

# Redstone Rocket

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## Lifetime of difference for the Army

*AMC's general of 'firsts' likes 21st century outlook*

By KARI HAWKINS

Assistant editor

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Gen. Ann Dunwoody doesn't see her upcoming retirement as the end of a career for the Army's first female four-star general.

Rather, she sees it as the end of a 37-year career for a Soldier who was committed to leading and mentoring those who served with her, and to making a difference in the Army.

Gender, quite honestly, just doesn't have much to do with Dunwoody's outlook on her years of service.

"I didn't see gender. I saw Soldiers," she said last week during one of her last interviews as the commander of the Army Materiel Command.

"I was trying to make a difference for platoons, companies and, on a bigger scope, the Army. I was working to establish and develop high performing organizations. It was about leadership."

Dunwoody, who grew up in an Army family, was commissioned as a quartermaster officer in the Army in 1975, at a time when the nation's largest military organization was at a crossroads. Vietnam was winding down as was the nation's defense budget and the Army was straining under years of fighting an unpopular war while also restructuring into an all-volunteer force. On top of all of that, in 1978 the Army integrated its Women's Army Corps into the regular Army.

Upon commissioning, Dunwoody attended the Women Officer's Orientation Course at Fort McClellan only to learn soon after that females were no longer going to be a segregated minority in the Army. But change didn't fade her, and she soon became committed to an organization that stood tall in her esteem.

"My passion was fitness and family," said the college physical education major. "The Army was as values based as the family I came out of. I thought I would enjoy this and make a difference for a few years. Now, it's 37 years later. And in my experience the doors have continued to open."

### 'Firsts' in Army

In those early years, Dunwoody actually tried to distance herself from any special recognition as a female officer. She wasn't inter-



Photo by Kari Hawkins

**Gen. Ann Dunwoody stands proudly next to the Army Materiel Command flag as the organization's and the Army's first female four-star general. She will be turning command of AMC over to Gen. Dennis Via on Aug. 7 and will retire Aug. 15.**

ested in being a member of women's groups or being thought of as the first woman in the leadership roles where she served.

"I didn't want to be recognized as a female platoon leader. I wanted to be recognized equally as a platoon leader," she said. "Later, I did realize there was a healthy need to bring in female Soldiers together because they are more likely to open up amongst themselves."

And those "notable firsts" do remain part of her record. She was the first woman to command a battalion in the 82nd Airborne Division in 1992. She was the first female general officer at Fort Bragg, N.C., in 2000. She was the first woman to command the Combined Arms Support Command at Fort Lee, Va., in 2004. And in 2005, Dunwoody became the first female Soldier to achieve three-star rank since now retired Lt. Gen. Claudia Kennedy in 1997. Then, on Nov. 14, 2008, Dunwoody achieved the most significant "first" of her career, becoming the first woman in U.S. military history to achieve the rank of four-star general and the first female commander of AMC. Soon, she also became Redstone Arsenal's first female general and first four-star general in residence.

Dunwoody began her Army career as a platoon leader with the 226th Maintenance

Company, 100th Supply and Services Battalion at Fort Sill, Okla. As a quartermaster officer, she also commanded the 226th Maintenance Company at Fort Sill; the 5th Quartermaster Detachment (Air Delivery) at Kaiserslautern, Germany; the 407th Supply and Transport Battalion/782nd Main Support Battalion at Fort Bragg; the 10th Mountain Division Support Command at Fort Drum, N.Y.; the 1st Corps Support Command at Fort Bragg; the Military Traffic Management Command/Military Surface Deployment and Distribution Command in Alexandria, Va., and the Combined Arms Support Command at Fort Lee.

"I've been blessed and privileged that out of 37 years, 16 have been in command," Dunwoody said. "I've had the privilege and responsibility of taking care of Soldiers and families. I've had the opportunity to command at so many levels. When I got promoted to four stars, I thought about the decades of women who started this journey and whose experiences we could build on."

Although her gender prevented her from serving in combat roles, Dunwoody deployed to Saudi Arabia for Operation Desert Shield/Desert Storm in 1991 as the executive officer and division parachute officer for the 407th

**See Firsts on page 4**



### COMMUNITY NEWS

Army chaplaincy marks 237th year.

**PAGE 5**

### PEOPLE PROFILE

Military spouse enters Army education field.

**PAGE 17**



### MILITARY SCENE

WWII infantryman cited posthumously.

**PAGE 25**

### TECHNOLOGY TODAY

Space launch system gets NASA approval.

**PAGE 35**



### WIN OR LOSE

A-Team streak goes 9 games.

**PAGE 39**

# RocketViews

*How do you feel about gun control?*

By SKIP VAUGHN

Rocket editor

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### Rodney Bailey

Garrison Directorate of Logistics

"I think it should be a stiffer screening process as far as purchasing of assault weapons. You never can tell if someone is going to go and do something wrong. You can't regulate a person's psyche. We just need to crackdown on assault weapons. We just need to look at overall gun safety. We need better gun safety training. There's no way to tell if someone's going to go in there and start shooting up the place."



### Christian Tully

FMWR Outdoor Recreation

"Personally I'm not a fan of it. I like to hunt so I kind of like to keep my guns."



### Danica Abejon

SMDC/ARSTRAT

"I think it's more of a cultural thing. Trying to lessen it or detract from it is going to affect people that abide by the law. I don't think it'll affect criminals. For example if you look at Canada, their gun control laws are just as loose as or looser than ours. But people aren't getting shot as much as in the U.S. I think it's a cultural difference."



### Sharry Gilliam

SMDC/ARSTRAT

"I don't think the issue that happened last week (in Colorado) is so much about gun control. I think people should be allowed to own guns. I think they should be subjected to background checks in order to buy a gun. I'm not against people owning guns. I just think the steps to getting a gun should be a little more stringent."

## Quote of the week

'For target shooting, that's OK. Get a license and go to the range. For defense of the home, that's why we have police departments.'

— James Brady

## Letter to the editor

# Tackling obesity for national security's sake

It's not often there is a national call to action over a matter of national security, but that is what's happening over America's obesity problem. Luckily, there is no shortage of resources for all of us to do our part in addressing it.

Concerns about the quick rise in obesity – some call it an epidemic – and its potential to harm military readiness are not new. Ever since 100 retired generals and admirals formed the nonprofit organization "Mission: Readiness" and released its landmark 2010 report "Too Fat to Fight" to convince Congress to mandate healthy school lunches, federal officials, at least, have known of the military imperative to reverse the fat trend. The report included the services' assessment that 75 percent of the nation's 17- to 24-year-olds do not qualify for military service – mostly due to obesity.

Those concerns were reiterated in June when the Bipartisan Policy Center released its report, "Lots to Lose," which shows alarming trends not only in recruiting, but also in retention due to overweight problems. The report notes that nutrition concerns for servicemembers and recruits factored into President Harry S. Truman's decision to mandate the federal school lunch program. The focus then, however, was vitamin deficiencies.

In the past two years, the movement has changed from alarm bells to action as public officials, including Defense Department leaders, carry the issue from Washington to cities, towns and military installations across the country. In July, First Lady Michelle Obama took her "Let's Move" campaign to Philadelphia to announce locally-based public-private initiatives that include things like closing a city street to traffic to make a "safe play" place, challenging residents to a citywide diet, bringing farmers' markets to low-income areas and holding information campaigns about the nutritional content of foods.

DoD has made similar changes, requiring all of its schools and daycare centers to give children meals emphasizing fruits and vegetables, restrict TV and computer time, ensure daily exercise and ban sweetened drinks.

Also in July, Charles E. Milam, principal deputy assistant secretary for military community and family programs, met with military food and beverage workers for their annual workshop and directed that they ensure that dining facilities and other installation eateries give healthy choices that also fit into today's

fast-paced culture. Also, Military OneSource offers free nutrition and fitness training to servicemembers and their families.

In promoting Let's Move, the first lady often talks about changing American culture toward healthier living. That's where families come in.

As I talk to military spouses and other parents, most agree that one of our toughest challenges is in challenging the idea that "kid-friendly" cuisine is limited to pizza, fries and chicken nuggets. Changing the culture will mean cutting back on the all-too-easy and inexpensive drive-through meals. It will mean cooking healthy and encouraging kids to try new things – even when your child's friends are over. Changing the culture means challenging the notion that kids need snacks for every event – soccer, Scouts, etc. – even when the event only lasts an hour. And it means asking teachers to discourage parents from bringing cupcakes in the classroom for every birthday, especially when there are 30 kids in a class.

I've had to do all these things in the year and half since my daughter was diagnosed with Type I diabetes. It's not easy to make these kinds of changes that affect the whole family, but it can be done. Now, at age 9, my daughter has memorized carbohydrate counts of many foods – there are great carb and calorie counters on the market. She also recognizes foods high in sugar, salt and fat, and understands how much better she feels eating eggs for breakfast instead of pancakes or doughnuts.

Granted, she would not have learned all this without being forced to, and that is where the campaign against obesity comes in. With the right information – and there is plenty out there – Americans can change the tide on obesity and its many related problems. Even young children can tell if half of their plate is made up of fruits and vegetables, or count whether they've eaten five in a day. They can know that sweet drinks – including juice – is best saved for rare occasions, or if you have dessert at lunch you should skip it at dinner.

The cultural change Mrs. Obama speaks of will mean they have the information they need and the support of family and friends. Some great websites for information are the Agriculture Department's "Choose My Plate," Healthy Kids, Healthy Futures, and the National Institute of Health's Health, Lung and Blood Institute.

Lisa Daniel

American Forces Press Service

## RedstoneRocket

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# Bicyclists should wear reflective vest

Safety rules for bicycles on post include a requirement for a reflective vest or belt. Redstone Arsenal Regulation 190-5 addresses Bicycle Traffic/Safety Supervision. The Garrison's Directorate of Emergency Services assimilates state law when enforcing traffic.

Rules include the following:

- At all times, all riders and passengers of bicycles riding on Redstone Arsenal roadways should wear as an outer garment a reflective and brightly colored safety vest or belt. If a reflective belt is worn, it should be worn diagonally, over the shoulder (bandolier style) to provide front and rear visibility. If a back pack, bicycle seat or fairsing obstructs visibility of the safety garment, the bicycle rider should strap a reflective and brightly colored safety vest or reflective belt around the pack, seat or fairsing to provide front and rear visibility.
- Every person operating a bicycle on a roadway should ride as near to the right side of the roadway as practicable, exercising due care when passing a standing vehicle or one proceeding in the same direction.
- Persons riding bicycles on a roadway should not ride more than two abreast except on paths or parts of roadways set aside for the exclusive use of bicycles.
- Wherever a usable path for bicycles has been provided adjacent to a roadway, bicycle riders should use such path rather than the roadway.
- No persons operating a bicycle should carry any package, bundle or article which prevents the driver from keeping at least one hand on the handlebars.

- Every bicycle when in use at nighttime should be equipped with a lamp on the front which emits a white light visible from a distance of at least 500 feet to the front and with a red reflector on the rear of a type approved by the department which should be visible from all distances from 100 to 600 feet to the rear when directly in front of lawful lower beams of head lamps on a motor vehicle. A lamp emitting a red light visible from a distance of 500 feet to the rear may be used in addition to the red reflector.
- Every bicycle should be equipped with a brake which will enable the operator to make the braked wheels skid on dry, level, clean pavement.
- When operating a bicycle on roadways, bicycle riders will use nationally recognized hand and arm signals when stopping or turning.
- Bicycle riders will yield the right of way to pedestrians at crossings or on sidewalks.
- Bicycle riders will not race or play games on public roadways unless participating in a sporting event sanctioned by the Garrison commander.
- All riders and passengers of bicycles will wear suitable helmets conforming to federal safety standards while riding on the installation.
- Individuals will not wear radio headphones/earphones while riding bicycles on roadways.
- Bicycles will be ridden single file when being passed by traffic traveling the same direction.

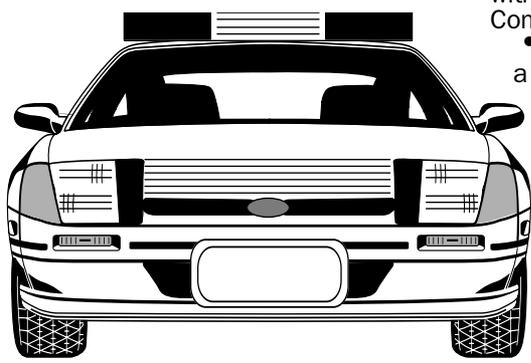
## Crimes, accidents & other occurrences

The Directorate of Emergency Services, Law Enforcement Division, provided the following list of reported incidents for July 14-21:

- A driver was cited for driving with a suspended license at Gate 9 when he could not produce a license while attempting to gain access to the installation.
- Police investigated a two-vehicle, without injury, traffic accident at the Commissary loading dock.
- A government employee reported the license plate had been stolen off his motorcycle. The license plate was later recovered from a Huntsville motorcycle shop where it had been turned in by an unknown citizen.
- Police investigated a two-vehicle, without injury, traffic accident at the Commissary parking lot.
- Police investigated a single-vehicle, with injury, traffic accident on Vincent Drive.
- Police recovered a deserter from the Jackson County Sheriff's Office and re-

turned him to his unit in Fort Carson, Colo.

- The Fire Department reported damage to a cook stove in a residence when food caught fire.
- Police investigated a two-vehicle, leaving the scene, traffic accident in the parking lot of building 111.
- Police investigated a single-vehicle, without injury, traffic accident on Rideout Road.
- A driver was cited for driving with a suspended license at Gate 8 when she presented an expired dependent identification card and an expired Alabama driver's license to gain access.
- Police investigated a two-vehicle, leaving the scene, traffic accident in the parking lot of building 5301.
- Police investigated a two-vehicle, leaving the scene, traffic accident in the parking lot of building 5222.
- A contractor reported damage to their privately owned vehicle at building 5222.
- Police investigated a two-vehicle, without injury, traffic accident at the Commissary parking lot.
- A driver was cited for driving with a canceled license at Gate 9 when he presented an expired Michigan driver's license during turnaround procedures after arriving at the gate lost.
- Police received a report that a child had damaged the statuary at building 5250 while a relative was taking photos.
- Seventeen U.S. District Court violation notices were issued.



## Getting to know you

By SKIP VAUGHN

Rocket editor

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**Name:** Kristen Cahill

**Job:** Plans and operations officer for Army Materiel Command G-2 (Intelligence and Security)

**Where do you call home?**  
Woodbridge, Va.

**What do you like about your job?**  
I like being able to coordinate with different directorates. And I like being able to work on contingency planning as well as Army campaign plan initiatives and how that ties into our operating environment.

**What do you like to do in your spare time?**

It used to be golf but now I'm expecting my second (child). But my husband (Mark) and I both golf when we have some free time. I like to paint on canvases. And I used to play basketball at Wake Forest University (on a full scholarship from 1997 to 2001), so every once in a while I like to get out and shoot baskets.

**What are your goals?**

I'm interested in pursuing a doctorate in leadership, so to have a Ph.D.



in like organizational leadership. That's definitely a goal. In general to keep climbing the career ladder and obtain a high-level leadership position. And personally to raise a happy and healthy family.

**What's at the top of your "bucket list" of things you want to do before you kick the bucket?**

First thing that comes to mind would be to do an African safari in Kenya. That's something I've always thought about doing.

# Firsts

continued from page 1

Supply and Transport Battalion, 82nd Airborne Division based at Fort Bragg. In 2001, as the 1st Corps Support Command commander, she deployed the Logistics Task Force in support of Operation Enduring Freedom-Afghanistan and stood up the Joint Logistics Command in Uzbekistan in support of the Combined Joint Task Force-180. In addition, as commander of Surface Deployment and Distribution Command, she supported the largest deployment and redeployment of U.S. forces since WWII.

## Example for others

Dunwoody does acknowledge that young girls do see her as a role model. The proof of that can be found in the letters she gets from school girls who tell her she was the subject of their school report and in the stories she hears from parents who mention Dunwoody as an example to their daughters that they can achieve anything they desire as long as they work for it. And yet, she points out that she is one of more than 70 females in the U.S. military who have worn general's stars.

"You do hope you've opened doors for them so they can be anything they want to be," said the general, who participated in 2009 with First Lady Michelle Obama in a forum for promising girls from the Washington, D.C., public school system.

A self-professed tomboy, Dunwoody did work hard in the relatively all-male forces of the Army of her earlier years. And it was there that she thrived.

"I've never worked for a female," she said. "I've always had male role models within the Army that have inspired me and motivated me. Now, there have been a lot of women who have worked for me. My concern was not that they were male or female, but that we had the right leaders in all positions. I kept an eye out for talent."

And in an Army that encourages diversity, talent was supposed to come in all races, ages and backgrounds, and both genders.

"The Army continues to look at itself," Dunwoody said. "It continues to open doors for women in all opportunities. But this is being done methodically to set the Army and the individuals up for success."

"The Army wants women, men, minorities. The Army considers diversity as a strength. Diversity brings different perspectives to an organization. When you are looking for solutions to problems, you want different perspectives."

## Noble profession

Dunwoody commends those female Soldiers who, along with their male counterparts, have done an "incredible job" on the battlefields of Iraq and Afghanistan. During the past 10 years, women have served in forward deployed roles that have led to

informal duties serving side-by-side with combat arms personnel. The Army is now loosening restrictions to allow women to serve in combat units.

"This is a dangerous profession, a very demanding profession," she said. "It requires separations from your family. In the first 10 years of our marriage, Craig (now retired Air Force Col. Craig Brotchie) and I were separated for five years. I loved the Army, he loved the Air Force and we loved each other. So, we made it work."

"It is an absolutely great profession, a noble profession with great responsibility and challenges and opportunities, more so than any other. Whether you serve for two years, five years, 10 years or 37 years, you will be a better citizen because of it."

Dunwoody is a general who knows she is leaving an Army that is better than when she first joined it.

"We have the best trained Army in the world," she said. "I have a lot of confidence in the talent we have out there doing the heavy lifting. The spirit of our Soldiers is amazing."

"And in this command, our employees have done as much heavy lifting in deployments, operational coordination and transforming this organization in such a positive way. It's the quality of this work force that continues to make a difference. I'm very optimistic for this organization. As I look back over the past 10 years, we have supported Soldiers on two war fronts, provided humanitarian support in places like Haiti, Pakistan, Chile and Japan, and moved this headquarters along with 60 percent of our employees to Redstone Arsenal. I look back at what we've done and I'm optimistic about the future."

## Growing footprint

At the "high water mark" of the two wars, AMC had 120,000 military, civilian and contractor deployments in theater, transforming it into an operational command.

"Since 9/11 we have grown this operational force deployed in theater," Dunwoody said. "AMC has such a huge footprint and a forward presence. I've been fortunate that so much of my career has been in the command of operational commands. That prepared me well for this command. In Afghanistan, Kuwait, Iraq, you would see the AMC patch all over the battlefield. Our employees were proud to be forward deployed in direct support of the war fighter."

The 2005 Base Realignment and Closure Commission recommendations brought AMC in 2011 to its first official permanent home with the opening of its headquarters facility at Redstone. The move represented six years of planning.

"Coming to Redstone has just been an incredible event for the entire command," Dunwoody said. "It took BRAC to transform us. We took advantage of moving down here to transform to be more agile, responsive and forward looking to the 21st century."



Photo by Kari Hawkins

**As Gen. Ann Dunwoody retires, the Army Materiel Command celebrates its 50th anniversary. Fifty years ago today, AMC became an official Army command.**

BRAC, in all, moved 11,000 of AMC's 67,000 employees.

"We were impacted significantly by BRAC in one way or another," Dunwoody said. "We had the largest piece of BRAC, and we did it as seamlessly as possible given the magnitude of it."

In the midst of the BRAC move, AMC was given the additional responsibility of moving about 173,000 pieces of equipment worth about \$16.5 billion out of Iraq at the end of Operation Iraqi Freedom. AMC addressed the challenge with the Responsible Reset Task Force, which consisted of a 60-person forward-deployed AMC element that worked with the Army Central Command and U.S. Forces-Iraq to organize and move the equipment out of theater.

"The equipment was either redistributed in theater or going back to the U.S.," Dunwoody said. "Fifty percent of the equipment that supported the surge in Afghanistan came out of Iraq. In Desert Storm, we couldn't do this because we couldn't see the equipment. But this forward-deployed team of AMC civilians led by Lt. Gen. Jim Pillsbury (and later by Lt. Gen. Dennis Via) used technology to have visibility that saved an incredible amount of money and prevented the iron mountains that we had after Operation Desert Storm."

"R2TF allowed us to bring the power of the industrial base to the battlefield. We could accelerate the exit and retrograde of all this equipment. ... We had to get this stuff out of Dodge and leadership understood that AMC would be the enabler that would sort out, redistribute, fix and repair this equipment."

## Developing leaders

Describing much of her job as being a talent manager, Dunwoody said she is proud of the leadership that has developed both within the Army's Soldier and civilian ranks under her guidance. At AMC, she is confident those leaders will take the organization well into the 21st century.

"The legacy of your command is in the

leaders you develop," she said. "And if you have done that successfully you have developed leaders for the future. The talent on our bench right now at AMC is incredible. Their portfolios and experiences are so much broader than what I had coming up. These leaders will continue to make this command relevant in its time and in its era."

As with many of the Army's senior leadership, the latter years of Dunwoody's service were overshadowed by the terrorist attacks of Sept. 11, 2001. Recently, she visited Ground Zero in New York City with the Army's other four-star generals.

"It probably stirred up every emotion I had in my body," she said of the visit. "That was an event that changed us all. I saw the names of friends on the wall, talked to first responders and officers from NYPD, and was surrounded by four-star generals who have led the Army since 9/11. We've asked a whole lot of our leaders since then and they have been there at the highest level down to our enlisted Soldiers."

## Family legacy

Dunwoody's voice caught a bit when she talked about her retirement ceremony, which has been scheduled for Aug. 15 at Summerall Field, Joint Base Myer-Henderson Hall, Va. She is part of a long family legacy of military service that includes her father, and sister and brother. She will go into retirement remembering all the people she worked with over the years.

The people at her retirement ceremony, she said, will be those "you know made a difference in your life. It's a happiness knowing they are there. It gets emotional. It still makes me smile thinking about the people I've met. What makes the Army different is hands down the people. I've had the opportunity to meet so many wonderful people – Soldiers and families and civilians – and I've had the opportunity to serve with Soldiers both on and off the field."

Her only regret is that the years went by too fast.

At 59, Dunwoody said her retirement which she jokingly called the "demilling of a general" – may offer a bit of the leisure fun she hasn't had much of during her career. She and her husband and their dog Barney will move to Tampa to be closer to her 93-year-old father, who is a veteran of three wars, and her two siblings, both who have served in the military. The move will allow her husband to be more active as a director of the Special Operations Warrior Foundation, which is based in Tampa.

"I'm blessed to have a life partner who is so supportive," Dunwoody said of her husband. "But we really need to slow down. The optempo has been a part of our lives for a long time. When the Army is at war, you are always on call. It's the nature of our business."

"We say we enjoy golf, but I haven't done much golfing. We say we sail, but I haven't done much sailing. We say we ski, but I haven't done much of that. We'd like to travel together. My hope is that I find something I can be as passionate about as I have been about being a Soldier."

# Army chaplaincy celebrates 237th anniversary

By SKIP VAUGHN

Rocket editor  
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Chaplain assistant Sgt. Brenton Grierson saw the importance of religion to Soldiers firsthand while he was deployed in Iraq from March 2010 until March 2011.

On Friday he helped cut the birthday cake commemorating the 237th anniversary of the founding of the U.S. Army Chaplaincy in a lunchtime ceremony in the Sparkman Cafeteria.

"It's really important for the chaplains to offer the services they do. They help a lot of people out," said Grierson, a member of the 2nd Recruiting Brigade, who cut the cake as the youngest Soldier at 23. "We support all religions. It's very important spiritually for the Soldier.

"If a Soldier loses his spirit, he loses his will to fight. So that's how important I think this job is."

Grierson, from Ocean Springs, Miss., was joined in the cake-cutting by AMCOM chaplain Col. Leon Kircher and Maj. Gen. Lynn Collyar, commander of the Aviation and Missile Command.



Photo by Skip Vaughn

**The AMC Jazz Band performs during Friday's event in the Sparkman Cafeteria.**

"Chaplains are available 24/7, 365 days a year," Collyar said. "The job is probably one of the most challenging jobs in the entire military."

The Army Materiel Command Jazz Band performed during the event which included display tables of chaplaincy items.

Since July 29, 1775, about 25,000 Army chaplains have served as religious and spiritual leaders for 25 million Soldiers and their families. From military



Photo by Skip Vaughn

**Cutting the 237th birthday cake for the Army chaplaincy, from left, are AMCOM chaplain Col. Leon Kircher, chaplain assistant Sgt. Brenton Grierson and AMCOM commander Maj. Gen. Lynn Collyar.**

installations to deployed combat units and from service schools to military hospitals, chaplains and chaplain assistants have performed their ministries in the most religiously diverse organization in the world. Always present with their Soldiers in war and in peace, chaplains have served in more than 270 major wars and combat engagements. Nearly 300 chaplains have died in battle. Six have been awarded the Medal of

Honor.

More than 3,000 chaplains are serving the Army representing more than 140 different religious organizations.

The U.S. Army Chaplaincy's mission is to provide religious support to the Army while assisting commanders in ensuring the right of free exercise of religion for all Soldiers. In short, chaplains nurture the living, care for the wounded and honor the fallen.

## Free Movie Friday

This week's feature:

"Safe" (rated R)

Heiser Hall

Doors open at 5 p.m. for refreshments

Movie starts at 5:30.

## In this section...

**AIR DEFENDERS CONTRIBUTE TO COMMUNITY GROUPS**  
**ARMY COMMUNITY SERVICE BY THE NUMBERS**  
**ALL ABOARD FOR ARSENAL AFTERSCHOOL CARE**  
**READ ABOUT WHAT'S NEW AT POST LIBRARY**  
**BUS TOURS RETURN TO REDSTONE**  
**SCENES FROM BUS TOUR OF REDSTONE ARSENAL**  
**VICTIM RECALLS MASS SHOOTING**  
**KNOW WHAT TO DO WHEN THE UNTHINKABLE HAPPENS**  
**EVERYONE ENCOURAGED TO WATCH FOR TERRORISM**

**PAGE 6**  
**PAGE 8**  
**PAGE 9**  
**PAGE 10**  
**PAGE 12**  
**PAGE 13**  
**PAGE 15**  
**PAGE 15**  
**PAGE 16**

## Family and Morale Welfare and Recreation events

The Garrison's Directorate of Family and Morale Welfare and Recreation provided the following list of upcoming events:

### Army concert tour

The 2012 Army Concert Tour, featuring "Brantley Gilbert and New Faces of Country," is Aug. 26 at 2 p.m. at the Activity Field. General admission is \$20, \$25 on show day. Tickets are on sale this Thursday from 10:30 a.m. to 1 p.m. at the Von Braun Complex III and the Sparkman Center Cafeteria. For more information, call 313-5224.

### Dancing classes

Learn how to dance the Rumba by registering through Aug. 15. Classes

will be held at Pagano Gym from Aug. 16 until Sept. 20 from 8-9 p.m. Cost is \$66 per couple for six Thursday classes and \$55 for reviewers. For more information or to register, call the ITR office at 876-5431 from 9 a.m. to 6 p.m. Monday through Friday.

### Rhythms/Brew/Barbecue

"Rhythms, Brew and Barbecue" will be held Sept. 29 at the Activity Field. Doors open at 2 p.m. with the show at 3. Performing in concert are Eric Benet, Mint Condition, Frank McComb and Rick Ward. Tickets are \$25 advance, \$30 day of show and \$65 premium. For more information, call 313-5224 or visit redstonemwr.com.

# Air defenders contribute to community groups



Courtesy photo

**Annette Hall accepts the TAPS donation from Jody Maxwell of ADAA.**

The Huntsville/Redstone Chapter of the Air Defense Artillery Association presented its 2012 grants during a membership social July 18 at the Firehouse Pub.

ADAA vice president Jody Maxwell presented checks to the North Alabama



Courtesy photo

**Pam Stieglitz accepts the Total Tots donation from ADAA's Jody Maxwell.**

Veterans and Fraternal Organizations Coalition (\$2,500), Total Tots (\$2,000), Veterans Memorial Museum (\$2,000) and the Tragedy Assistance Program for Survivors (\$1,000). Representatives from Army Emergency Relief and Valor Flights were not available.

# Army Community Service programs by the numbers

ACS, in building 3338 on Redeye Road, serves anyone who has access to Redstone Arsenal which includes active duty and retired military, survivors, civilians, National Guard and Reserves and their spouses. Its phone number is 876-5397.

Army Community Service is scheduled to move by April 2013 to the newly renovated Welcome Center (formerly the troop Dining Facility) on Aerobee Road.

ACS provided the following statistics:

**13** core programs are offered.

**32** volunteers provided support from April 2011 through March 2012.

**5,100** hours plus were contributed by volunteers since April 2011.



Photo by Ellen Hudson

**Financial readiness program manager Kathleen Riester, standing, helps client Carrie Smith at ACS.**

# All aboard for Arsenal afterschool care

By AMY GUCKEEN TOLSON

Staff writer

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The answer to parents' questions about where to send their children afterschool and how to get them there can be found right on Redstone Arsenal.

FMWR's Child Youth and School Services will add a 12th bus to their fleet for afterschool transportation for the 2012-13 school year, bringing an additional 18 children from Madison, Huntsville and Madison County schools to the Arsenal for afterschool care at one of CYSS' facilities.

"Our bus program has been very, very successful," Andre Terry, chief of Child Youth and School Services, said. "Last year it put 143 children who would normally not be able to use our programs into our facilities. These are parents who can't go get their kids."

The buses deliver children from area schools to the afterschool programs available on post for ages kindergarten and up. All students, regardless of age, must be registered with CYSS. Students kindergarten through fifth-grade must be enrolled in a CYSS afterschool program. There is no charge for the middle school and teen program.

Parents desiring afterschool transportation for their child should call Central Enrollment at 876-3704 for more information. If there is not currently space on a bus, the child will be placed on a waiting list. What schools the buses pick up from is entirely dependent on the need, making the waiting list fluid. As demand changes, so will the stops.

"Our motto is wherever the kids are, we are," Terry said.

The program has proved to be espe-



Photo by Ellen Hudson

**Child Youth and School Services will add a 12th bus to their fleet for afterschool transportation for the 2012-13 school year.**

cially convenient for parents with all the unpredictable weather North Alabama has seen in recent years, and with the weather, early school closures. Even with only 30 minutes notice that a school is closing, CYSS drivers are rolling in to pick kids up and get them back to the Arsenal safely.

"These early school closures are a big headache for parents," Terry said. "They just can't leave work, pick up their child and bring them back to use our facilities. The number one thing that is excellent about this program, and why I believe it has been so successful, is that we are able to pick those children up without their parents even having to leave their desk. They don't have to worry about their child."

Proof of the perks parents get from the program is evident in the increase in demand since it began some three years ago. When the program started it utilized three buses, then five, nine, 10, last year 11, and now 12.

"It has really improved our services to the community," Terry said.

## Lineup of schools along bus route

Here is a list of area schools that Child Youth and School Services will be picking up from for the 2012-13 school year. If you do not see your child's school on the list, or would like to inquire about afterschool transportation, call 876-3704:

- Columbia Elementary
- Heritage Elementary
- Mill Creek
- Rainbow Elementary
- Providence Middle
- Discovery Middle

- Endeavor Elementary
- Legacy Elementary
- Madison Elementary
- West Madison Elementary
- Monrovia Middle
- Providence Elementary
- Horizon Elementary
- Lynn Fanning
- Meridianville Middle
- Sparkman Middle
- Sparkman 9th
- Sparkman High School

# Read all about what's new at Post Library this week

The Post Library, building 3323 on Red-eye Road, is open Tuesday through Friday from 10 a.m. to 6:30 p.m. and Saturday from 10-4. Its phone number is 876-4741. The library has the following new items:

**Adult fiction:** "Between the Lines" by Jodi Picoult and Samantha van Leer – Sixteen-year-old Prince Oliver, who wants to break free of his fairy tale existence, and 15-year-old Delilah, a loner obsessed with Prince Oliver and the book in which he exists, work together to seek Oliver's freedom. ... "The Innocent" by David Baldacci – Will Robie, a freelance hitman working for the government, rescues a teenage girl whose parents' disappearance may be linked to a vast, high-level cover-up.

**Adult nonfiction:** "The 7 Habits of Highly Effective Teens: The Ultimate Teenage Success Guide" by Sean Covey – Offers teens practical ways to cope with peer, parents, relationships, school and the future. ... "Area 51: An Uncensored History of America's Top Secret Military Base" by Annie Jacobsen – A history of Area 51, assembled from interviews with the people who served there and formerly classified information. ... "The Book of Universes: Exploring the Limits of the Cosmos" by John D. Barrow – Provides a tour the potential universes that could exist as part of Einstein's theory of general relativity. ...

"Carthage Must Be Destroyed: The Rise and Fall of an Ancient Civilization" by Richard Miles – A history of the defeat of Carthage and the contributions of military leader Hannibal. ... "Drift: the Unmooring of American Military Power" by Rachel Maddow – Argues how the focus on national security is actually compromising national stability. ... "The Power of Habit: Why We Do What We Do In Life and Business" by Charles Duhigg – Explains how self-control and success are largely driven by habits and shares guidelines for achieving personal goals.

**Children fiction:** "Bud, Not Buddy" by Christopher Paul Curtis – During the Great Depression 10-year-old Bud, a motherless boy, sets out in search of the man he believes to be his father – the renowned bandleader H. E. Calloway. ... "My Snake Blake" by Randy Siegel – A boy receives an extremely long, bright green snake that proves to be incredibly smart and talented. ... "Fantasy Baseball" by Alan Gratz – A 12-year-old boy wakes up in Ever After, where he is recruited by Dorothy to play first base for the Oz Cyclones in the Ever After Baseball Tournament.

**DVDs:** "21 Jump Street" ... "Contraband" ... "Gone" ... "The Grey" ... "John Carter" ... "One for the Money" ... "Red Tails."

**Audio books on CDs:** "City of Ashes" (sequel to "City of Bones") by Cassandra Clare (reader Natalie Moore) – After finding out that Jace is her brother and the Inquisitor is hunting for him, Clary finds herself back in battle against warlocks,

vampires, werewolves and her own father. ... "All I Did Was Shoot My Man" by Walter Mosley (reader Mirron E. Willis) – Part of the Leonid McGill series, Leonid finds himself caught between his sins of the past and the present.

Photo by John Pearson

## Education outreach

**Mary Epps, left, of AMCOM's Integrated Materiel Management Center, participates in Junior Achievement's Entrepreneur Camp held at the University of Alabama-Huntsville. With her is Britney Cothren of Madison Academy. Epps judged student business presentations and mentored the students on how they could go about making their businesses happen. Her appearance was part of the AMCOM Army Education Outreach Program.**



# Bus tours return to Redstone

*U.S. Space & Rocket Center brings tourists back on post*

By **KARI HAWKINS**

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Tourists have come back to Redstone Arsenal.

The U.S. Space & Rocket Center is now offering bus tours that include a drive through one of the Arsenal's most heavily populated areas and stops at two Marshall Space Flight Center sites. It is the first time tour buses from the U.S. Space & Rocket Center have been allowed on the Arsenal since the Garrison brought a halt to the tradition due to security reasons following the Sept. 11, 2001 terrorist attacks on the World Trade Center and the Pentagon.

"Ever since the tours were stopped after 9/11 our museum guests have constantly asked about them. They've asked when they would resume and what they could see on a tour," Mike Flachbart of the U.S. Space & Rocket Center said.

"So, there's been some public clamor to get access for these tours over the years. For the past 10 years or so, and



Photo by Ellen Hudson

**The U.S. Space & Rocket Center bus, parked outside the museum to pick up tourists, can now be seen on Redstone Arsenal as tourists get a windshield tour along Rideout and Martin roads. Bus tours of Redstone Arsenal have resumed after being halted following the Sept. 11, 2001 terrorist attacks.**

especially during the last two or three years, NASA/Marshall Space Flight Center has inquired about them. Recently, security arrangements were worked out with Redstone Arsenal, and we've done what needs to be done to make sure

everything is in place to do this correctly. Enough distance and time since 9/11 has allowed the tours to resume."

John Dumoulin, Marshall's exhibits and artifacts manager, and liaison to the U.S. Space & Rocket Center's board of directors, said resuming Arsenal tours is a result of about three years of working through security issues and other concerns, such as securing a handicapped accessible bus from the City of Huntsville to accommodate tourists with handicaps.

"It has taken a long time to make this happen," he said. "The time is right, the interest is right and all the players lined up that made this a go.

"We're happy with these arrangements because it allows the Space & Rocket Center to offer a feature that visitors can't get anywhere else. It's a unique feature for our museum and we are hoping the public sees this as a special opportunity."

It is unknown how popular the bus tours will be. They were initially started

in the 1970s and "millions of folks had gone on the tours" until the 9/11 terrorist attacks, Flachbart said.

In those early years, the tour focused on Marshall Space Flight Center activities. But U.S. Space & Rocket Center officials have changed the tour to better reflect all the missile and space activity ongoing on Redstone Arsenal.

"This tour is going to drive past some of the Arsenal buildings along Martin Road. With the BRAC (Base Realignment and Closure) commission movements to Redstone and the new buildings that have been built, we want to highlight not only what's happening on the Arsenal for Marshall and NASA but also for the Army and all of Team Redstone," Flachbart said.

The U.S. Space & Rocket Center tour bus, which is white with red lettering, and features logos from the center, NASA and the Smithsonian, is operated by a tour guide and bus driver who has received security clearances and escort training through Marshall. The Garrison's Directorate of Emergency Services provided training guidance.

Tourists begin their windshield tour of the Arsenal as they travel through Gate 9

**See Tours on page 14**

# Scenes from bus tour of Redstone Arsenal



**Tourists unload the bus for the first of two stops at the NASA International Space Station Payload Operations Center.**

Photos by Ellen Hudson

A full tour bus left July 25 at 11 a.m. from the U.S. Space & Rocket Center to tour Marshall Space Flight Center and Redstone Arsenal. Passengers in-

cluded individuals, families and a group of youngsters from the Stillman College Youth Summer Camp.



**Tourists climb the stairs to the Payload Operations Integration Center.**



**Inside the Space Station Operations Center, STS mission patches are viewed by 9-year-old Meadow Higgins and her grandmother Barbara Goodrich.**



**The second stop is the MSFC test area, and tourists are viewing the historic Redstone Rocket on the Dynamic test stand. They also get to see launch pads for the Saturn program and the Shuttle program from inside the bus.**



**Behind the glass is the Payload Operations Integration Center; and reflected in the glass are tourists from the bus.**

# Tours

continued from page 12

on Rideout Road, with the tour route concentrated in the Rideout Road and Martin Road corridors.

There are two stops on the tour – one at the historic Redstone test stand where engineers tested the Redstone Rocket that launched Alan Shepard, the first American into space, and today is registered as a National Historic Landmark; and the other at the Payload Operations and Integration Center, where Marshall employees coordinate all scientific experiments on the International Space Station as well as communications between researchers around the world and their experiments on-station.

“On the first floor of the POIC, they will see shuttle artifacts and will visit a viewing room where they will see the lab where scientists try to reproduce anomalies in experiments,” Dumoulin said. “Then they will visit another viewing room where they will actually see the control room for payload operations on the space station.”

From the windshield, tourists will see the Dynamic Test Stand used in testing the Saturn V rocket, Marshall’s own

rocket park, the Propulsion Research Lab and various military points of interest.

“The Army side has provided talking points for our guide,” Flachbart said. “As things change and messages change for NASA/Marshall and the Army, they are sure to let us know so we have up-to-date information. We really want to tell the story that NASA and the Army want us to tell.”

Organizers will solicit feedback from tourists on the bus tour, Dumoulin said, using that information to make changes that ensure the tour’s relevancy and importance.

Resuming tours of Redstone Arsenal is important to the future of Arsenal programs because they show taxpayers where federal funding is being spent and offer a more complete telling of the Arsenal’s story.

“The tours allow the public to see the work that is going on here,” Flachbart said. “When people visit the Space & Rocket Center they see a lot of historical projects and vehicles. But we don’t have a lot of current projects because there are not a lot of artifacts or hardware to display. The tour helps the public better understand the current work going on at Redstone Arsenal.

“A lot of people have no idea of the amount of work going on, and the impact

Redstone Arsenal has on Soldiers around the world and its connection to Huntsville. We want to increase the awareness of Marshall and Redstone to visitors from all over the U.S. and the world.”

The bus tours will be offered twice a day at 11 a.m. and 2 p.m. Friday and

Saturday, and once a day – at either 11 a.m. or 2 p.m. – Sunday through Thursday depending on the demand. Each tour can accommodate up to 45 tourists. Tickets cost \$12 each and are free for children under 5. The tour lasts about an hour and 15 minutes.



Photo by Ellen Hudson

## Movie night

**Moviegoers check out the refreshments at Heiser Hall before watching “The Hunger Games” at FMWR’s Free Movie Friday. Each Friday a recent release comes to Heiser Hall, building 3712, on Patton and Aerobee roads, for families to enjoy for free. Show starts at 5:30 p.m. Refreshments are also available for a nominal charge. Movies for the coming weekend will be listed in the Redstone Rocket or at [www.redstonemwr.com](http://www.redstonemwr.com) by the Wednesday prior to the movie.**

# Victim recalls mass shooting

*World has changed in 46 years but people remain the same*

By **AMY GUCKEEN TOLSON**

Staff writer

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At 11:30 a.m. Aleck Hernandez will pause and remember.

Forty-six years ago today the Civilian Personnel Advisory Center branch chief was just a 17-year-old newspaper boy, going about his summer route at the University of Texas, when a mysterious popping noise, like fireworks, erupted, just before noon, from the observation deck of the university's 307-foot-tall tower.

Surrounded by some 150 confused people on the west side of the Austin landmark, Hernandez joined them in raising their eyes to the tower for answers to what was happening.

"Instantly, I fell down, and I realized, I'd been shot," Hernandez said.

Charles Whitman, the gunman and student at the university, took not one but two shots at Hernandez, the first ricocheting, the second striking him in the hip, making Hernandez the first victim to be shot on the west side of the tower. Lying still in range of the gunman's scope, Hernandez passed out, as a stranger dragged his body to safety, away from the shooting spree that would last for more than 90 minutes, as Whitman fired at those to the north, south, east and west of the tower.

"You've got to think about it, this was 1966, people didn't know what it was," Hernandez said.

As Hernandez was taken by ambulance to the hospital, police arrived at the

**See Shooting on page 16**

Photo by Amy Guckeen Tolson

**CPAC branch chief Aleck Hernandez shows old newspaper clippings on the University of Texas shooting Aug. 1, 1966, 46 years ago today. Hernandez, then a 17-year-old delivering papers on campus, was shot in the hip.**



# Know what to do when the unthinkable happens

By **AMY GUCKEEN TOLSON**

Staff writer

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If an active shooter were to open fire where you are right now, what would you do? Where would you go? Would you be able to protect your own life?

In the wake of the Aurora, Colo., shootings July 20, countless people across the country are asking themselves those very questions, questions that Redstone Arsenal's Installation Emergency Operations Center wants you to have the answers to.

"It's better to prepare yourself mentally than something happen and you never thought it through," Dan Huber, antiterrorism program manager for the Garrison, said. "We can't stop an active shooter incident from happening, but we can alleviate some of the chaos and catastrophe."

It all starts with awareness. Whether you're at the mall, church, a concert, sporting event or even at work, know your surroundings, Huber said. Keep in mind an escape route at all times and know where the exits are, so that in the event of an emergency, whether it be fire, bomb threat or an active shooter, you can evacuate, the first step you can take in protecting your life.

If an active shooter is in your vicinity, the IEOC recommends that you:

• **Evacuate.** If you hear gunfire, do not run toward the noise to see what all the commotion is. "We don't want people

to go out there and investigate and become a casualty," Huber said. Escape in a direction away from the shooter if at all possible. Leave all your belongings, including purses and bags, so that law enforcement don't mistake you for a suspect trying to conceal something.

• **Hide.** Find refuge in a location out of the shooter's view and lock all doors, barricading entryways with furniture or other heavy objects if at all possible. Stay low to the ground.

• **Call 911** when it is safe to do so. Identify the location and number of shooters, and provide a physical description, as well as the number and type of weapons being used.

• **Take action.** If your life is in imminent danger and evacuating or hiding is not possible, attempt to incapacitate the shooter by acting with physical aggression and throwing objects at them.

"The last resort may be the only resort that you have," Capt. Jack Rush, supervisory police officer for the Directorate of Emergency Services, said. "Always fight for your life. It may be to escape, it may be to shelter, it may be to fight back with whatever you have available."

If you are in a secure location with



Photo by Ellen Hudson

**Capt. Jack Rush and Dan Huber, antiterrorism program manager for the Garrison, discuss what to do if an active shooter is in your vicinity.**

those that are injured and the shooting is still taking place, provide medical assistance if at all possible. First responders will work to incapacitate the shooter prior to responding to those that are wounded, and putting pressure on a gunshot wound until they are able to help them may mean the difference between life and death.

"Our goal is to neutralize the suspect and prevent the further loss of life as quickly as possible," Rush said.

Once police have arrived on the scene, immediately raise your hands above your head and spread your fingers to indicate you are not a threat.

Follow all instructions you are given. As difficult as it may be, attempt to remain calm throughout the entire incident.

"Try not to panic," Huber said. "Panic will cause more chaos."

All law enforcement on the Arsenal, including police officers, gate guards and the Special Reaction Team, are trained to respond to an active shooter incident, if one were to occur on the Arsenal. Having just completed a training exercise in May at the Sparkman Center, personnel are constantly training themselves to best protect the Arsenal. But that training isn't just for those that wear the uniform – everyone can take a proactive stance in their safety. Know the emergency action plan for your

facility, where to evacuate in case of an emergency. Be vigilant – if you see something suspicious, say something. Always know where the exits are. Further information about iWATCH Army, the Army's version of the neighborhood watch and the Anti-Terrorism Program, including the Army Active Shooter Pocket Guide, is available through AKO. August is the Army's Antiterrorism Awareness Month.

"We don't want people to live in fear," Rush said. "The Active Shooter Awareness program is just that, awareness. Be aware of your surroundings."

# Everyone encouraged to watch for terrorism

iWATCH is a nationwide modern version of Neighborhood Watch developed by the Los Angeles Police Department to encourage and enable members of the community in identifying and reporting suspicious behavior that may be associated with terrorist activities.

The purpose of iWATCH is to promote antiterrorism awareness and leverage every member of the Army community to act as a sensor to help identify and prevent potential terrorist acts. There are two elements to the initiative: Passive and Active.

The passive element of iWATCH is individual situational awareness of your surroundings. The active element requires individuals to take action and report suspicious behavior or activities to law enforcement for further investigation.

An essential component of iWATCH is reporting suspicious activity. iWATCH aspires to ensure everyone knows how to report suspicious activity. If you see something, say something; report suspicious activity to the Redstone Police at 876-2222, or in an emergency call 911.

Examples of suspicious activity include:

- People drawing or measuring impor-



tant buildings (religious, government, etc.).

- Strangers asking questions about security procedures.

- Briefcase, suitcase, backpack or package left unattended.

- Vehicles left in no parking zones in front of important buildings.

- Unfamiliar people in secure areas.

- Persons wearing clothes that are noticeably too big or too hot for the weather (coats or jackets in summertime).

- Chemical smells or fumes that seem out of the ordinary for the specific location.

- People asking questions about sensitive information such as building blueprints, security plans or VIP travel sched-

ules who do not have a need to know.

- People purchasing supplies or equipment that can be used to make bombs or weapons, or purchasing uniforms without having the proper credentials.

Be alert at all times for suspicious activity. Maintain individual situational awareness of your surroundings. Everyone can all make a difference by recognizing what to report and reporting it to security forces or law enforcement. Law enforcement officials cannot be everywhere and they need the eyes and ears of the entire installation community to assist in quelling terrorism.

Familiarize yourself with the iWATCH awareness tools. Take a minute to review the iWATCH Army posters on bulletin boards, banners and iWATCH Army public service announcements aired on Channel 42. Additionally, disseminate and promote iWATCH Army awareness products throughout the community. Antiterrorism iWATCH products are available through the OPMG-Army ATEP on AKO Page [www.army.mil/suite/page/605757](http://www.army.mil/suite/page/605757).

Remember: If you see something, say something. Report suspicious activity to the Redstone Police at 876-2222 or call 911. Once you have made the call, inform your supervisor or organizational anti-terrorism officer.

The organizational antiterrorism officers, and their phone numbers, include:

**Garrison:** Daniel Huber 842-2182 or Mark Olson 842-2186

**LOGSA:** Vickie Cooper 313-6701

**ACC:** Bill Cooper 955-8203

**AMC:** John "Woody" Olin 450-6905

**AMCOM:** Josette Paschal 876-2909

**ECC:** Ken Purdin 955-8221

**PEO Missiles and Space:** Robert Turay 876-9879

**PEO Aviation:** Michael Lombardo 955-7441

**AMRDEC:** Debbie Tipton 313-5244

**MSIC:** Russell Akins 313-7679

**TSMO:** Cindy Wilson 876-8602

**2nd Recruiting Brigade:** Ron Harper 450-9542

**RTC:** Joe Nugent 313-4147

**SMDC:** Michael Mitchell 955-2141

**MDA:** Maurice Elliard 450-3205

**USASAC:** Travis Otis 450-5812

**NEC-R:** Michael Horry 876-1810

**NASA (MSFC):** Jeffrey Branting 544-6170

## Shooting

continued from page 15

scene, not sure what exactly was going on or how to stop it, as local hunters offered them the use of their rifles. Two officers and a civilian were eventually able to make their way to the top of their tower, met by Whitman and his arsenal of weapons and ammunition. After killing 16 people, including his wife and mother whom he murdered the evening before, and injuring 31, Whitman was shot and killed by officers, putting an end to the 96 minutes of terror.

At the hospital, Hernandez was taken to surgery, where a 9-inch plate and screws were put into his leg, which doctors came close to amputating after infection threatened to overcome it. From his fourth floor hospital room, Hernandez had a view of the tower that changed his life, his roommate having witnessed the whole thing.

"You never know about life," Hernandez said. "Had it not happened, I don't know what would've happened to me. I don't see it as anything negative today. I like to think that this happened, and because this happened, this happened and this happened and this happened. I look at it all as good."

After seven months on crutches, Her-



Photo by Larry D. Moore (1980)

**This is the main building of the University of Texas at Austin from where Whitman fired upon those below from the observation deck.**

nandez regained the ability to walk on his own again, graduated from high school and went to college at the encouragement of an IRS employee who took him under his wing. More than four decades after his injury, the weath-



Wikimedia Commons file photo

**Here are the rifles and sawed-off shotgun used in the massacre.**

er still affects his leg, causing the occasional limp or ache and pain, but hasn't held him back from completing 25 marathons over the years, before a bout with cancer sidelined him. Hernandez is not ashamed to admit he's afraid of the dark and when traveling in a car will oftentimes prop his elbows around his head protectively, the very part of the body Whitman targeted in all of his victims. But Aug. 1, 1966 didn't just change Hernandez physically, it changed his whole outlook on life.

"It happened," said Hernandez, who wasn't supposed to ride that route 46 years ago today, but filled in when the usual carrier didn't show up for work.

"Was it meant to be? I don't know. I just know because it happened, it made a world of difference in who I am today."

Who he is today is a man that goes out of his way to help people in need, such as a woman stranded on the side of the road with a flat tire. When asked why, the answer is simple.

"I don't know if she has a friend or relative who's the one who tried to save me. I don't know who it is," Hernandez said. "That might be the person or their relative that helped me. I keep that in the back of my mind. Because I don't know."

The University of Texas shooting was one of the first and worst shootings the U.S. has seen, caused by what officials said in 1966 was a small tumor in the back of Whitman's head, who was an ex-Marine and sharpshooter. As news broke on the Aurora, Colo., shooting July 20, Hernandez reflected on his own story of survival and the latest story of senseless violence.

"I imagine somewhere on the news today they'll go back, and say the first mass shooting was Charles Whitman. I think his name will continue to pop up," Hernandez said the morning of the Colorado shooting. "I kind of think that there are crazy people out there that think, 'I can beat that.' Who knows. Will there be more? Yes. When? Where? I don't know. The world has changed."

# Aspiring to share her love of education

*Military spouse turns class work into career with education center*

By KARI HAWKINS

Assistant editor

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No matter where the Army has taken her, Misty Calhoun has found educational opportunities.

First as a Soldier, now as an Army wife and mom, the one constant in Calhoun's life has been her commitment to higher education.

These days, with a bachelor's degree in hand and a master's within reach, Calhoun has settled down into a career path with the Education Center that allows her to help Soldiers, civilians and their family members achieve their educational aspirations. It is the first full-time job she has held since her youngest child, 4-year-old Sophia, was born.

## Military Spouses at Work Part 4 in a series

"I didn't want to be out of the work force too long because I felt I could be at a disadvantage," Calhoun said. "And I really wanted a government job so that I could use my military time toward retirement.

"My husband's job gives us stability. But I had a desire to go back to work for my own independence, for something that is mine. It has taken some adjusting. But if it's something you're interested in and committed to, then it's worth it. For me, my family will always come first. Having my support system in place makes it possible to also have a career. My husband and I are a really great team."

Calhoun is the wife of Sgt. 1st Class Matthew Calhoun, who will be promoted today to master sergeant. He is the brigade senior career counselor for the 2nd Recruiting Brigade.

The couple met at Fort Huachuca, Ariz., while Calhoun was still an active duty Soldier working in the military intelligence field. With their marriage in January 2006, they created a blended family that today includes four children – Sophia, 11-year-old Isaiah, 13-year-old Savannah and 14-year-old Allison. A couple months after their marriage, Calhoun, then a staff

sergeant, left the Army.

Besides taking on the responsibility of supporting a full household, Calhoun's husband also knew he would be sharing his wife with the classroom. Except for a semester off here or there to take care of family, Calhoun has been going to college part-time since soon after joining the Army in 1996.

"I joined straight out of high school," she said. "I'm from Clay County, Ala., and I wanted to join the Army to travel and to be able to go to college. For me, it was all about the college benefit the Army could provide. I liked the idea of being able to go to college without having any student loans or debt."

Her military intelligence occupational specialty came with a \$30,000 educational stipend from the Army College Fund and the educational guarantees of the G.I. Bill. Throughout a nearly 10-year military career that took her to Camp Darby, Italy; Fort Meade, Md.; Schofield Barracks, Hawaii; and Fort Huachuca, Calhoun managed to take online college courses. Even through her first marriage and the births of two children, and then as a single mom, Calhoun was able to continue her education while serving her country.

"Looking back, I wish I had gotten in more college hours as a Soldier," she said. "I was two classes short of my associate's degree when I got out."

A few months after leaving the Army, Calhoun had that associate's degree, and three years later, as a military wife, mom of four, and school and veterans affairs volunteer, she completed her bachelor's in management, despite having to support her family through a deployment.

"We married in 2006, and in 2007 my husband was assigned to the 101st at Fort Campbell, Ky., where he would have to deploy immediately to join his unit in Iraq," Calhoun said.

"We had just had our last child and we didn't know anyone at Fort Campbell. I didn't want to go to a new duty station with our children – including a 2-month-old – and not have the support system I needed. So, instead of moving there, the children and I moved back to Alabama to be close to my family. I had to move our family, buy a house and take care of a lot while my husband was gone."

When her husband returned in late 2008, the family did move to Fort Campbell. But, soon, in May 2010, he deployed to Afghanistan for a year. Upon his return, they moved to Redstone Arsenal.

Despite the moves, the deployments and family obligations, Calhoun was able to



Photo by Kari Hawkins

**Misty Calhoun's love for education has turned into a career with the Education Center. She is a test examiner, but hopes to obtain her master's and become an educational counselor.**

continue her educational pursuits. She has now completed 24 semester hours toward a master's in adult, occupational and continuing education through the online curriculum offered by Kansas State University.

"When I was working toward my associate's degree, I thought I would go on to get my bachelor's degree in elementary education," she said. "But taking online courses in elementary education was difficult with frequent moves and a deployment, and not being in one place long enough to do my student teaching and observation. So, I switched to a management degree."

Yet, her work as an instructor at Fort Huachuca had convinced Calhoun that her professional fit was a career in the education field. But, instead of elementary education, the adult education field provided Calhoun with better options. Her job with Garrison's Education Center has confirmed that for Calhoun.

"I feel this is the right fit for me," she said. "I love my work and working with Soldiers. They motivate me. We are providing a really good service for Soldiers and families and DA civilians who need counseling on education benefits. We are open to anyone who works on post or their family members."

The Education Center serves the milita-

ry and DA civilians in northern Alabama, southern Tennessee, parts of western Georgia and all of Mississippi. Since October 2011, Calhoun has served as a test examiner at the center.

"My job is to provide Army Personnel Testing to active duty, reservists and National Guard Soldiers," Calhoun said. "I also conduct Defense Activity for Non-Traditional Education Support examinations, and Air Force testing and certification exams. I do a lot of language testing for Soldiers and DA civilians who want to maintain their language proficiency. Also, I give many Armed Forces Classification Tests for Soldiers who want to improve their GT (general technical) score to reclass to another job in the military or to go to warrant or officer training school."

She also provides proctor testing for the SAT and ACT college entrance exams, CLEP (College Level Examination Program) tests and for any college exam that requires a proctor.

"The majority of our customers are Soldiers. But about 40 percent of our customers are family members, DA civilians and even retirees. So, we have a good mix here," Calhoun said.

Through the years, Calhoun's commitment to her education has set an example for her children, the oldest who are getting close to those years when high school graduation and decisions about their future loom large.

"I use what I've gone through as an example to show them if you want something you need to go for it," she said. "Having children, trying to balance work and school and your family, it's all important. If you're determined and you want to achieve something, just keep doing it. Perseverance is the key. My parents told me that and now I'm showing that to my children. And I wouldn't have been able to do all I've done without the support of my husband."

She is also grateful to her co-workers, who are supportive of her aspirations.

"We're all veterans here. We've all served. So we all have a really good perspective of what it takes to go to school while

**See Spouse on page 24**

## In this section...

**LEADERSHIP PARTICIPANTS HAVE UPLIFTING TIME AT SCHOOL PAGE 18**

**SPACE SOLDIER HELPS GUIDE ARMY TO HIGH GROUND PAGE 19**

**RETIRED OFFICER LANDS JOB BY LEARNING MARKET VALUE PAGE 19**

**CHIEF, VICE CHIEF OF NATIONAL GUARD BUREAU CONFIRMED PAGE 20**

**TORTORA REFLECTS ON HIS TIME COMMANDING CENTER PAGE 21**

**SMDC OFFICER READY TO COME HOME TO REDSTONE PAGE 23**

**TECHNICAL WRITER TRANSFORMS INTO FUTURISTIC NOVELIST PAGE 24**

# Leadership participants have uplifting time at school

By JOHN PEARSON

For the Rocket

Something that was supposed to be simply a part of a leadership program turned into a passion for 24 members of Team Redstone.

The Upward Leader Investment for Tomorrow program is designed to develop skills in employees. Part of it is a Selfless Service Day where the participants select a group or organization that can use some help and then spend a day providing it.

The selection of the Southwest Boys and Girls Club, which is housed at McDonnell Elementary in Huntsville, was a perfect fit.

"I believe it is very important because it allows you to connect with your community and make it a better place," logistics management specialist Danielle Pollard said. "If you're not in tune with the problems your community is facing or just being supportive of your community you will never know what it takes to make it better. You can strengthen yourself by strengthening your community and bring a lot of fun and fulfillment to your life knowing you are helping others."

The UPLIFT participants did everything from pulling weeds on the playground at the school to helping students with math exercises in the computer lab. They even helped call Bingo. Club director Ruben Flores said he hopes this is the beginning of a regular partnership with the AMCOM Army Education Outreach Program.

"We enjoyed that opportunity to speak about Boys & Girls Clubs to Redstone Arsenal employees and educate them that we are actively engaged in youth development, with an expectation to prepare our youth for the future because 'Great Futures Start Here' at their Boys & Girls Club," Flores said. "It was also noted by RSA members that one of their own was a member of BGCA.

"He inspired our youth to continue with their education. I enjoyed the looks of RSA members when they observed the quality of youth at our club, their character, manners and honesty."



Photo by John Pearson

## UPLIFT participant Anna Beach helps youngsters in the computer lab.

Jamie Candelaria, of AMCOM G-1, said showing the kids that someone cares is a step in helping them head in the right direction. She also sees a group that would be a great fit at Redstone Arsenal some day.

"It is extremely important for the Arsenal to be involved with the surrounding community," Candelaria said. "These kids are the future of the Arsenal. They are extremely bright and enthusiastic youth that, when given an opportunity, will become valued members of society who will want to work for and/or support the Arsenal."

While UPLIFT is designed to bring out the best in the employees, Candelaria saw something else simply by looking at the kids. "I enjoyed seeing the promising potential of all the youth when given an opportunity to succeed. Mr. Flores is phenomenal with the students. I definitely think this could lead to regular visits to the Boys and Girls Club," she said.

Pollard said this involvement has already begun. "Absolutely, I have already taken the steps to continue my participation with the children of the Boys & Girls Club. I actually went back the following day and provided some students with school supplies and a Scrabble game. I also plan to spend some time during my lunch to help students with their reading during the school year," Pollard said.

# Space Soldier helps guide Army to high ground

By **JASON CUTSHAW**  
SMDC/ARSTRAT Public Affairs

One of the Army's leaders is helping defend the high ground at the Army's highest command.

Lt. Col. Edward Anderson, Department of the Army Military Operations-SSS, Space Branch chief, whose office is located in Crystal City, Va., not far from the Pentagon, interacts with the Space and Missile Defense Command/Army Forces Strategic Command on a daily basis to ensure the command and the Army are working together to defend the nation.

"As members of the Army staff, we are in a position to influence senior leaders on space-related issues," Anderson said. "When space-related issues come to the Army staff, chief of staff of the Army, or secretary of the Army for decisions, we are usually involved in the preparation of these senior leaders."

Anderson was commissioned as a field artilleryman in 1994. His first space operations assignment was in 2001 with the Cheyenne Mountain Operations Center as a Missile Warning Center deputy crew commander and later as a Missile Defense Integration staff officer and missile defense officer. He was assigned to the 1st Space Brigade as a space control planner in 2005; and in 2007, he took over as the Functional Area-40 assignment officer.

He began his current assignment as Space Branch chief in 2011 and expects to stay in this position till summer 2014.

Anderson discussed what the DAMO-SSS is and how he is involved.

"DAMO-SSS is the Space Division in HQDA G-3/5 Strategy, Plans and Policy directorate," Anderson said. "Our mission in DAMO-SSS is to develop, articulate and advance strategic plans, concepts and policy to ensure that Army forces have assured access to resilient and relevant space-enabled capabilities. We support the deputy chief of staff G-3/5/7 in his roles as: the principal military adviser to the chief of staff of the Army for space related policy, plans and strategies; and as the Army staff focal point for space.

"As the focal point, we serve as the executive secretariat for the Army Space Council and ARSTAFF lead for coordination with the Defense Space Council," he added. "We also represent Army space equities in DoD, joint staff and service forums."

Anderson explained what the Army Space Work Group is and how he is involved. He said the ASWG is the action officer level of the Army Space Council.

He said that as the Space Branch chief, he serves as the chairman for the ASWG.

The ASWG is responsible for identifying, recommending, preparing, coordinating and presenting issues for the ASC. The ASWG meets the second and fourth Thursday of each month. Principal membership includes: assistant secretary of the Army (Acquisition, Logistics, and Technology); chief information officer (CIO/G-6); deputy chiefs of staff G-1; DCS G-2; DCS G-3/5/7; DCS G-4; DCS G-8; Training and Doctrine Command, Army Capabilities Integration Center; SMDC; Army engineers; Army Reserve; and Army National Guard. The Space Council of colonels and one- and two-star ASC meet three to four times a year and

the Senior Army Space council meets twice a year.

He also explained what the Defense Space Council does for the Army and how it affects SMDC.

"The Defense Space Council serves as the principal advisory forum to inform, coordinate and resolve all DoD space issues," Anderson said. "As Department of Defense's largest user of space capabilities, it is important for the Army to remain actively involved in DoD space issues. The DSC gives the Army a venue to influence decisions that will impact the Army.

"The majority of our time is spent working space-related issues for the Army staff," he added. "We represent the Army in the (office of the secretary of defense), joint staff and other forums. We are also coordinating the implementation of the 2011 Army Space Strategy. This strategy envisions assured access to resilient and relevant space-enabled capabilities to ensure Army operational and generating forces can conduct a variety of operations around the world. We also represent the Army in a variety of DoD space-related work groups and studies."

Anderson talked about the space mission and what the Army is doing on behalf of space issues.

"There is a small cadre of Army space professionals strategically positioned on the Army staff and in the Pentagon," he said. "We have the ability to influence space issues, but we're only as good as the information we have available. I would encourage anyone working a space issue headed for the Army staff or Pentagon to start a dialog with us as early as possible. We can advise on coordination and begin shaping the issue for senior leaders.

"Additionally, understand that the building moves at its own pace," he added. "This is especially true on the Army staff since Army space is managed in an enterprise construct with many space stakeholders."



**Lt. Col. Edward Anderson**

# Retired officer lands job by learning market value

By **TERRI MOON CRONK**  
American Forces Press Service

FORT MEADE, Md. – Retired Air Force Lt. Col. David Jensen knew what he had to do to get a job after 28 years in the military, and it landed him the job he wanted at Oshkosh Defense as the manager of the company's global purchasing and supply chain.

But Jensen's successful job search didn't come easily, he recalled. It was the result, he said, of a good deal of searching, rewriting resumes and making a lot of repeat phone calls to keep his name fresh in the minds of potential employers.

Jensen was a NATO staff officer in the Netherlands when he retired in July 2011. He knew his chances of getting a job there were limited, so he examined where he wanted to live and what type of position he thought would best suit him and a potential employer. He and his family decided on Wisconsin as the place to live. "I could have gone anywhere," he said.

Before his retirement, Jensen, like other servicemembers, took the Transition Assistance Program class. But he took it three times.

"Each time, different things were reinforced," Jensen said. He also saved up his leave to use for interviews as they arose.

Jensen sought help from the Department of Workforce development in Wisconsin, where he worked with a Veterans Affairs case worker. That's where he learned his market value so he could look for the right job fit, Jensen said, adding that he also wanted to do something he enjoyed and be fairly compensated for his work. He found that a person's market value can vary, from region to region and state to state.

"It is a daunting task," Jensen said of finding work in the private sector that was a good fit for him. In particular, he said, job hunting was complicated by learning to translate military lexicon into civilian-world terms.



Photo courtesy of Oshkosh Defense

**Retired Air Force Lt. Col. David Jensen explains how hard work and persistence led him to find suitable post-military employment.**

"Everything changed," when he got out of the military, Jensen said, adding that the military has its own subculture, and he had to learn the civilian ways of

employment.

After he decided on Wisconsin as his home, and what he wanted to do with his life, he said, he worked to find a job that matched. "I didn't want to work for a company where it wasn't a good fit for me and I wasn't a good fit for the company," he explained.

Getting his job at Oshkosh, he said, was "one of those good-news stories where you say, 'Wow, it works.'"

Jensen acknowledged that he became a little disheartened when job hunting took more time than he had planned. It took six months to become employed after he put in his first application with Oshkosh. But now, he added, he's a natural fit in his job and with the company, a Defense Department contractor with which he already was familiar.

"There really is hope for anybody out there," Jensen said of his job search as a veteran. "You just have to be patient, and you have to be persistent."

# Chief, vice chief of National Guard Bureau confirmed

By Sgt. 1st Class JIM GREENHILL  
Army News Service

WASHINGTON – The U.S. Senate confirmed Lt. Gen. Frank Grass to be the next chief of the National Guard Bureau and Air Force Maj. Gen. Joseph Lengyel to be vice chief July 26.

Grass, who also will be a member of the Joint Chiefs of Staff, will be promoted to four-star general and Lengyel will add his third star with his promotion to lieutenant general.

The Senate action followed Grass' July 19 hearing in front of the Senate Armed Services Committee.

Grass told that committee the National Guard is an operational force at a historic peak of readiness, its ranks filled with seasoned citizen-Soldiers and -airmen, and a critical partner to the Army and Air Force at home and abroad.

"Your National Guard," Grass – deputy commander, U.S. Northern Command, and vice commander, U.S. Element, North American Aerospace Command – told senators, "is more ready, more capable and rapidly deployable than ever before in our nation's history and also ready to respond to disasters in our states, territories and the District of Columbia.

"The past decade," he said, "has also demonstrated that the National Guard is an operational force and a critical partner with the Army and the Air Force in

all missions, all contingencies and on the North American continent."

He attributed the transformation of the National Guard to previous chiefs of the National Guard Bureau, directors of the Army and Air National Guard, adjutants general, senior enlisted and, he said, "Most importantly, the sacrifice and commitment of the citizen-Soldiers, airmen and their families."

As chief, National Guard Bureau, Grass told senators, "I will work to ensure the capabilities gained since 9/11 are not lost and the investment not squandered."

As the channel of communications to the adjutants general of the 50 states, three territories and the District of Columbia, Grass will also partner with Congress, the Army and the Air Force to ensure the Guard's readiness and availability, he said.

"To the men and women and families of the Army and the Air National Guard you can know that I will be your strongest advocate," Grass said.

Asked about the chief's role on the Joint Chiefs of Staff, Grass said, "As a member of the Joint Chiefs, I (will) definitely have to bring forward the adjutants generals' and governors' thoughts, concerns, on the homeland mission. I also need to be able to balance that with the federal mission and deployable forces and be able to give my best military advice to the secretary of defense as well as



Photo by Sgt. 1st Class Jim Greenhill

**Lt. Gen. Frank Grass testifies before the U.S. Senate Committee on Armed Services at a confirmation hearing for his appointment to the grade of general and to be chief, National Guard Bureau in Washington, D.C., July 19.**

the chairman of the Joint Chiefs."

Grass told senators he is an advocate of the National Guard's 20-year-old, 64-nation State Partnership Program, which he was heavily exposed to during his tenure as director, mobilization and Reserve component affairs, at U.S. European Command and at other points in his career.

"For a very small amount of money, it's been a tremendous program around the map," Grass said, noting deployments by SPP partner countries and the enduring nature of both the partnerships themselves and individual, career-long relationships between Guard members and their partner country counterparts. "(I) saw the value every day, saw the relationships that were built over the last 20 years, especially in what used to be Eastern Europe during the Cold War."

Grass' biography tells a quintessential National Guard story – a quintessential American story:

In 1969, he enlisted in the Missouri Army National Guard. He served as a traditional citizen-Soldier, juggling a civilian career with the U.S. Army Corps of Engineers and family life with monthly drills at a National Guard armory. He was promoted to staff sergeant, and his awards include the Noncommissioned Officer Professional Development ribbon. Twelve years after enlistment, in 1981, he was commissioned.

July 19 – almost 43 years after his initial enlistment and after a career that has seen full and part-time service in his lo-

cal community, for his state and at the federal level; enlisted and commissioned; domestic and overseas – Grass found himself testifying to the committee, nominated to be a four-star general, to be the 27th chief of the National Guard Bureau and a member of the Joint Chiefs of Staff. His wife, Patricia, sat among the spectators. The couple have five children and seven grandchildren.

"My service in the National Guard would not have been possible without her tremendous family support," Grass told the committee.

Grass will succeed Air Force Gen. Craig McKinley, the first four-star general and first to be appointed to the Joint Chiefs of Staff in the National Guard's more than 375-year history.

Lengyel, the senior U.S. defense official in Egypt, will be the first three-star vice chief of the National Guard Bureau. The position of vice chief was re-established and elevated to the three-star level by the 2012 National Defense Authorization Act.

Lengyel is a command pilot with more than 3,000 flying hours, mostly in the F-16 Fighting Falcon. His 30-year career has included extensive service with the Texas Air National Guard and key assignments as commander, 455th Expeditionary Operations Group, Bagram Airfield, Afghanistan; commander of the Air National Guard Readiness Center at Joint Base Andrews, Md.; and vice commander, First Air Force, Tyndall Air Force Base, Fla.

# Tortora reflects on his time commanding Huntsville Center

By WILLIAM S. FARROW

Huntsville Center Public Affairs

Col. Nello Tortora relinquished command Thursday of the Army Engineering and Support Center-Huntsville to Col. Robert Ruch.

Tortora had assumed command July 28, 2009. During his tenure, he identified three challenges he faced as commander and how he faced those challenges.

“The first challenge was just the tremendous workload the center was experiencing,” Tortora said. “When I arrived in 2009, defense budgets were surging as a result of the convergence of many significant events: two overseas contingency operations; significantly increased military construction and operations and maintenance budgets, and stimulus-funded projects from the American Recovery and Reinvestment Act. This convergence resulted in the perfect storm for all of USACE and placed some incredible demands on Huntsville Center.

“We faced these challenges by doing a number of smart things,” Tortora said. “First, it is all about people. Making sure our team was resourced and ready to accomplish the mission. Making sure the troop-to-task ratio was right. We grew the center by 160 people and focused on hiring people with the right skills to get the job done. Second, we focused on delivery of the project, product or service on time. This was extremely difficult given the demanding timelines we were up against. We were successful by listening to our customers, ensuring that processes and systems were in place and adjusted as needed, defined expectations, tracked schedule, cost and quality metrics and focused all effort on delivery to meet our customer requirements. Easier said than done, but our people got it done. Third, we had to organize for combat. We had to adjust our organization to support the Army. A great example was having the vision to realize the significant need of our



Col. Nello Tortora

ordnance and explosive expertise in overseas contingency operations. We decided to stand up and resource an International Operations Division leveraging our program and project management, technical and acquisition expertise and projecting it into Iraq, Afghanistan and other parts of the world. This is a huge success for the center and makes a significant contribution to saving Soldiers’

lives in OCO.”

## Strategic planning

Tortora said the second challenge was developing a strategic plan for the future – looking to 2020.

“What became clear is that after the surge in budgets there would be a downturn in defense spending, and we would need to adapt our organization to best serve the needs of the Army and the Defense Department,” Tortora said. “We set out to do this in early 2010 by first assessing what we were doing and whether or not it would lead us to where we want to be as an organization. Then asking, are these missions we should continue to put our effort into? And are there missions we should further develop or are there new missions we should develop?”

“We leveraged some of the best and brightest teams in the center to analyze our 40 programs and assess what we were doing and whether or not we needed to change anything,” he said. “The key is we wanted to determine where we add the most value to the USACE enterprise and our customers and then as a follow-on, in our Implementation Plan, what would be our focus on enhancing our value.”

The teams asked basic questions: Which of our programs are most aligned with our charter? Which are we most passionate about? What drives our economic engine; and what do we want to be best in the world at?

“We found that our highest ranked

**See Commander on page 22**

# Commander

continued from page 21

programs were those that had strong proponents here, in headquarters and within our customer organization,” Tortora said. “They are programs that have their foundation in one of our Centers of Expertise. They provide a significant amount of in-house work; are stable programs in terms of funding; our contribution adds great value for our customer; they are directly linked to our charter; they have a manageable level of risk; and they employ the resources of all our functional areas within the center.”

The analysis helped the team develop a set of lines of effort for the future, develop a strategic plan and form the annual IPlan that details specific actions to achieve the outcome specified in the center’s lines of effort and the USACE campaign plan.

“I am very proud that our team has published the center’s first strategic plan based on our lines of effort that will continue to form the actions we need to take to achieve strategic outcomes,” Tortora said.

## Energy goals

The third challenge was to adapt to the Army’s significant challenge and new emphasis on meeting mandated energy reduction goals, he said.

“This required us to quickly stand up a

new Energy Division to help the Army meet its energy goals,” Tortora said. “It was also a great opportunity for Huntsville Center to showcase its expertise and ability to develop and execute innovative programs and acquisitions. The best example of this is the new Federal Renewable and Alternative Energy Power Purchase Agreement ID/IQ. This large and complex acquisition will contribute immensely to meeting the Army’s goal of leveraging \$7 billion in private sector finance for renewable energy projects. Bold in its conception, it is a perfect example of the center’s culture of innovation and being first with the most to support the Army. Our new Energy Division has stepped up to the demand and is delivering on programs and projects that are helping achieve energy security.”

Tortora said the most exciting aspect of his job at the Huntsville Center is the people.

“I have never been someplace where there is more passion about what we do,” he said. “Likewise, the technical expertise is the foundation of what we do, and our technical experts are a humble group who are making an incredibly positive impact. Being on this team has been an extremely humbling experience. It is a team that demonstrates Army values in all they do, is extremely proud and passionate about their work; understands that we must deliver for service members and their families; and has fun doing it. Their dedication to USACE, the Army, and the nation is what excites me.”

## Evolving mission

“I am not convinced that everyone always understands the importance of adaptability, innovation and that we must lead in this regard,” Tortora said. “The old adage that the only thing constant in the Army is change holds as true today as ever. We must always understand our customer’s mission and requirements and as there are changes adapt and innovate to add value to their mission. The medical program is always a great example. We started out just procuring MRIs and doing minor renovations to install the new equipment. Looking to add value, our Medical Support Team developed a Medical Repair and Renewal, Medical Furniture and Maintenance programs that just this year executed \$500 million in work.”

Tortora said he sees the future of Huntsville the same as the past. He said we must continue to leverage our foundation expertise to develop programs, acquisitions and projects that support the Army, DoD and the nation. To do this, we must continually assess the environment we are in and then adjust, adapt, innovate, implement and deliver.

## Mission accomplished

Now that his 27-year Army career is coming to a close, Tortora recalls a few memories he has of his time wearing the Army uniform.

“There have been so many great memories it is unlikely that I can do justice to any

of them,” he said. “Most of the great memories are not about anything I did, but what we were able to accomplish as a team. The great memories are about the relationships ... personal and professional. I consider myself blessed to have met my wife, Karen, while we both served in Honduras. Twelve years later we were blessed when Nicholas was born. The fun and loving family memories while serving at some 20 different addresses will always be cherished.

“The memories from the great leaders I served under,” he continued. “I consider myself so incredibly fortunate to have served under the command of some of the most positive, genuine, caring leaders ever; selfless leaders who coached and mentored me throughout my career.

“Certainly, the memories of the officers, non-commissioned officers, Soldiers and civilians that I have had the privilege to serve will be unforgettable,” Tortora said. “Their list of accomplishments is too long to cite. They met every challenge, exceeded every expectation, and displayed initiative and courage in service to our nation in peace and war. They inspired me each and every day and serving with them is the highlight of my career.

“I am humbled and deeply honored to have served as commander of the U.S. Army Engineering and Support Center. This is the perfect way to end a 27-year career. Thanks to each of you that make our nation, Army and Corps of Engineers great.”