 Marcus Wells review instructional paperwork to provide meteorological and oceanographic support to 2nd Fleet Navy ship, aviation and special warfare operations from the METOC. (Photo by MC2(SW) Joshua J. Wahl)

Meteorology and Oceanography Professional Development Center oversees training and continuing education.

NMOC's 3,000 military and civilian members are globally distributed, and serve in a variety of sea and shore billets. Aerographers' Mates serve on every Amphibious Ready Group and Carrier Strike Group, are embedded with SEAL teams, and work side-by-side with mine warfare commands and ASW operations.

"We may be a small part of the Information Dominance Corps, but we feel our impact is much greater than our size would suggest," White said.



(Left to right) AGAN Jamie Engleman and AG2(Nicholas Gaddy) keep a critical eye on an Atlantic storm. (Photo by MC2(SW) Joshua J. Wahl)

forward, robust reachback cells and a combined civilian/military workforce.

Numerical prediction models are run on supercomputers at two production centers – NAVOCEANO and Fleet Numerical Meteorology and Oceanography Center. This high-capacity computing capability, coupled with the reachback nodes, ensures Sailors forward receive any needed additional analysis from the production centers.

Another NMOC production center, the U.S. Naval Observatory, provides astronomical and timing data required for navigation, precise positioning, targeting and communications. The Naval



(Left to right) AGAN Renee Issawi and AG2 Micheal Hunter review weather forecasts. (Photo by MC2(SW) Joshua J. Wahl)

(Right) RADM Edward H. Deets, III, NETWARCOM commander, presents command coins to undergraduate students participating in a Navy Recruiting Command tour at CYBERFOR and NETWARCOM. The students were on a two-day tour aboard afloat and shore commands at Joint Expeditionary Base Little Creek - Fort Story to learn more about potential job opportunities in the Navy. (Photo by MC2(SW) Joshua J. Wahl)





NGEN

NEXT GENERATION ENTERPRISE NETWORK

Transitioning from NMCI to NGEN and Implementing Foundation for Network C2

From NGEN FITT Public Affairs

With nearly 700,000 Department of the Navy Personnel (DON) working on approximately 360,000 workstations and laptops, encompassing more than 4 million e-mails and 124 million browser transactions per day, the Navy Marine Corps Intranet (NMCI) is the largest intranet in the world. Given these statistics, the ever evolving warfighter's needs in this technological age necessitate the transition to a network with government oversight in order to meet rising demands and increased network security threats. Likewise, transitioning a network of this size requires rigorous transition planning.

On Oct. 1, NMCI will begin transitioning to the Next Generation Enterprise Network (NGEN) with the NGEN Program Management Office (PMO). NGEN will support net-centric operations and position DON for transition to the Naval Networking Environment (NNE) vision for 2016.

Up to this point, Hewlett Packard (HP) Enterprise Services (formally EDS) has been the prime contractor of NMCI since 2000. However, the current NMCI contract expires Sep. 30.

Last July the Navy awarded a new contract to HP Enterprise Services for information technology (IT) network services of NMCI to ensure the connectivity and security of the network into the transition to NGEN, the secure follow on network to NMCI.

This new contract for NMCI services is known as the NMCI Continuity of Services Contract (CoSC).

The DON has identified 10 critical objectives for the implementation of the NMCI CoSC. First and foremost, the main goal during the transition from NMCI to NGEN is to maintain continuity of services beginning Oct. 1. Additionally, the NMCI CoSC will provide for an increased level of government oversight and involvement in the forms of increased command and control (C2) over network operations (NetOps), the classification of DON as the Technical Authority (TA), and a transfer of access rights to and

ownership of NMCI infrastructure and intellectual property. In order to maintain flexibility and poise the DON for adaptability, the CoSC allows for third party security operations, flexibility to meet emerging requirements and segmented transition timing schedules.

Finally, information assurance tools, performance monitoring and training plans will be put into place to facilitate the transition. In preparation for the transition to increased NetOps C2, the NetOps community, represented by Navy Cyber Forces (CYBERFOR) NGEN Fleet Implementation and Transition Team (FITT), has been a key player within the NGEN program.

In addition to awarding the NMCI CoSC, NGEN Early Transition Activities (ETAs) were designed to reduce the risk during the transition period from NMCI to NGEN, and are key enablers for the overall success of the transition to NGEN.

ETAs are discrete efforts to establish government management capabilities, allow greater participation in operational decisions, help expedite transition time, and support full and open competition for services.

The ETAs are also designed to develop standardized government processes using the industry standard practices of Information Technology Infrastructure Library Version 3 (ITIL v3) as well as develop government competencies for DON prior to deployment and transition.

To facilitate the overall transition, which includes the implementation of the NMCI CoSC and the continued work of the ETAs, PM NGEN developed the "NGEN Transition Management Strategy" in May 2010 to take a phased approach to the transition of services as well as assign accountability throughout the Navy.

The "NGEN Transition Management Strategy" is divided into seven smaller phases, each of which needs to be informed by the appropriate stakeholders. Therefore, PM NGEN is coordinating input from three key stakeholder groups: the Design Authority, Technical Authority, and NetOps community.

One of the early phases, "Transition Phase Zero," (TPO) requires the current as -- is NMCI capabilities, in addition to increased government operational, technical and design control of the networks, to incorporate Information Assurance (IA) enhancements to meet evolving security requirements, and inform these capabilities through NetOps Community input.

CYBERFOR NGEN FITT has accountability and responsibility for ensuring the transition of NetOps operational control from NMCI to NGEN. As the NetOps Community contribution to TPO, the NGEN FITT collaborated with Naval Network Warfare Command (NETWARCOM), NETWARCOM's operations centers, the Global Network Operations Center (GNOC) and Navy Cyber Defense Operations Command (NCDOC), to develop the "TPO C2 Implementation Plan," (TPO C2 Plan) as an executable plan to begin transitioning NetOps operational control. The TPO C2 Plan also lays the foundation for NGEN NetOps enterprise governance, required to execute IT service operations.

Network Operations Command and Control Transition Plan Zero End State

The TPO C2 Plan identifies and consolidates those actions required to assume network C2 over NMCI, which will be executed by NetOps organizations. With the complexity of NGEN planning and the multiple organizations and requirements involved in the implementation of C2, the TPO C2 Plan synchronizes programmatic and operational actions towards specific C2 objectives.

It will also provide the specific details of employing the NGEN C2 workforce and implementing NGEN Information Technology Service Management (ITSM) Service Operations processes. The final piece of implementing the plan involves identifying and employing the necessary technology required to

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conduct the business of monitoring, analyzing, managing, planning, coordinating, defending and controlling the network.

The TPO C2 Plan will set the foundation for NetOps C2 under NGEN. The goal of this early transition phase is to achieve the desired NetOps C2 effect in the NGEN environment: the ability to conduct seamless, synchronized and integrated efforts with the goal of enhancing visibility, management, and C2 of IT assets and/or resources within the NGEN management domain.

As NMCI transitions to NGEN

through the NMCI CoSC, the DON will leverage 10 years of experience gained through the NMCI contract to deliver a continuity of services that supports and stimulates the evolution of Naval IT by providing greater government C2. Under the TPO C2 Plan, the Navy will have a global networking environment that is responsive to the operational commander and empowers our future warriors.

Through successful execution of TPO, the Navy will have the ability to identify the key people, processes, and technology required to:

- Provide greater network situational awareness
- Develop unified network C2
- Enhance Network Assurance
- Enhance Enterprise Management
- Enhance Content Management
- Define and assess assured system and network availability
- Define and assess assured information delivery
- Define and assess assured information protection. ✂

CYBERFOR Commander Kicks off IDC Roadshow at NAS Oceana

By Cathy Heimer, NAS Oceana Public Affairs

The Information Dominance Corps (IDC) Roadshow was held at Naval Air Station Oceana's theater June 10. The briefing, one of seven such events at Navy bases around the world, brought in senior leadership to discuss various topics pertinent to the Navy's Information domain, including "Navy Cyber Way Ahead," "Undersea Dominance Roadmap," and "Health of the Networks," as well as providing community briefings for enlisted Sailors and officers.

Commander, Navy Cyber Forces (CYBERFOR) RADM Tom Meek kicked off the day-long event with an overview of the IDC.

"The whole point in today's information is that this is a new concept and it has a practical impact on IDC Sailors," Meek said. "We need to convey the message to Sailors who are going to bring this to light and do all the hard work. We want to tell them the way ahead, the future and what their role is going to be."

Currently there are nearly 45,000 active duty and Reserve enlisted Sailors and officers, along with civilians, who make up the IDC. The corps includes Sailors in the enlisted ratings of intelligence specialist (IS), information systems technician (IT), cryptologic technician (CT), and aerographer's mate (AG); and officers in the information professional, information warfare, intelligence, meteorological/oceanography designators and space cadre.

Meek emphasized the importance of information-centric disciplines to today's Navy operations.

"Information not just an enabling function for the other warfare areas, information itself is a warfare area," Meek explained. "We need a community of warriors to get that information out. With information in cyberspace being

the new battle space, you really are going to be the ones leading the change."

Meek also briefly discussed funding for the IDC, as well as the Navy's strategic roadmap for the community. "It's been a build up of momentum over the last decade that's culminated in where we are today. This is the way ahead for the next 10 to 15 years," he stated.

For Meek, investing in the people who make up the IDC is the most important piece of the roadmap. That investment includes training and professional development, including the new IDC warfare insignia.

Approved by the CNO on Feb. 19, both officers and enlisted will have the opportunity to earn the pin after completing rigorous personal qualification standards. Meek himself plans to earn the IDC pin after meeting the same standards everyone else will be expected to meet.

CDR Howard Hart from the Center for Naval Intelligence at Dam Neck Annex was one of the attendees who used the opportunity to have his questions answered directly by Meek. "I wanted to hear the admiral's perspective on how the realignment and the IDC are going to impact the Navy's intelligence community," explained Hart afterwards.

Like any big change in the military, Meek explained there was some resistance to forming the IDC, but senior leadership decided "this was the right thing to do. It wasn't an easy thing. It would have been easy to just continue on...but this is a risk that has to be taken — operational risk, organizational risk. But we did take that risk and it is now time for everybody to get on board," said Meek.

"We're on the threshold of taking the Navy into a new era," he added. ✂

First MUOS Satellite Successfully Completes Key Test Milestone

Official U.S. Navy Photo

By Steven A. Davis, SPAWAR Public Affairs

SAN DIEGO -- The Mobile User Objective System (MUOS), directed by Team Space and Naval Warfare Systems Command's (SPAWAR's) Communications Satellite Program Office (PMW 146), recently completed a significant test milestone for the program's first satellite.

A next-generation narrowband tactical satellite communications system, MUOS will provide the warfighter with the latest mobile technology such as simultaneous voice and data, as well as improved service to legacy users of the current ultra high frequency (UHF) Follow -- On system.

"Since the MUOS spacecraft's Critical Design Review in March 2007, we have overseen the manufacture and delivery of hundreds of components that make up the MUOS spacecraft," said CAPT Jack Nicholson, PMW 146's acting program manager.

The successful testing demonstrates that components work together as an integrated spacecraft and will meet the warfighter's needs for UHF communications. "It is a major accomplishment to have first pass success at the system level testing for such a complex spacecraft," said Nicholson.

The next steps are spacecraft level vibration and acoustic tests to simulate the launch environment, followed by thermal vacuum tests that simulate the extreme hot and cold temperature on orbit. Upon completion of these tests there will be final post-environmental performance tests to verify that the satellite works properly prior to launch.

"We are about one year from being ready to launch the first MUOS spacecraft, and we are ready for the next major test event: spacecraft vibration and acoustic testing," explained Nicholson. The first MUOS satellite is projected to provide on-orbit capability by the end of 2011.

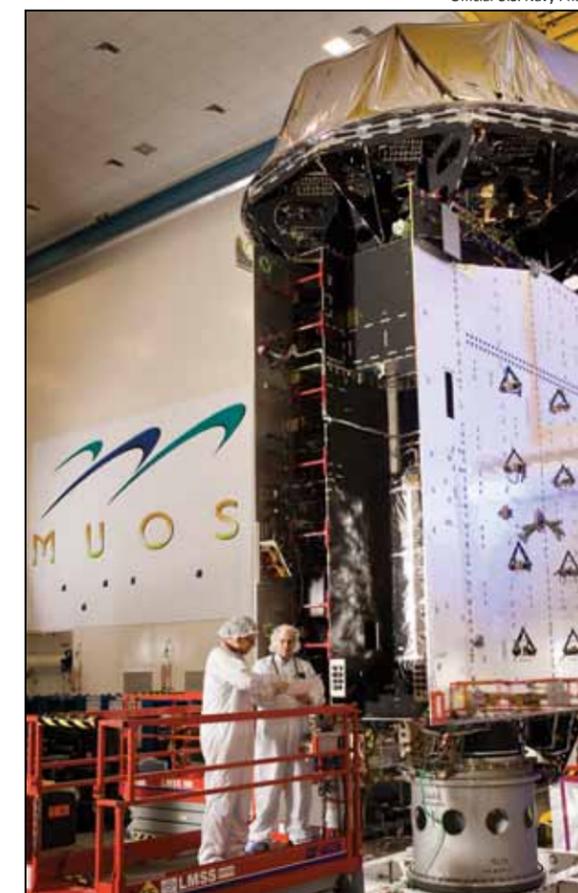
The first MUOS satellite successfully completed Passive

Intermodulation (PIM) testing, Electromagnetic Interference (EMI) and Electromagnetic Compatibility (EMC) testing, as well as the Spacecraft Level Baseline Integrated System Test (BIST) at Lockheed Martin facilities in Sunnyvale, CA.

Completion of PIM testing assured that the high power satellite downlink transmissions do not interfere with the extremely low power signals uplinked from the legacy terminals used by the warfighter. The EMI/EMC testing ensures self-compatibility of the payloads on the satellite, as well as satellite compatibility with the launch vehicle electromagnetic environment. BIST testing verifies the overall performance of the fully integrated MUOS spacecraft is compliant to the MUOS Performance Specification and establishes a performance baseline prior to entering the environmental test phase.

"Completion of PIM, EMI and EMC on the first pass and in less than two months on a UHF satellite as complex as MUOS is the result of months of planning and hard work by the entire MUOS space segment team," said Nicholson. "This team was efficient at identifying and completing risk reduction activities that led to this major testing milestone."

Following BIST, a series of critical environmental test phases will be conducted to validate the overall satellite design, quality of workmanship and survivability during space vehicle launch and on-orbit operations.



SPAWAR technicians review notes following EMI, EST and BIST testing at a Lockheed Martin facility in Sunnyvale, CA.

MUOS is the Defense Department's next-generation military satellite communication system that supports a worldwide, multi-service population of users in the narrowband. The system is designed to support users that require greater mobility, higher data rates and improved operational availability. This system will provide greater than 10 times the system capacity of the current narrowband constellation.

MUOS will support unified commands and joint task force components, DoD and non-DoD agencies, and U.S. allies by providing worldwide tactical narrowband netted, point-to-point, and broadcast voice and data services in such challenging environments as double canopy foliage, urban environments, high sea states and all weather conditions. ✂



Navy Operations Security Course Receives Facelift

By James Magdalenski, Naval OPSEC Support Team

Department of Defense Directive 5205.02 dated March 6, 2006 (DoD Operations Security (OPSEC) Program) directed the establishment of an OPSEC support capability that provides for program development, planning, training, assessment, surveys and readiness training. As a result, the Naval OPSEC Support Team (NOST), based at Navy Information Operations Command (NIOC) Norfolk, was established to provide OPSEC support to the entire Navy and Marine Corps.

Although OPSEC, and the OPSEC process has not changed much over the years, technology and Internet-based Capabilities (IbC) have brought to light a myriad of new vulnerabilities. With every piece of new technology comes an associated vulnerability. The more we open the door to IbC (Facebook, YouTube, Twitter), the more additional risk we accept when it comes to protecting our networks.

The two-day Navy OPSEC course (J-2G-0966), originally owned and facilitated by Fleet Combat Training Center Dam Neck and, later, Fleet Information Warfare Center Little Creek, was eventually assumed and remains with the NOST as the Course Curriculum and Model Manager (C2M2).

New topics have been added to the course to keep up with the times. Here is an outline of the Navy's OPSEC course:

Topic 1 – Operations Security: Provides an overview of the five-step OPSEC process (Critical Information, Threat, Vulnerabilities, Risk, Countermeasures) and Information Operations (IO) core capabilities with historical examples of how OPSEC has been applied. The topic also covers the “Who’s Who” in the OPSEC chain of command as well as the roles and responsibilities of each organization.

Topic 2 – Analyzing Threats: One of the more difficult and ever-changing topics is determining the realistic threat! Often times, the threat is never really understood or known, especially when it comes to Cyber. This topic reviews the different elements of threat and identifies the many collection methods imposed by our adversaries (threat). Topic 2 concludes with an exercise of identifying different threats in an exercise scenario.

Topic 3 – Identifying Critical Information (CI) and Vulnerabilities: Just because information is UNCLASSIFIED does not mean it’s UNIMPORTANT! Identifying unclassified CI, and protecting it from our adversary is key, especially when data aggregation is as easy as it has ever been with the powerful search engines available on the internet. The scenario driven exercise continues as students demonstrate how to identify CI, Indicators and Vulnerabilities. This topic also discusses the significance of Indicators and how we as a military or individual are vulnerable to adversary exploitation.

Topic 4 – Assessing Risk and Applying Countermeasures (CM): By far, this is the most challenging topic to instruct and perhaps the most difficult to understand. But this topic is one of the most important because it teaches the student how to evaluate CI, Threat and Vulnerabilities and present the level of risk to the Commanding Officer for acceptance or further mitigation. If the level of risk is not acceptable to the CO, then additional countermeasures will need to be applied. The topic concludes with a risk analysis and countermeasure exercise of identifying, developing and applying countermeasures.

Topic 5 – Establishing an OPSEC Program: This is an excellent topic that covers the duties and responsibilities of the OPSEC officer as well as listing all relevant guidance, instructions and publications. Topic 5 also reviews the contents of a Continuity Binder, OPSEC Working Group composition, command training requirements and OPSEC support provided from the various national and DoD organizations.

Topic 6 – Assessments and Operations Security Collaboration Architecture (OSCAR): References establishing guidance for conducting command OPSEC assessments, how to plan and conduct an assessment, and support options from different organizations are covered in this topic. OSCAR is a new on-line assessment tool used to assist OPSEC officers in conducting their annual assessment. The NOST also provides common assessment findings, recommendations and best practices.

Topic 7 – OPSEC and Social Networking: One of the newest topics covers Social Networking (Facebook) from both an individual user and military/official perspective. References, IbC guidance, command social networking options, and OPSEC issues online are also discussed.

Topic 8 – OPSEC and Emerging Technology: Another new and exciting topic takes a look at understanding information availability, web presence and technological devices like Smartphone, Global Positioning System (GPS), Podcast, virtual worlds and more. Understanding the availability, ease of access, and vulnerabilities of emerging technology from an individual and official perspective is testament to why OPSEC should be part of our culture.

Informally dubbed as a “cliff notes version” of the five-day DoD OPSEC Program Manager course developed by the Interagency OPSEC Support Staff (IOSS) in Greenbelt, MD; this fast-paced, two-day course is offered 16 times a year on both the east and west coasts. The course is also presented via Mobile Training Team (MTT) practically anywhere in the world a command can provide students. The FY2011 course schedule is listed below.

For more information on the two-day Navy OPSEC Course, OPSEC support, training materials and products, contact the NOST at opsec@navy.mil or (757) 417-7100. NOST information and products can also be obtained via the website at www.nioc-norfolk.navy.mil/opsec, or the NOST Sharepoint site or on Facebook at www.facebook.com/navalOPSEC.

FY 2011 OPSEC Course Schedule

Oct. 12-13, 2010/Bangor, WA
 Oct. 14-15, 2010/Everett, WA
 Oct. 18-19, 2010/Whidbey Island, WA
 Oct. 19-20, 2010/San Diego
 Nov. 2-3, 2010/Norfolk, VA
 Dec. 1-2, 2010/San Diego
 Jan. 10-11, 2011/Mayport, FL
 Jan. 18-19, 2011/Norfolk, VA
 Feb. 8-9, 2011/San Diego
 Mar. 1-2, 2011/Norfolk, VA
 Apr. 12-13, 2011/San Diego
 May 3-4, 2011/Norfolk, VA
 Jun. 14-15 2011/San Diego
 Jul. 5-6, 2011/Norfolk, VA
 Jul. 12-13, 2011/Mayport, FL
 Aug. 16-17, 2011/San Diego
 Sep. 13-14, 2011/Norfolk, VA
 Sep. 19-23, 2011/DOD 2500 Crs.
 NIOC Norfolk IWTF



OPSEC@NAVY.MIL

REALIGNMENT FOR FUTURE OF NAVY NETOPS

By LT Michael L. South II, NCTS Naples
Operations Officer & TNOSC Director

In support of its new, more focused role as the NetOps Commander for the Navy under Fleet Cyber Command / U.S. 10th Fleet, Naval Network Warfare Command (NETWARCOM) has directed a standardized command alignment for all Naval Computer & Telecommunications Area Master Stations (NCTAMS) and Naval Computer & Telecommunications Stations (NCTS) worldwide. Currently these essential NetOps commands are organized around traditional Navy models and systems that will be eventually replaced. These commands will be organized based on functions in the future.

As they are organized now, each Communication Station (COMSTA) has an N3 Operations Department, but that department hasn't necessarily been responsible for all command operations. Instead, the N3 focused more on legacy communication services while other departments managed other operational systems and services. Defense Switched Network (DSN) was under N2 (typically reserved for Intelligence), Satellite Communications (SATCOM) was under N9 (typically reserved for Analysis/Experimentation) or as a separate Unit Identification Code (UIC). ONE-Net was located under N8 (typically reserved for Resources/Requirements) in overseas NCTS, Fleet Network Operations Center (NOC) also under N8 or as a separate UIC, and other systems based on the capabilities and missions, functions and tasks assigned to the individual commands.

As Program of Record (PoR) systems come and go, the current model requires organizational units within

the NetOps commands to be established and/or disestablished as these systems change. This not only adds unnecessary costs of acquisition, it also increases confusion and complicates transitions for the individual commands. The realignment, once implemented, provides a more stable organizational structure, regardless of the systems managed, because the overall C4I services provided to our customers and mission of the commands will change very little over time.

Following NCTAMS LANT, NCTS Naples was the first NCTS to undergo this realignment process, which started in February with the initial site visit and was executed April 1 with great success. For most of the personnel in the command, their specific jobs and responsibilities didn't change. With the right socialization, command culture and execution plan, the initial impact was limited to a few key leadership changes, some physical office moves and administrative aspects that did not negatively impact the command's mission or morale.

Second order effects included the minor difficulties of expanding each department's focus to "think" command-wide in every aspect and catching up on the history, current events and scheduled projects for the systems and personnel that the department wasn't previously responsible for.

However, third order effects, which are just coming to light, include improved coordination among the departments as they work together to support the same systems and mission, and more importantly, on the watch floor with an integrated command watch team supporting all operations for the command and



The newly constructed NetOps Control Center was designed to facilitate better situational awareness and more efficient coordination, communication and cross-training.

ultimately, our customers.

While there are several benefits to the new alignment, one of the greatest is the creation of the Special Assistant for Security Management, a department equivalent that is responsible for Physical Security, Personnel Security, Electronic Key Management Systems Vault and Information Assurance (IA). Under the old organization structure, IA was only billeted and funded to support ONE-Net at Naples, which left huge gaps in IA support for legacy communication systems that are controlled by computers, the Fleet NOC, C2, DSN/DRSN and just about every other system on station. Although there is still a requirement for additional personnel and training, the command is now in a better overall position to provide more comprehensive security to our station, systems and personnel.

A supporting initiative in Naples is the construction of a NetOps Control Center (NCC) to provide the capability to shift, where possible, the various functional watch teams for Tech Control, Messaging, ONE-Net, Fleet NOC, C2, DRSN and VTC to the new watch floor under the operational leadership of the NetOps Watch Officer (NWO) to facilitate better situational awareness and more efficient coordination, communication and cross-training.

Previously, the Joint Fleet Telecommunications

Operations Center (JFTOC) Watch Officer was stationed in an office and was responsible for managing the geographically dispersed functional watch teams through email and handling multiple phone sets. Each functional watch team's watchbill was managed by the corresponding division with different shift times and rotations.

Now, as the NCC is being completed, NCTS Naples has implemented a single operational watchbill that is signed by the Operations Officer which has improved team building between the standard watch sections across all functional watch teams.

NCTS Naples has also established an N5 Plans, Projects and Requirements department to incorporate best practices from the ONE-Net Business Management Office/Project Management Office across the entire command to better support communications systems, other network systems, and initiatives like the Station Renovation Project, Self-help Tech Clean-up and to facilitate the new DISA Consolidated Footprint.

Change can be difficult and especially large organizations. But in Naples, the reorganization/realignment changes have been a great success and a necessity for future operations. ✎

Photo Illustration by Robin D. Hicks

NIDE RESERVES SUPPORT CWID 2010

By IT1 Annette Silva, SPAWAR

Navy Reservists attached to Naval Space and Warfare Systems Command (SPAWAR) and Navy Cyber Forces (CYBERFOR) recently partnered together to participate in the Coalition Warrior Interoperability Demonstration (CWID) 2010, hosted by Space and Naval Warfare Systems Center Pacific (SSC Pacific), June 17-25 at the SSC Pacific Seaside Complex.

CWID is a Joint Chiefs of Staff premier annual event, consisting of multiple venues hosted by the United States, NATO, the United Kingdom and Canada. The venues are designed to improve and enhance Command and Control (C2), Communication Systems, Intelligence, Surveillance and Reconnaissance (ISR) capabilities.

The partnership between the SPAWAR and CYBERFOR

Reserves was a direct result of the collaborative efforts developed under the Naval NETWAR/FORCenet Enterprise (NNFE) command structure. This partnership is continuing their engagement as the NNFE Reserve entities adjust alignments within

“Participating in enterprise exercises ... creates a better ‘big picture’ understanding and ... forges valuable relationships.”

the Navy Information Dominance Enterprise (NIDE).

The reservists worked in unison with their active duty Navy and Marine counterparts along with members of the Army Reserves and the California National Guard, as well as the German, Finnish and New Zealand Navies.

The U.S. CWID sites involved in the exercise were the Joint Systems Integration Center (JSIC) at U.S. Joint Forces Command (USJFCOM), Suffolk, VA; the Naval Surface Warfare Center (NSWC), Dahlgren, VA, Division; North American Aerospace Defense Command (NORAD) and U.S. Northern Command (USNORTHCOM), Peterson Air Force Base, CO; the Space and Naval Warfare Systems Center Pacific (SSC Pacific), San Diego and the Electronic Systems Center (ESC) at Hanscom Air Force Base, MA.

This year’s demonstration included an active Emergency Operations Center supporting Homeland Security/Homeland Defense (HS/HD) trials and the Coalition Forces Maritime Component under advisement by the CWID Advisory

Combatant Commands.

During the last two weeks of the demonstration, all role players in the HS/HD and Coalition Forces Maritime Component integrated their technology and equipment training into simulated, operational scenarios and were required to conduct assessments on their technologies.

CAPT Glen Krueger, commanding officer of NR Navy Information Operations Command MD-Washington, DC, was pleased to be on the CWID team, serving as the commander of the Emergency Operations Center.

“There are two aspects to CWID – the exercise and new technologies. The exercise provides training opportunities for the participants on responding to crisis scenarios. More importantly, CWID provides a platform in which new technologies can be demonstrated to fill

operational capability gaps,” Krueger said. “CWID pairs operators with new technologies and tools that benefit both the operator and contractor. The operator gets to use the technologies and provide feedback for improvement and better utility through assessments.”

He went on to explain that CWID benefits the contractor by providing them feedback from an operational environment on their product’s uses, strengths and weaknesses.

Krueger also found great opportunity in supporting these types of events.

“As the commanding officer of a unit that is part of CYBERFOR, CWID provided a great opportunity to participate with SPAWAR,” Krueger said. “Participating in enterprise exercises, events and demonstrations creates a better

‘big-picture’ understanding, better cooperation and teamwork, and it forges valuable relationships.”

IT1 Timothy McLean of SPAWAR 303 unit in Mayport, FL, said, “My civilian job deals directly with testing and utilization of new applications and software releases... I’m able to reinforce the idea of my work supporting me when I am on Annual Training (AT) ... the fact that we were testing hardware and software helps not just the military but homeland security and national responses to natural disasters.”

As the Reserve components of the former NNFE realign organizationally, CWID is one example of how reserve leadership is collaborating within the reserve component as well as with active counterparts to bring reservists to support the highest Information Dominance priorities. ✎

Photo Illustration by MC2(SW) Joshua J. Wahl

Team SPAWAR Contributes Critical Maritime Technologies in TW ‘10

By Andrea Houck, SPAWAR Public Affairs Specialist

SAN DIEGO – The Space and Naval Warfare Systems Command (SPAWAR) recently participated in Trident Warrior 2010, an annual sea trial sponsored this year by THIRD Fleet and directed by U.S. Fleet Forces Command.

Team SPAWAR, including program executive offices and system centers, provided technology oversight for the experimentation’s Maritime Domain Awareness (MDA), information transport, command and control, information operations and other information systems.

CAPT Carl Conti, Fleet Forces Command director of experimentation (N9E), explained that Trident Warrior experimentation “provided an opportunity to introduce new technologies to the Sailor, refine them and make them better. It maximized results, minimized costs and saved the taxpayer a lot of money.”

Trident Warrior’s focus on at-sea experimentation assisted warfighter capabilities by consolidating multiple streams of information into a secure manner so the warfighter could make the best tactical decision while in theater.

The information systems experimented and tested during TW ‘10 ranged from transmitting information between ships that were geographically dispersed, to the volume of information that could be transmitted and overall increases in the speed to respond to an

emerging situation.

“The more data we can receive and transmit, the better we are and the more time we save,” Conti said.

SPAWAR’s Expanded Maritime Interception Operations (EMIO) Wireless device, for example, was tested during TW ‘06 and ‘07. Conti noted it received a great deal of support from the military utility assessment.

EMIO Wireless now plays a key role in MDA by allowing vessel interdiction crews to automatically transmit identification information from vessel to ship without having to manually pass the information back and forth.

Prior to EMIO deployment, boarding teams might have to transit back and forth between the boarded vessel and their home ship to check databases. This process was not only time-consuming, but each transit added to the already existing vulnerability of engaged personnel.

Using EMIO Wireless, the ship can transmit collected information to shore-based network operations centers to verify identities of interdicted vessel crewmembers. Use of the Automatic Identification Systems allows the services to identify commercial vessels and, when paired with intelligence systems, the ability to detect anomalies and pirates.

The MDA focus area provides a balance between technology and non-material solutions to achieve

increased situational awareness at the operational level of understanding. Some of the Trident Warrior products are an MDA area of responsibility.

The All Partners Axis Network (APAN) is an enabling technology part of the experimentation and is designed to enhance MDA and provides maritime partners a secure MDA information sharing environment accessible from anywhere on the internet. Dan Dunaway, MDA focus area lead, demonstrated APAN and said Team SPAWAR is heavily involved in the data sourcing for APAN.

Key experimentation this year also entailed testing communication alternatives in the event that satellite communications were denied. Early Consolidated Afloat Networks and Enterprise Services (CANES) capabilities are continually introduced, following in the footsteps of the Application Integration Early Adopter Initiative (AIEAI) earlier this year on USS Abraham Lincoln (CVN 72), which experienced significantly improved connectivity, bandwidth and network availability during January sea trials.

AIEAI, coordinated by the Tactical Networks Program Office (PMW 160) part of Team SPAWAR, represents a major shift in how software applications are employed aboard ships.

According to LCDR David White, Lincoln’s combat systems information officer, the enhanced network availability and capability had a significant impact on the crew’s effectiveness.

Additionally, TW ‘10 examined humanitarian assistance and disaster relief efforts by providing commonly accessible tools that allow military, other government organizations, coalition partners and non-governmental organizations to share information when responding to a crisis situation.

When asked about the greatest benefits of Trident Warrior, CAPT John Funk, USS Bonhomme Richard (LHD 6) commanding officer, said, “It’s getting the engineers and the Sailors to collaborate together for technology development. At the end of the day it’s not all about the equipment, but it’s about the Sailor and having a well trained crew that’s able to appropriately react.”

This is the third time that the Bonhomme Richard has participated in the Trident Warrior series of at-sea experimentations.

Trident Warrior’s execution phase began June and ended in July. Its multinational participation includes Australia, Canada, New Zealand, the United Kingdom, the Republic of Korea, France, Chile and the Republic of Singapore. ✎

Information Dominance Corps Sailors Support Millington Flood Relief

By CDR Kurt Mole, PERS-408

MILLINGTON, TN -- Information Dominance Corps Sailors at Navy Personnel Command (NPC) played an integral role during May 2010 flood recovery operations at Naval Support Activity Millington. The base was closed to residents and non-mission essential personnel after two days of rain dumped more than 14 inches in the area, causing a flood levee on the east side of the base to spill over and flood part of the base.

Immediately after the flood, Sailors from throughout the area jumped into action to assist in recovery efforts. ITC Jason Reynolds of San Antonio was among the most actively involved during flood relief efforts, leading the way with fellow Chief Petty Officers from day one of the disaster.

Reynolds spent more than 200 off-duty hours helping flood victims, both on and off base, to recover their personal effects and restore their personal lives and property. He personally assisted 12 families in relocating their household effects from their old homes into new homes.

Reynolds serves as an Enlisted

Detailer NPC. PERS-408 is responsible for all IDC Enlisted Assignments.

"After the flood, there were so many folks who needed a hand cleaning up and getting back on their feet, so I just did what I could," said Reynolds. But according to his Leading Chief Petty Officer, ITCM Joe Gomez, Reynolds' actions went way

above and beyond the call of duty.

"Chief Reynolds' commitment to make a difference throughout the community inspired all of us," said Gomez. "He consistently led the way, seeking out opportunities to lend a hand and not waiting for anybody to tell him what to do. We are all very proud of him." ✂



ITC Jason Reynolds helps his neighbors pack their household goods into a storage trailer at Naval Support Activity Mid-South in Millington, TN during flood recovery operations. (Photo by Chris Desmond)

NIOC Hawaii Sailors Volunteer at DEFY 2010

Story & Photo by CTN2 Brandon Bryan, NIOC Hawaii Public Affairs

Sailors from Navy Information Operations Command (NIOC) Hawaii volunteered to help staff and mentor the annual Drug Education For Youth (DEFY) camp at Wheeler Army Airfield, Oahu, HI, in July.

This is the eighth consecutive year that NIOC Hawaii Sailors have supported the program. The 2010 DEFY summer camp included 29 enrolled service members' children ages 9-12, five junior mentors ages 13-18, and 12 NIOC Sailors as mentors.

Two Sailors responsible for leading all of the mentors for the 2010 DEFY camp were LTJG Bryan Peterson and YN1 Latasha Jones. According to both leaders, everyone worked diligently to provide a fun and educational experience for the children.

Jones has been involved with the DEFY program across the country for six years and loves what the program has to offer to military children.

"The most important thing that I want military families to know is that the DEFY program is available to all branches of service and the cost is absolutely free to the family," Jones said.

The camp includes activities, food and equipment at no cost.

"DEFY camp is rewarding and a learning experience as well for the Sailors who mentor and staff," said CTRS Colin Dewey. "My favorite experience is the first couple of days. The kids are testing and seeing how you will react to what they do."

The goal at DEFY camp is to produce 9-12 year olds with character, leadership and confidence so they are equipped to engage in positive, healthy lifestyles as drug-free citizens and develop the necessary skills to be successful in their lives through coordinated community participation, commitment and leadership according to Peterson.

For more information on the DEFY program, please visit <http://www.donhq.navy.mil/defy/>, or call (901) 874-3300. ✂

Children enrolled in DEFY at Wheeler Army Airfield and Sailors from NIOC Hawaii begin the 1-mile run as part of the President's Challenge physical activity program. (Official U.S. Navy Photo)



NIOC Hawaii Collects School Supplies

By LTJG Michael Cilia, NIOC Hawaii Public Affairs

Sailors at NIOC Hawaii in Kunia banded together with the Navy Family Readiness Group to hold a school supply drive in July to benefit Sailors who need financial help getting their children ready for the new school year.

"The Navy Family Readiness Group recognized that money is tight and families could use all the help they could get, so my office

partnered with them to bring this event to the entire command," said LT Robert Nelson, NIOC Hawaii chaplain. "Sometimes the littlest things can make a big difference, and school supplies are something every child needs."

Command members helped distribute the collected supplies to

several different military members for their families. Each showed up with a detailed list of items that their children's elementary, intermediate, and high schools had requested.

Thanks to the items donated by NIOC Hawaii Sailors, LT Nelson and his team were able to fulfill every request. ✂



(Above) RP2 (SW/FMF) Richard Figueroa and CTR3 Joseph Cybak, both from NIOC Hawaii, conduct inventory of the donated school supplies that were distributed to family members of NIOC Hawaii. (Left) CTR3 Joseph Cybak, NIOC Hawaii, conducts inventory of the donated school supplies that were distributed to family members of NIOC Hawaii. (Photos by CT11(AW/NAC) Jennifer Schooley, NIOC Hawaii)



(Clockwise from left) West Virginia Governor Joseph Manchin III addresses Sailors and their family members at NIOC Sugar Grove during a ground breaking ceremony for the base's new Youth Activity Center. Manchin shakes hands with crowd members at the ceremony. A construction sign designates the location of NIOC Sugar Grove's new Youth Activity Center.

WV Governor Vists NIOC Sugar Grove

Story & Photos by MC2(SW) Joel Carlson, NIOC Sugar Grove Public Affairs

SUGAR GROVE, WV -- West Virginia Governor Joseph Manchin III recently visited Navy Information Operations Command (NIOC) Sugar Grove, WV, Jun. 10.

Manchin arrived via helicopter and toured both the upper and lower areas of the base. He was escorted by NIOC Sugar Grove Commanding Officer, CDR Christopher Chrislip, and other members of the NIOC chain of command.

"This was my chance to see first-hand what is done here," said Manchin. "I never really imagined how far the base reaches out and pulls in the state, the community and all the people around. I am so appreciative of this opportunity to visit."

Manchin also participated in a ground-breaking ceremony for the base's new youth activity center.

"It's very important the children know that somebody cares for them, and it's great that the newest building being built on base is being built for them,"

Manchin said.

Manchin spoke about the importance of education in West Virginia before scooping a shovelful of soil on the site for the future center. He also met with West Virginia residents who were serving a tour of duty at Sugar Grove.

"Having the governor here was a big honor," said YN2(SS) Matthew Sampson. "I grew up only a few miles from here, and now, because of my military service, I was given the chance to meet and talk with my own governor."

Manchin also recognized that West Virginia was not the typical location for a Navy base, and encouraged service members to take full advantage of all that the base and surrounding community had to offer.

"You're in the most patriotic state in our nation," Manchin added. "So take a deep breath, open your eyes and enjoy your time here." ✂



LEGION OF MERIT

CAPT Christopher J. Ferguson, CYBERFOR VA Beach
 CAPT Michael R. Fisher, NIOC Georgia
 CAPT James E. Hagy, NIOC Hawaii
 CAPT Brian E. Hinkley, CYBERFOR VA Beach
 CAPT Michael T. Maliniak, CYBERFOR VA Beach
 CAPT William A. Rothwell, NCVG Ft Meade
 CAPT Gregg K. Smith, NIOC Norfolk



BRONZE STAR MEDAL

CTRCS Lewis G. Hyman, 364th CIV AFF Brigade



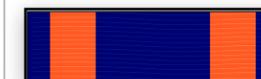
DEFENSE MERITORIOUS SERVICE MEDAL

CTTC Joseph D. Chatman, NIOC Hawaii
 CTRCS Dawn E. Coleman, NMIC Suitland
 LT Michael J. Disch, NIOC Menwith Hill
 CTICS Danica R. Dwyer, NIOC Georgia
 CTRCM James D. Eaton, NIOC Misawa
 CAPT Kenneth E. Green, NIOC Colorado
 LCDR Aaron L. Hill, NIOC Menwith Hill
 CDR Joey J. Johnson, NIOC Hawaii
 CTICS Michael J. Kraft, NIOC Georgia
 LT Lemuel S. Lawrence, NIOC Maryland
 LT Jennifer A. Lovejoy, NIOC Maryland
 LTJG John M. Lundgren, Combined JSOTF, Balad, Iraq
 CTRCS Lauren E. Lynn, NIOC Maryland
 ENS Reid A. Mason, 1st Cav Div, Kirkuk, Iraq
 CTIC Steven F. McCrosky, NIOC Maryland
 LT Scott A. Moore, JTF - GNO
 CTR1 Christopher J. Morris, NIOC Menwith Hill
 LCDR Sean R. Mulder, NIOC Maryland
 CWO3 Christian D. Palamarchuck, NIOC Maryland
 CAPT Devin G. Phillabaum, USMC, HQ MCSB
 CTR1 Sean M. Ramsey, NIOC Maryland
 CWO4 Matthew J. Scott, NIOC Georgia
 CTRCM Jeffrey G. Short, NIOC Menwith Hill
 CTRCM Christopher R. Smith, NIOC Maryland
 CTRC David S. Smith, NIOC Sugar Grove
 CTRC Phillip J. Smith, NIOC Hawaii
 LCDR Steve J. Sollon, NIOC Hawaii
 CDR Andrew D. Stewart, NIOC Maryland
 CTIC Brandy N. Stewart, MIFC PAC
 CTR1 Lucas C. Strader, Camp Slayer, Iraq
 CTRCS Todd E. Strebin, NIOC Hawaii
 CTICS Michael Sykes, NIOC Georgia
 CTR1 David H. Tague, NIOC Maryland
 CTIC Lisakay Westberry, NIOC Georgia
 MAJ William T. Wilburn, USMC, NIOC Hawaii
 CTICS Nievelsi Yockkim, NSA/CSS Ft Meade
 CDR Donna M. Young, Pentagon



MERITORIOUS SERVICE MEDAL

CDR Claude W. Arnold, Jr., NCTS Guam
 CAPT Kathleen M. Creighton, NCTS Sicily
 CDR William M. Darling, NR NNWC NET ENG Norfolk
 CDR Daryl S. Davis, FLT CYBERCOM Ft Meade
 CMDM(SW/AW) Jonathan J. Echols, NIOC Norfolk
 CDR Donald E. Elam, NIOC Georgia
 CDR Thomas M. Ertel, NCDOC
 CDR Randy S. Fenz, CYBERFOR Virginia Beach
 CTMCM(SW) Connie D. Jenkins, NIOC Norfolk
 CMDM(SW/AW) Anthony J. Johnson, NIOC Misawa
 CDR William C. Lyon, CYBERFOR Virginia Beach
 CTICM(NAC) Michael S. McEligot, NIOC Texas
 CW05 Cornelius Mitchem, NCTAMS LANT Norfolk
 CTNMC Jennifer A. Moody, NCDOC Norfolk
 CAPT Lourdes T. Neilan, CYBERFOR VA Beach
 LCDR Ottis R. Nelson, FLT CYBERCOM Ft Meade
 CDR William G. Rhea, NCTS Far East Yokosuka
 CAPT William T. Rich, CYBERFOR VA Beach
 CW05 Danzie T. Ruffin, NCTAMS PAC Wahiawa
 CW05 Jonathan P. Schmidt, NIOD Jacksonville
 CDR Frank A. Shaul, NIOC Pensacola
 CAPT John W. Smith, Jr., CYBERFOR VA Beach
 LCDR Michael A. Vitha, NCDOC
 CDR Kenneth L. Weeks III, NIOC Misawa
 CMDM(SW) David A. Wisch, NCTS San Diego
 LCDR Todd A. Zirkle, NETWARCOM VA Beach



AIR MEDAL

CTI1(NAC) William B. Alexander, NIOC Bahrain
 CTI1(NAC) Justin W. Carter, NIOC Bahrain
 LT Scott K. Childers, NIOC Bahrain
 ENS Alan D. Ebner, NIOC Bahrain
 LTJG Thomas C. Fouke, NIOC Bahrain
 LTJG Ann M. Kirby, NIOC Bahrain
 CTI1(NAC) Ryan T. Lockner, NIOC Bahrain
 CTI1 Elizabeth A. McWilliams, NIOC Bahrain
 CTI1(NAC) Jamaar M. Moore, NIOC Bahrain
 CTI1(NAC) Aaron F. Penk, NIOC Bahrain
 CTR1(AW/NAC) Kenneth R. Richter, NIOC Bahrain
 CTR1(AW/NAC) Joshua B. Robshaw, NIOC Bahrain
 CTI1(NAC) Sean C. Roper, NIOC Bahrain
 CTI1(NAC) Chadwick L. Schultz, NIOC Bahrain
 CTI1(NAC) Jason M. Sikora, NIOC Bahrain
 CTR1(NAC) Matthew J. Strauss, NIOC Bahrain
 CWO3 R. W. Thrower, NIOC Bahrain
 CTI1(NAC) Aslan D. Walker, NIOC Bahrain
 CTI1(NAC) Caleb A. Walsler, NIOC Bahrain
 CTI1 Anthony R. Walter, NIOC Bahrain
 LT Eric R. Weiss, NIOC Bahrain
 CTI1(AW/NAC) Raymond C. Woods, NIOC Bahrain



JOINT SERVICE COMMENDATION MEDAL

CTTC Cameron S. Almond, NIOC Colorado
 CTI1 Marilou Alpaugh, NIOC Maryland
 CTI1 Anjela M. Armstrong, NIOC Hawaii
 CTI2 Meghan D. Atkins, NIOC Menwith Hill
 LT Jason R. Bardin, NIOC Colorado
 LT Heather L. Beal, NIOC Hawaii
 LTJG Robert J. Beber, NIOC Maryland
 LT Andrew R. Belding, NIOC Maryland

CTI1 Christopher J. Bennett, NIOC Hawaii
 CTI2 Nicholas J. Boroughf, NIOC Hawaii
 CTR1 Brian N. Britten, NIOC Hawaii
 YN2 Ronald L. Britton, Jr., USCENTCOM
 CTR1 Michael L. Brooks, NIOC Maryland
 CTR1 Daniel Brown, NIOC Menwith Hill
 CTR2 Hunter R. Brown, NIOC Hawaii
 CTI2 Matthew A. Burchfield, NIOC Hawaii
 CTR2 Benjamin R. Burks, NIOC Misawa
 CTT1 Geoffrey A. Buthorne, NIOC Hawaii
 CTT2 Evalynda R. Cano, NIOC Hawaii
 CTI1 Gil A. Contreras, NIOC Hawaii
 CTT1 Scott B. Cooper, NIOC Hawaii
 CTI1 Adam J. Cranford, NIOC Hawaii
 CTR1 Lindsay A. Crews, NIOC Hawaii
 CTR1 Capri C. Cruz, NIOC Georgia
 CTR1 Chase C. Cunningham, NIOC Menwith Hill
 IT1 David J. Decker, NIOC Maryland
 CTTC Michael R. Deeter, NIOC Colorado
 CTT1 Richard G. Didonato, NIOC Colorado
 CTI2 Marcia E. Doran, NIOC Hawaii
 CTR2 Jeffery L. Dow, NIOC Hawaii
 CTR1 Demetrius Dunn, NIOC Maryland
 CTI1 Jeffrey S. Dygert, NIOC Georgia
 CTT1 Gregory C. Farris, NIOC Colorado
 CTI1 Lyndsey K. Fitzgerald, NIOC Menwith Hill
 CTR1 Adam T. Ford, NIOC Georgia
 CTR2 Andrew T. Franklin, NIOC Misawa
 CTIC Stefan W. Goretzkie, NIOC Georgia
 CTR1 Daniel C. Gravante, USCENTCOM
 CTT1 Ron C. Guerra, NIOC Hawaii
 LT Matthew E. Hagstette, NIOC Maryland
 CTI1 Nicholas L. Hahn, NIOC Hawaii
 CTN2 Harley J. Halsey, NIOC Maryland
 CTR2 Erana A. Hammond, NIOC Hawaii
 LT Jason D. Hanser, NIOC Colorado
 IT1 Eric M. Hanst, NIOC Hawaii
 CTN1 Casey L. Hartman, NIOC Maryland
 CTI1 Matthew H. Heller, NIOC Maryland
 CTI1 Kristen N. Hill, NIOC Hawaii
 CTI1 Philip M. Horowitz, Baghdad, Iraq
 CTI1 Joni M. Horton, NIOC Georgia
 CTI2 Francesco S. Incorvaia, NIOC Hawaii
 CTI1 Lee A. Isenbart, NIOC Maryland
 CTN1 Tiffany M. Jackson, USSTRATCOM
 CTR2 Zachary R. Jacobsen, NIOC Hawaii
 CPL Thomas N. Jacobellis, USMC, NIOC Hawaii
 CTI1 Benjie R. Kablingue, NIOC Hawaii
 CTT1 Jessica C. Kerr, NIOC Hawaii
 LTJG Ann M. Kirby, NIOC Colorado
 CTI1 Adam T. Kirchoff, Tikrit, Iraq
 LT Michael R. Krueger, NIOC Maryland
 CTR2 Kris R. Lapham, NIOC Georgia
 CTTC Robert L. LeClair, NIOC Colorado
 CTNC Deaden C. Lee, NIOC Maryland
 CTIC Roger H. Leikness, NIOC Georgia
 CTIC Mark R. Lemley, NIOC Georgia
 CTIC Andrew J. Leshnov, NIOC Georgia
 CTR2 Michael W. Little, NIOC Hawaii
 CTI1 Joshua A. Magone, NIOC Maryland
 CTR1 Matthew M. Mason, NIOC Georgia
 CTI2 Alicia P. Mazzaferro, NIOC Hawaii
 CTR1 Albert R. McCann, NIOC Colorado
 LT Wylie McDade, NIOC Georgia
 CTR2 Abigail M. Mendelson, NIOC Hawaii
 SSGt Daniel J. Miller, USMC, HQ MARCRYPTSUBPN

CTIC Jason M. Mills, 1st Cavalry Division, Kirkuk, Iraq
 CT11 Matthew D. Monroe-Jimenez, NIOC Misawa
 CT12 Jacqueline C. Moore, NIOC Hawaii
 CT12 Nicolas J. Mora, NIOC Georgia
 LT Neil A. Myers, NIOC Hawaii
 CT11 Kristopher J. Netzel, NIOC Hawaii
 SSgt Tiffany N. O'Connor, USMC, NIOC Menwith Hill
 CTR1 Joseph R. Oktela, NIOC Hawaii
 CTT1 Ean R. Oliver, NIOC Menwith Hill
 CTT1 Nathan E. Owens, NIOC Georgia
 CTR1 Nathan D. Pappalardo, NIOC Menwith Hill
 CTR1 Sean G. Patterson, NIOC Menwith Hill
 ITC Charles R. Pelton, NIOC Hawaii
 CTM2 Blake L. Phelps, NIOC Hawaii
 CT11 Jonathan S. Powell, MIFCCenter PAC
 CTTC Rodney W. Pryor, NIOC Hawaii
 LT Christopher R. Rancourt, NIOC Maryland
 ISC Michael C. Reed, NIOC Hawaii
 CT11 Joshua M. Reeves, NIOC Hawaii
 CTT1 Ryan R. Rettie, NIOC Colorado
 CTT1 Shawn E. Roberts, NIOC Colorado
 CTR2 Quinton Rodgers, NIOC Menwith Hill
 CTR1 Michelle B. Rohdy, NIOC Georgia
 CT11 Joseph K. Salek-Nejad, NIOC Maryland
 LTJG Griffin E. Saving, NIOC Maryland
 CTNC Stephen W. Scarbrough, NIOC Georgia
 CTR1 Adam D. Schmidt, NIOC Georgia
 CT11 Daniel J. Sheffer, NIOC Georgia
 CT11 Chong H. Shin, NIOC Georgia
 CTR1 Kendall L. Shinmori, NIOC Suitland
 CTR1(SW) Collin M. Simmons, NIOC Menwith Hill
 CTIC David A. Spatz, NIOC Maryland
 CTR1 Ian R. Stocking, NIOC Georgia
 CT12 Joseph E. Tavery, NIOC Hawaii
 LT John F. Tevis, NIOC Maryland
 YN2 Jahmal R. Thompson, NIOC Hawaii
 CTR1(SS) Joshua D. Thompson, NIOC Colorado
 CTN1 Cory J. Tidwell, NIOC Texas
 CTR2 Jeannette Torres, NIOC Maryland
 YN1 Brenda K. Vann, NIOC Hawaii
 CT12 Collette R. Vigen, NIOC Hawaii
 CT11 Peter S. Ward, NIOC Maryland
 CTT1 John F. Weeks, NIOC Hawaii
 CT12 Jonathan A. Wei, NIOC Hawaii
 CTT1 Vincent T. Wenzel, NIOC Colorado
 CT11 Matthew R. Werner, NIOC Hawaii
 CTT1 Max O. West, NIOC Hawaii
 CT12 Neal D. Williams, NIOC Maryland
 IT1 Vernon P. Williams, NIOC Hawaii
 CT11 Ian M. Wyatt, NIOC Georgia
 CTR1 Richard B. Wyatt, NIOC Colorado



ARMY COMMENDATION MEDAL

CTR1 Cory M. Hays, 201st Battlefield Surv Brig



NAVY AND MARINE CORPS COMMENDATION MEDAL

CWO4 Deon Adams, NETWARCOM Virginia Beach
 CTN1(SW) Nikkia R. Allen, NCDOD Norfolk
 ITC(SW) Jose C. Arriola, Jr., NIOC Maryland
 LT Allister N. Baldwin, NIOC Georgia
 CTR1(SG) Paul S. Balestrieri, NIOC Maryland
 CTNCS Howard J. Beckett, NR NIOC Ft Meade
 CTMC(SW/AW) Scott J. Bertrand, NIOD Groton
 LT Tristan M. Borne, CYBERFOR Virginia Beach
 CTRCM(SW) Matthew P. Bouchard, NIOC Georgia
 ITC(AW) Stacy A. Bowes, NCTAMS PAC Wahiawa
 LCDR Sherry L. Breland, CYBERFOR Virginia Beach
 CTR1(SG) James R. Brown, Jr., NIOC Maryland
 LCDR Brian P. Burrow, CYBERFOR Virginia Beach
 CTRCS Steven M. Caimano, NIOC Maryland
 CTR1(FMF) Bradley J. Calender, NR NIOC N Island
 ITC(SW/AW) Brian W. Cantleberry, NNWC VA Beach
 ETCM(SW/AW) Jonathon M. Carter, NCTS Far East
 DET Okinawa
 CTIC(AW/NAC) Vincent E. Cassano,
 FLTCYBERCOM Ft Meade
 CMDCM(SW) Kelvin D. Coleman, Ft. Meade
 CEC(SCW) Willie Collins IV, NCTAMS LANT Norfolk
 LTJG Jonathan S. Coss, NIOC Yokosuka
 LT Christopher M. Coughlan, NIOC Maryland
 LT Michael S. Curtis, NIOC Hawaii
 CTRCM(SW) James C. Dawkins, NIOC Georgia
 ITC(SW) Allen D. Drum, Jr., NIOC Norfolk
 LT Jacob B. Dudek, NIOC Suitland
 LT Lynor A. Duncan, NCTS Jacksonville
 ETC(SW) Henry J. Dunkle III, NNWC VA Beach
 ENS Alan D. Ebner, NIOC Bahrain
 CT11 Keith J. Endres, NIOC Maryland
 CTIC(SW) Cynthia L. C. Evans, NIOC Maryland
 CTIC(AW) Jason T. Everitt, NIOC Suitland
 LCDR Kallie D. Fink, NIOC Suitland
 CDR Marcia R. Flatau, NR NIOC Greensboro
 CTICS(SS) Edward M. Forsythe III, NIOC Maryland
 CTRC Keith A. Furia, NIOC Maryland
 IT1 Carrie A. Gehl, NIOC Maryland
 CTIC(NAC/ EXW/ AW) Channing C. Gerber,
 NIOC Hawaii
 LT Nathaniel R. Grebb, NIOC Maryland
 CTN1 Peter W. Gregel, NIOC Texas
 CWO4 Willie J. Grier, NCMS Washington D.C.
 CTRC(SW) Michael W. Griggs, NIOC Georgia
 ITCS(SW/AW) Tracy L. Handyside, NCTAMS PAC
 DET Puget Sound
 ITC(SW) Charlotte M. Hardy, NCTAMS LANT
 DET Hampton Roads
 LT Christopher M. Harper, NIOC Maryland
 CTT1(SG) Mark D. Harris, NIOC Georgia
 CTNCS Valarie L. Hartley, CYBERFOR VA Beach
 CTRC(SW) Matthew R. Heit, NIOC Yokosuka
 LTJG Michael P. Hettinger, Jr., NIOC Georgia
 LT Devin L. Hibbitts, NIOC Bahrain
 CDR Erin P. Holiday, NR NIOC Washington
 CTM1(SS) Joseph J. Hovis, NIOD Groton
 CT11 Kyle G. Hunter, NIOC Maryland
 CTICS(NAC/AW/SG) Jerry W Iman, NIOC Misawa
 NC1 Daniel T. Jackson, NIOC Suitland
 CTN1(SS) Brandon R. Jasper, NIOC Texas
 LCDR Bertram L. Jennings, GNOC DET Norfolk
 CTRC(SW) Jason F. Johansen, NIOC Suitland
 LTJG Jamie L. Johnson, NIOC Georgia
 CTNC(SW/AW) Jeremiah D. Johnson,

NIOC Maryland
 CTIC(NAC) Paula C. Keefe, NIOC Georgia
 LCDR George J. Keumurian, NIOC Bahrain
 CTNC(SW) Angela D. Lamirande, NIOC Suitland
 LT Colin G. Larkins, NIOC Misawa
 LCDR Kenneth W. Lassek, NIOC San Diego
 CDR Matthew R. Lear, NCTS Naples
 LCDR Ezra J. Ledbetter, Jr., NIOC Suitland
 CT11(SW) Daniel H. Ledesma, NIOC Texas
 LCDR Joseph P. Leporati, NIOC Texas
 YN1 Marty E. Levant, NETCENWARGRU Ft Meade
 CTT1(SG) William H. Lewis, NIOC Texas
 LCDR Karen Y. Li, NIOC San Diego
 CTICM(AW/NAC) Philip E. Lopez, NIOC Bahrain
 OS1(SW) Scott A. Malott, NETWARCOM VA Beach
 CDR Carlos A. Maymi, FLTCYBERCOM Ft Meade
 ITCS(SW) Samuel J. McKinney, NCTS Naples
 CTM1(SG) Ronald D. McKinnon, NIOC Maryland
 CMDCM(SW/AW) Terrence R. Mitchell,
 NCTS Jacksonville
 LCDR Kurtis A. Mole, NIOC Whidbey Island
 LT Angela L. Monheim, NAVSOC Point Mugu
 LCDR Daniel J. Mosiychuk, NIOC Norfolk
 LT Matthew D. Nealeigh, FLTCYBERCOM Ft Meade
 CTR1(SG/SW) Edward K. Osborne, NIOC Hawaii
 CTNC(AW) Beulah A. Parks, NIOC Norfolk
 CTR1(SG/SW/ AW) Brendal L. Pennington,
 NIOC Maryland
 ITC(SW/AW) Anthony L. Peters, NCTAMS LANT DET Rota
 OSCS(SW/AW) David A. Peterson, CYBERFOR VA Beach
 CWO2 Harold E. Phillips, NCTS Far East DET
 Diego Garcia
 CTIC(NAC) Kathleen L. Phillips, NIOC Georgia
 CWO James A. Pick, NIOC Norfolk
 CTRC(SW) Kevin C. Pimm, NIOC Maryland
 ET2(SW) David B. Porter, Jr., NCTS Jacksonville
 CWO2 Pedro J. Ramos, NIOC Maryland
 ITCM(EXW/CC) Pedro Ramos, Jr., GNOC DET Norfolk
 ITCS(SW/AW) Johnny E. Reeves, NCTAMS PAC Wahiawa
 CTICM(SG/ NAC) Edward C. Regan, Jr., NIOD Seoul
 CTR1 David P. Reid, Jr., NIOC Georgia
 LCDR Robert E. Riley, NIOC Georgia
 CTR1(SW) Eddie B. Rivera, NIOC Suitland
 CTTC(SW) Edward G. Roberson, Jr., NIOC Norfolk
 CTRC Angela N. Roberts, NIOC Hawaii
 LCDR Kevin S. Roberts, NIOC San Diego
 ITCS(SW/AW) William L. Roehrich, NIOC Norfolk
 LCDR Andre N. Rowe, NCTAMS LANT DET Rota
 LCDR Kent L. Sanders, NAVSOC Point Mugu
 CTICS John T. Scott, NR NIOC Washington
 ETC(SW/AW) Thomas H. Scott, NCTS San Diego
 CWO3 Jason N. Shake, NIOC Hawaii
 CTTCS(SS/SW) Christopher A. Shipp, NIOC Hawaii
 CTIC(NAC) Joel C. Simmons, NIOC Hawaii
 LCDR Chad M. Smith, CYBERFOR Virginia Beach
 CTMC Darren E. Smith, NIOC Bahrain
 LCDR Trisha R. Snyder, NIOC Colorado
 LTJG Kelly J. Steele, NIOC Pensacola
 LT Frederick B. Steves, Jr., NIOC Hawaii
 CWO3 Stephen J. Stillwell, NIOC Pensacola
 CTR1(SW/AW) Matthew S. Stone, NCDOD Norfolk
 CTRC(SW) Jeffery A. Taylor, NIOC Texas
 CTRC(SW) Jeffery A. Taylor, NIOC Texas
 LTJG Cameron R. Thomas, NIOC Texas
 CWO3 Reginald W. Thomas, NIOC San Diego

ITCS(SW/AW) Lana L. Tullis, NMCI DET San Diego
 CDR Allisa M. Walker, NETWARCOM Virginia Beach
 LT Sorchae T. R. Washburn, NIOC Sugar Grove
 LCDR Christopher A. Weech, NIOC Menwith Hill
 SH1(SW/AW) Antonio D. White, NIOC Sugar Grove
 HMC(SW/ FMF) Purvis Q. Williams, NIOC Misawa
 CTNC(SW/ EXW) Clinton A. Willson, NIOC Pensacola
 LCDR Norman B. Woodcock II, NIOD Digby



JOINT SERVICE ACHIEVEMENT MEDAL

CTI2 James R. Agee, NIOC Georgia
 CTI2 Leah D. Agee, NIOC Georgia
 CTR2 Henry T. Anderson, NIOC Sugar Grove
 CTT1 Travis W. Baggerly, NIOC Georgia
 CTT2 Stephon S. Baker, NIOC Colorado
 IT2 Nathan P. Barlow, NIOC Maryland
 CTR2 Stephen D. Bates, NIOC Maryland
 IT1 Jocelyn F. Blanchard, NIOC Misawa
 ENS Darjush M. Boushehri, NIOC Maryland
 ITC Philip M. Brent, NIOC Hawaii
 CTR3 Ryan P. Brissette, NIOC Sugar Grove
 CTI3 Trevor H. Cell, Kabul, Afghanistan
 CTI2 Nathan W. Clevinger, NIOC Hawaii
 IT2 Cutler Y. Collins, NIOC Hawaii
 CTR1 Judy Conrady, NIOC Hawaii
 IT3 Paul A. Cruz, NIOC Hawaii
 CTR2 Romondo E. Davis, NIOC Georgia
 CTI2 Melissa J. De La Fuente, NIOC Hawaii
 CTR3 Tanya E. Dickson, NIOC Sugar Grove
 SSgt Robert Fairman, USMC, NIOC Hawaii
 CTI2 Kristen L. Falk, NIOC Georgia
 CTT2 Mary E. Finn, NIOC Hawaii
 LTJG Christopher H. Foster, NIOC Georgia
 CTR2 Justin W. Freeman, NIOC Georgia
 CT11 William I. Garner, NIOC Menwith Hill
 CTI2 Anwar J. Goins, NIOC Georgia
 CTRC Janie M. Gray, Al Kut, Iraq
 CTR2 Lindsey M. Green, NIOC Georgia
 CTR1 Charles R. Hall III, NIOC Georgia
 CTT2 Omar R. Hameen, NIOC Georgia
 CTR3 Dustin L. Hardison, NIOC Georgia
 CTR2 Stephanie D. Harris, NIOC Maryland
 CTI2 Jay P. Hillard, NIOC Hawaii
 IT3 Shaun M. Hogan, NIOC Hawaii
 CTI2 Ariella C. Jew, NIOC Hawaii
 IT2 Joshua J. Johnson, NCTS Naples
 YNSN Michael J. Jones, NIOC Georgia
 CTN2 Walter B. Keen, NIOC Georgia
 CTR2 Lauren M. Kilanowska, NIOC Maryland
 CTI2 Kam W. Lau, NIOC Hawaii
 LTJG Christy L. Lawson, NIOC Georgia
 CTI2 Manuel O. Leal, NIOC Georgia
 CTI1 Yu Li, NIOC Hawaii
 CTR1 Daniel C. Libby, NIOC Sugar Grove
 IT2 Bradley C. Lowe, NIOC Hawaii
 CTR2 John M. Lowe, NIOC Georgia
 CTI2 Sara N. Lussier, NIOC Georgia
 IT3 Christian G. Macadangdang, NIOC Hawaii
 CTR2 Douglas J. Maclean, NIOC Hawaii
 CTR2 Andrew C. Marso, JSOTF
 CTR2 Molly K. Martinez, NIOC Hawaii
 CTI2 Stacie L. McCarthy, NIOC Hawaii
 CTR3 Stephani R. McMomore, NIOC Sugar Grove
 CTI2 Bradley C. Merrill, NIOC Hawaii
 CTI2 Casey E. Minson, NIOC Georgia

CTR2 David L. Moore, NIOC Sugar Grove
 CTN2 Kenneth R. Moore, NIOC Maryland
 CTR2 Logan C. Newson, NIOC Sugar Grove
 CTR3 Jeremy R. Nichols, NIOC Sugar Grove
 CTR2 Brett A. Papale, NIOC Maryland
 CT11 Daniel S. Parker, NIOC Georgia
 CDR Tuan N. Pham, NIOC Maryland
 CTR2 Mitcheal A. Pingrey, NIOC Hawaii
 LT Donald L. Probst, Jr., NIOC Hawaii
 IT2 Katy H. Prosch, NIOC Hawaii
 CTT2 Jim J. Rasche, NIOC Hawaii
 CTR2 Jeanne L. Rhoades, NIOC Misawa
 CTR2 Anthony R. Riddle, NIOC Georgia
 CTR3 Henry J. Rogers, NIOC Sugar Grove
 CTR2 Jason W. Ryder, NIOC Georgia
 MA2 Enrique Sanchez, NIOC Hawaii
 CT11 Nathaniel B. Sbar, NIOC Georgia
 CTN1 Steven R. Schwarzrock, NIOC Hawaii
 CT11 Andra L. Simpson, NIOC Georgia
 AG1 Brian J. Strickland, NIOC Maryland
 CTR1(SW) Keith C. Craver, NIOC Georgia
 CTR2 Janine N. Szabo, NIOC Hawaii
 CTN2 Jennifer J. Thomas, NIOC Maryland
 CT11 Michael C. Thorne, NIOC Georgia
 CE1 Ryan S. Trammell, NIOC Sugar Grove
 CTT2 Christopher M. Tubbs, NIOC Georgia
 CTR2 Jessica A. Ulett, NIOC Hawaii
 CTR1 Anthony L. Ware, NIOC Hawaii
 CTR3 Eric B. Wiewel, NIOC Misawa
 CT11 Eric M. Winiger, NIOC Georgia
 CTR2 Derron E. Wright, NIOC Maryland
 CTR2 Derek N. Wylie, NIOC Sugar Grove
 CTR3 Kyle A. Yamek, NIOC Colorado
 CT11 Rebecca R. Zink, NIOC Georgia



ARMY ACHIEVEMENT MEDAL

YNSN Kelsey E. Guarino, NIOC Georgia



NAVY AND MARINE CORPS ACHIEVEMENT MEDAL

CTR2(SW/AW) Robert L. Adams, NIOC Hawaii
 CTT2(SW/AW) Joshua I. Ahrens, NIOC Colorado
 NC1 Laniya R. Allen, NIOC Maryland
 IT2 Chetara T. Anderson, NCTS Sicily
 CTI2 Neva K. Anderson, NIOC Texas
 IT2(SW) Erik AndraDETorres, NCTS Bahrain
 ET2(SW) Fernando J. Arzola, NCTS Sicily
 IT1(SW) Christopher E. Baird, NCTS Naples
 ET2(SW) Jaipal S. Basra, NCTAMS LANT DET GTMO
 IT1(SW) Amberly J. Bates, NCTAMS LANT DET GTMO
 CTR1 Brent A. Bayley, NR NIOC Camp Parks
 YN2 Matthew J. Beiermeister, NIOC Georgia
 IT1(SW) Christopher S. Bell, NCTAMS LANT
 DET Hampton Rds
 CTR2(AW/SW) Tony R. Biggs, NIOC Maryland
 CTM2 Leah M. Bluestone, NIOC Norfolk
 IT1(SW/AW) Kyle J. Brandli, NCTS Bahrain
 IT1(SW) Raymond Briggs, Jr., NCTS San Diego
 CT11(SG) Roderick R. Broach, NIOC Hawaii
 MA2 Joseph A. Brock, NIOC Sugar Grove
 CTR2(SW) Ron L. Bussey, NIOC Georgia
 CTR1(SW) Robert J. Butler, Jr., NIOC Georgia

IT1(SW) Troy A. Cable, NCTS Naples
 MA3 Luis X. Caceres, NIOC Sugar Grove
 IT2 Christopher R. Campbell, NCTS Naples
 ITSN Ian K. Campbell, NCTS Bahrain
 YN1(SW/AW) Audria D. Cappiello, NCTS Jacksonville
 CTR1(SW/AW) Benjamin F. Chester, NIOC Maryland
 CT11 Alyssa L. Chubbuck, NIOC Hawaii
 IT1(SW/AW) Jeremiah D. Cleveland, NCTS San Diego
 YNSN Breyton M. Clifford, NIOC Maryland
 CTNC Eddie L. Coats, Jr., NIOC Texas
 CTR1(SW) Jonathan M. Cole, NIOC Georgia
 CTR2(SW/AW) Laura G. Coleman, NIOC Hawaii
 OS2 Cherise P. Collington, NCTS San Diego
 CTI2 James D. Collins, NIOC Texas
 IT2(SW) David A. Comunale, NCTAMS PAC Wahiawa
 IT1(SW) David M. Conway, NCTS Bahrain
 CTN1(SW) Monica R. Cook, NCDOD VA Beach
 ET2(SW) Nelson E. Correa, NCTAMS LANT DET GTMO
 ITC(SW) Brian M. Costa, NCTS San Diego
 LT Christopher M. Coughlan, NIOC Maryland
 CTR1(SW) Keith C. Craver, NIOC Maryland
 CWO4 Todd E. Crawley, Jr., NCTS San Diego
 IT2(SW/AW) Alayna R. Creber, NCTS San Diego
 IT3 Ryan S. Crenshaw, NCTS San Diego
 ET1(SW) Catherine E. Cruse, NCTAMS LANT DET Rota
 CTR2 Robert S. Curlee, NIOC Georgia
 CTI1 Emily E. Dabruzzo, NIOC Hawaii
 ET2 Justin K. Dane, NCTS San Diego
 IT2 Angela L. Davis, NCTAMS PAC Wahiawa
 CE2(SCW) Jason T. Davis, NCTS Bahrain
 CTT1(SW/AW) Steven Davis, NIOC Colorado
 IT2 Justin R. Day, NCTS FAR EAST DET Chinhae
 PS1(SW) Dawn M. Demacos, NETWARCOM VA Beach
 CWO3 Keith L. Denton, FLTCYBERCOM Ft Meade
 CTR1 Kelley M. Desantos, NIOC Hawaii
 IC2(SW) Michael R. Do, NCTAMS LANT DET GTMO
 CTT1(SG) Joseph M. Dossey, NIOC Maryland
 CTR1(SW) James C. Dount, NIOC Georgia
 CTI2 Tamara M. Drake, NR NIOC Minneapolis
 CTTC(SW/AW) Terry G. Draper, NIOC Norfolk
 ET2(SW/AW) Joshua A. Drum, CYBERFOR VA Beach
 LTJG Joshua J. Dugan, NIOC Hawaii
 CTT2(SW) Jahun O. Dugger, NIOC Georgia
 CTN1 Joshua A. Dugger, NIOC Georgia
 CTR3 Maxwell T. Duncan, NIOC Maryland
 IT1(SW) Kenneth D. Dunson, NCTS Naples
 IT2 Jade A. Duston, NCTS Far East Yokosuka
 LTJG Adrian R. Echevarria, NCTS Naples
 CE1(SWC) Uyi E. Edokpayi, NIOC Sugar Grove
 LCDR James E. Ellis, FLTCYBERCOM Ft Meade
 IT2 Jessica D. Ellis, NCDOD Norfolk
 IT2(SW) Kawana L. Elrod, NCTAMS PAC Wahiawa
 CTM2(SS) Ricardo Espinoza, NIOD Groton
 ET2(SW) George W. Everham, Jr., NCTAMS PAC Wahiawa
 IT3 Michael J. Faine, NCTS Naples
 CTR1(SW/AW) Tyrell J. Ferguson, NIOC Maryland
 CWO3 Denise D. Fletcher, NIOC Menwith Hill
 IT2 Alexander F. Flom, NCTAMS PAC Wahiawa
 IT2(SW/AW) Chaen K. Fong, NIOC Maryland
 CTN2 Andrew G. Foster, NIOC Maryland
 CTN2(SW) Brandon E. Foster, NIOC San Diego
 CTR1(SW) Daniel C. Foster, NIOD Digby
 CTR1(SW) Victoria A. Foster, NIOC Yokosuka
 ITSN Matthew L. Foulk, Jr., NCTS San Diego
 CTIC Suzanne L. Fowler-Tutt, NIOC Georgia
 IT2(SW/AW) Jasper J. Francis, Jr., NCTAMS LANT Norfolk
 IT1(SW) Otis E. Friday, NCTS Naples
 CTR1(SW) Robert J. Fuentes, NIOC Hawaii
 CTR1(SW) Matthew J. Gaddis, NIOC Suitland
 CTI3 James B. Gasaway, NIOC Hawaii
 ET2(SW) Adam S. Gipson, NCTS Sicily
 MA3 Jessica D. Goode, NIOC Sugar Grove

CTTC(SS) Charles M. Gousha, NIOC Georgia
 CTI3 Jesse B. Graham, NIOC Hawaii
 CTI1(NAC) Brandon D. Granger, NIOC Bahrain
 ITC(SW/AW) Porsha T. Grant, NMCI DET Norfolk
 ENS Latasha D. Griffin, NIOC Norfolk
 IT3 Matthew C. Groschup, NCTS Sicily
 IT3 Tuan F. Gross, NCMS Washington DC
 YN1 William E. Guinn, NIOC Norfolk
 IT2 Kelly A. Hagerty, GNOC DET Norfolk
 CTI2(NAC) Michael F. Haggerty, NIOC Bahrain
 CTM1 Mathew J. Hall, NIOD Groton
 CTTSN Nicholas D. Hall, NIOC Hawaii
 CTT2(SW/AW) Matthew F. Hambrick, NIOC Norfolk
 IT2 Angela M. Hamilton, NCTS Far East DET Sasebo
 IT2 Franklin D. Hamilton, NCTS Bahrain
 CTR1(SW) John T. Hammonds II, NIOC Hawaii
 CTN1(SW/AW) Kimberley S. Hanscom, NDCOC Washington DC
 EN1 Darrell L. Harmon, NCTS San Diego
 IT2 Valden D. Harrelson II, NCTAMS LANT Norfolk
 MM2 Travis J. Hassan, NCTAMS LANT Norfolk
 CTN1 Bruce K. Hawkins, NIOC Norfolk
 CTM2 Tyler L. Hayes, NIOD Groton
 CTI1(SW) Jacqueline D. Haynes, NIOC Georgia
 IT3 Nathan S. Hays, NIOC Norfolk
 CTR1(SG) Scott A. Head, NIOC Georgia
 CTN2 Tanya M. Head, NIOC Georgia
 IT3 Jason P. Henderson, NCTS Bahrain
 HM1(AW) Edward O. Henderson, Jr., NIOC Georgia
 CTM1(SS/SW) Michael D. Henri, NIOD Groton
 IT2(SW/AW) James B. Henson, NIOC Maryland
 IT1(SW/AW) Jonathan R. Henson, NMCI DET San Diego
 CTIC Maria M. Hernandez, NIOC Texas
 CTR1 Jerid T. Hitt, NIOC Texas
 IT2(SW) Shawn K. Hively, NIOC Maryland
 LCDR Lucas J. Hodgkins, FLTCYBERCOM Ft Meade
 CTR1(SW/AW) Gabrielle N. Hoffman, NIOC Whidbey Island
 CTR2(SW) Jessie M. Hollimon, NIOC Hawaii
 CTR2 Justin H. Hoover, NIOC Maryland
 IT1(SW) Justin E. Hopkins, NCTS Naples
 IT2(SW) Keith J. Hornyak, NCTAMS PAC Wahiawa
 IT1(SW) Demetria S. Horton, NMCI DET San Diego
 YN1 Sarah F. Howell, FLTCYBERCOM Ft Meade
 IT1(SW) Brain L. Hubbard, NCTS FAR EAST Yokosuka
 CTI1(NAC) Jaqueline F. Hughes, NIOC Misawa
 CE2(SCW) Quentin L. Huntley, NCTAMS LANT DET GTMO
 CTR2(SG) Robert K. Hurst, Jr., NIOC Hawaii
 CTR1(SW) Bryan T. Huskey, NIOC Menwith Hill
 IT2 Sasha K. Hutchinson, NCTAMS PAC Wahiawa
 ITC(SW/AW) David L. Hyde, NCTS Jacksonville
 CTN2 David V. Izzo, NIOC Pensacola
 ET2 Damien Jackson, NIOC San Diego
 CTI1 Christine M. Jacobs, NIOC Hawaii
 CTI1 Jamie E. James, NIOC Texas
 IT2 Stephanie Y. Jasso, NCTAMS PAC Wahiawa
 IT2 Jeffery L. Jeffcott, NIOC Maryland
 CTR2(SW) Gina L. Jenkins, NIOC Georgia
 LT Kenneth D. Jew, NIOC Yokosuka
 CTR1 Dorothy M. Jimenez, NDCOC Norfolk
 IT1(SW/AW) Lisa M. Jimenez, NCTS COMMU DET Oklahoma City
 CTT1(AW/ NAC) Patrick H. Johnson, NIOD Kaneohe Bay
 IT3 Travares B. Johnson, NIOC Norfolk
 CTI1 Brandon H. Johnsonquintard, NIOC Hawaii
 YNSN McKinley Jones II, NIOC Maryland
 IT3 Brandon W. Jones, NIOC Maryland
 IT2 Melissa A. Joyner, NCTAMS PAC Wahiawa
 CTI2(SG) Kyle V. Kane, NIOC Maryland
 CTI1(NAC/AW/SW/SG) Mike C. Kao, NIOC Misawa
 CTN2(SW) Christopher M. Karski, NIOC San Diego

CTR1(SW) Ryan M. Kenney, NIOC San Diego
 CTIC Elizabeth Khatib, NIOC Georgia
 MASN Nicholas T. Kirkland, NIOC Sugar Grove
 CTN1(SW) Matthew P. Kopczynski, FLTCYBERCOM Ft Meade
 IT2 Adam J. Kotschi, NCTS San Diego
 IT3 Hans A. Kwazneski, NCTS Bahrain
 IT2(AW) Terrance C. Lakes, NDCOC Norfolk
 IT2(SW) Greg Lambert, NCTAMS PAC DET Puget Sound
 CTNC(SW) Angela D. Lamirande, FLTCYBERCOM Ft Meade
 IT1(SW) Kurt T. Lange, NCTS Naples
 CTR1(SW) Demetrius D. Lash, NIOC Hawaii
 CTI1(NAC) Suzanna L. Laudenschlager, NIOC Georgia
 IT3 Jacob J. Lauschus, NIOC Hawaii
 IT1(SW) Jessica A. Law, NCTS Bahrain
 CTT1(SW/AW) Matthew T. Lawrence, NIOC Norfolk
 CTR1 Kimberly A. Leatham, JLTC Ogden
 CTI1(SW) Daniel H. Ledesma, NIOC Texas
 LTJG James L. Legg, NIOC Norfolk
 CTN1(SW) Marshall J. Legnon, NIOC Pensacola
 IT2(SW) Robert J. Leviker, NIOC Hawaii
 CTM1 Christina M. Lewis, NR NIOC Devens
 IT2(SW) Deric K. Lewis, NCTS San Diego
 CTN2 Kelly R. Lewis, NDCOC Virginia Beach
 ET1(SW) Michael L. Lewisson, NCTS San Diego
 LT Kevin C. Lien, NIOC Misawa
 LTJG David J. Lindeblad, Jr., NIOC Suitland
 CTR1(SG) Jessie Ray F. Linder, NIOC Maryland
 YNC(SW/AW) Bradley J. Long, CYBERFOR VA Beach
 IT2 Carly A. Lovrien, NCTS Far East
 LS2(SW) Amarylis Lunavaldez, NCTS Far East DET Misawa
 LTJG John M. Lundgren, NIOC Texas
 CTN2 Bryan D. Luttrell, NIOC Georgia
 IT3(AW) Joshua M. Marquez, NCTS COMMU DET Fairfield
 IT1 Joseph B. Marsh, NCTS San Diego
 CTR1(SW/AW/EXW) James R. Martin, NIOC Whidbey Island
 IT1(AW/SW) Donald L. Mathewson, NIOD Kaneohe Bay
 IT1(SW) Ismail M. McCowin, NIOC Whidbey Island
 ITC(SW/AW) Aurroyo T. McCoy, NCTS Jacksonville
 CTN1(SW) Ameki M. McCuller, NIOC San Diego
 YN3 Elisabeth A. McDaniel, NIOC San Diego
 CTN1 Christopher L. McGowan, NIOC Norfolk
 LTJG Thomas C. McLemore, NCTAMS LANT Norfolk
 ET1(SW) Paul S. Mezack, NCTAMS PAC DET Puget Sound
 IT3 Austin T. Miguez, NCTS Naples
 ET3 Anthony J. Mitchell, NCTS Naples
 ET1(SW/AW) Timothy A. Mitchell, NCTAMS LANT DET Rota
 ET1(SW/AW) Isamukeyi I. Miyashiro, Jr., NCTAMS PAC Wahiawa
 IT3 Raymond J. Mojica, NCTS Bahrain
 ITC(SW) Jeffrey G. Montz, NCTAMS LANT Norfolk
 CTI1(NAC) Jamaar M. Moore, NIOC Bahrain
 YN2 Kevin E. Moore, NIOD Digby
 LT Vincente E. Morales, NIOC Georgia
 CTIC(AW) Adam D. Morrison, NIOC Texas
 CTR1 Allyn M. Morton, NIOC Suitland
 CTR2 William J. Mosier, NIOC Hawaii
 YNSN Adam M. Mostafa, NIOC Texas
 CTT1(SW/AW) Joshua M. Moyer, NIOD Alice Springs
 CTR3 David D. Murphy, NIOD Chesapeake
 LS2(AW) Lacrystal M. Nelson, NCTS Far East

DET Okinawa
 IT2(SW/AW) Christopher J. Neuppert, NETWARCOM VA Beach
 ET2(SW) Abraham P. Nguyen, NCTAMS LANT DET GTMO
 CTN3 Benjamin J. Nichols, NIOC Georgia
 CTI1 Bryan S. Noynosoudachanh, NIOC Maryland
 LTJG Kevin D. O'Brien, NIOC Colorado
 CE1(SCW) Victor N. Olivo, NCTS Sicily
 IT2 Adam J. Onwan, NCTS Sicily
 CTM2(SS) Eric K. Ornelas, NIOD Groton
 LS3 Jessie Orozco, NCTS Bahrain
 ITC(SW) Derrick J. Owens, NCTS Bahrain
 OS2(SW) Jessica M. Palmer, NCTAMS PAC Wahiawa
 IT1(SW/SCW) Richard D. Patrick, NCTS Far East DET Diego Garcia
 CTN1 Patricia A. Patterson, NR NIOC Greensboro
 ET2 Christopher J. Payne, NCTS Bahrain
 ET2(SW) Demetrius J. Peavy, NCTS FAR EAST DET Chinhae
 ITSN Jamie K. Pedersen, NIOC Hawaii
 CTI1 Justin S. Perdun, NIOC Maryland
 CE2(SCW) Michael Perezdejesus, NCTS Jacksonville
 IT2 Darrell A. Pierson, NDCOC Virginia Beach
 CTI1 Michele R. Pineira, NIOC Misawa
 CTR1(SW /NAC) Matthew J. Pistritto, NIOC Menwith Hill
 CTI2(SG) Chad Poniewasz, NIOC Maryland
 CTN1 Rita L. Powell, NIOC Norfolk
 CTR1(SW/AW) Angela L. Quackenbush, NIOC Whidbey Island
 YNSN Jamie S. Ragland, NIOC Sugar Grove
 YN1(AW) Keith D. Rainey, NIOC Maryland
 ET2(SW) Daniel K. Raley, NCTAMS LANT DET GTMO
 ET1 Ravin A. Rambaran, NCTS Naples
 ET1(SW) Jerry Ramm, NCMS Washington DC
 ET2(SW/AW) Stephan R. Raymond, Jr., NCTAMS LANT DET GTMO
 IT1(AW) Susie Rhem, NMCI DET San Diego
 CTI1(SG) David M. Rhudy, NIOC Maryland
 CTR1(SW) Matthew L. Richardson, NIOC Whidbey Island
 CTN2 Domanick R. Richmond, NIOC Maryland
 CTI3 Micah A. Robert, NIOC Texas
 IT1(SW/AW) Crystal Y. Rodriguez, NCTAMS LANT DET Hampton Rds
 ET3(SW) Kristopher R. Rodriguez, NCTS Bahrain
 CTN2 Eric A. Rogan, NIOC Maryland
 ITC(NAC/AW) Jeffrey S. Ruff, NCTS Naples
 IT2(SW) Luis Ruiz, NIOC Maryland
 CTI2 Danielle M. Salib, NR NIOC Pensacola
 IT1(SW/AW) Melvyn A. Salinas, NMCI DET San Diego
 CTR1(SG/SW/AW) Jamar J. Salters, NIOC Hawaii
 EN1(SW) Samuel W. Sands, NCTS Sicily
 YNSN Weston J. Schmall, NIOC Maryland
 CTI1(NAC/ AW) Jennifer J. Schooley, NIOC Hawaii
 IT3 Michael G. Schulz, NCTS San Diego
 IT1(SW) John H. Scott, NCTS Bahrain
 YN2(SW) Victoria N. Scott, NDCOC Norfolk
 EN2(SW) Jerald A. Seely, NCTAMS LANT Norfolk
 CTT1(SW) Luke J. Sekula, NIOC Georgia
 ITSN Nicole M. Serda, NIOC Hawaii
 CS2(SW) Roland M. Seward, NIOC Maryland
 LT Christopher A. Shank, NIOC Texas
 IT1(SW) Willard R. Sheets, NCTS San Diego
 LT Steven A. Shepski, NCTAMS LANT Norfolk
 LT Christopher A. Sherlock, NAVSOC Point Mugu
 IT1(SW) Star T. Sherry, NCTAMS LANT Norfolk
 OS1(SW) Chad M. Sherwood, NETWARCOM VA Beach
 MC3 Jesse L. Shuey, NIOC Maryland
 IT1(SW) Meranda A. Simmons, NCTAMS LANT Norfolk
 IT3 Dereck T. Smith, NIOC Maryland
 CS2(SW) Maurio A. Smith, NIOC Georgia
 CTN1(AW) Mitchell L. Smith, NDCOC VA Beach
 LTJG Aretha Sparks, GNOC DET Norfolk

CTR1(SW) Aaron D. Spencer, NIOC Misawa
 ET3 Michael J. Sprankle, NCTS Naples
 CTI1 William A. St. Andre, NIOC Misawa
 YN1(SW) Kimberly R. Starks, NIOC Yokosuka
 IT2 Alexander E. Starr, NCTAMS PAC Wahiawa
 IT1(SW) Aaron L. Stegall, NCTS FAR EAST DET Diego Garcia
 IT2(SW) Derrick C. Stevenson, NCTS COMMU DET Oklahoma City
 CTT1(SW) Jeremy R. Stewart, NIOC Georgia
 CTT2 Lawrence D. Stonebraker, NIOC Georgia
 CTR1(SW/AW) Donald J. Streer, NIOC Norfolk
 CTM2(SW) Kristopher M. Strueby, NIOC San Diego
 IT2 Jamie L. Strum, NCTAMS PAC Wahiawa
 IT2 Timothy D. Stull, NCTAMS PAC Wahiawa
 IC1(SW) Salvador M. Tapia, NCTS Far East DET Diego Garcia
 ITC(SW/AW) Latrina D. Tate, NCTS Jacksonville
 LTJG Joshua P. Teich, NIOC Ft Meade
 ET2 Tou Thao, NCTAMS LANT DET Guantanamo
 CTI1(SG) Thayne L. Thomas III, NIOC Texas
 CTR1(SG/SW/AW) Alexander H. Thomas, NIOC Maryland
 CTN2 Jennifer J. Thomas, NIOC Maryland
 CTR2(SW) John A. Thomas, NIOD Digby
 CTR1 Krystle R. Thomas, NIOC Hawaii
 LS2(SW) Stephanie V. Thompson, NCTAMS PAC DET Puget Sound NRS Jim Creek
 ITC(SW/AW) Kenneth L. Tolbert, CYBERFOR VA Beach

CTI1(SW) David E. Toledano, NIOD Digby
 LT Hoanglam V. Tran, NIOC Hawaii
 IT3 Peter G. Trassov, NCTS Bahrain
 IC2(SW) David E. Triplett, NCTAMS LANT DET GTMO
 CTN1 Shawn M. Troutt, NIOC Pensacola
 CTI1(SW) David Tu, NIOC Hawaii
 IT2 Robert B. Turner, NCTS Sicily
 CTI1(NAC) Traca L. Tuthill, NIOC Bahrain
 IT1(SW/AW) Jesus M. Valenzuela, Jr., NMCI DET San Diego
 ITCS(SW) David N. Viscuso, NCTS Naples
 LT Eric R. Weiss, NIOC Bahrain
 CTR2 Lindsay A. White, NIOC Suitland
 CTR1(SW) Charles J. Whiteman, NIOC Georgia
 CTR1 James H. Wilkendorf, NIOC Texas
 IT2(SW) Christopher J. Williams, NCTS Bahrain
 CTR1(SW) Christopher J. Williams, NCTS Naples
 IT1(SW) Karen L. Williams, GNOC DET Norfolk
 CTR2 Krista D. Wilson, NIOC Maryland
 CTR1(SW/AW) David D. Wimberly, NIOC Hawaii
 IT1(SW) Stephen F. Winborn, NETWARCOM VA Beach
 IT2 Aimie C. Windmiller, NCTAMS LANT Norfolk
 ITC(SW) Gerald D. Winslow, NCTS Sicily
 CTI1(EXW) Brandie A. Winter, NIOC Georgia
 YN2 Sharmel W. Wright NIOC Georgia
 CTN2 Charlene K. Wright, NIOC Georgia
 YN2 Matthew J. Yandora, NCTAMS PAC Wahiawa
 YN2 William J. Yates, NIOC Menwith Hill

CTN2 William M. Youngblood, NIOC Georgia
 CTI1(SW/AW/NAC) Angel M. Zuleta, NIOC Menwith Hill



MILITARY OUTSTANDING VOLUNTEER SERVICE MEDAL

CTI1 Anjela M. Armstrong, NIOC Hawaii
 IT1(NAC/AW) Jocelyn F. Blanchard, NIOC Misawa
 CTI1 Andrew S. Heil, NIOC Maryland
 CTR2 Ryan W. Jackson, NIOC Texas
 CTN1 Rita L. Powell, NIOC Norfolk
 IT1(SW) Star T. Sherry, NCTAMS LANT Norfolk

CIVILIAN LENGTH OF SERVICE AWARDS

Janet M. Blume, FLTCYBERCOM Ft Meade - 30 Years
 Ida Horn, FLTCYBERCOM Ft Meade - 30 Years
 Denise J. Roberts, CYBERFOR VA Beach - 30 Years
 Carolyn Snively, CYBERFOR VA Beach - 30 Years
 Marilyn Passori, CYBERFOR VA Beach - 25 Years
 Janice E. Scott, CYBERFOR VA Beach - 25 Years
 Valorie Greenwood, CYBERFOR VA Beach - 20 Years

NCTS Far East Takes 4th Consecutive DISA PAC Award

By IT1(SW/AW) Sean Newman, NCTS Far East Yokosuka, Japan

Naval Computer and Telecommunications Station (NCTS) Far East Yokosuka technical control facility won the 2009 Defense Information Systems Agency (DISA) Pacific (PAC) Category IV Facility of the Year Award. This is the fourth consecutive year the command has received the award.

Each year, DISA PAC recognizes the outstanding achievements of the transmission facilities throughout the Pacific region for their hard work and management of communications and computer networks. Facilities operated and maintained by Army, Navy, Air Force and Marine Corps compete for the DISA PAC Facility of the Year Award.

NCTS Far East Yokosuka Technical Control facility houses more than 500 DISA circuits in addition to Navy and joint command circuits. It is responsible for the operation and maintenance of three service delivery points located throughout Japan. These service delivery points are in direct support of DISA PAC’s Global Information Grid (GIG) mission.

The GIG is a Department of Defense globally interconnected, end-to-end set of information capabilities for collecting, processing, storing, disseminating and managing information on demand to warfighters, policy makers and support personnel. DISA PAC’s GIG mission could not be accomplished without



(Far left) NCTS Far East Yokosuka, Japan’s CO, CAPT Robert Goodwin, accepts the DISA-PAC 2009 FOY plaque from Kenneth Kunkel on behalf of DISA-PAC Commander, Army Col. Kirk Bruno.

the daily support efforts of NCTS Far East Tech Control personnel who provide reliable, available and secure communications and information technology services to the Far East region.

With detachments scattered across the Far East, the area of responsibility for NCTS Far East Yokosuka includes sites in Diego Garcia, Korea and Singapore. 🇺🇸



CYBERFOR/NETWARCOM Trains & Mentors Diversity Team

By Darlene Goodwin, CYBERFOR Public Affairs

VIRGINIA BEACH, VA – Diversity Action Officers (DAOs) and Mentorship Program Coordinators (MPCs) from Navy Information Domain commands participated in mentoring and training sessions with senior leaders of Navy Cyber Forces (CYBERFOR) and Naval Network Warfare Command (NETWARCOM), Jul. 26-30, in the Hampton Roads, Virginia, area.

The Sailors were in town for the combined symposium of the Association of Naval Services Officers (ANSO) and National Naval Officers Association (NNOA), the affinity groups for Hispanics and African-Americans, respectively, serving in the sea services.

CYBERFOR Commander RADM Tom Meek kicked off the week in an address to the domain DAOs and MPCs. He also participated in a panel discussion on diversity in support of the Maritime Strategy at the ANSO/NNOA conference.

“One of my top priorities is to develop an inclusive culture that values diversity,” Meek said. “We have a progressive diversity program that focuses on five areas, including accountability, communications, outreach, mentorship and training. Each member of our domain diversity and mentorship team, and in fact every member of our workforce, plays a key role in our success. That’s why we wanted to maximize our time with our Sailors who were in town for the ANSO/NNOA symposium.”

NETWARCOM Commander RADM Edward H. Deets, III, participated in the ANSO/NNOA speed mentoring session, and conducted several one-on-one mentoring sessions for the domain team and other conference attendees. He also briefed members of the Information Dominance Corps at a conference break-out session.

“I’m certain everyone participating



(Second from the right) RADM Tom Meek, CYBERFOR commander, responds to a question from an ANSO/NNOA symposium attendee during the panel discussion portion of the event. (Official U.S. Navy Photo)

in this joint conference understands the strategic imperative of diversity – ensuring our force is the best it can be and fully prepared to answer all bells,” Deets said. “The strength of our great Navy is drawn from the rich diversity of our men and women, and our interaction this week builds on that strength.”

Additional sessions for the domain DAOs and MPCs included a two-day mentor/protégé training session in which 21 Sailors earned a certification in mentorship, and a diversity course, “Appreciating Differences.”

CYBERFOR Force Diversity Officer, LCDR Mark Venzor, conducted the mentoring training sessions and talked about the soon to be released domain Mentorship Strategy.

“The CYBERFOR total force mentorship strategy is designed to provide every Sailor and civilian the opportunity to develop a mentorship relationship,” Venzor said. “The strategy encourages both mentor and protégé to develop enduring relationships while empowering the protégé to take charge of their professional and personnel development.”

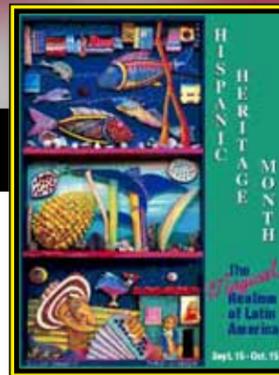
Closing out the week’s events, CYBERFOR Chief of Staff RDML John W. Smith Jr. emphasized that everyone brings unique talents and abilities to the table – and valuing those differences enhances team performance.

“The U.S. Navy is one great big melting pot,” said Smith. “When we look into that pot, we see each other as stronger together than we are apart. That makes our Navy better.”

Smith said that his favorite motto “one team – one fight” doesn’t mean that we always have to agree, but that we challenge and energize each other to be our best, together.

ITCS Allan Grove, mentorship program coordinator for Naval Computer and Telecommunications Area Master Station Pacific in Wahiawa, HI, was impressed with the number of flag officers who participated in the diversity/mentoring events.

“We not only heard from the flag officers, but we saw their level of commitment this week,” Grove said. “To see them take time out of their busy schedules shows that this isn’t just lip service, but they are truly supportive of this program.”



Sailors Explore Diversity Through Culture at NIOC Hawaii

By CTI2 Theresa M. Buitron, NIOC Hawaii

Last month, Navy Information Operations Command (NIOC) Hawaii hosted Culture Day, offering more than 1,200 Sailors and other service members the opportunity to explore various cultures from around the globe.

The day’s activities included the games Taboo and Pictionary, in Chinese and Korean language, Thai Dance lessons, movies from Korea and Bollywood (India) and an interactive Vietnamese cooking program.

CTI1 Vincent Nguyen donned traditional men’s clothing from Vietnam while teaching participants how to make Goi Cuon, or Vietnamese cold spring rolls. Nguyen also treated the participants to some authentic Vietnamese music.

One of the biggest events of the day was the Amazing Race. Teams of two traversed the command grounds, stopping to compete at five various “challenges,” including a BINGO style racing game and a Fear Factor Food Challenge. For the food challenge, teams could earn points for eating sweet potato chips, licorice plums, hot pickled radishes, okazuya-style fried fish, seasoned octopus, and sea snails. CTI3 James Huynh and CTI3 Harry Larson tied for first place overall for the Amazing Race event.

Throughout the day, informational posters were exhibited, highlighting countries such as Japan, Mexico,

Serbia, Croatia and Russia. The boards displayed customs and cultural phrases in the countries’ native language. For example, the Mexican display taught on-lookers that “¿Donde está el baño?” means, “Where is the bathroom?” and “Mi aerodeslizador esta lleno de anguilas,” means, “My hovercraft is full of eels.”

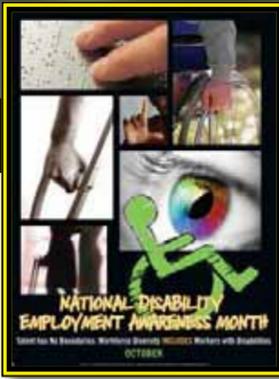
CTICM(SW) William Altizer learned a few phrases from the Japanese display like “Konnichiwa” which means “Hello” and “Domo arigato” which means “Thank you very much.” There were also a variety of fun worksheets in various languages like Spanish, Chinese, and even Hawaiian Pidgin, a Creole language based in part English, used by many residents of Hawaii. CTN2 Sarah Zumwalt learned that in Pidgin, the word “Bocha” means to shower, and she also learned that the word for “Hello” in Croatian is “Bok.”

USAF Staff Sgt. Christine Riggins served as the event coordinator.

“Last year there was a similar event that was planned by and participated by members of the 324th Intelligence Squadron only. This year we wanted to open the event to all service members,” Riggins said. “I hope that the event continues each year with more enthusiasm and hopefully it will get bigger and better. Most importantly, I hope it will get people thinking more about language and culture in their daily lives.”



IT3 Paula Hubbard tries the seasoned octopus in the Fear Factor Food Challenge on NIOC Hawaii’s Culture Day. (Official U.S. Navy Photo).



Navy: Readers' Choice as Top Diversity Company

By LTJG Laura K. Stegherr, Navy Diversity Directorate Public Affairs

WASHINGTON, DC -- The Navy was recognized recently as a Top Diversity Company by readers of Diversity/Careers in Engineering and Information Technology magazine for the fourth consecutive year.

The Navy is one of a group of 96 honorees selected from a field of more than 600 corporations, government agencies and other organizations that employ technical professionals.

Winners were chosen by magazine readers and website visitors, who were asked to identify the companies that they believe are doing the best work in diversity. The survey also was meant to determine which companies delivered their diversity message in a way that resonated with readers.

"The organizations on this list

should be proud that their efforts are apparent to our readers, who can recognize a genuine commitment to workforce and supplier diversity," said Roberta Renard, the magazine's publisher. "Most 'best of' lists work only with information that companies themselves provide, but our survey will measure how well the companies are getting their message across. That's a big difference."

Also on the list were the Office of Naval Research (ONR) and the Naval Research Laboratory (NRL). Both are also past recipients of the recognition; NRL has been chosen as a top company since 2007, and ONR since 2008.

Other notable recipients include Bank of America, Sony, Microsoft, and Disney Theme Parks.

This recognition comes on the heels of several other corporate diversity and work-life balance awards. This year, the Navy was chosen by *Diversity Inc.* magazine as one of the 2010 Top Federal Agencies for Diversity, and was also presented with the Alliance for Work-Life Progress' Work-Life Innovative Excellence Award.

Diversity Careers in Engineering & Information Technology magazine covers issues of interest to engineers, scientists, information technology professionals and business owners who are members of the diverse technical community.

The list of awardees can be found at <http://www.diversitycareers.com> and in the June/July issue of the magazine. ✂



UPCOMING DIVERSITY CONFERENCES

CONFERENCE	LOCATION	DATES	WEBSITE
National LATINA Style Magazine Symposium	Washington, DC	Sep 9	www.latinastyle.com
HBCU White House Initiative Conference	Washington, DC	Sep 12-15	www.ed.gov/whhbcu
CBCF Annual Legislative Conference	Washington, DC	Sep 15-18	
Japanese American Citizens League (JAACL) National Gala	Washington, DC	Sep 16	www.jaocl.org
24th Edition of the Anuario Hispano-Hispanic Yearbook	Washington, DC	September	
Academy Women 7th Annual Leadership Symposium	Arlington, VA	Sep 24-26	www.academywomen.org
The Asian Professional Exchange (APEX) Awards Gala	Los Angeles	Sep 25	www.apex.org
Hispanic Engineering, Science & Technology (HESTEC) Week	Edinburg, TX	Sep 26 - Oct 2	www.hestec.org
Grace Hopper Celebration of Women in Computing	Atlanta	Sep 29 - Oct 2	www.gracehopper.org
NACME 36th Anniversary Awards Dinner & Celebration	TBD	TBD	www.nacme.org
Hispanic Engineer National Achievements Awards Coporation (HENAAC) Conference	Orlando, FL	Oct 6-8	www.greatmindsinstem.org
MANA Hermanitas Summer Leadership Institute	Washington, DC	Oct 5	www.hermana.org
MANA Las Primeras Gala	Washington, DC	Oct 5	www.hermana.org
Asian American Architects and Engineers Gala (AAa/e)	Los Angeles	Oct 7	www.aaaesc.org
Hispanic Heritage Foundation (HHF) Gala	Washington, DC	Oct 13	www.hispanicheritage.org
13th Annual Filipina's Magazine Achievement Awards	TBD	Oct TBD	www.Filipinasmag.com
Society of Hispanic Professional Engineers (SHPE)	Cincinnati	Oct 27-31	www.shpe.org
National Women of Color (NWOC) in Technology Conference	Dallas	Oct 28-30	www.ccgmag.com/woc
The Thurgood Marshall College Fund (TMCF) 10th Annual Leadership Training Institute Recruitment Conference & Career Fair	New York	Oct 29-Nov 1	www.thurgoodmarshallfund.org
National Japanese American Memorial Foundation (NJAMF) Annual Awards Dinner	Washington, DC	Oct/Nov TBD	www.njamf.com
Society of Women Engineers (SWE) Conference	Orlando, FL	Nov 4-6	www.swe.org
The Asian & Pacific Islander American Scholarship Fund (APIASF)	New York	Nov 10	www.apiasf.org
American Indian Science and Engineering Society (AISES) Conference	Albuquerque, NM	Nov 11-13	www.aises.org

DIVERSITY SPOTLIGHT



OS1(SW) Jaucelin Fenelus Sr.

(Left) OS1(SW) Jaucelin Fenelus is currently serving as NETWARCOM's Diversity Action Officer (DAO) -- the first full-time DAO for the command. His previous assignment was aboard USNS Leroy Grumman (TAO 195) where he was non-commissioned officer-in-charge of the Military Detachment. (Right) Sharon Shaw is very active in the CYBERFOR/NETWARCOM Diversity Council and has more than 20 years of dedicated service. She was selected to be CYBERFOR's civilian action officer in the development of the Domain's E-Mentoring program. She is a noted guest speaker at youth events in the community and for the Drug Education For Youth annual conference. Shaw is unswerving in her conviction that in order to make a difference, each person has to be the difference, which requires each of us to "do something" positive to reap positive change. ✂



Sharon Shaw

FOR MORE INFORMATION ON CYBERFOR'S DIVERSITY PROGRAM CONTACT: LCDR MARK A. VENZOR AT (757) 417-7931 X 1 OR MARK.A.VENZOR@NAVY.MIL

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