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Meeting demands of changing Army

Redstone's four-star general optimistic about next decade

By KARI HAWKINS

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Gen. Ann Dunwoody is beginning the year with a strong sense of pride.

As she reviews the accomplishments of the Army Materiel Command and its 69,000 employees, as she thinks about the demands put on the organization during its support of 10 years of war and the massive move of its headquarters to Redstone Arsenal, as she discusses how the command will stay effective in the wake of budget cuts, Dunwoody knows that AMC has already been tested and proven itself more than worthy to meet the demands of a changing Army.

"When I reflect on the past decade, our incredible work force has supported war on two fronts and military or humanitarian actions in places like Haiti, Pakistan and Japan. In addition, we've moved 11,000 people under BRAC (2005 Base Realignment and Closure). What this organization was able to accomplish gives me great optimism that we will be able to face the next decade with great energy," Dunwoody said during a New Year's interview in her office.

Like many who have planned, prepared, strategized and invested in the nation's military success in theater, Dunwoody watched with much interest on Dec. 15 to video and news reports of the flag-lowering ceremony at Iraq's Baghdad International Airport, where Defense Secretary Leon Panetta and Army Gen. Lloyd Austin, the top commander of U.S. military in Iraq, declared the war in Iraq as officially over.

"When I watched the small ceremony, I had a sense of pride. I am very proud knowing this organization's contribution to this historical moment," Dunwoody said.

"There were over 120,000 deployed military civilians and contractors at the high water point to help facilitate this. It's a great sense of pride that I feel about our entire work force."

Operation Desert Shield/Storm, Operation Iraqi Freedom and the ongoing



Photo by Kari Hawkins

Gen. Ann Dunwoody stands with her husband Craig Brotchie, a retired Air Force colonel, in her corner office with a view on the sixth floor of the Army Materiel Command headquarters. The couple have enjoyed the role reversal they share as Dunwoody leads the Department of Defense's largest civilian work force command and Brotchie supports her efforts in his role as a military spouse.

Operation Enduring Freedom-Afghanistan have all influenced the way today's Army functions and operates, from the private in training for an in-theater deployment to the general officer working at the strategic level to protect democracy and freedom as well as U.S. interests around the world.

"There's been a tremendous impact that this war has had on the Army," Dunwoody said. "Because of the war, we've built an operational capability within AMC since 9/11. Our arsenals and depots are connected, our field support brigades, contract support, everything is connected to facilitate supplies and equipment going in and out of theater."

Best logistical support

Yet, Dunwoody knows that with the end of the war in Iraq, the military will become a target for cutbacks that could run deep.

"For 10 years, Congress has provided supplemental money that allows for growth in supplemental operations," she said. "There will be some kind of peace dividend that will affect the military, even though we are still in Afghanistan. There will be much smaller requirements and resources will be more restrained. For AMC, the kind of organization that

we've built at Redstone allows us to expand and contract" with Army mission requirements.

Dunwoody's comments were made during an interview scheduled to coincide with the first issue of the *Redstone Rocket* in 2012. The interview was planned to focus specifically on her thoughts concerning the present and future of the Army Materiel Command, and to officially introduce AMC's husband-wife command team of Dunwoody and Craig Brotchie, a retired Air Force colonel, to the Redstone work force. But she was also willing to go off topic to discuss the end of Operation Iraqi Freedom.

The main message of the interview, though, is one that this 58-year-old commander has expressed in several public presentations and press conferences – the Army Materiel Command provides the best logistical support to the war fighter in providing the highest quality in equipment and supplies from a work force dedicated and committed to the Army mission and its Soldiers.

"Where Soldiers are, AMC has a presence. I'm sure you've heard the saying – if a Soldier shoots it, drives it, flies it, wears it, communicates with it or eats it, AMC

See Dunwoody on page 23

COMMUNITY NEWS

Pentagon official visits Redstone.

PAGE 4



TRAINING DAY

Uganda troops experience unmanned aircraft system.

PAGE 14



FAMILY MATTERS

Formicas dedicated to serving others.

PAGE 26



WIN OR LOSE

Army basketball team gets past Dartmouth.

PAGE 32

RocketViews

What's your New Year's resolution?

By **SKIP VAUGHN**
 Rocket editor
 skip.vaughn@theredstonerocket.com



Patluke Ragucci
 Army Contracting
 Command-Redstone
 "Lose weight. Make some money. I'm retired military, gained too much weight."



Tiffany Calhoun
 AMC G-3/5 (Strategy and Concepts)
 "To get my husband (Richard) collocated here with me. Currently he lives in Texas and works at Red River Army Depot."



Renee Kelly
 AMC G-3/5 (Strategy and Concepts)
 "As I transition into a new assignment, just doing the best job I can possibly do to make a difference."



Mark Aultman
 Garrison Directorate of Public Works (Engineering)
 "To do a better job of keeping my yard maintained. I just bought a house, and whoever had it didn't take care of the yard. So I've got a year of catching up to do."

Letters to the editor

American Soldiers defeated tyranny in Iraq

The magnitude of what this nation and our Soldiers have accomplished in Iraq is unprecedented. We have never been more proud of our Army – our Soldiers, civilians and our families. You freed over 25 million people from tyranny and given hope when hope was forsaken. Our Army provided new opportunity for the people of Iraq. No other army in the world could have accomplished what you have done – only American Soldiers.

Throughout Operation Iraqi Freedom and Operation New Dawn, our Soldiers embodied physical and mental toughness and courage under fire. Over the past eight years, the quality of our Soldiers has stood in stark contrast to the desert sands. Just as the WWII generation defeated tyranny across the globe, a new generation – galvanized by the attacks of Sept. 11th – bravely defeated tyranny once again. Even during the darkest days in Iraq, our Soldiers never wavered in the face of growing doubt. They continued to risk life and limb for a cause larger than themselves. For their

heroic action, they received nearly 9,000 awards for valor including two Medals of Honor, 16 Distinguished Services Crosses and 408 Silver Stars.

We remember those who have made the ultimate sacrifice, our wounded warriors, our Gold Star families and all of our loved ones who have been touched by the horror of war. Their sacrifices have given meaning to our values and ideals. For that, we thank them. A grateful nation will always remember, respect and appreciate these heroes as the Next Greatest Generation.

We are extremely proud of all of our Soldiers, civilians and families. Our Army has once again proved that it is America's force of decisive action. Thank you for a job well done. Army Strong!

Sgt. Maj. of the Army Raymond F. Chandler III,
Army chief of staff Gen. Raymond T. Odierno,
Secretary of the Army John M. McHugh

In appreciation to those who serve year-round

My recent visit to Fort Greely, Alaska, was one of the most fascinating places I've ever visited. The trip was long, but my anticipation to arrive there to support Team Fort Greely community's Army Family Action Plan conference kept me busy making final notes for training.

While I was preparing for this trip, many people told me to take warm clothing and dress for cold weather. My comment to everyone was, "I was born in the snow, and can handle cold weather." To my surprise, when I stepped out of the Fairbanks airport terminal, a sense of the freezing temperature woke me up from my tiredness. It was 17 degrees below zero. I immediately ran right back into the airport terminal to the comfort of warm air.

The average temperatures in Alaska can reach 20 to 30 degrees below zero and the

coldest temperature ever recorded in Alaska was minus-80 degrees at Prospect Creek on Jan. 23, 1971, I was told.

The community was very isolated and the closest city is Fairbanks, about 100 miles away. Winter daylight comes around 10 in the morning, and by 4 in the afternoon it is dark. Fort Greely, however, is frequently visited by four-legged guests at anytime uninvited and without a photo ID. Most visitors are moose, but bears and buffalo visits are not uncommon. (I thought buffalo live in New York.)

One evening about 9, one of the AFAP team members took me to an area where you can overlook the countryside. There were no lights for miles and miles in view and it was very dark and quiet. I was able to see one tiny flickering red light from a far distance, which I believe was a radio tower.

Overall, the trip was a great success in support of the Fort Greely AFAP conference and I learned to appreciate freedom

See Appreciation on page 3



Photo by Debra Darland

Moose sightings are common at Fort Greely, Alaska.

Officer shares meaning of Christmas season

I have a big confession. I recently caught myself greedily devising complex ways and means to get me a bunch of stuff this Christmas. Yup, I too wanted the latest and sleekest gizmos – Apple MacBook Pro laptop computer, iPhone 4S, second generation iPad. I wanted the Versace and Yves Saint Laurent cologne,

the Cartier wristwatch and the brand new BMW X1 Type crossover SUV.

Why not? Christmas is after all a culturally sanctified season for massive profligacy, financial irresponsibility and excessive compensatory consumption! Also, Christmas is a time for big spending, big debt and big

See Season on page 3

Quote of the Week

‘Cheers to a new year and another chance for us to get it right.’

— Oprah Winfrey

RedstoneRocket

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Getting to **know you**

By **SKIP VAUGHN**
Rocket editor
skip.vaughn@theredstonerocket.com

Name: Rebecca Major

Job: Program and management analyst, Garrison Plans Analysis and Integration Office

Where do you call home?
Batesville, Miss.

What do you like about your job?
Serving the Soldiers. It's a way to give back, it's a fulfilling job. I like that it's never stagnant, it's always changing. Because Redstone's growing so much.

What do you like to do in your spare time?
Visit friends and family. I like to read. I like to watch sports.

What are your goals?
I would like to see Mississippi State have more W's than L's. I'd like to advance in my career and be able to give back to the community as much as possible.



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

I want to take my mother (Nancy Major) to Ireland. I've always told her since I was little that that's what I was going to do when I was able to – when I grew up and got a big-girl job. I can remember us watching "Braveheart" and saying we wanted to go and see that countryside.

Appreciation

continued from page 2

even more. This experience gave me a new perspective of military life, especially for the Soldiers who secure high ground no matter how dark or how cold the weather.

At home, while we were all busy with hustling and bustling to get that one last gift on sale for our loved ones, we must not forget the Soldiers and those who support their mission worked on Christmas Eve/Day, New Year's Eve/Day. And none of them will receive 59 minutes. Thank you!

KC Bertling
SMDC/ARSTRAT

Season

continued from page 2

family fights over little insults, petty offenses and inconsequential matters of yesteryears. We love to make Christmas all about big meals, big parties and big arguments over unfulfilled selfish and unrealistic expectations.

Folks, your happy days are here again if the aforementioned represents your idea of what the season is all about. As for me and my family, we will violently resist the temptation to be sucked into the excesses of the season. Instead, we will take some time to reflect on the universality of God's love, the centrality of Christ atonement and the availability of His salvation to you, to me and to all mankind. We will also take some time to respond to God with thanksgiving for his many blessings.

OK, I have shared my confessions and plan for the season with you. Please share yours with me. I would love to hear it!

Maj. Jones Ofuasia
Command and General Staff School

Editor's note: Maj. Jones Ofuasia graduated Dec. 16 and returned to the U.S. Africa Command in Stuttgart, Germany. He can be reached at ofuasiajb@hotmail.com.

Crimes, accidents & other occurrences

The Directorate of Emergency Services provided the following list of reported incidents for Dec. 22-28:

Dec. 22: A juvenile concealed a bottle of cologne valued at \$39 and departed the Exchange without paying. The juvenile was processed by police and released to a sponsor.

Dec. 23: A family member concealed a bottle of perfume and departed the Exchange without paying. The subject was processed by police and received a violation notice.

Dec. 27: A juvenile shoplifted a

tube of eye brightener at the Exchange. The juvenile was processed by police and released to a sponsor.

Dec. 28: A Fort Drum, N.Y., Soldier who threatened a civilian with a knife was arrested by Huntsville Police and charged with second-degree assault.

Traffic accidents reported: Two without injury, one of which involved cell phone usage.

Violation notices issued: 14 speeding, 2 no insurance, 3 failure to obey traffic control device, 1 larceny, 1 cell phone usage.



Photo by Skip Vaughn

Jazzy Santa

AMC Band singer Sgt. Ashley Allison and the Four Star Jazz Orchestra perform Dec. 13 in the Sparkman Cafeteria. Santa (James W. Wasdyke) joins in celebrating the holidays.



Photo by Skip Vaughn

Command performance

Shirley Mayes of AMCOM G-8, Program and Budget Division, listens as the Vortex Tuba Quartet, from the AMC Band, performs Dec. 12 in the command suite at Aviation and Missile Command headquarters.

Pentagon official praises Arsenal capabilities

Visit could lead to higher profile for post programs

By **KARI HAWKINS**
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Redstone Arsenal's "red carpet" was rolled out in December for a top Army official whose awareness of Arsenal programs and capabilities could well lead to a higher profile when it comes to funding of installation services, and energy security and management.

Katherine Hammack, assistant secretary of the Army for installations, energy and environment, spent Dec. 13-16 at Redstone Arsenal for what she described as a "learning visit" to meet with Arsenal and community officials; and to tour the Prototype Integration Facility, Hazardous Devices School, Redstone Gateway, new Army Materiel Command headquarters, Raytheon construction site and an environmental remediation site as well as Huntsville's Solid Waste Disposal Authority waste-to-steam plant and the recently opened Veterans Memorial.

Hammack was appointed to her current position by President Obama in June 2010. She is the primary adviser on all Army matters related to installation policy, oversight and coordination of energy security and management. She is also responsible for policy and oversight of sustainability and environmental ini-

tiatives; resource management including design, military construction, operations and maintenance; base realignment and closure; privatization of Army family housing, lodging, real estate, utilities; and the Army's installations safety and occupational health programs.

With responsibility for all Army installations worldwide and for the Army's energy initiatives, Hammack said the information she gained during her visit will prove valuable as she advises secretary of the Army John McHugh and the Army's chief of staff Gen. Raymond Odierno as well as members of Congress.

"We are entering hearing season," Hammack said of Congress. "My job is to help members of Congress understand why we need the budgets we need, and to better understand mission capabilities and the needs to support those missions. This visit makes me better equipped to explain those things to members of Congress. ... And with more missions here, Redstone Arsenal will certainly be attracting more attention."

Redstone's role within the Army has much potential for growth as the nation relies more on science and technology for the advantage on the battlefield, she said. That role can also grow as the installation's efforts impact the civilian world, similar to the Army's development in the late 1960s of a Cold War communications network that grew into what is now the Internet.

"We develop science and technology



Photo by Ellen Hudson

Katherine Hammack, assistant secretary of the Army for installations, energy and environment, is escorted to her official Redstone Arsenal meeting at the Officers and Civilians Club on Dec. 13 by Garrison commander Col. John Hamilton. Behind them is Lt. Col. Tony Baker, military aide to Hammack.

that has a lasting impact not only on the primary mission but also on society as a whole," Hammack said. "We need to continue investing in science, technology, research and testing because this will be transformational to better our nation and our nation's capabilities."

Hammack praised the Garrison and all of Team Redstone for three days filled with information on Arsenal missions, programs and initiatives.

"It was a great opportunity to understand the Redstone mission," she said. "The incredible variety of capabilities here is what impressed me the most."

"The Army is so big that sometimes we don't recognize the skills, talents and capabilities here at Redstone in the civilian and contractor work force, and the tremendous effort put into programs at Redstone."

The assistant secretary's trip included information gathering on weapon systems and propulsion systems developed at Redstone as well as the Army Materiel Command's logistics efforts in providing fuel, supplies and materiel to the Army worldwide and especially in remote areas.

"This was a great opportunity to learn. But it also was a great opportunity to confirm that we've got a lot of great people here working hard and developing great things," she said.

While at Redstone, Hammack did a fly-over tour of the Arsenal, giving her an impression of its size and diversity.

"From the air, I got a better feel of capabilities of the installation," she said. "I understood better the plan to consolidate and co-locate like missions. BRAC was an enabler to build new facilities and consolidate groups to enhance efficiencies. As the Army enters an era of reduced budgets, we have to ask how we can do the mission needed with fewer resources and in a much more efficient manner."

To that end, Hammack reviewed a three-year plan for Redstone that renovates existing buildings to allow for further consolidation of efforts and reduction in the amount of leased space used by the federal government off-post. She praised the plan, saying it would reduce costs, add efficiencies and effectiveness, and have a positive impact on the mission.

Hammack was also impressed with the Arsenal's working relationship with the local community on such projects as the Redstone Gateway and the waste-to-energy steam plant.

"I really have to compliment the foresight," Hammack said during a press

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:

Band concert

The Sights and Sounds of Redstone will present the Matt Prater Band in concert Jan. 13 from 5-7 p.m. at the Firehouse Pub, building 114 on Hankins Drive. The Matt Prater Band will perform its hit song "Southern Outdoors" from its CD "Small Town Son." Visit Matt Prater at www.mattpratersmusic.com. For more information, call 842-0748.

Golf tournament

The Snow Blower Invitational four-person scramble Jan. 14 has a shotgun start at 10 a.m. at the Links. Cost is \$25 plus applicable green fees. There will be food, refreshments and prizes. For more information, call 883-7977.

Youth sports

CYSS Sports and Fitness presents "Start Smart Basketball" Jan. 14 through Feb. 18 on Saturdays from 10-11 a.m. at the Child Youth and School Services Multipurpose Building 3153, Youth Center Road. Cost is \$35, which includes a T-shirt. Start Smart introduces skills necessary to play organized sports in a fun and non-competitive environment. Start Smart is a parent-child program. The parent works with his or her child under the direction of the Start Smart instructor. All equipment is provided. Ages are 3-5. For more information, call 313-3699.

O' Club update

The lunch buffet price has increased to \$9 at the Officers and Civilians Club, effective Jan. 3. The club can be reached at 830-2582.

Weight-loss contestants lighten up statewide

There's no excuse for keeping those unwanted pounds after the holidays.

FMWR Sports & Fitness Centers will serve as Scale Back Alabama weigh-in sites for Team Redstone members. Scale Back Alabama is a statewide weight-loss contest which started in January 2007.

The 10-week contest is designed to encourage Alabamians to lose weight, to exercise and to have fun while doing so. Last year's campaign drew more than 33,000 people in almost every county with a cumulative reported weight loss of 143,309 pounds.

"It's a fun, team weight-loss program," Phylissa Shannon, assistant sports and fitness director, said. "Team members encourage, support and motivate each other. People tend to be more successful in reaching their weight-loss goals when they're held accountable. They don't want to let their teammates down, so they'll push harder in their workouts or think twice about eating something that's not so healthy for them. This program is a great way to start living a healthier lifestyle."

Redstone's registration and team weigh-in will be held Jan. 23-25; and the weigh-out week is April 8-12.



"There are four-person teams," Shannon said. "And the whole team has to weigh-in at the same facility. And they have to weigh-in and weigh-out at the same location."

An informational meeting is scheduled Jan. 19 at 9:30 a.m. at Pagano Gym. For more information, call Shannon at 313-6094.



Photo by Ellen Hudson

Auto center

Gathering at the Auto Skills Center's open house Dec. 14 are, from left, staff member Jonathan Luker, customer Arthur Cole, customer Gerry Levy and manager Bill Woosley.

Big gains seen in voluntary land conservation efforts

The first census of land trusts in five years found 10 million new acres conserved nationwide since 2005, including acreage preserved by the Land Trust of North Alabama.

The National Land Trust Census, released by the Land Trust Alliance, shows that voluntarily protected land increased 27 percent between 2005 and 2010. A total of 47 million acres – an area over twice the size of all the national parks in the contiguous United States – are now protected by land trusts. A greater percentage of the new acreage comes through local and state land trusts like the Land Trust.

In Alabama, land trusts have conserved 161,015, a 67 percent increase in land protected since 2005.

“North Alabama residents value their

land, and we are conserving it at the community level,” Cynthia Potts, Land Trust executive director, said. “We are investing in our future with land trusts that ensure clean water, local food and places to play for our children and for generations to come. Twenty-five years ago we were Alabama’s first land trust. There are now seven other land trusts operating in the state.

“The Land Trust has increased its preservation holdings by 35 percent in the last five years. Over 6,113 acres are now protected forever. Alabama ranks 24th in the nation in acres conserved and sixth in the Southeast. These rankings can improve! It’s vital that everyone understand the importance of protecting natural North Alabama now before it’s lost to development.”

(Land Trust of North Alabama release)

WASTE...
...RUINS MY TASTE



**Keep storm drains clean
for those downstream!**

**Keep Redstone Arsenal water streams free of pollutants.
For more information call the Garrison Environmental Office,
Storm Water Program manager at 955-8501.**

Huntsville Center awards \$16.8M energy contract

The Army Engineering and Support Center-Huntsville awarded a \$16.8 million task order to Siemens Government Technologies Inc. of Arlington, Va., Dec. 22 to install a solar photovoltaic system and energy conservation measures at White Sands Missile Range, N.M., that will help the installation cut energy use by 10,000,000 kilowatt hours and save \$805,000 annually.

The solar PV system will help the installation achieve 10.8 percent solar PV renewable energy by the end of FY 2012, up from the current .5 percent. The government-mandated percentage of renewable energy is 7.5 percent by FY '13.

The main component of this Energy

Savings Performance Contracting project is a third-party owned 4.465 megawatt solar photovoltaic system that will provide the Army with approximately 10,000 solar renewable energy credits annually. This is the largest solar photovoltaic system throughout the entire Army.

The PV system is in excess of 4.5MW qualifying for the 30 percent federal cash grant (\$4.8 million) for renewable energy installations encompassing a solar ground mount tracking and carport systems.

"It took the whole Army team – Huntsville Center, White Sands Missile Range Garrison, Assistant Chief of Staff for Installation Management, Dep-

uty Assistant Secretary of the Army and Installation Management Command – to make it possible," said Lawrence Norton, branch chief of Huntsville Center's Energy Division. "We hope to see more of these type of ESPC projects in the future."

ESPC is a partnership between the Army and an energy service company. In consultation with the federal government, the energy services company provides capital and expertise to make comprehensive energy and water efficiency improvements on facilities or implements new renewable energy capability and maintains them in exchange for a portion of the generated savings.

This project supports President Barack Obama's directive that federal agencies use ESPC to make \$2 billion worth of energy efficiency upgrades over the next two years, as well as supporting the Army's renewable energy goals.

"This project implements a solar photovoltaic array system that will offset White Sands Missile Range's energy requirements, improve facilities and operations, demonstrate Army engineering and technology capabilities and align with the Army's Energy Security and NetZero objectives," said Judy Marks, president and CEO of Siemens Government Technologies Inc. (*Huntsville Center release*)

Pentagon

continued from page 4

conference concerning the Huntsville facility where city and county waste is converted into steam for use to heat and cool Arsenal buildings.

"This is not a brand new facility, but a facility that has been around for a while, and managing waste so that it does not go to a landfill is really what's appropriate for our future."

The Army Energy Program – known as Net Zero – calls for managing energy, water and waste in ways that improve efficiencies that benefit mission requirements. Net Zero Energy installations produce as much energy on site as they use. Net Zero Water installations limit the consumption of freshwater resources and return water back to the same watershed so as not to deplete groundwater and surface water resources. Net Zero Waste installations reduce, reuse and recover waste streams, converting them to resource values (such as steam energy) with zero landfill refuse.

"Thinking about our waste from a

cradle-to-cradle basis on how we're generating the waste and what happens to waste at the end of life by being able to reduce it – and ideally reducing it to zero – is an appropriate strategy," Hammack said. "Net zero waste is the direction we want to go ... so that we're not sending it to a landfill, so that we are returning it to some resources."

While Hammack said she admired the relationship Redstone has with the city of Huntsville that turns waste into a resource, she also appreciated Redstone's proactive approach to future waste reduction measures.

"Redstone is looking at what our needs are going to be in the future: the amount of energy we need, the amount of steam we need and how we can work together to ensure that we are able to accomplish the mission," she said.

"Remember that our primary mission is to support and defend this nation and Redstone has a critical mission in the research and development that is going on here. ... The better we are able to work together and ensure we are able to accomplish those missions is really important not only to the local area but to the United States as a whole."



Photo by Ellen Hudson

Katherine Hammack listens to presentations at her first meeting with Redstone Arsenal officials Dec. 13.

Hammack said the Net Zero initiative is extremely challenging for Redstone because of the energy intensive work being done at the installation.

"It's hard to reduce energy without reducing capability," she said. "The challenge is just like with force modernization. With engineering and testing, you have to do things smarter and more efficiently."

When building new facilities, they should be built and equipped with less energy usage in mind. Redstone followed that rule during the construction of new LEED (Leadership in Engineering and Environmental Design) green certified buildings related to the 2005 Base Realignment and Closure recommendations that brought new tenants to Redstone. But even in older buildings, energy efficiencies can be realized by updating things like lighting and air conditioning systems, improving insulation and finding better ways to use work space.

Along with energy efficiency, issues with energy security must also be addressed. Redstone needs to address threats of nature (such as the April 27 tornadoes)

and threats of man that can compromise energy efficiencies of the installation, Hammack said.

Even though her trip to Redstone didn't include seeing young Soldiers training and learning the fundamentals of serving, Hammack did see local high school and college students working side-by-side with scientists and technicians in the Arsenal's science labs.

"They are the future of science and technology, and we have a responsibility to prepare them and to train the workforce," she said. "We need to develop future scientists who will help develop the future of the Army. ... These young students have an important mission to help improve our strategic advantages and improve our science so we have the capabilities to empower the Soldier."

Hammack's personal visit to the Veterans Memorial and her conversation there with veteran leaders, including retired Brig. Gen. Bob Drolet, left her in awe of the community's effort to recognize its veterans.

"The memorial really recognizes the sacrifices that have been made by fine men and women. For the community to invest in that memorial is really a tribute to the community itself and an appreciation of the sacrifices that have been made," she said.

Although it is disheartening to recall that communities in the 1960s and '70s didn't recognize and welcome home the veterans of the Vietnam War, those same veterans are ensuring that today's war veterans are getting the recognition they deserve.

"Today's war (just completed in Iraq and ongoing in Afghanistan) is much more personal," Hammack said, referring to the 9/11 attacks. "We are defending our home and freedom. It's more readily appreciated that we have threats at home and that we need to defend against them."

Contracting workers send care packages to troops

By **AMY GUCKEEN TOLSON**

Staff writer

amy.tolson@theredstonerocket.com

Thanks to the employees of the Army Contracting Command's Missile Logistic Division, Soldiers serving in Afghanistan felt the Christmas spirit miles away from home.

"Everybody wants to do something for the Soldiers to make sure they're not forgotten when they're over there at Christmas," said Kimberley Payne, whose husband is deployed in Afghanistan.

Employees of the division mailed care packages to Afghanistan in December to bring a little joy to Soldiers that couldn't be with their families over the holiday season.

Brainstormed by Mary Baites, Payne's trainer and mentor, it didn't take long for the rest of the division to pitch in after hearing about the idea to send a little love to the Soldiers for Christmas. Payne solicited ideas of what to send from her husband, comforts of home taken for granted by those living stateside. Each member of the division worked to fulfill that wish list and help with shipping costs.

"When doing something for anyone, no matter how big or small, as long as you're giving from the heart, the receiver will be appreciative," said Carrie Samuels, who spearheaded the project. "For the troops, for all that they do for us, things that we will never know, as the spouse of a retired CSM, I know what they go through when they're away from their families. What we just did for them was just to open our hearts to say thanks. It was simple."

Packages were sent to Payne's husband, Col. Thomas Payne, director, ASA (ALT) Operations (OEF), who has been deployed to Bagram since July. Three large, heavy boxes filled with everyday items, such as powdered drink mix, Christmas decorations, sheets, pillowcases, snacks, chapstick, magazines and more were shipped Dec. 8 to make it to the troops in time for Christmas.

While the employees of the Army Contracting Center's Missile Logistics Division work to help the Soldiers each day, the care package outreach was a different type of



Courtesy photo

Soldiers in Afghanistan open their care packages from the Army Contracting Command's Missile Logistic Division.

service.

"What we do on our job on a day-to-day basis is because the Soldiers serve," Samuels said. "Freedom isn't free. People take for granted that we have these jobs here on the Arsenal and wake up in our warm beds. The things that the troops go through when they're away from home, being in a foreign place, fighting a war, some understand, some don't. Just a little touch, something, anything, the simplest thing can warm a Soldier's heart. You don't always get to see the face that you buy the equipment for, the purchases and everything that you make in the contracting field – it was a way to put a face on what we do on a day-to-day basis."

Peyton's place for annual veterans breakfast

By DONALD MONTOYA
SMDC/ARSTRAT

PEYTON, Colo. – On a cold Monday morning in the first week of December when the temperature registered 4 above zero, the leadership from the Army's 1st Space Brigade proceeded to the Peyton High School gymnasium from their headquarters in Colorado Springs. Their mission was not dealing with "space-based" capabilities, but rather to take part in the school's 12th annual Veterans Breakfast on Dec. 5.

Col. Eric Henderson, commander of the 1st Space Brigade, and Command Sgt. Maj. Thomas Eagan were the guest speakers.

"(The students') goal is to not only provide recognition and respect to the participants, but to improve generational awareness with our young men and women," Mike Schrage, civics/economics teacher at Peyton High School and the year's event sponsor, said.

Combining the student resources of the Peyton School District, the program saluted local veterans and servicemembers with a Boy Scout color guard, patriotic songs by the high school band, student poems marking the occasion, and one of the most unique renditions of the national anthem ever performed by local kindergarteners. This was in addition to the students cooking and serving a full breakfast to veterans, servicemembers and family members in attendance.

"The theme this year – 'All gave some, and some gave all' – has made an impact in my life this year," high school student Deanna Smith, mistress of ceremonies, said. "Even if a person only served for a year they still helped to defend my freedoms in America.

See Breakfast on page 24



Photo by Donald Montoya

A member of the Peyton Cheer Team talks with 1st Space Brigade commander Col. Eric Henderson and Command Sgt. Maj. Thomas Eagan during the 12th annual Veterans Breakfast on Dec. 5 at Peyton High School.

Courtesy photo

Clowns perform

Stars and Clowns, a performance group from the Academy for Academics and Arts, presents a holiday program at the December meeting for the American Society of Military Comptrollers, Redstone/Huntsville Chapter.



Courtesy photo

Volunteer resource

Members of the American Society of Military Comptrollers, Redstone/Huntsville Chapter, volunteered during the National Children's Advocacy Center 2011 Healthy Families Party on Dec. 15. They include, from left, Gwen Davis, Annjeanette Walker, Lisa White, Sherry Pool, Anthony McAdory, Amanda Cole, Debbie O'Neal, Tiffanie Cooper and Eura Reeves.

Retired colonel suggests supply chain changes

Writes book on strategy

By **AMY GUCKEEN TOLSON**

Staff writer

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As budgets dwindle, the mission of the Army remains the same. Retired Col. Greg Parlier has the answer to ensure the military continues to proclaim, "mission accomplished," at a lower cost.

Parlier outlines those insights and ideas in his book "Transforming U.S. Army Supply Chains: Strategies for Management Innovation." Now in print for a year, Parlier is watching his ideas come center stage as the Army begins to feel the effects of a tighter, smaller budget.

"This is a blueprint to help the Army in this new time where we're going to come under enormous pressure to operate in a cost effective way," Parlier said. "How can we use the model of supply chain to estimate the potential savings of implementing all these good ideas? Some of these initiatives could generate millions to hundreds of millions. We're talking several billions of



Courtesy photo

Retired Col. Greg Parlier presents his book, "Transforming U.S. Army Supply Chains: Strategies for Management Innovation," to Dr. Robin Buckelew of AMRDEC.

dollars."

It is a project that has been in the making since 2002. After years of work and research, with many lessons learned when Parlier served as deputy

commander for transformation under the late Lt. Gen. Larry Dodgen, Parlier decided to document his experience and expertise in a book, inspired by Dodgen, now available at Barnes and Noble and Amazon.com.

"The goal was to have the quote unquote architecture in place, so that once the leadership recognized that change was needed, then this would provide one roadmap for that change," Parlier said. "It seems to be catching on now because of the conditions."

Those conditions, while a challenge for the Army and local businesses, have helped Parlier get the word out about how supply chain management can transform the way a company, and the military, does business.

"More than any time in recent history has the impending post-war drawdown loomed so imminent," said David Frey, chief, supply chain transformation branch, G4, Army Materiel Command. "We must remain agile and responsive while maintaining effectiveness. The concepts Greg discusses have demonstrated promise by lowering cost and potential for significant savings without losing performance. In fact, we are optimistic that applying supply chain improvement concepts discussed

in Greg's work will also result in increased capability."

"This is a breakthrough," Parlier said. "Until recently, the reaction has always been, 'great stuff,' but nobody said, 'Wow, let's make this happen.' All those things are changing now, these pressures are beginning to be felt and many of the ideas are being reconsidered. That's really good news for us."

The challenge, Parlier said, is translating the supply chain model, typically used to help businesses generate income, to the Army, where it's not about making millions, but completing the mission.

"Our forces need to be delivered readiness," Parlier said. "How do you translate the supply chain concepts? We're not profit oriented, our profit output is readiness. You can squeeze just a few inefficiencies out of the supply chain that can give you an enormous advantage."

Parlier is working with various organizations throughout the Arsenal and the surrounding business community to help them implement and understand the measures outlined in the book and achieve cost effectiveness.

See Author on page 24

AMCOM presents fiscal 2011 competition awards

By SKIP VAUGHN

Rocket editor

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A photo from the Army website showed Soldiers doing pull-ups under the watchful eyes of drill sergeants.

Patrick McAbee, a security specialist in the C-RAM Program Office, used that image to win the third annual poster contest sponsored by the Aviation and Missile Command's Competition Management Office.

"When I saw this particular picture it in my mind kind of showed competition in a snapshot," McAbee said.

His poster was selected the winner of the 13 submitted for fiscal 2011. McAbee received a \$250 on-the-spot cash award.

He was among the honorees at the fiscal 2011 competition award ceremony at AMCOM headquarters.

"(Competition) brings forward the best candidates for whatever it is the Army's trying to contract out at the time," McAbee said.

In 2009 he joined the Counter-Rocket Artillery and Mortar Program Office. The Hartselle native graduated from

Athens State College in psychology and sociology; and he has a master's in business administration from St. Leo University.

McAbee, 40, and his wife, Julie, reside in Hartselle with their 7-year-old son, Jonas.

Twenty-three percent of the command's contracts in fiscal 2011 were awarded competitively, which exceeded the projected total by 7 percent, according to AMCOM competition advocate Shelley Muhammad. "That's very good," he said.

"Competition is all our business," Muhammad said. "It helps us to expand and extend our dollars."

AMCOM deputy commander Ronnie Chronister, who presented the awards, said this command's products are not as commercial as other commodities. "We are very much predominately in a sole source environment," Chronister said.

"Despite the fact that we're so heavily sole source we continue to do great work," he said.

Chronister thanked the honorees for pursuing competition in contracting as much as possible within this environment.



Photo by Skip Vaughn

From left are AMCOM deputy commander Ronnie Chronister, annual poster contest winner Patrick McAbee and AMCOM competition advocate Shelley Muhammad.

The fiscal 2011 competition honorees included Express, Services, 100 percent competitive rate; Letterkenny Army Depot, 70.7 percent; TOC/AMDCCS/C-RAM/IAMD, 51.3 percent; and Fixed Wing/AGSE/ATC, 86.1 percent.

The commercial honorees included Letterkenny Army Depot, 92 percent commercial rate; SEC/Target/Air Warrior/PEO IEW&S, 30.3 percent; Non-standard Rotary, 29.5 percent; and TMDE/CMDS/IAMD, 47.5 percent.

TrainingDay

Ugandans train on Raven unmanned aircraft system

By SKIP VAUGHN

Rocket editor

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Uganda air force Pvt. Ronald Mudhasi locked his arm as instructed and flung the small remote-controlled airplane into the overcast sky.

The Raven flew majestically above Test Area 3 but Mudhasi's work wasn't finished. He joined his countrymen and their instructors under a nearby canopy to help control the unmanned aircraft system's flight.

Eight members of the Uganda air force received training on the Raven Dec. 12-23. The Uganda defense forces purchased four of the systems in July for \$3 million, according to logistics management specialist Cindy Vanburg of AMCOM's Security Assistance Management Directorate.

The Uganda servicemembers, in two groups of four, received instruction on their country's new systems, which would be delivered in January after the training. The instructors were from Rally Point Management, out of Fort Walton Beach,

Fla.

"I like it," Mudhasi said of the Raven.

"It's interesting, very interesting."

"It's good," Capt. Patrick Kubayo said. "It's a good ... support of our operations in Somalia. Very necessary. The instructors they're professional. They know what they're doing. They help us a lot."

Said Lance Cpl. Rowland Jimmy Odoch, "It is good. It will help us in our service in Uganda and other countries."

Using a laptop computer with stylus, Rally Point Management instructor Mike Mahowald taught the Ugandans how to control the aircraft. "Every click is 20 feet up or 20 feet down," he said at one point.

The Raven flew overhead with the Ugandans at the controls when a few visitors prepared to leave. Rally Point Management site head Kurt Donaldson was asked how the Ugandans were doing.

"They're doing good," Donaldson replied. "They're doing very good."

The Raven is the smallest unmanned aircraft system the Army sells internationally.



Photo by Skip Vaughn

Uganda air force Pvt. Ronald Mudhasi prepares to launch the Raven unmanned aircraft system during training Dec. 15 at Test Area 3.

USASAC workers lead process improvement efforts



Photo by Melody Sandlin

Security Assistance Command commander Maj. Gen. Del Turner stands with program analyst David Nicola, left, and logistics management specialist Steven Forster, right, after presenting their Black Belt certificates during the USASAC New Cumberland, Pa., quarterly awards ceremony Dec. 8.

NEW CUMBERLAND, Pa. – A Security Assistance Command employee has become the organization’s first to achieve the Army’s highest Lean Six Sigma certification.

Michael Fisher, a continuous process improvement specialist, received Army Lean Six Sigma Master Black Belt certification Oct. 11 from the Army Office of Business Transformation.

As USASAC’s MBB, Fisher provides direction and guidance on the application of Lean Six Sigma methods to the organization’s continuous improvement processes.

“The wonderful thing about being a Master Black Belt is that it gives me an opportunity to view organizational processes,” he said. “Not informally, but MBB gives me a formal position to serve as an adviser to the organization and to be a real catalyst for change. Most corporate organizations, to include the government, realize that to remain relevant and good stewards of the taxpayer’s money, we have to look at business processes and continually improve them.”

Fisher’s achievement of Master Black Belt certification was the culmination of a four-year journey that saw him first earn the Lean Six Sigma Black Belt and then complete several projects while having his sights set on earning a Master Black Belt.

Along with completing Black Belt projects, the path to Master Black Belt included coaching four other Black Belts to successful completion of their projects, teaching the entire curriculum of the four-week Department of the Army Black Belt program of instruction, and then conducting an LSS Project Identification and Selection workshop.

Two of Fisher’s proteges were subsequently recognized for receiving their Black Belts. Logistics management specialist Steve Forster and program analyst David Nicola each earned the prestigious credential by completing the required four weeks of training and successfully leading a project using the concepts, techniques and tools taught by Fisher during the certification course. *(USASAC release)*

Temporary job positions became 31-year career



Photo by Beth Skarupa

Carolyn Caudle, executive assistant to the AMCOM commander, retired in December after 31 years of government service.

General's executive assistant retires to Tennessee home

By **BETH SKARUPA**

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Carolyn Caudle started working for the government at age 19 with a temporary position in the office of Dr. Ernst Stuhlinger, one of the nine original scientists from Dr. Wernher von Braun's team living in the U.S. at the time.

"I was too young to appreciate that," Caudle, executive assistant to the AMCOM commander, said a few days before retiring in December after 31 years of government service. She said she liked working for Stuhlinger and she appreciated that he always called her "Ms."

After a series of temporary positions, Caudle secured a permanent position with the government working for Contracts Repair Parts. She later quit government work to be a stay-at-home mom for 14 years. "My son says that's why he's so perfect," she said, laughing. "I came back kicking and screaming, thinking it would only be temporary."

Caudle came back to work for the System Analysis Battle Management Directorate with what is now the Space and Missile Defense Command, working there until joining the Aviation and Missile Com-

mand in the late 1980s. She ended up working for eight general officers over the years: Maj. Gen. Jan Van Proyen, Maj. Gen. Bill Nance, Maj. Gen. Robert Armbruster, Brig. Gen. Steve Flohr, Maj. Gen. John Urias, Lt. Gen. Jim Pillsbury, Maj. Gen. Jim Myles and Maj. Gen. Jim Rogers.

"It's all been great, I've just had a ball," Caudle said. "I'm honored to have had these years to do this. I'm fortunate, I've had great bosses and it's been a wonderful opportunity."

She explained that she especially enjoyed the personal feeling of involvement she had in recent years with so much equated to helping the Soldiers. "And I love the helicopters," she added.

Caudle said she decided to retire because she had been thinking about retiring for years. She also said that she didn't want to outlive her usefulness and it was just time to go.

"I'm looking forward to spending time with my grandchildren and enjoying life more," she said.

Originally from Fayetteville, she and her husband Dwight live in Taft, Tenn. He is a retired postmaster and Caudle joked that they don't know if they're going to make it together or not. "I told him, 'All right, buddy, I'm messing up your playhouse,'" she said, laughing.

Caudle and her husband have three children and four grandchildren: their daughter Molly lives nearby

See Retiring on page 27

Bold Ideas campaign runs through January

Bold



ideas

The Bold Ideas campaign is extended until the end of January to compensate for time lost due to technical issues.

Since October, the Army Materiel Command has received more than 200 ideas to help improve the command.

“Thank you to those that have supported the campaign,” John Neger, AMC’s executive Deputy to the commanding general, said. “In line with the holiday season, consider giving the gift of a bold idea to AMC.”

Participation in the Bold Ideas campaign will allow submitters to reach directly to headquarters with ideas and identify processes and/or programs that can operate in a more efficient manner.

The campaign is designed to rapidly gather ideas and provide quick recognition for participants.

The following are instructions to register on the portal website, CAC access required:

- Attempt to access <https://hqamc.aep.army.mil>.
- If you receive the “Authentication Failure” page, either click the link on the failure page to register, or go directly to <https://adfs.aep.army.mil/Registration/default.aspx> to register for an account.
- Most fields on the registration form will pre-populate. The following field may cause questions/problems: Middle initial – this field will auto-populate with the user’s entire middle name; this must be erased so that only the middle initial is in that box.
 - All fields are required, so make sure all fields are filled out on the registration form.
 - You will not receive an email when the account is created – but by noon of the following business day the account will be created. If after that time you still receive an “Authentication Failure” message when accessing the portal, you must clear the cookies and temporary Internet files from your browser (check with local helpdesk if you have questions on how to do this), close all browser windows, and then open a new browser window.

Make sure you are selecting the email certificate. If issues persist, email Angie Whitman at angela.b.whitman.ctr@us.army.mil. (Army Materiel Command release)



Photo by Kari Hawkins

Hawk sighting

A young red-tailed hawk sits just outside the window of the building 5301 hallway at the Sparkman Center. It was speculated that the hawk hit the window and was dazed from the collision. After a short while, the hawk flew away. If Arsenal employees discover possibly injured wildlife near their work areas or if they discover wildlife of any kind in their work areas, they should not attempt to approach or capture the wildlife. Instead, all concerns or requests for wildlife removal should be directed to the Garrison’s Forestry Office at 876-6145.

Laser detecting set attains production milestone

By **BRANDON POLLACHEK**
PEO IEW&S Public Affairs

DANBURY, Conn. – In a Connecticut industrial plant, far away from the battlefields of Iraq and Afghanistan, a system that has provided Soldiers with a great amount of protection reached a milestone Dec. 7, which happened to coincide with the 70th anniversary of the attack on Pearl Harbor.

The Army accepted the delivery of the 1,000 AN/AVR-2B Laser Detecting Set from the Goodrich Corporation during a ceremony at the contractor's facility in Danbury, Connecticut Gov. Daniel Malloy, Brig. Gen. Harold Greene, program executive officer for intelligence electronic warfare and sensors, and Col. John Leaphart, project manager for aircraft survivability equipment and sensors, spoke to an audience of 500 employees along with members of the Connecticut National Guard, various state and local officials regarding the value the sensors provide.

The system operates as a part of the Aircraft Survivability Equipment suite on rotary wing aircraft, which provides the aircrew with a warning when the aircraft is illuminated by laser guided or aided weapons. The first AN/AVR-2B was delivered in November 2006 with an Army objective to ultimately buy 1880 systems. LDSs are being integrated on the, AH-64D Apache, HH-60L Pavehawk, UH-60L Black Hawk, and OH-58D Kiowa with plans to begin integration on the CH-47 Chinook in fiscal 2012.

The ability to be aware of their surroundings and confidence that they will not be surprised by an enemy threat allows aircrews to focus on mission objectives while flying sorties. The confidence the AVR-2B provides is the result of a cooperative effort between the government and industry.

"It is crucial for my team to be first rate and for the teams and organizations that we seek out to do business with need to be first rate as well because there is no negotiating on the level of protection we provide our Soldiers that deploy in harm's way," Leaphart said. "What you do has meaning, it has impact, it has consequence, it matters to our Soldiers that are deployed, it matters to their families, it matters to our taxpayers and it matters to our country."

In addressing the crowd, Greene pointed out that a sign of the systems success is directly related to the fact that program goes unrecognized because the government/industry team has developed a systems that is continually flying on missions and preventing the loss of aircrew, passengers and aircraft.

"It is the 70th anniversary of the attack on Pearl Harbor, following that event we sent many Soldiers, sailors, airmen and Marines off to war, but we also pulled together as a nation back here and put a tremendous effort with our industrial base into producing the best equipment we could to provide our Soldiers an advantage on the battlefield," Greene said. "You carry on that tradition today; this is a team sport with those who wear the uniform supported by those in the community that provide them the best possible equipment because we never want to send our Soldiers into a fair fight. Our Soldiers have a tremendous advantage and that is what you are providing, you're nullifying enemy weapons systems that they could use to kill or injure our brave men and women."

The common theme throughout the ceremony which is made evident by some of the statistics surrounding the AN AVR-2B program is that it is a major success for both of its customers: the Soldier and American taxpayer.

AN AVR-2B has been a benefit for the aviation community in numerous ways for



Army photo

The UH -60 Black Hawk is among the numerous rotary wing aircraft that are equipped with the AN AVR-2B Laser Detecting Set which provides the aircrew with a warning when their aircraft are illuminated by laser guided or aided weapons.

platforms where size, weight and power are at a premium. LDS has saved space, been more reliable, offered greater flexibility while being cheaper than previous systems. It has offers a 40 percent weight reduction, 30 percent less power consumption and is six times more reliable. The current system operates with 2,500 hours Mean Time Between Failures versus 400 hours over preceding systems.

In addition to serving Soldiers in the field, the LDS served as a success for the taxpayer as it has come in at 30 percent less expensive than previous laser detection systems while offering aircrew a multitude of interface options. Since the inception of the program, the AVR-2B has been produced at a rate of 20 systems per month with a reliability of 100 percent on-time deliveries since production began.

During the ceremony, Malloy discussed the unique relationship Connecticut has had in supporting the military since the earliest days of the nation by pointing out that Gen. George Washington had considered the state to be the "Provision" state because of its unique ability to supply the nation. The 1,000th delivery of the AVR-2B is a symbol of the states industrial base's continued support to America's men and women in uniform.

"From one citizen to another, thank you for your hard work and diligence in this matter," Malloy said. "We have the best military in the world, the best trained, the best outfitted, most inspired and we are in our part in our state making sure that they are secure and safe."

101st Soldiers oversee demining in Chad

By Sgt. TERYSA M. KING
U.S. Army Africa Public Affairs

N'DJAMENA, Chad – After decades of conflict, vast stretches of land in Chad are contaminated by mines and unexploded ordnance, affecting millions of people in the country.

Three Soldiers from the 52nd Ordnance Group, 101st Airborne Division (Air Assault), provided a program of instruction on explosive ordnance disposal to 13 soldiers in the Republic of Chad, Nov. 7-25.

The 21-day demining event is part of the Humanitarian Mine Action program and was conducted at the Chad National Demining Training Center in the capital of the country, N'djamena.

Soldiers in Chad learned about explosive ordnance disposal, known as EOD, operations to reduce the extent of areas denied to civilian use because of mine/ERW, the number of casualties due to landmines/ERWs and the effect of mines on market and trade routes.

Staff Sgt. Kody R. Williams, EOD team leader, said this mission will provide a better understanding to Chad soldiers to help police the mine fields and unexploded ordnance, known as UXO.

“During this mission I want to ensure that students learn the safest and most productive way to reduce the mine and UXO latent areas,” Williams said.

The Humanitarian Mine Action program is also designed to aid in development of leadership and organi-

zational skills to sustain the programs after U.S. military trainers have gone home.

“The overall objective of the mission is to eventually get to a state where the Chadians will be able to train their deminers and EOD technicians to international standards,” O’Hara said.

Odrom Kamos Bienaye, the Demining Training Center director, said it was good for him to see how units all over the world conduct EOD operations and is eager to build on the training.

“We enjoyed getting to practice what was being taught, and will eventually (be able to) train our own deminers and advance (our) current program,” Bienaye said.

During the exercise, participants from both countries gained a better understanding of each other’s EOD operations.

“I enjoy learning other cultures and having opportunities to teach personnel required skills for safe and productive operations,” Williams said. “It is very rewarding to see how grateful the students we have come here to teach are.”

Headquartered in Vicenza, Italy, U.S. Army Africa is the Army Service Component Command for U. S. Africa Command. Dedicated to positive change in Africa, U.S. Army Africa enables full spectrum operations while conducting sustained security engagement with African land forces to promote security, stability and peace.



Photo by Capt. James O'Hara

Sgt. Vance Scruggs, left, explosive ordnance instructor from the 52nd Ordnance Group, 10th Airborne Division (Air Assault), leads students of the Humanitarian Mine Action program at the Chad National Demining Training Center in N'djamena, Chad, through a practical exercise using the Vallon metal detector, which locates unexploded ordnance and metal-cased mines at large depths. With the help of the metal detector, students locate land mine training aids that are buried in the sand by the explosive ordnance instructors.

Madison Cheer Brigade brightens Soldiers' holidays

Volunteer group presents gifts

By **BETH SKARUPA**

Staff writer

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MADISON – Making Soldiers' holidays brighter is what the Madison Cheer Brigade is all about. The group is committed to helping needy Soldiers and their families during the holiday season each year. The mayor of Madison and the Cheer Brigade once again provided assistance for several Army Reserve Soldiers and their families at a special Christmas celebration at the Army Reserve unit on Dec. 16.

"This is an opportunity for all of us to come together and support you," Madison mayor Paul Finley told the Soldiers. "This is our way of paying you back. On behalf of the Cheer Brigade and the people of Madison, we want to thank you for what you've done. Thank you for your service."

The Army Reserve drill hall was decorated with a Christmas tree and the presents were piled high around it. Santa and Mrs. Claus were available for the children and adults to visit and to take photos. John Perry, one of the coordinators of the event, encouraged the children to sit on Santa's lap and to take a gift from the toy box. Flowers were presented to the mothers and sisters in each Soldier's family.

Perry pointed out that the event was a group effort. Several people and area companies pulled together to brighten the Soldiers' holidays. He also made a point to let the Soldiers know that they deserved all the attention.

"We are blessed because of all of you in uniform. We would not be here if it were not for you. We appreciate you," Perry told the Soldiers. "All those people here lined up at the back of the room, they're here to thank you. It's a mutual thing. You feel blessed, we feel blessed. Don't feel like you owe us anything. We owe you so much, more than we could ever give back."

Spc. April Lynn Johnson, of the 326th Chemical Company, was among the Soldiers to benefit from the brigade's generosity. The event made Christmas special for her and her 15-month-old daughter, Ka'Myah Lee.

"It means a lot because it shows there are some people out there that don't mind helping the Soldiers. Especially for a single mom, it's hard," she said.



Photo by Ellen Hudson

Members of the Systems Sustainment Management Directorate deliver gifts during the Madison Cheer Brigade event. From left are Raven Adams, Millie Williams, Amy Heard, Yolanda Rawlins and Rawlins' daughter Breayna Horton, 14. Speaking is Lori Diaz, a representative for 326th Chemical Company who helped coordinate the event. On her right is fellow coordinator John Perry.



Photo by Ellen Hudson

Shaquita Malone and Sgt. 1st Class Jennifer Stern unload gifts for the families.

Spc. Marcellus Smith, of Headquarters 4th of the 321st, has a 10-year-old son in Utah who he is trying to bring to Alabama; and his wife, Lori, has two grown children and grandchildren who live nearby.

"We love to see all the little children here. Their eyes light up so big," he said.



Photo by Ellen Hudson

Gift recipient Spc. Randy Silk holds his 7-month-old daughter, Makenzie.

Two years ago Smith and his wife were overwhelmed by the generosity of the Cheer Brigade. "It was fantastic. I was fighting back the tears. They gave us food and things for the grandchildren, too. We didn't even ask for that, but it was great to be able to give the grandchildren something," he said. "The people here, they had done

so much it was way and above what I could have imagined. Our car, the trunk and back seat, were full of gifts and we had vouchers for the Commissary. We didn't have to worry about food for a month I think. This is just wonderful and we're so grateful."

The Systems Sustainment Management Directorate, under AMCOM's Integrated Materiel Management Center, also worked to make the Cheer Brigade event a success. Three different groups in the directorate adopted six Soldiers and their families, working together to meet their needs. Thad Odom, director of the directorate, spoke at the event on behalf of the groups who adopted Soldiers and their families. He explained that 30 years ago he was a young Soldier supporting his family, too. Now he's retired from the military.

"We appreciate your service," he told the Soldiers. "We are a military organization and if it were not for you, we wouldn't be here. This is the time of year for giving, for sharing, and we wanted to do our part."

Sgt. Miranda Walker, a representative for the 375th Engineer Company, and Lori Diaz, a representative for the 326th Chemical Company, helped coordinate the event and identify needy Soldiers. Walker explained that her job as a unit administrator is to help the Soldiers. "This is just me doing what I always do, I take care of the Soldiers," she said.

Diaz explained that she helped gather gifts for the Madison Cheer Brigade event. She also runs a nonprofit called "Holiday Help for Heroes." She explained that she started the charity four years ago and she helps Soldiers in the Huntsville/Madison area as well as Tennessee and Georgia.

"Many Soldiers come off of deployment and have no jobs," she said. "My charity helps all yearlong with little things like dental and medical costs and discounted tires." She also plans to renovate a house in Huntsville to be used as a safe house for battered female Soldiers, a project she already worked on in Rochester, N.Y., before moving to the Huntsville/Madison area. She explained that she was impressed with how people were so willing to pull together to help the Soldiers here.

"This place is awesome. I've never seen anything like it," she said. "If I ask 10 people or companies for help, nine out of 10 will help and that one that didn't will probably do something next year."

Successful weight loser wants to spread word

*Shed pounds in 2012
by getting motivated*

By **BETH SKARUPA**
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Marilyn Truesdale, a teller at the Commissary, is telling everyone about her weight loss success.

She went from a size 22 to a size 8 and she is happy to let everyone know how she did it. Why? Because she wants inspire others to lose weight too.

"I hope by me telling this story and telling them what I did, I really hope they get motivated for the new year. Start doing something. If you don't do nothing but walk, do something. Get off the couch ... because I did," she said.

Her quest began about a year ago after she realized that she was not happy with how she looked. She said she had just let herself go because like many parents, she tended to forget about herself. She concentrated on her kids, her family and her job but forgot about her own needs.

"So one day I looked in the mirror and I was like, I've got to make a change. It's time for me to get started, get motivated and be happy with myself inside and out," she said. She explained that she used to have heel spurs and was heavy on one side and that made her walk differently. So she decided to call a friend and ask her to recommend a personal trainer.

Truesdale called Victor Terrell, a personal trainer and owner of Jumpstart Fitness, on Sept. 17, 2010. She said she will never forget that day. It is the day she decided to change her life and make exercise a priority. The first day she met with Terrell, she told him all her problems, talked about what was going on and how she was feeling, and ended up crying. She was surprised that happened but felt like a weight was lifted off her shoulders. After that she was ready to get started with a new lifestyle.

She said even though Terrell warned her that she would be sore after working out with him the first day – and she was sore – she kept going back and slowly started losing inches. Terrell encouraged her to start working muscles she had never worked before and he was always a good motivator.

"He was always positive. He never did say anything negative, nothing. He's a good person, he's a good trainer, and he's a good positive motivator," she said. Terrell told her they would take it one day at



Photo by Beth Skarupa

Commissary teller Marilyn Truesdale shows that her size 22 jeans no longer fit because she lost weight.

a time, so she started working out with him.

"As I lost the weight, he kept me toned so I wouldn't look so flabby. I started going to him twice a week on my days off, and I said 'I'm going to start doing for me.' I spent money on nails, I spent money on hair, but I was going to start doing for me. So money wasn't an issue, it was just that I wanted to take care of myself so I started doing it," she said.

After six months she started attending Terrell's boot camp workout in the evenings, too. That's when she really started seeing results. She said the boot camp makes you work every part of your body. It involves running, lifting weights, doing pushups and other things. Since Terrell is a retired master sergeant, Truesdale said he knew how to run a boot camp. She also was motivated to go to the gym on post three times a week after that.

"Everybody would say, 'You look like you're losing weight,' but I couldn't tell right away because I was losing inches. I couldn't tell because I could wear the same clothes," she said. "I did it on my own. I changed."

Although Terrell never put her on a diet, he always encouraged her to eat fruit and vegetables and to practice portion control. Truesdale started that and cut out the sodas and going out to eat lunch every day. She started drinking more water and her weight started coming off.

"I'll never forget when I went in my closet and tried a size 16 on – I had a size 16 in my closet for 10 years that I couldn't wear – when I got in the 16 I was motivated to do more. I wanted to lose the weight," she said. "Commissary shoppers were coming in, asking me if I lost weight and telling me I was looking good, to keep it up. Everybody, men and women, was noticing so that motivated me even more to do more."

An added benefit to losing weight was that exercising started helping Truesdale relieve stress. She noticed that exercising was making her feel better. When she realized she was getting results, she was happier with herself, too. Now she makes it a point to go to the gym regularly. She said she basically eats what she wants, but is smarter about what she chooses to eat. She also emphasized that she did not have surgery to lose the weight.

"I did it all the right way and you know what? It's staying off, because I'm losing more and I don't even know why. Now I'm a size 8 from a 22, so you can guess how much weight that was because I never did monitor it," she said. She explained that Terrell weighed her each week but she never wanted him to tell her what her weight was – she preferred to see the results in the mirror.

"I think one of the reasons Marilyn has been successful in her weight loss is that I just helped her realize that she had the power all along," Terrell said. "I gave her the power to do the things through motivation and education to achieve her

goals."

He noted that once his clients have the education to do it on their own and they start working out, their body fat will decrease over time. He tells them that they did not gain all their weight overnight, so they can't expect to lose it overnight. They need to make exercise a priority and work to change their lives.

"A lot of people think there's a quick fix to weight loss. There is no quick fix," he said. "I would say change your attitude and quit looking for a quick fix. Get up and get busy, just enjoy your life and start having fun. Walk, hike, swim, cycle. Whatever you do, your body just needs to be in motion. Give up cake, cookies and ice cream for a while. Moderation is the key."

Truesdale and her husband, Ronald, have two sons: Travon, 10, and RJ, 13. Ronald is proud of her for losing weight and her sons tell her she looks good. They also tell her they are happy that they can put their hands around her waist now. She said her sons are part of her motivation to stay in shape because she wants to keep her life healthy and be able to keep up with them.

Before losing the weight, Truesdale said she used to just eat and go to bed after work. She did not have energy to do much more than that. Exercising and losing weight has energized her and she's happier, too. Now she wants to spread the word.

"I feel like this since I lost the weight: Excuses, everybody's got some. Before I go anywhere I go to the gym. I put it in my routine and make sure I go. I can't tell you anything other than what I did," she said. "So in 2012, let's get motivated. Start exercising, find you a program. My thing is, what my mother always said is this, 'If you know better, you do better.' So let's get started for 2012."

Courtesy photo

Sisters outreach

Technical writer Keyana Malone, left, and her sister Tynasha Malone, a general supply specialist, read to children at Mt. Carmel School in Huntsville. Both work at the Integrated Materiel Management Center and participate in the AMCOM Army Education Outreach Program.



Soldier support begins with AMCOM

Provider of choice remains goal despite budget reductions

By KARI HAWKINS

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The employee team at the Aviation and Missile Command doesn't, for the most part, visit Soldiers in the field.

But their aviation and missile systems are there, making a difference in defending freedom and democracy throughout the world. In the most recent news, those systems helped Soldiers get the winning edge in the fight for an independent and democratic Iraq.

For that reason, 2012 should start on a joyous note. Yet, Maj. Gen. Jim Rogers, commander of the Aviation and Missile Command, said instead of a celebration, he thinks the end of Operation Iraqi Freedom is a time for reflection and resolve.

"We should honor those who have sacrificed their lives and the families of those who have made the sacrifice to make Iraq a free country," he said.

Success for this Southwest Asia country translates into democratic elections, a free marketplace, development of schools and other public buildings, a strong military and police presence, and the absence of a dictatorship and terrorism activities.

"We've done a pretty successful job for Iraq to be a country that can now stand on its own and govern on its own," Rogers said. "But they are going to need help from around the world, not just from us, to help ensure they stay free."

Rogers has commanded AMCOM for a little over a year, arriving just a few months ahead of its parent organization, the Army Materiel Command, joining the Redstone neighborhood. While AMCOM and Rogers remain the senior command on post in terms of leading the installation, working with Arsenal tenants and solidifying community relationships outside the gate, the installation's significance on a national level resides with AMC and Gen. Ann Dunwoody.

"The relationship is still being defined, but it is in all of our best interests," Rogers said. "When we have challenges or issues, we can walk down the street to get assistance. AMC has such a huge mission and we're just one small part of that command, although an integral part. We need to ensure we're vested with AMC on the mission."

Rogers has enjoyed his first year of command and has been impressed with the support the Aviation and Missile Command provides Soldiers around the world. He and his management team have visited Soldiers in Europe, Southwest Asia and the Pacific Rim to view how AMCOM is making a difference for Soldiers.

"AMCOM has a reputation of being at the forefront in everything in the realm of sustainment and integration," he said. "We have great people that work hard to support the war fighter. Those visits emphasized how important it is to have our logistics assistance representatives out there on point. We will continue to gauge ourselves on how well aviation and missile systems continue doing in the field."

The organization remains the provider of choice for aviation and missile systems as well as test measurement and diagnostic equipment. In addition, its Logistics Modernization Program continues to allow improved planning, forecasting and rapid order fulfillment that leads to better streamlined supply lines, improved distribution, a reduced theater footprint, and a war fighter that is better equipped for the threat.

"We've got to continue to refine our processes in supply chain and value chain management," Rogers said.

Unfortunately, budget challenges have come quicker within AMCOM than Rogers had expected. Having to reduce the AMCOM work force by 272 through retirements and reassignments to different organizations has been a tough task for a commander in his first year at the AMCOM helm.

"Anytime you throw in the aspect of working in a budget constraint environment, it's always harder, and it's been more so here because we have such good self-motivated people," Rogers said. "But the budget cuts are going to be unrelenting. It's not going to stop until we figure out ways to improve our processes and procedures."

The recent reduction could have been deeper if not for the "forward thinking



Photo by Kari Hawkins

Maj. Gen. Jim Rogers leads the Aviation and Missile Command through an era of Defense-wide budget constraints.

people who were already working on initiatives to better understand capabilities," Rogers said. "We've got to be effective, but we've also got to become more efficient. There are places we can trim down that are not our core capabilities."

In all areas, AMCOM must define the requirements to execute the mission and be able to justify those requirements, he said.

"To be more efficient and effective, we have to know where we are at, where we are going, how we're going to get there and how much it's going to cost," Rogers said.

"We were able to lose 272 positions without affecting the great work force that we have. But everyone sees what's coming on the horizon. We need to hatchet down on trying to find non-labor costs that we can cut. We're trying to articulate how to go about solving the problem before it becomes a problem for the Army."

Rogers would like AMCOM to be a leader in non-labor cost reductions.

"We can be a role model on how the Army should go about cutting costs without cutting effectiveness. If we can do it at AMCOM, then others will follow us," he said.

The good news is that the AMCOM work force is willing and eager for changes that lead to better efficiencies and effectiveness.

"All of our employees have the ability to be forward thinkers," he said. "We asked our employees in a survey if they wanted to change and 92 percent said they did want to change. That's pretty powerful and it's very telling that we are going in the right direction."

On the opposite spectrum, there is also a fear of the unknown related to change. That fear can be overcome through education, the major general said.

"With the Logistics Modernization Program, we really didn't know how it would affect our abilities, how it would affect the supply chain," Rogers said. "And we had to change to accommodate that effect. To overcome the fear of that change, we have to educate employees about what LMP is, how it operates and how it should be used. In the end, it changes the work force in a better way. ... We really need to grab on to the idea that change is good and we need to embrace it."

No matter what budget constraints AMCOM must work under in the future, Rogers is confident the organization and its work force will be successful in the mission.

"Bottom line, we want to be the provider of choice. Ultimately, when a Soldier thinks support he should be thinking AMCOM," he said.

Dunwoody

continued from page 1

provides it," Dunwoody said. "We have tremendous capabilities in this organization. We use leading edge science and technology to give our men and women in uniform the greatest capability. This is an organization that touches a Soldier in every way."

AMC has a reputation for sustaining the strength of the nation by providing war fighters the equipment and supplies needed to have a decisive edge on the battlefield. This global command, with operations in all 50 states and 145 countries, depends on a work force made up of 97 percent civilians, making it the employer of more than one-fourth of all Department of the Army civilians and the largest Department of Defense employer of civilians. Those civilians take an oath of service similar to the creed Soldiers must take. Both are displayed prominently alongside each other at the entrance to the AMC headquarters.

"The American public can be assured that our civilian work force working at the depots, the arsenals, the ammunition plants and all across AMC is as dedicated as the Soldiers. When I see the civilian work force at work I see men and women as dedicated as those in the foxhole," Dunwoody said.

"I am proud of how they make a difference in saving lives and supporting our young men and women in uniform. ... Each understands the importance of what they do to help meet the mission."

While DoD civilians have always been thought of as the continuity and stability behind the armed forces, they have also built a reputation during the past 10 years as innovators, adaptors and leaders of institutional change. With such a large civilian force, AMC is well positioned as a champion for the Army Civilian Corps.

2012 challenges

One of the challenges ringing in with 2012 involves further transitioning, supporting and eventually bringing an end to the war in Afghanistan, which is a much different environment than Iraq.

"It is a land-locked country with only 2 percent of its roads paved and with mountain terrain reaching more than 20,000 feet. For a logistician, it is a Ph.D. level exercise to get people and equipment out after a decade of war," Dunwoody said.

The Army Materiel Command's Responsible Reset Task Force was the lead on the historic drawdown that allowed the Army to ship from Iraq 50 percent of the equipment needed in the Afghanistan surge. The task force is also managing and reassigning tons of equipment through Kuwait, as AMC oversees the Iraq equipment drawdown and reset that can be compared in size to closing down the city of Annapolis, Md., 2 and 1/2 times. Just the

number of trucks involved in the drawdown could stretch in a single convoy from El Paso, Texas, to Washington, D.C., and the number of containers would rise 51 miles high – nine times the height of Mount Everest – if they were stacked atop each other.

In addition, AMC continues to provide support to Army field support brigades and combat support brigades in Afghanistan.

The other major challenge of 2012 and beyond is managing a sharp decline in budget resources.

"We don't want a hollow Army, a Task Force Smith situation (a reference to the first Army ground maneuver unit that entered combat with North Korea without an adequate level of equipment or training to win the mission). We don't want men and women not trained, equipped, ready or prepared to do the nation's bidding," Dunwoody said.

The year will also bring the implementation of the command's Bold Ideas campaign, where employees are encouraged to submit ideas that will lead to more efficiency and effectiveness.

"Good ideas have no rank," the general said.

Welcome to Huntsville

Dunwoody became the Army's first female four-star in November 2008 during a Pentagon ceremony where she also took command of the Army Materiel Command. Prior to that, she served as AMC's deputy commander. During the first two years as AMC's commander, Dunwoody not only oversaw the organization's operations but also prepared its work force for a historical move to Redstone Arsenal.

"It's been a long journey of six years," she said. "We consolidated 31 facilities at this installation, and we are now occupying this building as one organization."

"We took the opportunity with this move to transform the headquarters for the 21st century. We shaped ourselves for the next decade and for the future. Redstone Arsenal is now the center of gravity for AMC. ... About one-third of the leadership of AMC is located here at Redstone. Other tenants here make Redstone a center of gravity for science, technology and engineering, and that compliments what we do in research and development. There's a lot of synergy here."

The Army Materiel Command was welcomed to Redstone Arsenal by one of its 11 subordinate major commands – the Aviation and Missile Command – and one of its separate reporting agencies – the Logistics Support Activity. Joining the center of gravity has been two other subordinate major commands – the Security Assistance Command and the Army Contracting Command/Expeditionary Contracting Command. In addition, the command benefits from an Arsenal neighborhood that includes the Redstone Test Center,

program executive offices for aviation, and missiles and space, and the Space and Missile Defense Command, among others.

As an added benefit, the Army Materiel Command has felt the love and support of the Huntsville/Madison County/Tennessee Valley community, all the way from community representatives from the Tennessee Valley BRAC Committee "selling" the command's employees on a move to Huntsville to the Chamber of Commerce recently sponsoring a Hail to AMC luncheon event.

"From day one, this community and its leaders have reached out to us. They've asked us how they can help. They've made us feel welcome," Dunwoody said. "The impact of AMC on this installation and the community is now just beginning. All senior leadership in the military will visit here. This move has brought global visibility to Redstone Arsenal."

Upcoming in the early days of 2012 will be the annual Sergeants Major of the Army conference, held at Redstone, and a visit from the Army's chief of staff.

Brotchie, who is retired from the Air Force and has had a career in private industry, has been a relatively silent partner in the move from Virginia to Alabama, working behind the scenes to support his wife of 22 years. But he has definitely taken note of the Southern hospitality that has defined their move.

"I hear the things she's involved with all the time," he said. "I have seen how this community has welcomed this organization at such events as Hail to AMC."

"Besides bringing its headquarters here, AMC is also bringing other activities of national significance to Redstone and Huntsville. There's a spill-over benefit with the Sergeants Major of the Army annual event and other major events coming here. Those things don't happen by accident."

Dual-military career couple

The couple met while students at the Command and General Staff College. They became a joint command team at Fort Bragg, N.C., where they married. During the first 10 years of their marriage, the couple continued their individual military careers. Often stationed apart, they kept their relationship going through daily phone calls, and at least one weekend together nearly every month.

"Neither one of us was going to decline a command opportunity to stay in one household," Brotchie said. "We were both very successful in our respective careers and we didn't want to have to compromise. We didn't want to have any regrets."

Dunwoody added: "The first 10 years of our marriage, we were apart five. But we talked every day. He loved the Air Force. I loved the Army. We loved each other and we made it work. The sacrifices associated with it are not easy, and it's not for everybody."

But the two came from similar back-

grounds and they worked for organizations that shared the same values.

"We live those values. We understand the work ethos," Brotchie said. "Everybody has to do it their own way. Some people don't believe enough in their relationship, or they don't have enough confidence or great trust to make it work when they are apart. That is a non-starter."

In 2000, Dunwoody was selected for brigadier general. Brotchie, who was a colonel, decided it was time to retire and enter private industry. He resigned his most recent position to move to Redstone, where he spends his days involved in community activities, supporting his wife and golfing. He is known for reading and editing his wife's speeches, and being a sounding board for new ideas and initiatives.

"It's easier for us to communicate because we both understand each other professionally and personally," Brotchie said. "I don't feel like I'm retired. I stay busy with charitable activities and, as the spouse of a four-star general, the Army certainly has expectations and opportunities for me. I've been retired from the Air Force for 11 years and I probably could write a book on the reactions people have about me being married to a four-star general."

Brotchie is on the board of directors of the Special Operations Warrior Fund, which provides college scholarships to the children of fallen Special Operations personnel. He participates in community activities, and is a resource for Army Community Service.

"We work together," Dunwoody said. "He is always there to support me and he is always there as part of the community. Craig is the reason I'm still in the Army. I wouldn't be here without him. He's a man of integrity, commitment and compassion. He encourages me, counsels me and catches me off-guard by saying how proud he is of me."

Military gratitude

As the Army's first female four-star, Dunwoody has 36 years of military experience backing her up along with plenty of female firsts in the Army.

In 1992, she was the first woman to command a battalion in the 82nd Airborne Division. She was the first female general to serve at Fort Bragg, and the first woman to command the Combined Arms Support Command at Fort Lee, Va. Dunwoody deployed to Saudi Arabia for Operation Desert Storm as a division parachute officer for the 407th Supply and Transportation Battalion, 82nd Airborne Division. She served as the 1st Corps Support Command commander in the deployment of the Logistics Task Force in support of Operation Enduring Freedom, and she has served as the executive officer to the director of the Defense Logistics Agency, and as the Army's deputy chief of staff for logistics.

General

continued from page 23

Dunwoody also comes from deep military roots with a family member serving in every American war since the Revolution. Her father, retired Brig. Gen. Harold Dunwoody, served in World War II, Korea and Vietnam, earning two Purple Hearts. Her brother is one of a long line of West Point graduates, her older sister was the third woman in the Army to become a helicopter pilot, her niece is an Air Force pilot who has served a tour in Afghanistan and her brother-in-law is an Air Force veteran.

Dunwoody does acknowledge that she is a role model for other young women who are pursuing military careers and other careers in male dominated fields. But she wants to stand for much more than that. She wants to stand as an example for all Soldiers.

"I encourage everyone to enter and enjoy the military because it is such a noble profession," Dunwoody said. "Whether you join the military for two, 10 or 36 years, you are a better citizen for being in the military. We will return a better citizen to our na-

tion.

"Those who serve in the military learn that they can do anything, they can be anything. We are fortunate and blessed to be in an Army that gives opportunities to be all you can be with hard work, commitment and dedication."

More than 214,000 women currently serve on active duty (about 20 percent of the total force) and there are more than 1.8 million women veterans in the U.S. But rather than discussing gender-related issues of an all-inclusive Army, Dunwoody prefers talking about the bravery, commitment and dedication of the Army's all-volunteer force.

"We owe such an incredible debt of gratitude to the young men and women joining our military today. They were 7 and 8 years old on 9/11 and they are still joining a military at war," she said. "We also need to extend that debt of gratitude to the families who provide support to those Soldiers through good news and challenging times. I think General (Raymond) Odierno (Army chief of staff) has said it best: 'The Army is the strength of the nation, the Soldiers are the strength of the Army and families are the strength of the Soldier.'"

Breakfast

continued from page 10

Also it's not just the veterans who gave something."

Smith alluded to the family members in the audience who also gave by saying, "They have let their sons, daughters, husband, wives, daddies and mommies serve our country and protect those things we take for granted every day.

"For this I cannot thank you enough. When I think of the entire honor, dedication and bravery in this room my heart stops beating. Without you none of this would be possible. Thank you from the bottom of my heart on this cold day. And thank you to all the veterans, the families and everyone in the community for coming out to support our event."

Following Smith, guest speakers Eagan and Henderson addressed the audience who sat at neatly decorated tables in the gym.

"The servicemembers we honor today came from all walks of life, but they share several fundamental qualities," Eagan said. "They possess courage, pride, determination, selflessness, dedication to duty and integrity. All qualities needed to serve a cause larger than oneself. Many did not ask to leave their homes and fight in distant battlefields. They didn't go to war because they loved fighting. They were called to be part of something bigger than themselves. They were ordinary people who responded in extraordinary ways in extreme times. They rose to the nation's call because they wanted to protect a nation which has given them - us - so much in life."

After going from table to table spending time with several veterans from the Vietnam War and one Pearl Harbor survivor, Henderson walked through the crowd and spoke.

"I'm happy to be with you here this morning," he said. "But I'm even happier that I am having breakfast with my neighbors, my fellow veterans, and people in the community who are important. I can't say anything that hasn't been said before, but if it hasn't been said to you, then let me say it - thank you. Thank you for your service.

"We are an all-volunteer force. We were offered a choice. The men amongst me today did not. And I think that was pointed out that when you were told to go you went and you answered the call. And I'm grateful.

"It does my heart good to see young people such as these who want to take time out to make sure that people are recognized for serving this nation."

Henderson closed his speech by performing an impromptu re-enlistment of Sgt. Nathan Chapa, an air defender with the 1st Space Brigade, in front of an appreciative audience of veterans, family members and students.

Both Henderson and Eagan were presented original pieces of artwork done by high school student Jessica Bangs.

The breakfast festivities came to a close with a cheerleading display from the school's Cheer Team as sixth-grade students engaged veterans and servicemembers in the audience with numerous questions.

Alexis Weiler, a junior at Peyton High School, summed up the morning's events by saying, "I think I speak for all the students and teachers in acknowledging that we were very, very impressed with Col. Henderson and Command Sgt. Maj. Eagan. The colonel's speech was amazing! He managed to include all of the members of the audience - students, veterans and their spouses.

"I have the greatest respect for and I'm very proud of the 1st Space Brigade," said Weiler, the daughter of Chief Warrant Officer Jon Weiler who is assigned to the S2 section of the brigade.

Author

continued from page 12

"The basic concepts from Greg's book are particularly important today, as the Army faces cutbacks in AWC funding authority, while still in a wartime operating environment," said Rick Turner, who worked with Parlier at AMCOM in the early 2000s, and now works with him at Sigmatech in support of the IMMC CBM office. "As Greg points out in his book, it is critical that we reduce both demand uncertainty and variability at the point of consumption, where the 'rubber hits the road.' Knowing what is happening at the point of demand is important to our ability to influence readiness. We will only get better at demand forecasting and stockage policy decisions when we understand the causes and have the visibility of effects across the entire supply chain. We must reduce system-wide aggregate variability in lead time demands in order to save taxpayer dollars and not risk readiness."

Military offers opportunities of a lifetime

Three-star general and wife appreciate Army experience

By KARI HAWKINS
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For the Formica family, commitment is a two-way street.

Just as Diane Formica committed to support her husband, Richard, in his career as an Army officer, he, in turn, committed to support her passion for teaching in the classroom.

Now, just a few days shy of their 29th wedding anniversary, this three-star general and his wife are still very much in love with each other, with the military family they have raised and with the idea of working together as an Army command team.

“Being stationed at Fort Hood (Texas) early in our marriage was a pivotal assignment for us,” said Lt. Gen. Richard Formica, commander of the Space and Missile Defense Command/Army Forces Strategic Command.

“It was a formative family and career assignment that really forged together this notion of a command team that worked there and has worked for us ever since. What we do is a family event. Just as she committed to being my spouse, I was committed to her.”

In the year that they have been stationed at Redstone Arsenal, this command couple has made a name for themselves in support of Survivor Outreach Services, Army Community Service and other Arsenal organizations. While Formica leads an organization known for its work in space and missile defense technologies, he is also encouraging his employees to get involved in their communities. While Diane Formica supports her husband’s work and volunteers in the community, she is also continuing her love for teaching at Country Day School.

In Formica’s nearly 35 years of service, Redstone Arsenal has turned out to be one of their best assignments. It’s a city that loves its military, supports its families, and values its children, education and quality of life amenities.

“This is a patriotic town. It’s easy to love America in Huntsville, Ala.,” the lieutenant general said. “There is a natural connection here between the military and the community. I’ve been surprised and pleased with the quality of the community, the level of support for the military, and the interaction between the



Photo by Kari Hawkins

Lt. Gen. Richard Formica and his wife, Diane, have dedicated themselves to the military life. After raising four children in the military, they are now enjoying the twilight of their professional lives, and hope to encourage other military families to be successful by keeping a good balance between careers, family responsibilities and volunteerism. On the wall behind them is an historical picture of the chapel at Fort Sill, Okla., where they renewed their vows after 20 years of marriage. They will celebrate their 29th wedding anniversary Jan. 8.

community and the post.”

The Formicas have been especially surprised with the support the Arsenal receives from the local community. They were impressed with the size of both the parade and the crowd at the 2011 Veterans Day Parade, where Formica was the reviewing officer. They are in awe of a community that just dedicated a first-class Veterans Memorial in downtown Huntsville on Veterans Day.

“This is one special town. People here really turn out to support the military,” Formica said.

Army good to families

Through the course of Formica’s career, the family has lived in some 14 different communities. Together they raised four successful children – Jeff, 27, who lives with his wife and two children in Virginia; Jonathan, 26, who lives with his wife and three children in California; James, 24, who lives with his wife in Dallas; and Michelle, 22, a 2011 college graduate who is working in a local retail store and planning her June wedding to a Marine corporal who is deployed to Afghanistan.

“The Army has been very, very good to us,” Formica said. “I have concluded

that I came into the Army to meet Diane and raise this family. I believe in providence, not coincidence.

“We have raised four children in the Army. With the Army’s help, we’ve raised a family through all the hardships of service and all the challenges of being an Army family. But it’s not about how challenging it is. It’s about how good it’s been for us.”

The Formica couple met when Diane, who was raised in an Army family, was attending the University of Kentucky. Her brother, an Army captain, was taking the advanced officers course in Oklahoma and needed a babysitter for his two children during a few weeks in the summer. Diane drove to Oklahoma to babysit, and met her future husband at a softball game.

“I was talking to her brother about who we could fix her up with while she was there. I didn’t even think about fixing her up with me. But when I met her, I fell in love at first sight. That was in June and we were engaged by September,” Formica recalled.

For Diane, her future husband made a good first impression.

“He had a sense of humor and he was

very much a gentleman,” she said.

“We just hit it off from the first,” Formica said. “Not only was she beautiful, but our relationship just got better and better. I was smitten. I was literally smitten.”

During the fall, Diane finished college while Formica took an assignment at West Point. The two wrote letters to each other, talked on the phone and had a few visits. They began their journey as a married Army couple on Jan. 8, 1983.

Rules for happy marriage

From the beginning, the couple had some specific rules that many happily married couples follow. Open and frequent communication was a must. Celebrating birthdays and other special family dates was also a requirement, even if the actual celebration had to be moved to accommodate a schedule. Being together – and not geographically separated by assignments – was a top priority.

“Early on, we decided we would go wherever we had to go as long as we could go as a family,” Diane said. “We would go as a family and make the best of every assignment. It was important for us to be together.”

Their first assignment – together at the U.S. Military Academy at West Point – left the family with two young children, a dog and a station wagon. Their next assignment – that pivotal one at Fort Hood – produced two more children, and found Diane pursuing her passion as a teacher with a part-time job as the director of the children’s ministry at a local Methodist church and volunteering in the military community. Fort Hood set the pace for the Formica’s military journey as they went from assignment to assignment. Throughout that career, Army Community Service and family readiness groups were areas where Diane enjoyed volunteering.

“I always tried to show to young families that you have to be yourself and have to do things you enjoy doing or that you want to do for the right reasons,” Diane said.

“I always felt that volunteering in the community was important, but I didn’t have to do everything. I could pick and choose what I wanted to do, and where I could do the most. Everybody’s got a niche. I found time for things where I felt I could make a difference.”

Formica shared that same message with the Soldier leadership that worked for him.

“I would tell them that the Army is a

See Family on page 33

Radar whiz focuses on retirement life

By BETH SKARUPA

Staff writer

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Fifty-six years is a lot of time to give to government service, but Sam Uptain said he always planned to continue working for as long as he could contribute and have fun. Now he is ready to retire and dedicate his time to other worthy causes.

"I'm looking forward to retirement. My wife likes me being home and we'll have more time to travel and visit with our grandchild in Minneapolis," Uptain said.

Uptain and his wife Genie have two sons: Scott and his wife Rochelle live in Madison with 5-year-old Tyler and 3-year-old Jackson; Kevin and his wife Chrissy live in Minneapolis with 3-month-old Emmett.

Spending time with his grandchildren is first on Uptain's list of things to do. Others include volunteering through his church to teach children to read and traveling overseas. Uptain eventually wants to go on some tours of Ireland, Scotland and England with his wife. He said they have already been to France, Russia, Italy and China.

Uptain began his career at Redstone Arsenal in 1955 as a college student working through the cooperative education program for what was then the Ordnance Missile Labs.

"The commander was a colonel



Photo courtesy of Ellen Smith

Sam Uptain, a radar expert for the Missile Defense Agency, retired in December with 56 years of service.

and the von Braun team was a part of it," he said. "We did a lot of design and propulsion systems. Then they

church and community.

When asked what she found most challenging about her job, Caudle replied that she would like to say balancing the heavy workload with the hours required to maintain a family, but she said she did not have a balance of work and family.

"One good thing is, only after I worked here all those years did I get more of a sense of making a difference for these generals. Since 1994 I've been able to feel like I was making it easier for them to help the Soldier. Before that I was just working to work. It's a good feeling, knowing that you're helping," she said.

Now she's ready to step away from it all and take time to see old friends, enjoy her hobbies and grandchildren, and maybe even go to Disney World some day.

started NASA and all of the chairmen went over there. Eventually they started the Missile Command and I worked in RDEC, in Circuit Designs, starting out."

He was a student trainee specializing in power supply design for telemetry systems from 1955-61. He worked for Hardware Testing which eventually changed over to the Defense Advanced Research Project Agency/Strategic Technology Office. Uptain said his early work was with Over the Horizon systems. From 1967-85, as a member of what was then the Missile Command DARPA Projects Office, he was the project manager for dozens of DARPA/STO sponsored technology programs.

Beginning in 1985, he became lead government engineer for microwave hardware. Since then he has been the lead microwave engineer for the Terminal Imaging Radar Project Office, the Ground Based Radar Project Office, the Terminal

High Altitude Area Defense Radar Product Office, and the lead antenna engineer for the Fixed Site Sensor Product Office and the Deployable Sensor Product Office. In addition, Uptain served on the Radar Trade Study Concept Team. He also was the government TPT lead for the BoB Module and the THAAD radar antenna.

"One of my major contributions has been the invention of the antenna lattice rotation technique to greatly reduce the grating lobe radiation intensity of the GBR-X Radar limited field-of-view antenna," he said. This technique was also used on the GBR-

P and SBX radars. Uptain explained that without this technique radar with LFOV antennae could not have been based on Kwajalein Island or the European Midcourse Radar at the Czech site due to human safety issues.

Uptain also served as the manager of the Family-of-Radars Technical Proposals Evaluation Team, leading to the award of a \$450 million contract to design, fabricate and test the THAAD and the GBR-P radars. He also was a contact for finalizing the THAAD Prototype Radar specifications.

"I enjoyed all those spots: designing and testing, working on strategic technologies, working in a project office that managed the development and fabrication of the AN/TPY-2 Radar that's vital to our national defense, and working with such great people, both government and contractors," he said.

Throughout the years, MICOM became the Aviation and Missile Command and Uptain ended up working for Strategic Defense Command and the Missile Defense Agency. His entire career was based at Redstone Arsenal or on government property in the surrounding cities of Huntsville and Madison.

Uptain especially enjoyed his retirement luncheon Dec. 20. He noted that it meant a lot to him that many of the people he worked with over the years attended, including Paul Breeden and Bill Guzak. Co-worker Bob Cashion was unable to attend the luncheon, but sent a note of appreciation that Uptain shared.

"I have so much enjoyed working with you over these years," Cashion wrote to Uptain. "The AN/TPY-2 has been a very successful radar, and you deserve a lot of credit for being the government lead for all things RF. I was thinking how amazing it is that your career started before the invention of the transistor, yet encompassed the most advanced solid state devices!"

Although Uptain looks forward to retirement, he said he definitely will miss working with all of the great people he has gotten to know over the years.

Retiring

continued from page 16

with her husband Jay and 4-year-old Jack; their son Matt and his wife Maureen live in Murfreesboro, Tenn., with 9-year-old Kate and 8-year-old John Owen; and their daughter Jennifer lives in Charlotte, N.C., with her husband Brian and 3-year-old Lucy Caroline.

Although she may get involved in something eventually – she said she has had some offers – she is going to take awhile to relax before making any decisions. "I need time for me, time to pursue other interests," she said. Those other interests include entertaining, trying her hand at painting again, volunteering in her "little Main Street" in Fayetteville, and getting involved in her

Honor comes in the gift of a puppy

Wounded warrior receives pet dog

By **KARI HAWKINS**
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A warm hug can be a great gift. And when that hug is shared between a big-pawed black puppy with an Army scarf wrapped around its neck and a wounded warrior who likes to go duck hunting, it becomes an extra special gift carrying the promise of future play-times, hunting expeditions and companionship.

Chris Bradford, a 26-year-old medically retired sergeant who suffers from traumatic brain injury associated with a 2007 mortar round attack in Baghdad, Iraq, was the recipient of a Labrador retriever puppy presented by a Florence breeder during a brief ceremony at the Huntsville-Madison County Veterans Memorial just before Christmas.

"I don't know if it's a boy or a girl. But I do know I will take it duck hunting," Bradford said before meeting his puppy. "I've always wanted a lab. They are beautiful and smart, and they're made for duck hunting."

The wounded warrior's initial meeting with his puppy – a boy – was some-

what subdued. But once Bradford got the puppy in his arms, he beamed with joy while the puppy licked his chin and cuddled underneath his arm.

"It's awesome," Bradford said. "He likes me already. I will name him Bear or Buck. We'll have to see his personality first before deciding on the name."

Bradford received his 9-week-old puppy from Cypress Creek Labs of Florence. The family company breeds, raises and sells Labrador retrievers, and makes two donations of the puppies each year to wounded warriors or the families of a fallen Soldier. This time the donation happened to be to a local wounded warrior.

"The gift of a puppy can't heal a Soldier or take the place of a fallen Soldier. But it can offer companionship. Dogs can help with rehabilitation, in a way. And it can make families feel better" after the loss of a servicemember, said Paul Dunstan, owner of Cypress Creek Labs.

"We breed very high-end, trainable animals. The one Chris is getting was actually the pick of the litter. We picked out the best one for what Chris wants for him to do."

Dunstan found Bradford by first contacting Erika O'Dell of WAAY-TV, who, in turn, contacted the Semper Fi

See Puppy on page 31



Photo by Kari Hawkins

Wounded warrior Chris Bradford exudes joy over the special gift of a Labrador retriever puppy presented to him at the Veterans Memorial by Cypress Creek Labs.



Photo by Spc. Kristina Truluck/55th Signal Company

Information gathering

U.S. Army Sgt. Lidya Admounabdfany writes down information from a local woman at the Woman's Center near the Zhari District Center outside of Forward Operating Base Pasab, Kandahar province, Afghanistan, Dec. 17. Admounabdfany is a member of 3rd Brigade, 10th Mountain Division's Female Engagement Team and is gathering information from women so the FET can distribute blankets and winter clothing to the women and their families.



Courtesy photo

Raising funds for fallen Soldier

When Redstone Test Center heard the Volunteer Chapter AAAA was holding an event for the public to raise scholarship funds in honor of Chief Warrant Officer 3 William Flanigan, they were the first to sign up for a static display of the HH-60M Black Hawk helicopter. Flanigan died while flying a combat mission in Afghanistan in July 2006. "William was my roommate in Afghanistan and a close friend," said Daryl Hawkins, a contractor for Tyonek Services Corporation servicing the center. In addition there was a reunion of the 465th Aviation Detachment, comprised primarily of Vietnam veterans. Pictured is the Redstone crew being greeted by organizers of the event.

High school students get to try engineering waters

Program provides work experience

By **AMY GUCKEEN TOLSON**

Staff writer

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MADISON – When the school bell rings, instead of heading to their next class or study hall, students in the Engineering for Tomorrow Academy at Bob Jones High School head out into the real world for some hands-on learning.

“We want school to be applicable, right out of the starting gate,” said Jeremy Raper, engineering instructor at Bob Jones.

It doesn’t get much more applicable than working in the career field students actually aspire to, and that’s exactly what seniors get to do as part of the academy’s internship program. For 12 weeks, students spend nearly half of every school day in the workplace, learning about their field of study through hands-on experience and interactions with the men and women that make up the surrounding community’s engineering work force.

“We are the number one supplier to UAH, Calhoun, Alabama, Auburn, UAB and the majority of students go into engineering, but less than 40 percent actually get a degree in engineering,” Raper said. “So they’re getting there, they want to be an engineer, and discover maybe that’s not what they meant for it to be. We tell them what engineering is before they actually go off and do it. We designed this so it is applicable. This is what you need for that next step in college, this is what you need for that next step to work on the Arsenal or wherever.”

Seniors that opt to participate in the academy’s internship program have taken both principles of engineering and advanced engineering courses at Bob Jones, where they learn computer programming, drafting and other applicable concepts to help them prepare for their internship. Those students that then have the availability in their class schedule to spend half of the day interning, work at participating businesses, such as SAIC, in the surrounding community, in the unpaid internships from 12:45 to 4 p.m. each workday. Since the internship program’s inception, the program has exploded from seven students to 20 last year, and more than 40 this year, securing the Rocket City’s continued legacy as a leader in the field of engineering.

“Our goal for the engineering academy is to provide the next generation of engineers, so we really see it as an investment for the city of Madison and the city of Huntsville,” said Jessye Gaines, engineering instructor and coordinator of the program at Bob Jones.

For Ikenna Ugwuegbulam, who interned at SAIC this fall, the experience helps pave his way for a future career in computer engineering.

“I believe anything is a learning experience, it doesn’t matter what you’re doing or where you are, it’s just an experience in itself,” Ugwuegbulam said.

Over the course of his internship, Ugwuegbulam worked with Unity, a game development tool, in which he learned how to make videogames and program simulations.

“It’s given me a viewpoint on the game development process,” Ugwuegbulam said of his internship. “It’s not easy, there’s a lot of patience you need to have. It’s given me insight on how to make games and how the military uses simulations.”

The lessons interns learn go far beyond the actual engineering students do, but also include workplace etiquette, from dressing for the office, being on time, interacting with co-workers and more.

“This will be my first formal work experience,” Ugwuegbulam said. “It’s taught me a lot about the workplace, from social interactivity to how people work amongst each other, valuable experience.”

That valuable experience will be something students carry with them into a competitive work force, granting them a leg up when it comes to vying for scholarships and co-op jobs in college.

“They are leaving as high school students with a resume that most people do not have until after they get their first job,” Gaines said.

Perhaps best of all, the experience the students list on their resumes will have nothing to do with getting coffee or answering phones, but actual, real life engineering situations.

“While the students are carrying out projects that benefit the educational mission of the school, they are also receiving professional advice and direction, us-

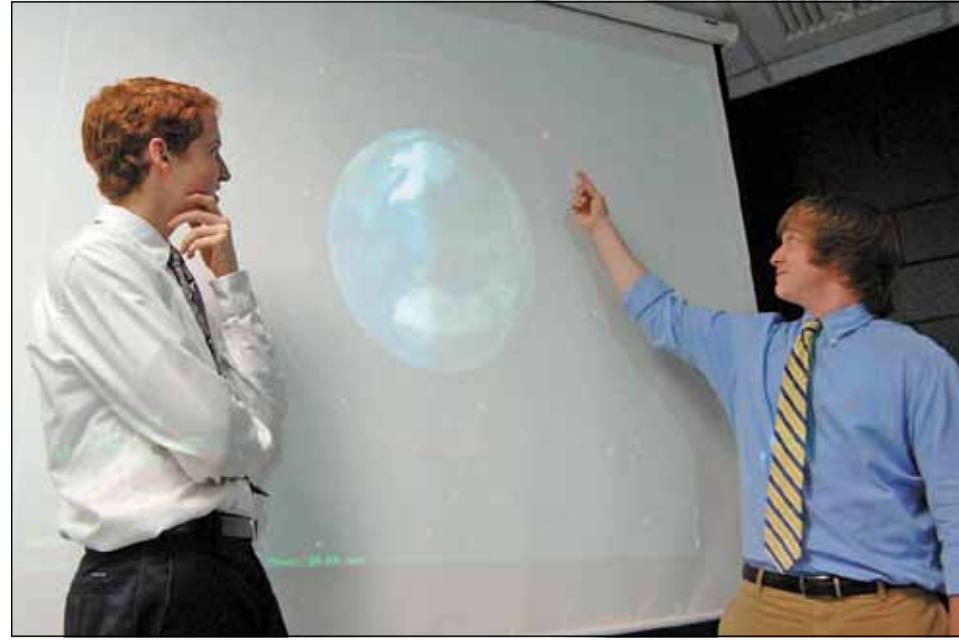


Photo by Ellen Hudson

Chris Elegante, left, and Trey Reed present their SAIC project to their engineering internship class Dec. 15 at Bob Jones High School.

ing state-of-the-art tools, and getting exposure to current areas of interest in the Huntsville technical community,” said Deborah Patterson, geometric modeling section manager at SAIC. “They have the opportunity to test drive a particular engineering field to ensure it is an area they would like to pursue a degree in before they enter college. These students are also establishing professional relationships with companies that they may have the opportunity to work for in the future as an intern or eventually a full-time employee.”

The rewards of the program extend far beyond the student, but also help transform the companies that are willing to take them under their wings. At SAIC, interns have mentors who work directly with them. By the end of the semester, both the interns and the mentors walk away with a new way of thinking.

“By understanding how the students perceive and work within their world, they show me how to communicate with the younger generation, including my own kids,” said Andy Sharples, of SAIC, who worked with the interns. “They come at problems from a different vantage point and help uncover solutions to problems because of their different perspective. By guiding the students’ work in a specific area, I benefitted professionally because they were advancing my own understanding of that area.”

For participating companies, it’s a win-win situation: bring in a fresh set of eyes and ears to help address challenges in engineering now and foster a future generation of engineers, all at the same time.

“SAIC is one of Huntsville’s leading employers and we pride ourselves in making positive contributions to the community,” Patterson said. “Partnerships with local schools is one attempt to not only enhance the quality of the educational experience for our local students, but to likewise expand their understanding of career possibilities and develop their talent in those areas.

“In the end, it is a small investment which promises a tremendous, long-term payoff for our local community and the national priorities which are managed in North Alabama. The partnership with the E4T Academy at Bob Jones is a great opportunity for us to participate in this development. The students we’ve mentored for the last three semesters are bright, talented, enthusiastic and eager to learn. SAIC and other engineering firms throughout Huntsville have the opportunity to introduce these students to a variety of engineering disciplines and how they are applied in real world situations.”

“These students are our future, and any time knowledge can be passed to the next generation is an opportunity that should never be passed up,” said Jason Smith of SAIC, who worked with the interns.

Command invites support of industry

Corporate briefings share opportunities

By **KARI HAWKINS**
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New business was the topic of discussion during the annual Advance Planning Briefings for Industry on Dec. 15 at Bob Jones Auditorium.

Although new business was the focus, the day's presentations also gave more than 500 business registrants an up-close view of missions, goals and objectives of the Army's organizations at Redstone.

"The feedback that we've been getting is that the day has been informative," organizer Cheryl Wise, of the Aviation and Missile Command's Operations Directorate (G-3), said.

"This conference gives industry and academia the opportunity to be aware of future business opportunities in aviation and missile technology."

The day's program began with opening remarks from AMCOM commander Maj. Gen. Jim Rogers and continued with presentations from the program executive offices for Aviation, and Missiles and Space; Army Materiel Command Small Business Programs; Army Contracting Command; Letterkenny and Corpus Christi depots; Redstone Test Center; Logistics Support Activity; and the Security Assistance Command. The theme for the conference was "Soldiers First: Partnering to Improve Efficiency and Effectiveness!"

The purpose of the conference, Rogers said, is to facilitate and maintain an active and ongoing dialogue with current and potential contracting partners. That purpose was evident in all the briefings, including those done by executives with the program executive offices of Aviation, and Missiles and Space.

"There is opportunity for you. If you have an idea that will help, there is business out there for you," said Dennis Williamson, assistant program executive officer for operations, Program Executive Office for Aviation.

There are business opportunities throughout the aviation field, he said, including in the areas of platform design and structures, engine and drive trains, aircraft and occupancy survivability, maintainability and standards, aircraft weapons and sensors, and unmanned/optically manned systems.

While the future of aviation systems



Photo by Kari Hawkins

Robert Martinez, left, the Redstone liaison with Corpus Christi Army Depot, talks with Paolo Longo of Casto Information Management Systems about business opportunities associated with the depots that support the acquisition, management and sustainment work performed by the Aviation and Missile Command. In the background is Travis Curtis, the Redstone liaison with Tobyhanna Army Depot.

is seeing the end of an era for some aircraft – such as the Huey helicopter that was first put into service in Vietnam, flew in Desert Shield/Storm, and now has only 40 aircraft in the Army's inventory – while other aircraft are being modified to create extended lives, such as the Black Hawk, introduced in 1979; and Chinook, introduced in 1962.

Yet, the basic designs of most of today's in-demand aviation systems are nearing crucial lifetime milestones. In 2025, the Chinook helicopter will be more than 70 years old while the Black Hawk, Apache and Kiowa helicopters will all be nearing 50.

"We can't take 15 to 20 years to get a replacement" for these systems, Williamson said.

In the meantime, those basic designs have experienced many modifications over the years and have grown their reputations as being valuable commodities on the battlefield.

"Our readiness rates are high. Aviation is high. We're flying a lot of hours and meeting the mission," Williamson said, adding that the Army's aviation systems topped the 5 million combat hours mark in November. "That's



Photo by Kari Hawkins

Leonard Iseldyke, left, of D2 Team-Sim Training Company, writes down business information provided by James Goins, right, the outgoing Redstone liaison for Letterkenny Army Depot. Also talking business opportunities in the background are Robert Folts, at left background, with Manufacturing and Industrial Technology, and Jason Harris, the incoming Redstone liaison for Letterkenny Army Depot.

huge, absolutely huge."

In the area of tactical and air defense missile systems, the nation's challenging budget situation still provides "targets of opportunity" for capabilities the war fighter can use in defense of the nation, said Dr. Charles Lind,

chief of staff for the Program Executive Office for Missiles and Space.

Lind reviewed the Army's arsenal of missile systems, saying that work needs to be done to create unity among the systems in both capabilities and communications.

"We need to think outside the box. We need to be efficient. We need to be effective," he said. "We need to look at all the components and the capabilities that go across each system. We need to take those capabilities and fold them into one entity or one product that does all things."

The program executive office is looking closely at ways to "improve existing capabilities to meet and defeat growing threats within our existing constraints" by encouraging competition, transitioning contracts from cost plus to fixed price and optimizing test opportunities, among other things.

"We have to adapt to the fight because the enemy is adapting, the enemy is learning," Lind said. "Our resources are limited. But if we can work together as a team we can become more effective and more efficient. ... Opportunities exist across the entire acquisition cycle as we always keep Soldiers first."

Conference participants expressed their appreciation for the Aviation and Missile Command's initiative in providing insight into the challenges Arsenal organizations are facing in program and budgetary management.

"I think this is a good forum," Randy Cochran of Lockheed Martin said. "There is good interchange between industry and government program offices. We are getting better visibility of what's upcoming in business opportunities."

Although some industry representatives said they would have preferred more detailed information on specific future business opportunities, others said the conference was valuable in more ways than one.

"The information has been very helpful in planning for the future," John Limperis of Business Development Solutions said.

"But I have especially liked the networking opportunities of this conference. The networking has been fantastic. Even though it looks like program funding is slipping to the right, the conference has been beneficial because of the access to the depots and the program executive offices, and to the program managers. We have more access today than we used to have."

Puppy

continued from page 28

Community Task Force for assistance in locating a local wounded warrior who would want a lab puppy. The task force, which sponsors the Heroes Week every fall to coincide with Veterans Day, contacted its list of local wounded warriors to find the right one for a dog donation.

"We asked the wounded warriors if there was anyone interested in the special gift of a Labrador puppy," Dave Bonwit of the task force said. "We got two responses. Chris was chosen because he could give the puppy a good home and he really wanted the dog."

O'Dell reported on the donation for WAAY-TV.

"Thanks to her we were able to find you," Dunstan told Bradford during the gift presentation.

"I'm just so happy I was able to connect these people," O'Dell said. "These are the kind of stories you want to do. There's so much bad, especially with fires and murders this time of year. It makes me feel good to be a part of this and to be able to tell this story."

When the request came in from Dunstan, O'Dell turned to others in the

WAAY-TV newsroom for help. She knew if the television station put out a request for the donated dog it would be inundated with candidates that would have to be checked to make sure they qualified to receive the gift. By going through the Semper Fi Community Task Force, O'Dell knew it would be much easier to find a qualified wounded warrior or fallen Soldier family. She is happy with the result of the search.

"I love dogs, so I'm so excited Chris is able to start this adventure with this new puppy," O'Dell said.

Bradford served with the 2nd Brigade, 1st Infantry Division in Baghdad. His unit was part of the 2007 surge that increased the number of troops to provide security during one of the most tumultuous and violent periods of Operation Iraqi Freedom. Bradford wears a bracelet that lists the names of his fallen comrades, and the Japanese symbols for faith and family are tattooed on his left arm.

"We were the first unit there for the surge," he said.

"In April 2007, I was on a dismount patrol with another Soldier. A mortar round was thrown between us. It blew out my eardrum and gave me a concussion. I also had some shrapnel."

After two weeks of medical treatment, Bradford returned to his unit and completed his deployment. The symp-

oms of traumatic brain injury became evident once he got back to the states, and he was medically retired after seven years of service. He left the Army, and underwent vocational rehabilitation at Calhoun Community College and Athens State University.

Today, Bradford, a Huntsville native, lives in Madison and works at the call center for West Corp. He is hoping to eventually get a job on the Arsenal. His current position doesn't pay well enough for him to afford the cost of purchasing a registered Labrador retriever and all the expenses that go along with it. He also supports his wife Malorie and 2-year-old son Aidan on his salary.

Besides the gift from Cypress Creek Labs, Bradford and his puppy will benefit from a lifetime of veterinary services provided by Muscle Shoals Animal Hospital.

"We got involved with his initial care," veterinarian Kristy Clopton said. "We expect him to live a long and healthy life, and we will provide all his annual check-ups. We just want to be there for Chris and the puppy as much as we can."

In addition, Merial Heart Guard and Frontline will provide 18 months worth of heartworm and flea protection; Petco in Florence donated a dog crate; and Blue Buffalo donated 50 pounds of pup-



Photo by Kari Hawkins

A Labrador retriever puppy can bring comfort and companionship to wounded warriors or to families of fallen Soldiers. Each year Cypress Creek Labs donates two of the puppies to those who are working to overcome the pain and loss of war.

py food.

Following the brief ceremony at the Veterans Memorial, Bradford was eager to get his new puppy home to meet the rest of the family.

"My wife is happy that I'm finally getting the dog that I've always wanted," he said. "And so am I. The house is already kid proof, so it's puppy proof, too. I think this puppy will fit right in at home."



Photo by Melody Sandlin

Retirement honors

Philip Roman, deputy director of the Army Security Assistance Command's CENTOM regional operations, retired with more than 35 years of federal service during a ceremony hosted by USASAC commander Maj. Gen. Del Turner. Turner presented Roman with the Meritorious Civilian Service Award during the Dec. 2 ceremony at Bob Jones Auditorium.



Courtesy photo

East Limestone visit

From left are East Limestone High student Zach Craver, AMCOT G-3 operations research analyst Norman Dean, student Andrew Uselton and math teacher Laura Haggemaker. Dean spoke to the Math Club at East Limestone High regarding careers that their interest in mathematics can bring. His appearance was part of the AMCOT Army Education Outreach Program.

Win or Lose

Army basketball team edges Dartmouth

WEST POINT, N.Y. – Julian Simmons' 3-pointer with 1:51 left capped a 10-1 run that brought Army (5-7) back from a six-point deficit, and the Black Knights hung on for a 67-64 win over Dartmouth (3-9) on Dec. 21 at Christl Arena. The Black Knights led by as many as 11 in the second half.

Army won its second straight game, its first back-to-back wins since January of last season.

Army led 43-32 with 13:51 to go, but Dartmouth scored the next nine points to trim the deficit to just two points. The Black Knights were able to stretch their lead back to five, but again the Big Green had an answer, scoring 17 of the next 23 points to claim a 58-52 lead with 4:30 to go.

Simmons started Army's comeback with his first 3-pointer to cut the lead in half, and junior forward Ella Ellis brought the Black Knights within one at 58-57 with a pair of free throws with just less than three minutes to go. Dartmouth made one of two free throws to take a two-point lead, but Ellis tied the game at 59-59 with 2:18 to go. After a Big Green miss, Simmons buried his second 3-pointer to put Army on top 62-59, a lead it would not relinquish. The Black Knights made five of their six foul shots, three by Jason Pancoe and two by Simmons,

in the final 37 seconds to ice the win. Simmons drained a pair with eight seconds to go that set the final three-point margin.

Dartmouth had one final chance, but Jabari Trotter's 3-point try drew iron as the buzzer sounded, sealing the Army victory.

Ellis and Pancoe each scored 20 points. It was Pancoe's first career 20-point effort and the first time Army had two players score at least 20 in the same game since Ellis (22) and Jeremy Hence (26) did it against Bucknell in last year's regular-season finale. Pancoe hit 7-of-9 shots, including a 3-for-4 day from the 3-point line, grabbed four rebounds and handed out four assists while committing only one turnover in 30 minutes of work. It was Ellis' fourth 20-point game of the season and his second straight 20-point outing.

Simmons rounded out Army's top scorers with 13 points, including eight during Army's comeback. Junior forward Jordan Springer grabbed a team-high seven rebounds.

Dartmouth had five players in double figures led by R.J. Griffin's 15 points. Griffin hit four of the Big Green's 12 3-pointers. Jvonte Brooks had 13, while Trotter, John Golden and Mack McKeahey each had 10. Gabas Maldunas led all players with nine rebounds.

Army rebounded from a 33.3 percent shooting effort in the first half to hit 41.2 percent of its shots for the game. The Black Knights held a distinct advantage at the foul line, hitting 17-of-21 attempts, while Dartmouth made just eight of their 17 free throw tries.

Pancoe and Ellis combined to shoot 66.7 percent (12-18) overall and 55.6 percent (5-9) from 3-point range. The rest of the team was 9-for-33 (.273) overall and 3-for-11 (.273) from deep.

Both teams combined to miss their first five shots before Trotter started the scoring with a 3-pointer to put the Big Green on top with 18:23 to go. Sophomore guard Josh Herbeck answered with a three of his own to tie the score, but the Big Green regained the lead at 5-3 on a jumper in the lane by Brooks. Army scored the next five points to take its first lead of the game and extended its advantage to 11-7 on Pancoe's second 3-pointer of the half with 15:09 left in the opening period.

Army went cold from the field, missing its next six shots as Dartmouth scored the next 10 points to take a 17-11 lead with 10:59 left. A pair of free throws by Ellis stopped the run and started a 10-0 run by the Black Knights that pushed them back in front by four at 21-17 with 8:04 to go. Pancoe scored five during the spurt and Simmons added an old-fashioned three-point play.

Dartmouth answered with five straight points to go back on top at 22-21 with 4:34 left in the half. Ellis drilled his first triple of the half to put Army back in front. Griffin hit his second straight 3 to swing the lead back to the Big Green and start a 6-0 run that made the score 28-24 with 6.3 seconds left. Army missed both its field goal tries and turned the ball over three times during the run. Dartmouth missed the second of a two-shot foul, and Simmons was able to secure the rebound. He handed off to Pancoe who raced up the floor and hit a pull-up jumper as time expired to send the Black Knights into the locker room down just two points, 28-26.

Pancoe led all players with 13 points in the first half, including three 3-pointers. Trotter and Griffin led the Big Green with seven points each.

Army was 5-for-11 (.455) from 3-point range in the first half, but made only four of its 16 (.250) shot attempts from inside the 3-point line. Pancoe was 5-for-5 from the floor in the first half, while the rest of the team was 4-for-22 (.182).

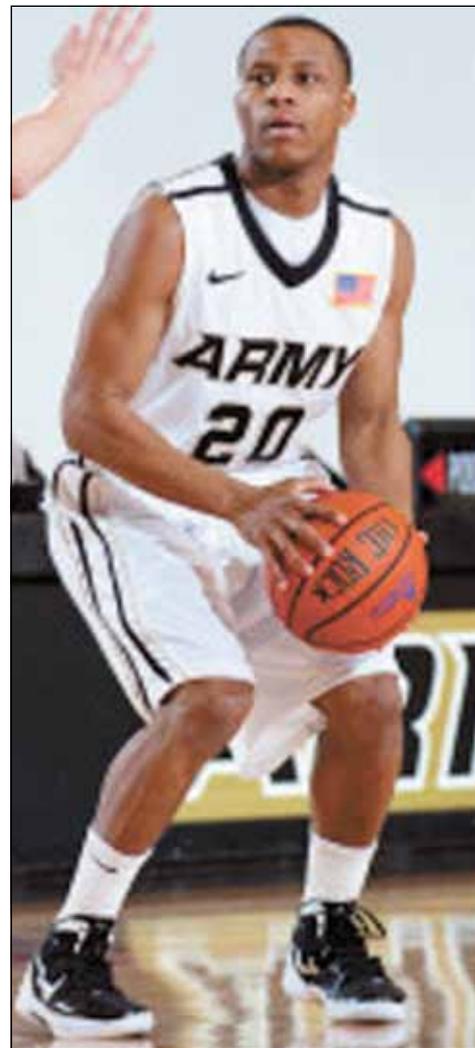


Photo from goARMYsports.com

Julian Simmons scored eight of his 13 points in the final 4:04 to lead Army's comeback.

Griffin scored the first basket of the second half to put the Big Green on top by four, but Army reeled off a 15-2 run, including six by Ellis, to take a 43-32 lead with 13:51 left. Springer capped the run with a three-point play after an emphatic dunk.

David Rufful started the Big Green comeback with a 3-pointer from the corner. Dartmouth scored nine points on three straight possessions. A pair of 3-pointers as the shot clock expired also aided the Big Green effort.

This game marked the eighth time in the last 18 meetings between the two teams that the margin of victory has been three points or fewer. (*goARMYsports.com website*)

Family

continued from page 26

family and whatever you choose to do as part of that family we would take," he said. "What a spouse chose to do or not to do did not affect how I treated a Soldier or how I felt about a Soldier."

With the right mix of communication, attitude, support and spousal commitment, Diane was able to work outside the home as a teacher, raise her children, be active with her husband's unit and attend social events. It was a busy time for the family, but one they found rewarding.

To better manage their household, the couple spent time every Sunday going over the family calendar for the week. They also made it important to have special times with just the two of them and they maintained balance between professional, family and volunteer obligations.

"I've always felt very balanced," Formica said. "Even if I don't appear to be balanced, as long as I can achieve those things that are important to me and my family then I believe I am in balance. And the most important thing to us, as a couple, was investing in each other's lives."

Building resilient families

Now, as a senior military couple, they want to be role models for other military couples who want to make a difference for their fellow Soldiers and their families.

"This is now our opportunity to give back. The Army has been good to us and we want to give back," Formica said.

The couple would like to encourage other military families to stay strong, and to find ways to bind themselves to each other through values and hopes and dreams.

"Our families need to stay strong because the essence of life is in our families," Formica said. "Strong families share joy and endure hardships better together. There are lots of challenges in the military life. There's the challenge and stress of long deployments. There are worries about the Soldier's safety and welfare. All of these are best endured by strong families. When tragedy strikes, our experience has been that strong families of faith tend to endure better."

Diane said Army Community Service and the Army Family Team Building initiative along with Army chaplain's Strong Bonds and family readiness groups continue to provide programs to build and solidify a Soldier's family unit. These programs got exceptionally strong during the past 10 years when families needed help to endure multiple deployments. But now as the war in Iraq ends and the war in Afghanistan begins to wind down, Army family programs will once again need to shift to help families become more dependent on each other, the Formicas said.

"How do you build ready families that can sustain themselves and not be depen-

dent on support? Families have come to feel entitled to programs to help families endure multiple deployments," Formica said. "But as deployment stresses back off and budgets tighten, families will need to become resilient families that can take care of themselves and be less reliant on programs."

Challenges of military life

The Formica couple acknowledged that military life does bring its challenges and difficult times. During their frequent moves, their children have gone to both good schools and not so good schools, and they have lived in great communities and not so great communities. They have lived overseas in a remote area of Germany where they were among the few who spoke English, and they have endured Formica's multiple absences, including a 2004-05 deployment to Iraq during which he missed the high school graduation of his second oldest son.

"We always felt that no matter where we were the life lessons our children were learning were always important," Diane said. "Finding a church was always first for us when we moved somewhere new. Each child was also allowed one extra-curricular activity. Before a move, we would research where we were going, and what was going to be exciting about the new place and what we were going to do there. We made it a positive experience. And although it was difficult at times, we knew each place would offer many wonderful opportunities. For the most part, the children did fine."

Their youngest, Michelle, once wrote a school paper about how proud she is of being a military kid. "It made me who I am," she wrote. And Formica likes to tell the story of their move from Oklahoma to Virginia, when Michelle had to attend a new school for the first time without any of her older brothers.

"She was entering her junior year in high school and it was a little traumatic because she didn't have any of her brothers with her," he said. "We got her a car so she could drive herself and then we did a recon the day before school started so that she would know how to get there and where to park. The first day she walked into a school of 4,000 kids and she didn't know anybody. Three weeks later she was a social butterfly."

"It's pretty easy to raise independent kids in the military," Diane added.

One of the down sides of frequent moves was the sacrifices Diane had to make with her teaching career. Different states would require different teaching certifications. But somehow, Diane would find a way back into the classroom.

"It's my passion," she said. "I love teaching. I love being with children. It's very rewarding for me. I love especially teaching kindergarten, first and second grades. And I could always count on Richard to come and read to my kids and

participate in my classroom."

Helping others

Being a mentor to children has always tugged at Formica's heart. His own loss has made him especially dedicated to the Arsenal's Survivor Outreach Services, which provides services to the families of fallen Soldiers.

"I have an intense personal connection with SOS," he said. "My dad died when I was a little boy. I know the pain of losing a parent at an early age.

"When we had the first few unit casualties experienced in 2003 we were both touched with the whole idea of reaching out to families who had lost Soldiers. When we got here, we saw an opportunity to help support a community activity by providing senior level involvement."

"We just don't want to ever forget these families," Diane added.

As time goes on, the loss never lessens.

"The true test of time will come 10 years from now when we'll still remember them because 10 years from now they still will have lost their Soldier," Formica said.

The Formicas are encouraging Space and Missile Defense Command/Army Forces Strategic Command employees to also find ways to help those in need.

"We want this command to reach outside itself. We want to be a good tenant and a good neighbor to this community," Formica said.

"During this past year, I've asked:

What can we as a command do for this community? And our employees have responded with warmth and lots of ideas. This is good for our command and for the people in the command."

Formica believes it is important for leadership to encourage their employees to have balance in their lives – and that means balance between career, personal life and volunteerism.

"We need to develop a generation of the work force that view themselves as public servants. Selfless service doesn't only apply to Soldiers, but also to our great civil servants," he said. "Our employees already show that they serve. As leaders, we need to focus on providing the Army the capabilities it needs and on supporting the public service of our civilian work force."

As Redstone Arsenal changes, it is hoped its civilian work force will become an example of what civil service means to the rest of the Army and the nation.

"Redstone Arsenal ought to be a shining light for what it means to be a Department of the Army civilian. We need to develop our civilians to be leaders both here and throughout the Army," Formica said. "We are blessed with great DA civilians focused on providing capabilities and doing great things for the Soldier every day. We want other installations to look at Redstone Arsenal and say 'That's what it means to be a DA civilian. This is what it means to be part of the Army family.'"

Rocket Announcements

Conferences & Meetings

Parkinson's support

Dr. Matt Ford from UAB will speak to the Parkinson's Support Group on Sunday at 1:30 p.m. in the Youth Building at the Willowbrook Baptist Church, 7625 Bailey Cove Road – enter from the back parking area. Ford, an associate professor specializing in exercise therapy, will discuss his current research on the effects of exercise on Parkinson's disease. Family, friends and caregivers are encouraged to attend. For more information, call Rono Prince 837-6577.

Weekly worship

The Contemporary Christian Worship Service is held each Sunday at 11 a.m. at the Youth Center, building 3148. For more information, call 842-2964.

Protestant women

You are invited to join the Protestant Women of the Chapel on Thursdays at Bicentennial Chapel as they meet for friendship, fellowship and Bible study. Choose from three sessions: morning from 9:30-11:30, lunch time from 11:30-12:30 and evening at 6. Some child care is available at the morning session, upon registration with Youth Services.

Sergeants major

The Sergeants Major Association conducts a monthly meeting every third Thursday of the month at 6:30 a.m. at the Officers and Civilians Club. Breakfast is available at the club. The Sergeants Major Association meetings are open to all E-9 ranks, from all services – Army, Navy, Air Force, Marines and the Coast Guard. Membership into the association is a one-time lifetime fee of \$30. "We encourage all active, retired, reserve and National Guard senior Soldiers to come out and join us," a prepared release said. "Let's try and make a difference in the lives of the Soldiers, families and retirees in the Tennessee Valley area." For information call retired Command Sgt. Maj. Reginald Battle 955-0727.

Toastmaster clubs

Anyone interested in improving their public speaking ability is invited to attend the Research Park Club 4838, which meets Wednesdays from 11:30 a.m. to 12:30 p.m. at the Sentar offices, 315 Wynn Drive, Suite 1. For information call Valerie Cortez 313-9753. The Strategic Speakers Toastmasters Club 6054 meets on the second and fourth Wednesday from 11:30-12:30 at building 4488, room B-306. For information call Claudinette Purifoy 955-9422. The Redstone Toastmasters Club 1932 meets Tuesdays

from 6-7:30 p.m. at the Radisson Hotel, 8721 Madison Boulevard in Madison. For information call Dan Cutshall 684-2359.

Men's ministry

Men's Ministry, "addressing the needs of men and planting seeds for spiritual growth in Christ Jesus," meets every second or third Saturday – for exact monthly date, call Harry Hobbs at 425-5307 – at 9 a.m. at the Redstone Links golf clubhouse. Breakfast is served for \$5. For more information, call Hobbs 425-5307.

Tricare briefings

Humana Military Healthcare Services, the Tricare managed care support contractor for the South Region, holds informational briefings on Tricare every Monday at 1 p.m. and Wednesday at 10 a.m. in the Tricare Service Center, Fox Army Health Center, second floor.

Administrative professionals

Redstone Arsenal Chapter of the International Association of Administrative Professionals will hold its 17th annual Seminar and Education Forum, with keynote speaker Ron Woods, on Feb. 6 at the Officers and Civilians Club. The topic is "My job would be easy if it weren't for other people!" For more information, call Alpha McRae 313-1957 and Gala Horry 842-8389.

Trade association

The North Alabama International Trade Association will hold its annual meeting Jan. 25 at 11:30 a.m. at The Westin at Bridge Street. The guest speaker is Maj. Gen. Del Turner, commander of the Security Assistance Command. For more information, call 532-3505 or visit naita.org.

Civil War round table

Tennessee Valley Civil War Round Table will meet Jan. 12 at 6:30 p.m. at the Elks Lodge, 725 Franklin St. The scheduled speaker is Will Greene, noted author, lecturer, tour guide and executive director of the Pamplin Historical Park, Petersburg, Va. He will speak on "Breaking the Backbone of the Rebellion: The Final Battles of the Petersburg Campaign." Optional chicken buffet is available at 5:30 p.m. for \$8.95. Visitors are welcome. For more information, call 539-5287.

POW advocates

Rolling Thunder is not a motorcycle club, but many members do use motorcycles as a tool in its mission. Members of Rolling Thunder include veterans and non-veterans. The Rolling Thunder mission statement is as follows: "Rolling

Thunder Inc.'s major function is to publicize the POW-MIA issue. To educate the public of the fact that many American prisoners of war were left behind after all past wars. To help correct the past and to protect the future veterans from being left behind should they become Prisoners of War/Missing in Action. We are committed to helping American veterans from all wars. Rolling Thunder Inc. is a non-profit organization and everyone donates his or her time because they believe in the POW/MIA issue." Meetings are held the second Sunday of each month at 2 p.m. at VFW Post 2702, located at 2900 Memorial Parkway (southeast corner of Sparkman Drive and Memorial Parkway at Highway 72 East). Interested parties are welcome. For more information, call Butch Cross 714-9293, Hal Swanson 527-6217 and Ernie Marone 759-3639.

Federal employees

The Huntsville/Madison County Chapter 443 of the National Active and Retired Federal Employees Association will meet Jan. 14 at the Thomas Davidson Senior Center, 2200 Drake Ave. Refreshment and social time will start at 9:30 a.m. with the meeting following at 10. Tom Delong, district coordinator for AARP's Tax Aide Program, will discuss federal income tax highlights and changes for tax year 2012. Active federal employees and retired non-members are invited to visit at any time. For more information, call 508-8250 or 539-1333.

Women's meeting

The Redstone Community Women's Club will meet for lunch Jan. 10 at the Officers and Civilians Club. The program, titled "A School in Need," will be presented by Dr. E. Casey Wardynski, superintendent of Huntsville City Schools, and Barbara Williams, the Arsenal's school liaison. The luncheon begins at 10:30 a.m. with social time followed by lunch at 11. The cost is \$14 and reservations can be made by calling Cheri Volkin 325-4916 or by emailing rsacwreservations@gmail.com.

Democratic women

Laura Jo Hamilton, Bob Harrison and Randy Hinshaw will speak on the state of the Democratic Party in Madison County at the January Democratic Women meeting Thursday from 11 a.m. to 1 p.m. at the Downtown Holiday Inn. Reserve lunch for \$20. There is free seating for those not eating. For reservations call 536-2701 or email marilyn.rob-ertson@knology.net.

Civilian leadership summit

The Redstone-Huntsville Chapter of the Association of the U.S. Army will hold its inaugural Department of the Army Civilian Leadership Summit on Jan. 26 from 1-4 p.m. at the Officers and

Civilians Club. This free event will be followed by a Leader Social for all guest speakers and attendees from 4-5 p.m. Those interested in attending can register in the Training Information Program. Log into TIP at <https://tip.redstone.army.mil>.

Space society

The Huntsville Alabama L5 Society, the local chapter of the National Space Society, will hold its January program Thursday at 7 p.m. at the Huntsville-Madison County Main Public Library downtown. HAL5 will have its Membership and Strategic Planning Meeting. The event is free and open to the public. A social will follow at IHOP Restaurant off University Drive. For more information, visit www.HAL5.org.

Miscellaneous Items

Civilian deployment

Army civilian volunteers are needed to support Aviation and Missile Command missions in Iraq, Afghanistan and Kuwait in support of Operation Enduring Freedom and Operation New Dawn. Skill sets needed include acquisition, maintenance, supply, quality assurance, operations, logistics and automation, among others. The new personnel deployment website is at the AMCOM homepage or <https://apdw.redstone.army.mil>. Volunteers must be currently employed by AMCOM or AMC. Contractors cannot be considered. Army civilians interested in deploying should notify their supervisor and visit the deployment website or call Nicole Massey 313-0365. Contractors and others interested can access www.cpol.army.mil for openings and opportunities for overseas employment.

Fraud hotline

The Huntsville Fraud Resident Agency (USACIDC) has implemented a fraud hotline. It is designed to help you, the taxpayer, to report incidents of suspected fraud involving government contract companies, government employees or government agencies. If you suspect or know someone who either is committing, or has committed any type of fraud against the government on Redstone Arsenal, or surrounding area, report it by calling 876-9457. You do not have to leave your name – all information will remain confidential and anonymous. Please leave enough information so any followup investigation can be completed.

Education test center

Taking online courses? Need a proctor for your exams? If so, call the Army Education Center Testing Office 876-9764 for

an appointment. They can proctor exams for most colleges. Proctoring services are free and available to the Redstone Arsenal community (military/government ID card holders).

Community assistance

Each year the Redstone Arsenal Community Women's Club distributes money to a variety of requesting nonprofit organizations. "Thanks to all of our enthusiastic and supportive members who contribute their time and talent to make each fund-raising event a huge success," a prepared release said. Several fund-raising events are being planned this year to continue the club's humanitarian efforts to benefit the military and civilian communities. Applications for the RSACWC community assistance grants are now being accepted. Forms are available at the RSACWC website at www.rsacwc.org (click on community assistance) and will be used to collect the same information from each requesting organization. By doing this, it will reduce the influence of such things as professionally prepared advertising, writing styles, supporters and the amount of information the club receives. All requests must conform to the RSACWC Community Assistance Request Form. Send to rsacwcommunityassistance@gmail.com. Deadline for submission of the grant request is Jan. 28. All requests must be postmarked no later than the deadline. Requests received after the deadline will not be considered.

Tax assistance center

The Redstone Arsenal Tax Assistance Center is a free service helping servicemembers on active duty, military retirees and their family members prepare and file federal and state tax returns each year. Last year's center was a success, with more than 3,900 returns prepared which resulted in over \$3 million in refunds. The center is now accepting volunteers for the upcoming 2011 tax season. Scheduling will be flexible and volunteers are needed to assist with tax preparation. No prior experience is necessary as comprehensive training will be provided. This is an opportunity for the community to give back to servicemembers, retirees and their families. To volunteer or for more information, call Rachael Yeoman 876-9007 or email rachael.yeoman@conus.army.mil.

Thrift shop grants

The Thrift Shop will be taking applications for 2012 grants until Feb. 29. These grants are open to all non-profit groups (no individuals please) that impact the Redstone community. For more information, call Lisa Loew 604-8777 or email lloew3@gmail.com.

Merit awards

The Redstone Arsenal Community Women's Club is accepting applications

for merit awards. These financial awards are available to graduating high school seniors, college students and spouses who are U.S. military and DoD civilian family members whose primary residence is located within the Redstone Arsenal community and who meet the eligibility requirements. Applications will be accepted through Jan. 31. Information and applications regarding the merit award program are available online. For more information and to download the application, visit the women's club website at www.rsacwc.org or contact Teresa Lee, the Merit Award chair, at www.rsacwmeritawards@gmail.com or 830-0562. The Redstone Arsenal Community Women's Club is a non-profit, private organization not affiliated with Redstone Arsenal or the Army.

Student apprentices

The Defense Department initiated the Science and Engineering Apprentice Program in 1980 to involve academically talented high school and college students in hands-on research activities and student/mentor relationships during the summer. The high school and college programs are designed for students who are U.S. citizens, with a Social Security card, and at least 16 years old by the beginning of the program June 4, 2012. The apprentice program is divided into periods of 8, 10 and 12 weeks. Possible career placement areas at Redstone include physics, chemistry, computer science, engineering and mathematics. The application deadline is Feb. 24. In addition to your application, you are required to submit copies of your transcripts and teacher recommendations by March 2. If students are unsuccessful in receiving application information from high school senior counselors or college placement services, call Angela Jefferson 842-8981 or Vivian Whitaker 313-3198 at the Civilian Personnel Advisory Center or review application information at <http://www.gwseap.net> or <http://www.usaeop.com>.

Scholarship program

The American Society of Military Comptrollers scholarship program is to provide financial assistance to aid ASMC members or their immediate family in continuing their educational endeavors. The 2012 application deadline is Feb. 29. For more information call Lindsey Harper 876-8361, Michelle Cobb 842-0228 or Judy Smith 876-6163.

Special education law

The Autism Resource Foundation will sponsor a seminar, titled "Wright's Law: Special Education Law and Advocacy," March 1 from 8:30 a.m. to 4 p.m. in Chan Auditorium, Administrative Sciences Building, University of Alabama-Huntsville. Preregistration is required. For more information, call 975-1579 or

Rocket Announcements

visit www.theautismresourcefoundation.org/wrightslaw.

Dog ball

Greater Huntsville Humane Society's "Dog Ball" will be held Feb. 10 at 5:45 p.m. at the Von Braun Center, South Hall 2. All proceeds benefit the humane society. For tickets call 881-8081, stop by the humane society at 2812 Johnson Road or visit www.thedogball.org.

Combined fund organization

Any federation, charitable organization or combination thereof wishing to be selected as the principal combined fund organization must submit a timely application to the Local Federal Coordinating Committee for the Tennessee Valley Combined Federal Campaign in accordance with the Office of Personnel Management's regulations. The primary responsibility of the PCFO is to support the federal government's CFC Board of Directors in managing a comprehensive local workplace fund-raising campaign while ensuring the fiscal integrity, accountability and transparency of the process in accordance with 5CFR, Part 950. The selected federation and/or charitable organization selected to serve as PCFO will be required to sign a memorandum of understanding with the LFCC. This

agreement will be a multi-year contract. More information may be downloaded from <http://cfc.redstone.army.mil> and also the Office of Personnel Management's website www.opm.gov/cfc. Deadline for receipt of applications is Jan. 17. All interested parties may contact Donna Johnson, LFCC chairperson, AMSAM-CFC, building 3708, Redstone Arsenal, AL 35898-5795, by phone at 876-9143 or email donna.c.johnson@us.army.mil.

Ballroom dance classes

FMWR is offering a free class, with no obligation, to all with little or no dance experience. Both singles and couples are invited. The class, "Introduction to Ballroom Dancing," will be held Jan. 12 from 7:30-9 p.m. at building 3155. There will be demonstrations of the types of dances, a handout to include the "Dancing Like the Stars 2012" schedule of classes, Q&A and a mini-lesson. Light refreshments during the break will be provided. Registration will remain open through Jan. 11. Call 876-4531 to register or for more information.

Swing dancing

The first course of the "Dancing Like the Stars 2012" program to be offered by FMWR will be six Thursdays of Swing, **See Announcements on page 36**



Rocket Announcements

Jan. 19 through Feb. 23, from 7:30-9 p.m. at building 3155. No experience necessary. Singles will be paired up with a partner before classes begin. Tuition is \$66 per couple for beginners and \$55 per couple for reviewers who have taken this course previously at Redstone and feel they do not need the first class. Registration will remain open through Jan. 18. For registration information, or for a schedule of classes to be taught in 2012, call 876-4531.

Parent workshop

The Huntsville City Schools Special Education Department will sponsor a workshop on "How to be an Active Participant in Your Child's IEP" Jan. 18 from 11 a.m. to 1 p.m. in the executive dining room at the Annie C. Merts Center. Parents of Madison County and Madison City Schools are also welcome. For more information, call Lucille Nobles 428-6872 or email lnobles@hsv.k12.al.us.

Wellness event

In Madison, "RESTORE" is Asbury Church's annual Wellness Event. "RESTORE" is free and takes place Jan. 21 in Asbury's Hope building. Educational classes are offered from 9 a.m. to 3 p.m. by local health and professional experts on spiritual, physical, mental and emotional topics. Health issues affecting every stage of life will be covered. Class space is limited so register early under events at www.asburyumc-madison.com or call the receptionist's desk 837-0365.

Youth center open

In January the Youth Center, building 3148, will be open every Saturday from 1 to 5 p.m. for sixth-12th grade students. The homework lab and the gym will be open, and programming will also be offered in arts or technology. Also the Youth Center will be open Jan. 13 from 7-11 p.m. for a Middle School Late Night Party. Youth in grades six through eight are invited for dinner and an evening of playing games or watching movies with their friends. All events are free for students with current registration with Child Youth and School Services.

Valentine's Day theater

Valentine's Day Dinner Theater, with a play titled "He Completes Me" by Brandon Hollands, will be held Feb. 10 at 8 p.m. at the Holiday Inn Research Boulevard (in front on Madison Square Mall). Mix and mingle is from 7-7:45. Cost is \$15 for college students with approved school ID, \$30 for singles and \$60 for couples. This event is sponsored by Beacon Hill Worship Center. Tickets may be purchased at the door on the day of event you may call elder Darrell Stroy for more information 541-1451 or email stroy.darrell@yahoo.com.

Valor Flight mementos

Russ Russell has purchased 150 of both the before and after Valor Flight articles from The Huntsville Times. He laminated them back-to-back and gave 120 of them to Sheila McFerran, director/program development for Still Serving Veterans. They are located at 224 Spragins

St. She can be reached at 653-1104 and sheilamcferran@stillservingveterans.org. Both Valor flight veterans and volunteers can pick up a laminated copy at SSV. Russell's father was among the veterans who went on the flight.

Indoor flying

Fly small electric radio-controlled airplanes and helicopters indoors from 1-4 p.m. Sunday in the Grace United Methodist Church Ministry Center Gym, 2113 Old Monrovia Road. This family-oriented sport flying is free and open to the public. For more information, call Jim Marconnet 772-3946 or email jmarconnet@gmail.com.

Professional development

The Breakpoint Consulting Group is offering a CMMI Introduction course from Jan. 31 through Feb. 2 in Huntsville. This is a new three-day course covering both the Development and Services models. For more information, call Jeffrey Dutton 527-4151 or visit <http://www.breakpointcg.com/LearningCenterCMMISVCDEVIntro.html>.

Thrift shop

Happy New Year from the employees and volunteers at the Thrift Shop. Many holiday items are marked down 50 percent. Consignments are taken from 9-11:45 a.m. on Tuesday, Wednesday and Thursday. Call the NO-LIST number 881-6915 before bringing your

consignments. The list changes each week. The shop's hours are Tuesdays and Wednesdays from 9 a.m. to 4 p.m., Thursdays from 9 to 5, and the first Saturday of the month from 10-2. The shop will be open this Saturday. It is located in building 3209 on Hercules Road. Donations are always welcome and tax deductible.

Mardi Gras party

Pinnacle Affairs is bringing Mardi Gras to the Rocket City on Feb. 4 at the historic Huntsville Depot Roundhouse downtown. There will be performances by comedian Ged Delaney, the disc jockey duo 5D (Ghon Bomb and Chief Rocka), Coolbone Band, and Chakabaman the stilt dancer. Doors will open at 9 p.m. Advance tickets are \$15. There will be free party favors all night long. For more information and tickets, call 508-8674 or visit www.huntsvillemardigras.com.

Senior volunteers

Madison County Retired & Senior Volunteer program is partnered with various nonprofit organizations in Huntsville and Madison County that utilize volunteers. R.S.V.P. recruits, places and trains individuals who are 55 or older to fill community service needs. For more information about R.S.V.P. or volunteer opportunities, call R.S.V.P. director Pamela Donald 513-8290 or email pdonald@seniorview.com.



Santa visitors

Photo by Sheryl Swain

Members of the Sergeants Major Association gather during their Santa Run event Dec. 10 at the Floyd E. Tut Fann State Veterans Home. They proceeded through the hallways, greeting the veterans and distributing gifts with Santa leading the way. From left are retired Command Sgt. Maj. Reginald Battle, AMC Command Sgt. Maj. Ronald Riling with his wife Melinda, retired Command Sgt. Maj. Eliga Walker (kneeling), retired Command Sgt. Maj. Willie Pullom, retiring Command Sgt. Maj. Rick Cooper, Patricia Pullom, Steve Ricofft (Santa), Command Sgt. Maj. Cynthia Austin, retired Command Sgt. Maj. Cynthia Hughes, retired Sgt. Maj. Gary Suckow, retired Sgt. Maj. Deitra Floyd, retired Sgt. Maj. Doug Patrick, retired Command Sgt. Maj. Lawrence Rogers, retired Command Sgt. Maj. Lewis Lockett, retired Command Sgt. Maj. Mike McSwain, retired Command Sgt. Maj. Colin Hargrove, retired Command Sgt. Maj. David Sampleton and Sgt. Maj. John Mattie.