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Redstone Rocket

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January 24, 1996

Missile Command has good year for on-the-job safety

By Skip Vaughn

On-the-job injuries continued to decline at the Missile Command in 1995, according to the MICOM Safety Office.

The news was also good in the category of troop safety. Few accidents involved troops who use the missiles fielded by Redstone.

There were 51 lost-time injuries at this command in fiscal 1995. This compares to 56 in 1994, 66 in 1993, 68 in 1992, and 86 in 1991.

"The best part of that is we've virtually eliminated the kind of injuries we're most scared of which is (those due to) the explosives, aircraft, heavy machine, and automobile," John Frost, chief of MICOM Safety Office, said. "And that's really surprising

in view of the hazardous nature of the work our folks do— such as missile testing, propellant research, and laser experimentation. We had virtually no accidents in our hazardous operations."

Most on-the-job injuries here were due to falls and slips. The good news is there were not as many caused by facilities problems such as people tripping on torn carpet or faulty stairs. "What's left is things that workers can help prevent such as cleaning up spills, noticing debris on the floor, and using the handrail on the steps," Frost said.

Thirty-eight percent of the lost-time injuries were caused by falls and slips, 30 percent by exertion and lifting, and the remainder by various causes. Most of the ex-

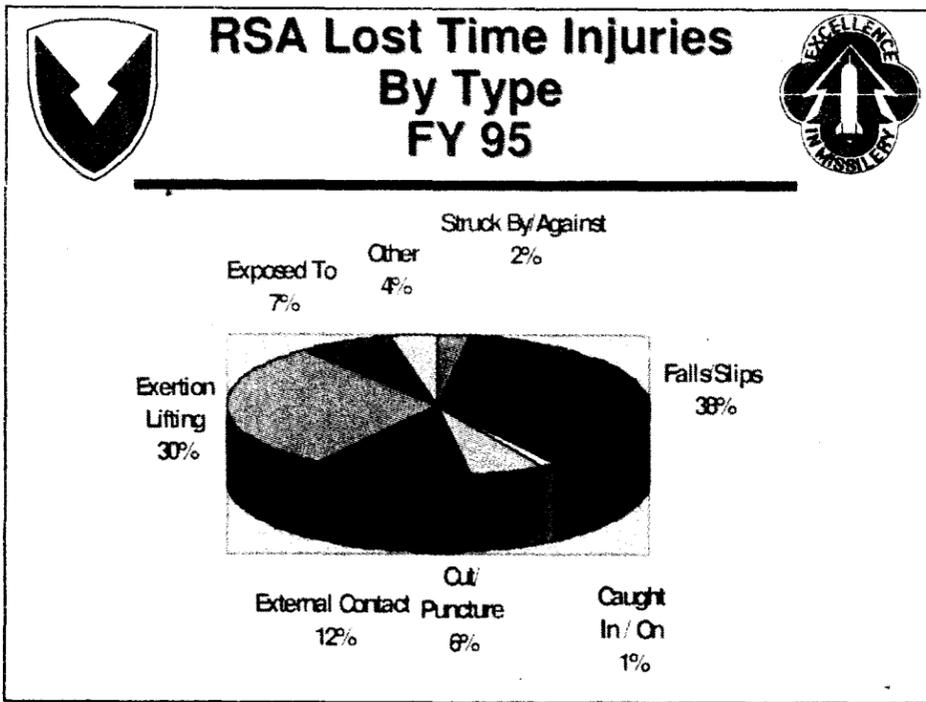
See SAFETY on page 4



MICOM training...

Soldiers assigned to HHC MICOM will see a new type of training implemented beginning this month. Each of the soldiers will receive realistic, hands-on training in a variety of areas. The amount of training time has also been changed and will in-

volve a five-hour block on alternate Tuesdays. From left are Sgt. Deneen Diggs, Spec. Jorge Bermudez, and SSgt. William Cannon as they take part in the new training. See story on page 6.



Army Reservists throughout U.S. mobilized for Bosnia

ATLANTA— The quickest mobilization of Army Reserve soldiers in recent history has so far involved more than 700 Army Reserve soldiers from U.S. Army Reserve Command units throughout the United States.

The Army Reservists have been called to active duty to support U.S. military operations in Bosnia. Of more than 700 Army Reserve soldiers mobilized to date, nearly 400 have deployed overseas to Bosnia, Hungary and Germany. Another 260 Army Reservists have reported to mobilization stations located at Fort Benning, Ga., and Fort Dix, N.J., where they will participate

in training sponsored by the Joint Preparation and Onward Movement Centers.

The JPOMC, established by the United States Atlantic Command, ensures that personnel deploying to the Joint Endeavor theater are trained in Joint and North Atlantic Treaty Organization staff procedures, weapons familiarization, cultural and environmental issues and cold weather operations.

More than 100 Army Reserve soldiers reported Jan. 2 to their home stations to undergo training in security, safety and basic first aid. While at home station, soldiers

will also review personal medical, legal and family support records, perform equipment checks, load equipment for transportation to their mobilization station and arrange for transportation.

Deployed overseas

The following units, assigned to the U.S. Army Reserve Command, have deployed overseas in support of Operation Determined Effort.

- 209th Broadcast Public Affairs Detachment, Rome, Ga. Destination: Bosnia-Herzegovina.
- 203rd Mobile Public Affairs Detachment, Wichita, Kan. Destination: Bosnia-

Herzegovina.

• 358th Mobile Public Affairs Detachment, Fort Douglas, Utah. Destination: Bosnia-Herzegovina.

• 361st Press Camp Headquarters, Fort Totten, N.Y. Destination: Bosnia-Herzegovina.

• 49th Military History Detachment, Forrest Park, Ill. Destination: Hungary.

• 90th Military History Detachment, San Antonio, Texas. Destination: Hungary.

• 19th Corps Materiel Management Center, Fort Snelling, Minn. Destination: Germany.

See BOSNIA on page 10

Letters to the editor

Chief of staff

Inspirational! That is the one word that best describes Col. Bruce Block who just retired as the MICOM chief of staff.

Col. Block first came into my life about two years ago. We heard some Army colonel was giving a talk to the Quality Implementation Leadership Tools (QILT) class. He was coming from somewhere high up on the staff. My immediate thought was, "Here goes another rah-rah cheer-leading session: 'Come on guys, we know you can do it and we're counting on you,' etc., etc." In other words, lots of talk without much substance. Was I EVER wrong!

Col. Block delivered a spellbinding class on how to manage change in our life:

- How the pace of change is accelerating around us.
- Why change is so scary, because what we did last year to win Army Communities of Excellence and other awards is not nearly good enough to meet minimum standards next year.
- How we can use the rapid pace of change to our advantage.

I was using what Col. Block taught us 30 minutes after class to help my teen-age daughter deal with a crisis in her life. I would use his teachings many times over the next two years. I attended the same class again and again and listened as spellbound as I did the first time.

As I personally face Col. Block's retirement and departure from Team Redstone, I am certain of two things:

1. Col. Solomon has a big set of shoes to fill.
2. I know of no other Army colonel better qualified to fill them.

Auf Wiederseh'n, Herr Oberst! (Until we see you again, Colonel.)

Morton Archibald
Quality Institute

Historical note

Reference "Do You Know" item on page 22 in the Jan. 17 Rocket: The French and Indian War did not begin in 1756. The opening salvos of this colonial conflict began in May 1754, when George Washington and a party of 150 Virginians routed a French exploratory party while on its way to occupy the new French Fort Duquesne. Washington erected Fort Necessity at Great Meadows, which he held with the help of reinforcements until July 3, 1754. This colonial conflict eventually merged with the larger Seven Years' War (as the French and Indian War was known in Europe), which began with the formation of a new pact between England and Prussia in January 1756.

Dr. Kaylene Hughes
Historian,
MICOM Historical Office

Proud to serve

Upon my retirement I wish to take this opportunity to thank Team Redstone members for the superb support I have received. The dedication to excellence, proactive attitude, and genuine concern for the customer makes Redstone and Huntsville a unique place to serve.

I trust you all will continue to strive for excellence, both personally and professionally. I have been proud to serve with true professionals. Until we meet again,

God Bless,
Bruce A. Block
Chief of Staff

Quality executive program promotes better processes throughout MICOM

By Skip Vaughn

Twelve managers and team leaders represent the first graduating class of a Quality Executive Leadership program.

"You folks are making a difference," Maj. Gen. James Link, commander of the Missile Command and Redstone Arsenal, told the graduates at a ceremony Thursday in the Sparkman cafeteria. "You folks have taken a responsibility onto yourselves to make yourselves better."

The MICOM Executive Steering Committee established the Quality Executive Leadership program to promote a "culture of quality" at the Missile Command, according to Col. Christopher Stratton, the director of personnel and training.

The program for managers and team leaders includes a personal assessment; Quality Implementation: Leadership Tools (QILT), a two-week course; a project assignment, book summaries, advanced quality leadership tools, and a round-table discussion with the commanding general. "Our students are given the tools and asked to apply them to real business processes and practices," Stratton said.

Under this program, the projects conducted by organizational teams have resulted in documented savings of a third of a million dollars through cost avoidance. "And I feel comfortable that we've saved at least a million," Morton Archibald, an instructional facilitator with the Quality



THE GRADUATES— Maj. Gen. Link poses with graduates of the Quality Executive Leadership program after the ceremony.

Institute, said.

Joan McWilliams leads the Quality Institute and Redstone 2000 Institute which provides a High Performance Skills course for the general work force.

Graduates of the Quality Executive Leadership course include William Facundo, Frank Gardner, J. Tillman Griggs and Marty Martin, all of Integrated Materiel Management Center; Charles Hancock, Marshall White, Beverly Humphrey and Ariemean Williams, all of Weapon Systems Management Directorate; Helen Hodge and Brenda Obergfell, both of Security Assistance Management Directorate; Harriet Littlepage of Resource Management Directorate; and Tom Reynolds of Research Development and Engineering Center.

Team projects included the following:

- The IMMC team rewrote

14 different job descriptions into one, multifunctional description. This action has promoted cross-training and has eliminated the need to hire four logistic assistance representatives.

- The Weapon Systems team developed a plan to "flatten" its organization by eliminating two supervisory positions and creating a one-stop customer service function.

- Chaparral's team, at weapon systems management, gathered concerns about its organization from all employees, analyzed this information and presented recommendations to top management.

- The Security Assistance team developed a strategy to convert two branches into business units. The results were improved internal and customer communications and reduced customer response times.

- The Resource Manage-

ment team created requirements validation reviews to allow senior management greater participation in the prioritization of funding distribution. These reviews have helped the Missile Command to resource the most critical requirements in a period of increasingly reduced resources and to reduce complaints of unfair distribution.

- Reynolds, at Research Development and Engineering Center, joined the Army Materiel Command (AMC) Field Assistance in Science and Technology organization in Atlanta shortly after completing the two-week QILT course. There he formed a team to revamp the process of prioritizing annual projects. His team reduced the process time from six months to three months and reduced process size by 50 percent. Also, the General Officer time requirement was reduced.

Clarification

In the Jan. 10 issue of the Redstone Rocket it was reported that Fox Army Community Hospital (FACH) would not be providing services such as orthopedics, dermatology or other subspecialties.

The services are being reviewed; and while they will not be provided for by a military physician, talks have begun with other providers in the area to provide those services. A decision as to how these services will be provided to patients at FACH will be made at a later date.

Medical corps officer not going to Bosnia

Due to a change in mission plans, Capt. Christopher Pate, chief, clinical support, Fox Army Community Hospital, will not be deploying to Bosnia.

Word was received by Pate two days before he was to report to Fort Benning, Ga., the mission had been canceled. "There were eight others beside myself

who received word the mission had been changed," Pate said.

While the mission was canceled at this point, Pate said there was always the chance it could change again, and he is prepared to go.

An article about Pate's orders to Bosnia appeared in the Jan. 17 Rocket.

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Top enlisted soldier at OMMCS returns to Redstone

By Kathy Harkleroad

The Ordnance Missile and Munitions Center and School has a new command sergeant major with the retirement of CSM John Hoffman earlier this month.

After serving as the CSM at the NCO Academy and the 61st Ordnance Brigade at Aberdeen Proving Ground, Md., CSM Preston Siple has returned to the Arsenal. He assumed this position Jan. 11 and is looking forward to his second tour at Redstone. He served as the command sergeant major for the NCO Academy here 1992-93. "My wife, Un Suk, and I feel like we have returned home and were glad to see so many friends still here," Siple said.

"My wife and I laughed when we first heard we would be coming back to Redstone. This is the first time we have ever returned to a duty station and thought it would never happen. We just love the attitude in the South and were glad to leave the cold weather behind," he said.

Siple is anxious to step into his role as command sergeant major of OMMCS,

and takes a hands-on approach when it comes to dealing with soldiers and the school. "You can't learn what is going on sitting behind a desk," he said. "I like to get out there and get involved, that's just the way I have always been."

Siple said his goals as command sergeant major are simple, but to the point. "I want to do my share of bringing the NCOs together. By sharing our experiences and working together, the level of professionalism will be raised," he said. "My second goal is to ensure that every soldier that leaves here has been trained professionally, technically and tactically where they can exceed and excel in any other unit in the Army."

Siple said he is proud to be a member of a team of professionals that are concerned about the future of not only the school, but the soldiers who attend. "I am amazed to see so many people who are looking out for the future of the Ordnance Corps, the school and the students who attend here."

"They want everyone to succeed, and go out of their way to make sure the stu-



SIPLE

dents are trained to the best of their abilities. They (the students) leave with a high degree of confidence and professionalism," he said.

He is also proud to be back at Redstone because of the support of the community. "I just attended the NCO of the Quarter luncheon and was amazed at the degree of support that was shown by the community. They don't

take the Arsenal for granted and work hard at showing their support for the soldiers," Siple said.

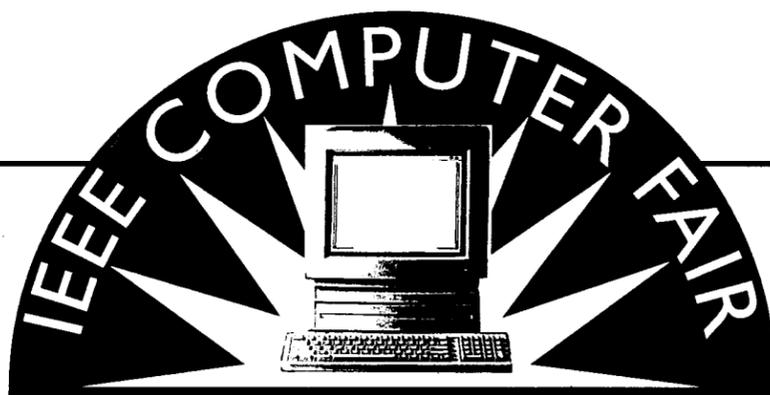
"There is no other place in the Army I would rather be than here at Redstone Arsenal," he said. "I have a great boss who is great to work with. I have support personnel who are dedicated, and I have soldiers who are the finest NCOs in the Army."

Siple, a native of Fort Ashy, W.Va., entered the Army in 1970 and served three years before being honorably discharged. He re-entered the Army in 1975 and served with the 696th Ordnance Company, Korea; 426th S&S Battalion, Fort Campbell, Ky.; the 13th Battalion, 4th Training Brigade, Fort Knox, Ky.; the

510th Ordnance Company, 330th Ordnance Company and 162nd Ordnance Company, Germany.

Appointed to his present rank in 1988, he has served as the command sergeant major of Sierra Army Depot, the 197th Ordnance Battalion, 59th Ordnance Brigade, in addition to his assignments at Aberdeen Proving Ground and Redstone Arsenal.

His awards and decorations include the Legion of Merit, Meritorious Service Medal with four oak leaf clusters, Army Commendation Medal, numerous campaign and service medals, Drill Sergeant Identification Badge, and both the German Armed Forces Marksmanship Badge and Proficiency Badge.



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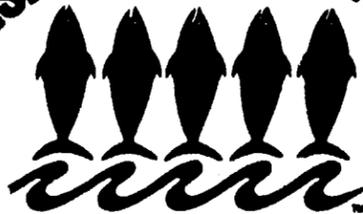
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SILICON GRAPHICS MAGIC BUS

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SAFETY

Continued from page 1

er tion while lifting injuries were suffered by incidental lifters, rather than construction lifters. Workers overexerted themselves by lifting incidental office supplies such as packages of copy paper. "What we emphasize to stop those kind of incidents is know your limits, use good lifting form, and if in doubt get help," Frost said.

"I think the main thing that we're concerned about is off-the-job injuries," he said. "We've had several of those this year including our best and brightest. I would just say practice at home and at play what they already practice at work—especially seatbelt use."

In the category of troop safety, the numbers were good for MICOM and Armywide.

"The Army this year overall had by far the best accident experience it's ever

had; going from approximately 350 fatalities in 1991 to under 200 in 1995," Frost said, reporting the Armywide figures. "Part of that is troops using our missiles. We've had an excellent year with regard to accidents involving MICOM-supported systems. And this is a direct reflection on the priority that our project managers are putting on safety in their systems."

The number of accidents with missile-related hardware is "extremely low

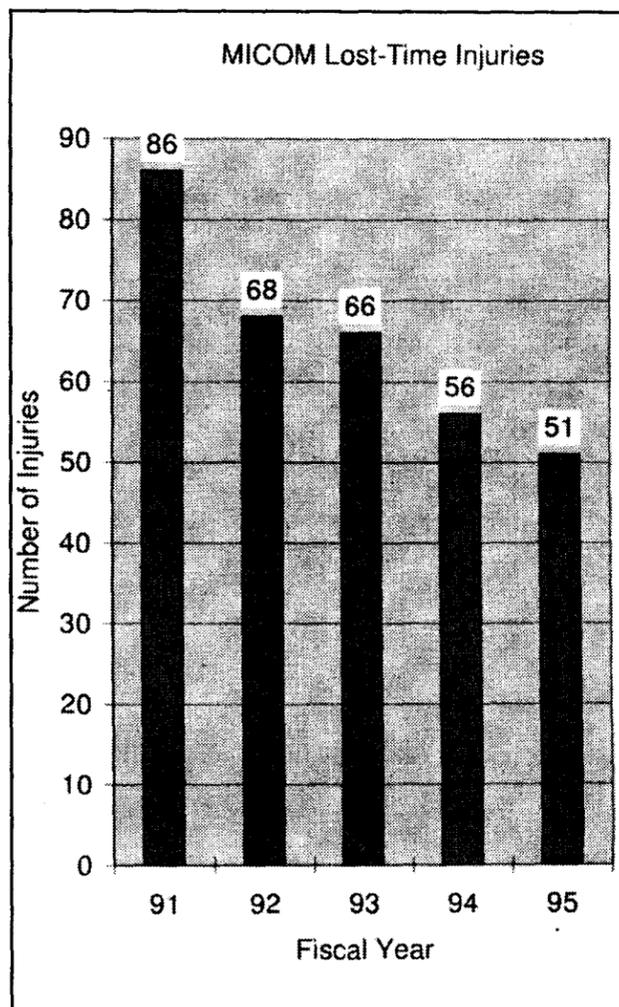
compared to other Army commodities despite the potentially-hazardous nature of our products," Frost said. Other Army commodities would include items such as vehicles and generators.

Safety in missile-related hardware has improved over the years. "Certainly the new systems are safer than the old systems," Frost said.

Overall the Army has avoided 24,617 accidental injuries that would have occurred if the 1987 accident rate continued.

At MICOM the 20-member safety office provides technical support to the managers and workers on how to have the safest possible products and work environment. Some of the members include Bryan Lorge, supervisor of the installation safety program; Kevin Woodsinger, temporarily chief of the system safety program; and Joyce Kuykendal, the MICOM radiation protection officer.

"In both categories on the post and for the products. I think this (successful year) is a direct result of the level of concern that



MICOM and Redstone managers have with regard to safety. I feel that it's their top priority, from Gen. Link on down," Frost said. "Safety is all those folks. We think that they're doing

a good job." Safety is important to the Missile Command because "it involves protection of our most critical resource: our people and the Army soldiers."



SAFETY FIRST— Some of the members of MICOM Safety Office include: seated Frost, left, and Bryan Lorge. Standing, from left, are Kevin Woodsinger, Dian Avery and Terrell Swindall.

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Technical Library has answers for tough questions

By Kathy Harkleroad

If you need a back copy of the Army Times, information on the type of ammunition that is used by a foreign country, or just need to see how that electronic part works, the Ordnance Missile and Munitions Center and School (OMMCS) Technical Library has just what you need.

The library has been in existence since the mid-1950s, according to chief librarian Mark Hines, and has come to the rescue for many a research project. "We have information in here that can be used for many reasons. If it involves ordnance, munitions, electronics, or even information on genealogy, we have it," Hines said.

The technical library has undergone a few changes through the years, but has remained a great resource for students and employees alike. When the library first began, the now MOS Library was a part of the Technical Library and housed all the Army publications as well as information on particular Military Occupational Specialties.

"Around the mid-'70s the libraries split and were housed in separate locations. While most of the Army publications went to the MOS Library, we still have a few. We still call back and forth and send people to each location if they need something. Really all the libraries on the post are very cooperative and we all work together in order to get what a person needs," Hines said.

Most of the books and periodicals that are housed in the Technical Library are ones that would be useful to the school and are utilized on a regular basis. Approximately 300 visitors frequent the library and make use of the resources stored there. "We have

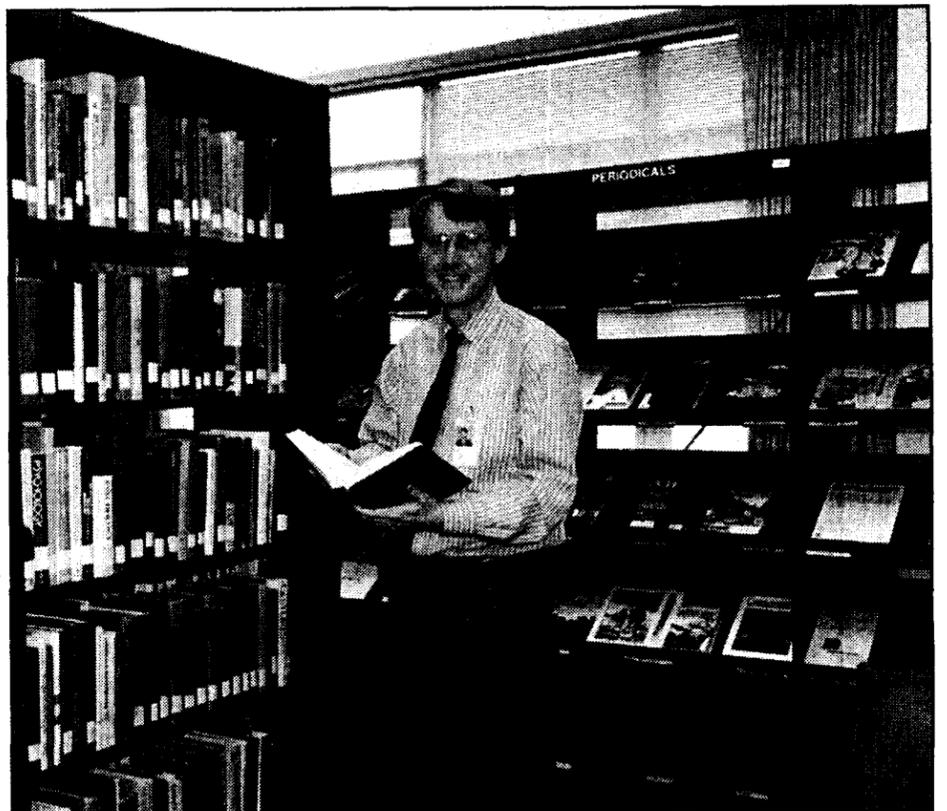
quite a few active duty soldiers come in and do research for projects they have been assigned. We have the information to meet their needs," Hines said.

The Jane's Weapon System's books are among the more popular reference materials that are used at the library. "The Jane's books contain quite a bit of information and some of it is hard to find. They not only show a photograph of the weapon or ammunition, but give a history about it and technical information. They also include the ammunition and weapons that are used around the world," Hines said.

Government documents, both past and present, can also be found at the library, as well as past issues of the Army Magazine, Soldiers Magazine, the Army Times, and quite a few other periodicals and technical publications. "You would be surprised just how often back issues are requested," Hines said. "We get requests quite often for articles that were printed 15 or 20 years ago; they are a good source for current research."

The library also carries several newspapers on a daily basis and has subscriptions to the two local papers, the New York Times, the Washington Post, the Wall Street Journal and USA Today. "We have quite a few patrons who come in to read those newspapers to keep on top of what is happening," Hines said.

Another popular feature at the library is the CD ROM collection that offers additional information. "We have an index to general and military periodicals on CD ROM as well as other research tools. We also have a current phone book on CD ROM that contains 10s of millions of numbers from around the United States. You would be surprised just how often that CD



HINES

ROM is utilized," Hines said.

The technical library is open Monday through Friday, 7:45 a.m. to 4:30 p.m. and

is located adjacent to the post library in building 3323 on Redeye Road. It can be reached at 876-4524.

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HHC MICOM training gets new look in prime time

By Kathy Harkleroad

HHC MICOM has instituted a new way of training soldiers. The new Prime Time Training program took effect Jan. 9 and will involve all master sergeants and below assigned to all the directorates and activities associated with the Missile Command. There are approximately 206 soldiers who will participate in the training.

The new Prime Time Training program will take place alternate Tuesdays from 6:30-11:30 a.m. and will include mandatory classes on the NCO Development Program, and Command Individual and Collective Individual Training.

"We are very excited about the program and have already heard some very positive comments about the new training," HHC MICOM 1st Sgt. Larry Leggett said.

The new program, created by a directive from Maj. Gen. James Link, was implemented earlier this month. "Platoon and section sergeants, individual trainers, sergeants major and HHC MICOM training staff attended weekly meetings to plan a challenging and realistic training program,"

Capt. Collier Slade, HHC MICOM commander, said.

During the mandatory classes the soldiers will receive training on land navigational skills, land mine identification, NBC (Nuclear Biological Chemical) training, NCO developmental skills, weapon training, and a number of other classes. "We will also be implementing MOS (Military Occupational Specialty) training and will cross-train soldiers," Slade said.

"We will be doing anything to get the soldier prepared for their next duty assignment, as well as being prepared in case of deployment," he added. "We want to make sure they are confident in their skills and are fully qualified for any operation, assignment or deployment."

Prime Time Training will take place throughout the Arsenal, and will utilize the facilities on post. "We will be training at Skunk Hollow, Weeden Mountain, and Shields Range. The locations will vary and will include additional areas," Leggett said.

The planning team was tasked by the deputy post commander, Col. Stephen Moeller, to make the training as fun, realis-

tic and exciting as possible. "We have done that," Slade said.

"Each session will be different and will be in as realistic a setting as possible," Leggett added.

The biggest change the soldiers will see is the amount of time that is involved in the training. In the past soldiers were required to attend one-hour classes every Tuesday morning. With Prime Time Training, the soldiers will have a more intense and longer time to train.

"We found not enough time was spent on training and wanted to correct the problem," Slade said. "The CG (commanding general) recommended we train on alternate Tuesdays for a longer period of time, with all the classes in that time frame."

In order for the training to be effective, cooperation will be needed from everyone. "In order for maximum participation, we need a team effort from the personnel. We need support from the soldiers and their civilian supervisors. Everyone needs to understand we are doing this to ensure the soldiers are properly training during their tour at Redstone Arsenal," Slade said.

"This is a big change for us and one I believe is in the right direction," he said. "There is a considerable amount of training that will be going on and it will ensure the soldier can move to their next assignment or deployment with the skills that are required."

Another plus for the new Prime Time Training, according to Leggett, is the more active involvement by the sergeants themselves. "The NCOs will have a much greater involvement in the training and they are very excited about that aspect. It will make a big difference," Leggett said.

While the program is still somewhat new, Slade said improvements are constantly being made. "We have to crawl before we can walk and are evaluating as we go. Changes will be made as they are needed," he said.

"Customer service is the motto of Redstone Arsenal, and this training falls right into that area. Soldiers are our customers too. They want the training and need the training. With it they will be better prepared when they go to their next assignment," Slade said.

Lenhardt gets assignment to Recruiting Command in Fort Knox

FORT McCLELLAN— Maj. Gen. Alfonso Lenhardt, post commanding general and commandant of the Military Police School, has been named the new commanding general for the Army Recruiting Command, Fort Knox, Ky., the Department of the Army announced.

Lenhardt has served as the commanding general for Fort McClellan since July 1994. Lenhardt will be returning to the command where he served as the deputy commanding general from September 1989 to July 1992.

With more than 30 years of service, Lenhardt has completed assignments around the world to include tours in Germany, Vietnam and Washington, D.C. Originally from New York City, N.Y., Lenhardt began his distinguished career in November 1965 as an enlisted soldier and was commissioned in October 1966.

Lenhardt and his wife, Jacqueline, will reside in the Fort Knox area. They have three daughters, Robin, Tracey and Kimberly.

Brig. Gen. Ralph Wooten, deputy com-

manding general and commandant of the Army Chemical School, will become Fort McClellan's new commanding general. He has served as deputy commanding general since arriving in December 1994.

Brig. Gen.-select David Foley, assistant

commandant of the Military Police School, will become Fort McClellan's deputy commanding general and commandant of the Military Police School. He has served in his present position since August 1994.

(Fort McClellan release)



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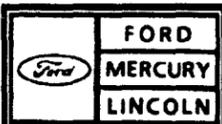


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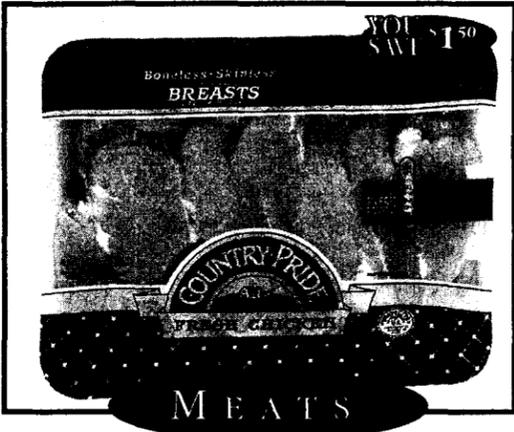
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Self-Help center stocked with items for landscaping

By Kathy Harkleroad

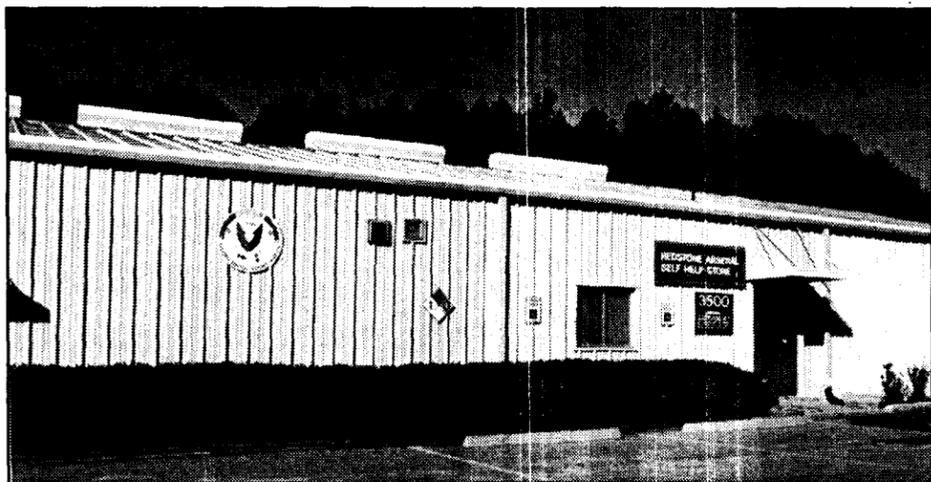
The Self-Help Store has something for everyone wanting to beat the winter blues. According to manager Wayne Nevels, this is the perfect time to spruce up offices, lay out landscaping plans, and take care of indoor projects.

"We have lots of paint, wallpaper, repair items, a lot of things that be used for indoor projects," Nevels said. "All a person has to do is request them."

Government buildings on the Arsenal are also authorized to utilize the services of Self-Help and can come away with some great savings and lots of satisfaction when the project is completed. Housing residents are also authorized to use the facility and can find all kinds of things to make their quarters a nicer place to live.

According to Nevels, housing residents are in luck: fencing is now available through Self-Help, as well as privacy fences. "Residents who would like to install chain link fencing or put a privacy fence around their patio can do so with a DA2701 request form from housing. Turn around time is rather quick and we will provide everything they need... including the estimator," he said.

Residents are also urged to obtain the new insulated outside faucet covers, especially during the cold weather, in order to prevent frozen water pipes.



SOMETHING FOR EVERYONE— The Self-Help Store has something for everyone when it comes to improving government buildings and quarters. Items available include landscaping materials, paint, repair items and individualized expert advice for projects.

According to Nevels, they are easy and fast to install and will prevent broken pipes.

"Now is also a good time to pick up those landscaping needs, like mulch, fertilizer, and anything else you might need to get your yard in order," he said. "We have a good supply of everything and now is the best time to come by and pick it up."

Personnel in government buildings who would like to change the interior of their offices can do so with a little help from the experts at Self-Help. "We have all kinds of pastel colored paints, we have wallpaper, chair rails, and just about anything else you can think of that is used to redecorate," Nevels said. "IJOs are being accepted on any project and the turn around time is really fast right now.

A lot of the items are readily available, while some items take between seven to 10 days to get. But in the meantime they could be working on some other aspect of the project."

Personnel in government buildings are also authorized to request picnic tables and benches, and according to Nevels these are a new item. "The tables and benches aren't new... but the material they are made of is. They are a low maintenance and highly durable item and are made from recyclable materials. You don't have to seal them, paint them or worry about them," he said.

Landscaping materials are also available to person-

nel in the government buildings and can be issued to the building. "This is the perfect time to start thinking about where that new garden might go, or even rework the current garden. We have everything they might need," Nevels stated.

All types of power equipment is available to both housing residents and government buildings and may be checked out on a 96-hour loan. If the project requires the use of the equipment longer than 96 hours, the loan can be extended with a phone call.

The employees at Self-Help are looking for suggestions for their inventory.

See STORE on page 16

Severe weather radios available for Redstone residents

By Kathy Harkleroad

The Self-Help Store has something new that can help save lives when it comes to severe weather. Severe weather alert radios have been received and can be signed out by residents.

"The radios are small but very effective when it comes to alerting the residents of impending severe weather," Wayne Nevels, the Self-Help manager, said. "The radios receive reports from the National Weather Service and when an alert is sounded, the radios will activate."

Tornadoes are somewhat common in the area and any device that will help alert persons to impending danger is welcome. Sirens are posted throughout the Arsenal but can be missed by some residents. Having a severe weather radio in their homes will ensure residents are alerted to the threat of a tornado.

"If we had these radios last year when the severe weather passed through the area and tornadoes were spotted, residents would have been more prepared," Nevels said.

One resident picking up a radio said she was glad they were available. "I'm terrified of tornadoes and am always afraid I might miss the siren going off. At night if there is even a possible threat of severe weather I'll sleep with the window open just so I can hear the siren. With the radio in my home, I know I'll hear the alert and can act accordingly," she said. "My husband will even be happy, I'll start closing the windows at night with the radio in the house," she added laughing.

"We originally ordered 245 radios and have 168 left,"

See RADIOS on page 16

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'Mountain top' to improve defenses vs. cruise missiles

Soldiers of the 2nd Battalion, 7th Air Defense Artillery Regiment, 11th Air Defense Brigade, Fort Bliss, Texas, and others from the Materiel Test Directorate, White Sands Missile Range, N.M., have been airlifted with Patriot missile system equipment to the Navy Pacific Missile Range Facility, Kauai, Hawaii, to conduct the Army Mountain Top Experiment.

The Army Mountain Top Experiment is a Ballistic Missile Defense Organization funded program and is a Defense Department Advanced Concept Technology Demonstration. The objective of this demonstration is to gather data and demonstrate the capability to improve U.S. defenses against cruise missiles. The Navy is the lead service for the overall joint Mountain Top program which is occurring during January.

Soldiers will operate ground elements of a Patriot air defense system during the tests. Troops completed equipment checkout and training at White Sands Missile Range on equipment modified for use in the Army Mountain Top Experiment before being airlifted to Kauai in late November.

No Patriot missiles were involved in the shipments and none will be fired during the January tests. Instead, the Army will use C-130 aircraft of the Air Force 46th Test Wing to carry a Patriot advanced capability (PAC-3) air defense surface-to-air missile on board active radar seeker which was fabricated

during the PAC-3 development program as a simulated air defense interceptor. The aircraft-mounted seeker will be controlled by the Patriot system ground elements, and will track BQM-74 targets flying at low altitude. Aircraft and target flights will be over the ocean to the north of Kauai.

The Patriot missile equipment, specifically the engagement control station and the information control central, have been modified with software changes to use target acquisition and tracking information from radars other than the Patriot phased array radar. In a normal combat engagement, the Patriot radar acquires, identifies and tracks targets and is also used to transmit updated target location information to the Patriot missile as it gets to its target. The Patriot missile's on-board active seeker guides the interceptor during the final seconds of flight prior to impacting the target.

In the Army Mountain Top Experiment, the target information normally provided by the Patriot radar will come instead from a Navy radar installed on a mountain top above the Pacific Missile Range Facility. The Patriot radar will only be used to communicate target data to the seeker and missile guidance components carried in the C-130.

Cruise missiles — small pilotless aircraft — are difficult targets for current air defense systems. Their size makes them difficult to detect and they can fly at low altitude using either the

natural curve of the earth or intervening terrain to avoid detection by air defense search radars.

The Army tests are expected to demonstrate that positioning the tracking radar in an airborne platform— or

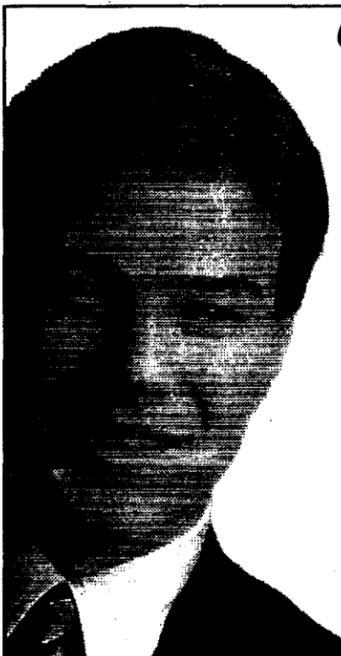
in this test on a mountain several thousand feet above the Patriot system — will make it possible to find, track and kill cruise missiles well beyond the current ranges for engagement.

Data collected in the

Army Mountain Top Experiment has potential application to the Corps Sam/Meads air defense system or for future improvements to the Patriot system.

This demonstration is being managed by the

Special Programs Office of the PEO Missile Defense based in Huntsville. The Army Mountain Top Experiment is a congressionally-mandated program funded by the Ballistic Missile Defense Organization.



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BOSNIA

Continued from page 1

- 300th Transportation Company Detachment, Tacoma, Wash. Destination: Germany.
- 21st Theater Army Area Command, Indianapolis, Ind. Destination: Germany.
- 3rd Corps Support Command, Des Moines, Iowa. Destination: Germany.

Mobilization stations

The following USARC units have reported for duty at their mobilization station:

- 755th Adjutant General Postal Company, Texarkana, Texas. Mobilization station: Fort Dix, N.J.
- 487th Engineer Platoon (Firefighting), Washington, Kan. Mobilization station: Fort Dix, N.J.
- 369th Engineer Platoon (Firefighting), Worcester, Pa. Mobilization station: Fort Dix, N.J.
- 146th Transportation Company (Detachment), Orlando, Fla. Mobilization station: Fort Benning, Ga.
- 23rd Adjutant General Postal Company, Pittsburgh, Pa. Mobilization station: Fort Dix, N.J.
- 329th Adjutant General Postal Company, St. Paul, Minn. Mobilization station: Fort Dix, N.J.
- 347th Adjutant General Postal Company, Marion, Ill. Mobilization station: Fort Benning, Ga.
- 735th Adjutant General Postal Company, Centralia,

Ill. Mobilization station: Fort Benning, Ga.

- 825th Adjutant General Postal Company, Marion, Ill. Mobilization station: Fort Benning, Ga.
- 476th Adjutant General Postal Company, Centralia, Ill. Mobilization station: Fort Benning, Ga.

Also mobilized

Five Army Reserve units were mobilized on Dec. 29, 1995, and reported to their home stations on Jan. 2:

326th Public Affairs Detachment, Reading, Pa.; 5502nd U.S. Army Hospital (Detachment 1), Aurora, Colo.; 883rd Medical Detachment, Boston, Mass.; 4005th U.S. Army Hospital (Detachment 1), Lubbock, Texas; and 388th Medical Detachment, Hays, Kan.

In addition to the aforementioned units, nine USARC units, with more than 400 soldiers, are scheduled for mobilization and will conduct training in preparation for possible callup and participation in U.S. military operations in Bosnia:

5502nd U.S. Army Hospital (Detachment 2), Aurora, Colo.; 4005th U.S. Army Hospital (Detachment 2), Lubbock, Texas; 445th Veterinary Medical Detachment, Independence, Mo.; 338th Military Intelligence Detachment, Fort Meade, Md.; 1st Military Intelligence Center (Detachment 1), Phoenix, Ariz.;

91st Legal Support Team, Fort Sheridan, Ill.; 131st Chaplain Support Team, Fort Belvoir, Va.; and 21st Theater Army Area Command (Detachment 3), Fort Benning, Ga.

In addition to the USARC units that have been mobilized or are scheduled to mobilize, the Army Reserve has mobilized 11 European-based units assigned to the 7th Army Reserve command headquartered in Heidelberg, Germany.

Mission

The Army Reserve provides essential combat support and combat service support capabilities to America's Army. Examples of this support include transportation, medical, quartermaster, supply, logistics, engineer, military police and public affairs.

Headquartered in Atlanta, the USARC commands, controls and supports all Army Reserve troop units in the continental United States with the exception of Psychological Operations, Civil Affairs and Special Forces units. The USARC's primary mission is to provide trained and ready units to support America's Army and America. Approximately 200,000 soldiers are assigned to some 1,700 USARC units throughout the United States. (Arnews)

Former MICOM chief of staff dies at his residence

A retired colonel who served as Missile Command chief of staff July 1971-July 1973 died Jan. 10 in Columbiana, Ala.

Col. James C. Miller, 75, had a 30-year Army career which included three tours at Redstone. He lived in Huntsville after retirement, but had moved to Columbiana last August because of health reasons, a family member in Columbiana said.

Funeral services were held Jan. 13 in Columbiana.

He is survived by a brother, John Miller of Dallas, three sisters, Mary Robertson, McGregor, Texas, May Bingham of Dallas and Gay Miller White of Columbiana.

His first Redstone assignment was in 1950 as executive officer of the Ordnance Research and Development Office, the organization which supervised the work of former German guided-missile experts brought to this country after World War II. The group moved here from Fort Bliss, Texas, in



MILLER

1950.

Miller served as chief of the Future Missile Systems Division in MICOM from 1961 to 1964. He left Redstone for Thailand to spend two years in the Office of the Secretary of Defense as an Army member of the Weapons Systems Evaluation Group before returning to MICOM in December 1967 to serve as project manager of the Surface-to-Air Missile Development program (forerunner of the

Patriot Project Office). After that assignment he became chief of staff.

Miller was a 1943 graduate of the U.S. Military Academy. He held a master's degree from the University of Southern California. He participated in the Normandy, Rhineland and Central Europe campaigns as an infantry officer during World War II and also served in Korea in 1953 and 1954.

He was a native of Laurel, Miss.

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About 2,000 acres eyed for prescribed burning

Prescribed burning is the application of fire in a skillful manner, to fuel the forest in a definite place for a specific purpose, under specific weather conditions to achieve specific management objectives. A controlled fire applied as a prescribed burn in the forest today is an established resource management tool used throughout the United States.

Benefits which can be directly attributed to prescribed fire at Redstone Arsenal include enhanced military training areas, improved wildlife habitat, control of usable understory species, a reduction of hazardous fuel accumulation, preparation of sites for planting, increase quality and quantity of food materials, recycling nutrients within the soil, control of tree diseases and insect pests, improved access within a forest stand, and enhanced forest appearance.

Approximately 2,000 acres are programmed to be burned in fiscal 1996 at Redstone Arsenal, with the majority of areas burned occurring on existing ranges and south of Buxton Road. Burning operations will begin in February and proceed through March.

Any questions concerning prescribed burning operations should be directed to Jesse Horton, installation forester, at 876-3122 or Dave Nixon, installation wildlife biologist, at 842-6489.

Presidential primaries slated in various states

Soldiers who are citizens of various states holding presidential primaries this year should make plans to apply for absentee ballots.

Some states with scheduled primaries include New Hampshire, Delaware, Maryland, Georgia, Mississippi, Tennessee, Florida, Oregon, Massachusetts, Louisiana, Texas, Oklahoma, Wisconsin, Ohio, Illinois and Nevada.

Unregistered members of the armed forces or merchant marine and their family members, state residents temporarily residing outside the U.S., and overseas civilian citizens may submit the Federal Post Card Application (FPCA) request for registration and an absentee ballot.

New Hampshire will hold its presidential primary Feb. 20; and the Delaware primary is slated Feb. 24. Presidential primaries scheduled March 5 include Maryland, Georgia and Mississippi. March 12 will bring presidential primaries in

Tennessee, Florida, Oregon, Massachusetts, Louisiana, Texas and Oklahoma. March 19 is the date for primaries in Wisconsin, Ohio and Illinois. Nevada will have its primary March 26.

The general election is slated Tuesday, Nov. 5.

Questions which cannot be answered locally may be referred to the Director, Federal Voting Assistance Program, Office of the Secretary of Defense, Pentagon, Room 1B457, Washington, D.C., 20301-1155, or call toll-free in the U.S. (800) 438-8683 or (703) 695-0663.

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Tax assistance center schedules open house

The annual income tax season will be here before you know it, and it's not too early to start preparing.

An open house for the Staff Judge Advocate's Tax Assistance Center will be held at 10 a.m. Feb. 2 in building 3475, Honest John Road.

The tax assistance program offers free preparation of state and federal tax and electronic filing of federal returns to active duty and retired military and their family members. Active duty military should contact their unit tax advisers to

schedule an appointment. For more information, call 876-9005.

"Last year we helped prepare 2,655 returns and filed 1,685 federal and state returns," Capt. Cheryl Boone, post tax officer in the Staff Judge Advocate's Office, said. "This year we would like to exceed those numbers."

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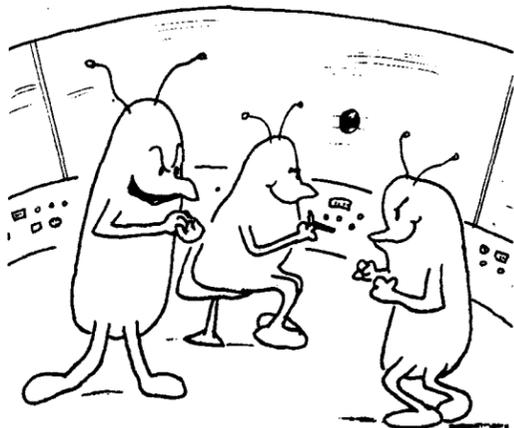
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Learning centers can help Army workers upgrade their skills

By Jerry Alexander

In a time when job performance depends upon upgrading existing skills and developing new ones, the Army Learning Centers can help. Take advantage of a tuition-free opportunity to open the door to higher learning, and prepare for the future. Your ALCs are an American 2000 Skills Clinic providing quality training and state-of-the-art continuing educational support services to the Redstone community.

The ALC offers more than 2,500 academic, commercial, and Army courses. Primary subject areas include: Clerical and Secretarial; Communications and Data Processing; Engineering and Physical Sciences; Finance and Business; Health Science and Medical; Language and Grammar; Mathematics; Management and Supervisory Skills; Personal Development; Safety; and Quality Management. The ALCs have more than 100 new courses.

A very popular new addition to the ALC selection is the Microsoft Office Suite Tutorial (Powerpoint, Mail, Word, Excel, Access and Windows).

Some advantages of the ALC include: State-of-the-art computer-based instruction, including Self-Paced Army Computer Education (SPACE) and texts; on line 24 hours a day, seven days a week SPACE system; courses offering Continuing Education Units (CEUs); video and audio instruction, and access to national teleconferences and courses through satellite downlinks. Three ALCs at Redstone Arsenal are dedicated to the changing educational needs of the community.

The ALC staff is looking forward to working with you at: Sparkman ALC, building 5304, room 4319, phone 876-1061, Monday through Thursday from 7 a.m.-4:30 p.m., Friday from 7-4.

North ALC, Army Education Center, building 3222, phone 876-9416, Monday through Thursday from 8 a.m. to 7 p.m., Saturday from 8-noon.

SSDC, SSDC Annex, phone 955-3480, Monday, Wednesday and Thursday from 7 a.m. to 3:30 p.m.

(Editor's note: Alexander is program administrator in support of the Education and Development Division.)

Ordnance Corps Association scholarships available to Ordnance family members

June 30 is the application deadline for the Ordnance Corps Association's scholarship program.

All Ordnance soldiers (active and reserve), OCA members and their immediate family can compete for associate and bachelor's degree scholarship grants.

Grants will be awarded based on the whole-person concept, without putting undue emphasis on any particular asset such as grades.

Each applicant for a Lt. Gen. Joseph M. Heiser Memorial Scholarship must write two essays which will be judged on content, originality and the individual's research effort. The first essay, from 300-350 words, will be on your reasons for seeking this grant and why you feel you merit its award. The second essay, from 1,000 to 1,500 words, will be on the spirit, traditions, heritage and history of the Ordnance Corps.

The OGA Scholarship Committee will convene in mid-summer to evaluate all applications. Send entries by June 30 to USAOCA, P.O. Box 377, Aberdeen Proving Ground, Md., 21005.

For more information, call the Ordnance Corps Association (410) 272-8425.

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NCO Spouses organization helps support community

By Kathy Harkleroad

The Active and Retired NCO Spouses Club (ARNCOSC) is a quiet, but busy organization which is looking for more members.

"All spouses of active duty and retired NCOs are welcome to join and become part of our extended family," Gerri King, club president, said. "We are here for the community and this is our way of giving back."

The phrase extended family, should be the middle name of the ARNCOSC as everyone looks out for each other and offers help and support when needed. "We have all been there. We know what it is like to have spouses gone on TDY, we know what it is like trying to run a household alone, and most of all we know how important having a support network is," King said.

"We are here for the military family and we need their involvement. While we do quite a few things, it does not take a lot of time to be an active member in the organization," she said. "Most of the members work and all realize how important families are and plan accordingly."

The members not only support each other, but the community of Redstone and Madison County as well. Numerous agencies and charities benefit from the hard work of the club, as well as private individuals.

"We have a long list of charities and organizations that we donate funds to annually," King said. These include the Soldier of the Month/NCO of the Quarter, Soldier of the Year, Total Tots, Space Camp Scholarships, Chaplain's Fund (food baskets), American Red Cross, Boy Scouts, Junior

ROTC, Christmas Charities, Salvation Army, Youth Soccer, Educational Scholarships, Merit Awards, Retirees Day events, and many more.

Funds that are donated to the community are raised throughout the year with the biggest fund-raiser happening during the holidays. "Our gift wrap booth at the PX is our main fund-raiser," King said. "With those funds, we turn around and help the community in various ways."

The club also supplies volunteers for community events which include the annual Community Block Party, the Family Symposium, National Night Out Against Crime, Yard of the Month judging, Army Communities of Excellence beautification projects, and baking for community events, guards and soldiers at Christmas.

"We are involved in a wide variety of events and organizations and there is something for everyone," King said. "The time that is donated by the members is used wisely and they are involved in something they are interested in." The group donates approximately 200 hours per month in the community in various forms.

The organization was formed in 1954 and chartered in 1956 with the main purpose of promoting group welfare and education projects as well as civic projects for the benefit of the community. Members meet the second Thursday of each month at the Challenger and hold socials throughout the year.

"Our business meetings last about an hour and the remainder of the time is spent socializing with each other. All of us are friends... really more than friends. We care about each other and what is happening in



BOARD MEMBERS— ARNCOSC board members include, from left in front row, Karen Sundry, honorary president; Dorothy Patrick, recording secretary; Elizabeth Stengel, corresponding secretary; and Mary Moreillon, board

member. In back row, from left, are Dessie Johnson, board member; Gerri King, president; Mary Parrish, treasurer; and Beryl Cutts, vice president. Not pictured is board member Jackie Meador.

each other's lives, as well as any concerns someone might have," King said.

Rank is not an issue in the organization and, according to King, is the furthest thing from anyone's mind. "I have served as president for the last four years and to be honest, I don't have a clue about the family member's rank of our members. I don't really care, that is not what this organization is about. We are here to support the spouses and help the community as a whole," she

said.

Anyone who is a spouse, male or female, of an active duty or retired servicemember E-4 through E-9 is eligible to join. "We also have associate memberships for government employees GS-4 and above," King said. Membership dues are \$15 a year and payable at the time of enrollment.

For more information on the organization, call King at 859-0340.

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Wounded soldier arrives at Landstuhl center

WASHINGTON— A soldier injured Dec. 30 when his military vehicle hit a land mine arrived at Landstuhl Army Regional Medical Center, Germany, for further evaluation.

Spec. Martin John Begosh, assigned to the 709th Military Police Battalion, arrived at Landstuhl hospital Jan. 3, said hospital spokeswoman Marie Shaw. She reported that Begosh is in stable condition and is being evaluated by orthopedic doctors at the hospital.

Begosh, the first U.S. casualty in Operation Joint Endeavor, was driving the lead vehicle in a four-vehicle reconnaissance patrol

near Bijela, Bosnia-Herzegovina, 15 miles south of the Sava River, when his Humvee hit an anti-tank mine. The TMM-1 mine packed with 12 pounds of high explosives detonated, destroying the front end of the Humvee and nearly taking Begosh's right foot with it, according to The Washington Post.

The 23-year-old received first aid at a Swedish check-point by a Swedish doctor prior to being taken by helicopter to the 212th Mobile Army Surgical Hospital, located about 10 miles north of the river.

Two Army surgeons, Maj. Jim Smith and Darryl

Cuda, moved Begosh to the advanced trauma life support station, where they checked his vital signs and made a small incision in his abdomen to check for internal bleeding. Cuda, an orthopedic surgeon, then labored for four hours to reassemble the shattered bones in Begosh's right foot. The surgeons also made incisions in the muscle tissue in both legs to relieve the intense swelling, according to the Post.

Begosh was awarded a Purple Heart medal by Maj. Gen. William L. Nash, the U.S. forces commander, Dec. 31.

The 709th MP Battalion

patrol's mission was to reconnoiter and mark the entry routes branching south from the Bosnian river town of Orasje, particularly the main highway to Tuzla, to aid the Army's effort to span the Sava and push the 1st Armored Division's 7,000 vehicles into northeast Bosnia. The soldiers were tacking up neatly printed road signs marking the route when they realized the final installment of the Sava bridge had been postponed Dec. 30 due to technical problems. The patrol turned around and was looking for another route when the incident occurred. (Arnews)

Defense official describes future battlefield technology

By Pam Rogers

Future battlefields won't necessarily belong to the force with the greatest firepower, but the one with the most advanced information gathering, storage and retrieval capabilities, according to Dr. Paul Kaminski, undersecretary of defense for acquisition and technology.

Kaminski made that assertion here last week during a speech to a combined meeting of the American Defense Preparedness As-

sociation and the Association of the U.S. Army. He was here to visit several Army elements including the Missile Command, the Space and Strategic Defense Command and the PEO Missile Defense.

He had little to say about the months-long Theater Missile Defense Study he has been a part of, stating that the Defense Department would like to see spending lowered on the programs, from \$3 billion annually to \$2.5 billion or even \$2 billion.

"We have considered, but are not driven by these targets," he said. He also said the study is nearing completion but is about a month behind schedule.

Kaminski devoted much of his speech to the future of Battle Management/ Command, Control, Communication, Computers, and Intelligence (BMC4I), which he said is extremely important not only in the field of Theater Missile Defense, but other missions as well, and will make for superior battlefield cycle time.

He said he sees information gathering and processing becoming more efficient, with the problem of human sensory overload becoming a problem. Therefore, data storage, retrieval and dissemination processes must keep pace.

Kaminski said this was the first time he'd ever had "quality time" to spend in Huntsville and at Redstone and was impressed with the strong technical underpinning the community has.

MWR highlights . . .

The following are upcoming Morale, Welfare and Recreation activities:

FEB. 2: Wild game cookout— From 11 a.m. to 1 p.m. at the Rustic Lodge. The entire Redstone community is invited. Redstone fishing/hunting permit holders will be asked to donate \$2 for the lunch; and a \$5 donation is asked from everyone else. The menu includes fish, venison, turkey, raccoon, rabbit, squirrel, ham and more— plus a variety of desserts and side dishes. For more information, call 876-4868.

BOWLING: Snack bar— Enjoy lunch at the Bowling Center Snack Bar Thursday, Friday and Saturday (they open at 9 a.m. for you early birds). For information call 876-6634.

FEB. 24: Army family— An Army Family Team Building workshop will be held all-day, free of charge; child care is provided. This first level of the AFTB course is designed to provide the "basic personal skills knowledge that is vital to the military family." The first 100 to register will receive a free lunch catered by Olive Garden; registration deadline is Feb. 16. For more information, call Deborah Jefferson 876-5397.

HOCKEY TICKETS: Discounts available— The Recreation Center has discount tickets to Channel Cats hockey games Jan. 26, Feb. 17 and March 14. Tuesday night games Feb. 6 and Feb. 20 will be half price; you can obtain the half-price vouchers at the Recreation Center and exchange them at the box office for the half-price ticket of your choice (limited quantities)... Watch for displays to get free tickets to the University of Alabama-Huntsville game Feb. 16 against Mankato State. For more information about the AUSA "Army Reinforcements Night," call Heather Haring 876-3030.

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Worker publishes handbook on new federal government

By Peggy Hays

An author and publisher of his own 1995 soft cover book titled "The New Federal Government: A Handbook for Change," Greg Haynes aimed at opening the lines of communication within large bureaucratic organizations.

Organizations, said Haynes, an aerospace engineer and a deputy project manager for TACAWS, are "really an investment in people. Most government managers have not had a formal education (in managing). They have had a lot of training. You need both education and training."

Haynes explained that discussing strategy for the future didn't pique his interest but what excited him was "finding out how are you going to do this, and how do you regain trust, and how do you get people on your side. Before you can create a quality organization, you need that."

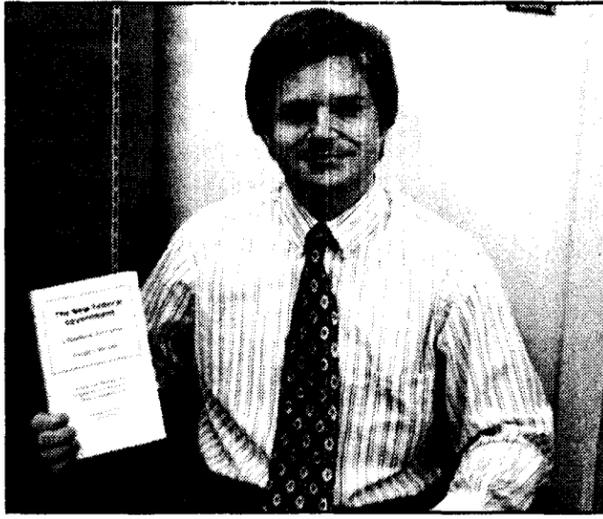
"Most government people are self-motivators," Haynes said. "But, you can't be self-motivated for 30 years. For example, in the Gulf War, everybody got behind it for a huge effort.

But you can't use crisis as a management tool on a consistent basis. You've got to figure out how to have that spurt on a consistent basis. If not, the place will still stay, but the contractors will be doing the job.

"Right now, there is an exceptional amount of government people with an average age of about 43. When I wrote the book, there were not a lot of young people who wanted a career in the government. It may not be hurting now, but it will later."

Haynes cited the National Performance Review, a 1993 report generated by the federal administration, as an example. The report, he said, "is about the things they wanted to do but never said how to do it. My ideas begin where their's left off. If we want to improve, we have to maintain what we've got, but make it better."

Haynes' literary efforts are an outgrowth of his MBA studies at Vanderbilt University. "I was used to working real hard," he said, while attending the university every other weekend for two years. "After graduating in 1994, I had a lot of



HAYNES

time on my hands. I tried to put together something useful; that's why I call it a handbook. It's short and to the point.

"It's pretty much for managers and decision-makers in the federal government," he said. "Employees could benefit, too. It has examples that work, and examples that don't work."

His purpose was not monetary, but rather evolved during his civilian positions in the Army and Navy. His academic studies only crystallized his thoughts. "Before I went to school, I had these ideas," he said, "but school

helped me focus in on how to approach it. I probably wouldn't have written the book if I hadn't gone to school.

"I never considered myself a writer. The book is not an academic exercise. It's just me sitting there and talking."

The road to publication was short but intense. From start-to-finish, it took about eight months. "I finished writing the final form about the last of March '95," Haynes said. "I sent it to two or three publishers but got rejections."

With more than a little hesitation, Haynes casually

approached a local bookstore about publishing the book. "I talked to the Books-A-Million manager and she said sure. She would buy some," Haynes said. So, underwriting the cost himself, Haynes published the initial set of 50 copies himself, creating his own eye-catching white cover with its bold blue print and red border. He typed the manuscript, using double-spacing, and inserted blue pages to separate the chapter titles. The text, written on only one side of the page, results in a quick read of 107 pages. The nine chapters, filled with bold headlines, include methods and examples of communicating trust through up and down channels, performance reviews, incentives, teaming, the role of the middle manager, and the role of education and training.

The book, at \$7.95 a copy, makes it a break-even venture for Haynes. The money, he hopes, will come later. Currently, the books are displayed in both Books-A-Million Huntsville stores in their Local Interest Section.

"Actually, to do the writing was very short," Haynes

said. "I wrote the outline in an hour. Then, I just wrote the fundamentals of the book. I just wrote ideas. It took an hour or two to write each chapter. However, it took about five times as long to do the final."

Although Haynes believes his book has so far sold only to friends, he sees a niche for it. "My main purpose was to write an easy to read, how-to-book. Most books are vague. If you get one or two ideas from the book, I've done my job," he said.

"Is it the greatest thing since sliced bread? No, it's not. But, it uses various methods to open up communication. It offers lots of different rewards. Of course, there's only so much you can do in the Army, but it does offer some rewards that people may not have thought of."

"Most people write a book to get more work—to write another book, for example, or to work as a consultant," he said. "I tried not to do that. Instead, here are some things you can do. You don't need to call me."

Although Haynes declined to say what moti-

See AUTHOR on page 16

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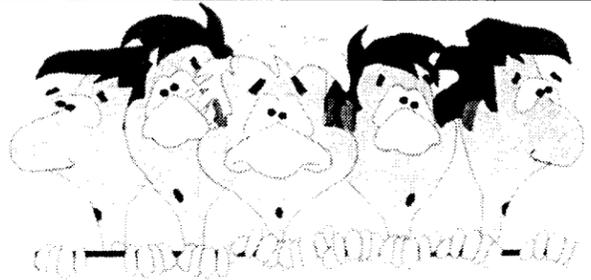
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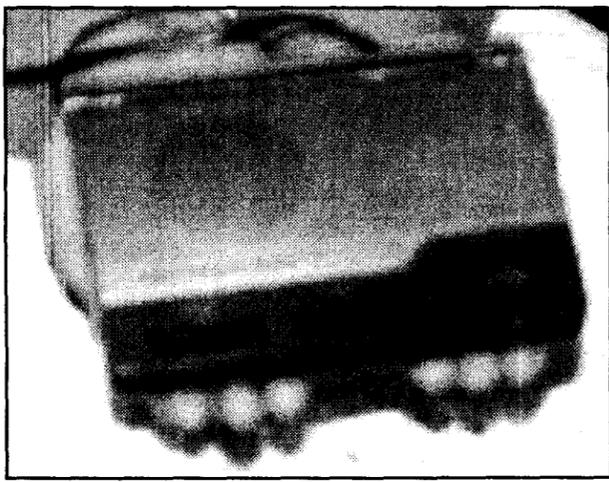
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IN GOOD HANDS— Residents on the Arsenal will be in good hands this severe weather season with the help of a severe weather alert radio. The weather radios can be picked up at Self-Help and can be easily placed in homes. The radio monitors the National Weather Service and will sound an alert when severe weather approaches.

RADIO

Continued from page 8

Nevels said. "They are available on a first-come, first-served basis to the residents and can be kept until they clear quarters. At that time we will recycle them back into the housing area as residents arrive."

The radios are compact and are about 6 inches long by 4 inches wide. They are powered by electricity and a battery backup. "They are small enough they can be tucked away on a table or a shelf and won't cause a distraction," Nevels said.

Housing residents can be issued a weather radio at Self-Help, building 3500 at the intersection of Vincent Road and Gray Road, from 8:30 a.m. to 5 p.m. Monday through Friday and from 8 a.m. to 1:30 p.m. Saturday. For more information, call 842-8259.

STORE

Continued from page 8

"If there is something that is needed and we don't have it, we will be more than happy to request it," Nevels said. "We listen to the feedback from our customers and if it is at all feasible we obtain the requested item. We want everyone to be happy and have what they need for their projects."

For more information on what is available at Self-Help, call 842-8259.

Mailing addresses released for soldiers serving in Bosnia peace operation

The Department of Defense has released addresses the American people may use to send mail to soldiers deployed in support of the Bosnia peace-keeping operation and to their family members left behind in Germany.

Additionally, under a program sponsored by No Greater Love, special addresses have been created to send Valentine greetings to deployed servicemembers during the month of February. Postal authorities note that such mail should be sent through local post offices, not weigh more than 70

pounds and be no larger than a shoe box.

Any Servicemember addresses

- Army, Navy, Air Force and Marine Corps land forces:

Any Service Member
Operation Joint Endeavor
APO AE 09397

- Navy and Marine Corps personnel aboard ship:

Any Service Member
Operation Joint Endeavor
FPO AE 09398

- Families in Germany: Any Family

Member
Operation Joint Endeavor
APO AE 09399

Valentine addresses

- Army, Navy, Air Force and Marine Corps land forces:

No Greater Love
c/o Operation Joint Endeavor
APO AE 09391

- Navy and Marine Corps personnel aboard ship:

No Greater Love
c/o Operation Joint Endeavor
FPO AE 09392

Perry says Bosnia operation to last one year

WASHINGTON— The secretary of the Army said he expects Operation Joint Endeavor in Bosnia to last one year.

In a January interview with Soldiers Radio and

Television, Togo West Jr. said the Clinton administration's exit plan is to bring soldiers home from Bosnia within the one-year time frame.

"Our exit strategy is to

go in, perform the military tasks set out in the treaty, (then) provide time for the citizens to begin to accommodate to the conditions of peace, which they haven't sampled now for four

years."

West said the Army will then begin its preparations for withdrawal and "be out in essentially a year." (Arnews)

AUTHOR

Continued from page 15

vates him personally, his 12-step process engineering approach details a common-sense look at the individual rather than at a generic employee. The secret may be Haynes' belief in the need of every person to be empowered, that is, to have the opportunity "control our sphere of influence." With each individual having a share in ideas and power, the manager will "create an atmosphere of innovation,

learning, and sense of purpose" (p. 18) where employees will solve organizational problems.

And what did he learn from this process? That although "writing is hard work," the whole process is

"not as hard as you think." And, yes, he did learn a lot about editing, publishing and rejections. He also heard that if you can just get

the first book published, the second one is much easier. Haynes, we'll be looking for it.

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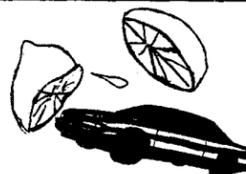
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Announcements

Alcoholics anonymous— The Redstone Arsenal Group of Alcoholics Anonymous meets each Wednesday at noon and Friday at 5:15 p.m. in room 11 of the Bicentennial Chapel.

OWC merit awards— Applications for merit awards offered by the Officers Wives Club are now available in the following categories: high school senior, college level, or military spouse. The applicants must be family members of officers and hold a military ID card, with primary residence in the Huntsville area. Deadline to apply is March 9. Applications can be obtained by written request to Helen Hickman, 14374 Hunter Road, Harvest 35749.

Space museum— All Marshall Space Flight Center and Army personnel, active duty and civil service, will be allowed complimentary admission into the U.S. Space and Rocket Center until Jan. 31. The employee must show a current ID badge as proof of employment. Family members are not eligible for complimentary admission— only the federal employee. Contract employees are not eligible for complimentary admission.

Carpool permits— The 1995 Ridesharing Parking Permits will expire Jan. 31. Persons participating in the carpool program are asked to apply for a new 1996 Parking Permit. Three or more persons riding in a carpool are eligible for a parking permit provided: the three people are government employees, employed on Redstone or in a government owned or leased facility.

ty off post. Contractors with their duty station on Redstone are also eligible to participate in the carpool program. Government employees and contractors can team together to qualify. Persons desiring a parking permit should complete a SMI form 1231 (Carpool Record) and mail to AMSMI-RA-DPW-IM; the carpool leader will be issued a Ridesharing Parking Permit.

Support groups— A "Making it Happen" self-help support group for women wishing to overcome a weight challenge will meet at 12-1:30 p.m. each Tuesday at the Community Counseling Center. For more information, call Rick Stock 842-9900.... A divorce management group, and subsequent divorce anonymous group, is being started by the clinical staff of the Community Counseling Center. For information call Stock 842-9900.

Red Cross blood program— The Red Cross Blood Program schedule for this month is as follows: Jan. 25, from 7-noon, at building 5250, Judy Hullett 876-0789; from 11 a.m. to 1:30 p.m. at Thiokol, Mary Cash 882-8219; and from 7-9:30 a.m. at 5435, Tenna McGee 842-8131. Jan. 26, from 7:30 a.m. to 1 p.m. at SSDC (Wynn Drive), Al Longhi 955-4164; from 7:30-11:30 a.m. at Corps of Engineers, Nancy Villasana 895-1233; and from 7 a.m. to 12:30 p.m. at 4505, Linda Keel 842-8424.

OWC art auction— The Officers Wives Club will hold its 24th annual Art Exhibition and Auction March 2 at the Officers Club. The artwork will be available for viewing at 6 p.m. with the auction beginning at 7. Perry Berns of the Perry Berns Gallery in Dallas will be the auctioneer for the event. He returns with original and limited edition prints, custom framed and guaranteed by written certificate. For those unable to attend the auction March 2, there will be a standup sale from 10 a.m. to 1 p.m. March 3. Tickets will be available at the Officers Club cashiers cage in advance or at the door for \$5 per person. The event is open to the public. Complimentary hors d'oeuvres will be served with a cash bar available. Proceeds from this event will benefit a variety of organizations in the Redstone Arsenal and Huntsville communities. For more information, call Mary Black 461-0288.

Medical support groups— Care and Share, a support group for patients, family and friends who are dealing with cancer, meets every Tuesday at 7 p.m. at Huntsville Hospital, Comprehensive Cancer Institute, Blackwell Medical Tower,

Suite 10.... Tourette Syndrome is the topic of a meeting Jan. 28 from 2-4 p.m. at the Huntsville Hospital, Medical Tower, Suite 30. Scheduled speaker is Charles Plotts, of Trinity Counseling Center. For information call 772-8242.

CFC meeting— The Local Federal Coordinating Committee for the Tennessee Valley Combined Federal Campaign (CFC) will accept applications for a Principle Combined Fund Organization to administer the 1996 CFC from Feb. 1-March 1. Only federations, charitable organizations or a combination thereof are eligible to apply for this position. All applications must be received by the Local Federal Coordinating Committee, AMSMI-CFC, Redstone Arsenal, 35898-5795, or hand delivered to building 3197, no later than 4 p.m. March 1. Applications received after 4 p.m. March 1 will not be accepted.

Commander of 95th— The 95th Maintenance Company (TMDE) will hold a change of command ceremony at 9:30 a.m. Friday at the parade field. Capt. Edwina Anthony will relinquish command to Capt. Sharlene Perry. In case of inclement weather, the ceremony would be held

in the Recreation Center, building 3711.

Survivors of rape— Helpline's Survivors of Rape Support Group, a self-help group, meets every Tuesday at 7 p.m. Call 539-6161 for more information. Helpline is a United Way agency.

Craft teachers— The Huntsville/Madison County Senior Center will hold a "Craft Teachers Showcase" to honor volunteer craft teachers from 10 a.m. to 2 p.m. Jan. 31 at the Senior Center, 2200 Drake Ave. This is a free event.

Engineer run— The 13th annual SAME Engineer Run, presented by the Huntsville Post of the Society of American Military Engineers, will be held Feb. 24 on Redstone Arsenal. This event consists of 5K and 10K road races and a One-Mile Fun Run. The 10K race also features a wheelchair division. All races start at the Rocket Auditorium on Redstone Road, just inside Gate 3 of Redstone Arsenal. The 5K and 10K courses are flat and

fast, and are certified by the U.S. Athletic Congress. Registration begins at 7 a.m. and the first race (5K) will start at 9. Preregistration fees are \$12 through Feb. 16, and \$15 thereafter through the day of the race. The Fun Run is free. For more information or to receive a registration form, call Joe Serena 895-1655.

Army Community Service— Teen parenting: Having teen-agers can be a joy, challenging and frustrating— sometimes all in the same day. Learn how to enjoy and survive your teen-agers with a free class starting 7-9 p.m. Jan. 30 at Army Community Service, building 3491. This seven-session class is open to the Redstone community. All materials and the class are free. For more information, call Jennifer Clark 876-5397.... An eight-session class on "Building Better Relationships" begins 5-7 p.m. Jan. 30 at Army Community Service, building 3491. This free class is

See ANNOUNCEMENTS on page 18

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Announcements

Continued from page 17
open to individuals and couples in the Redstone community. For more information, call Jennifer Clark 876-5397. Supervisors who wish to refer an individual to the class may contact Clark.... An open house for the Staff Judge Advocate's Tax Assistance Center will be held at 10 a.m. Feb. 2 at building 3475. The tax assistance program offers free preparation of state and federal tax and electronic filing of federal returns to active duty and retired military and their family members. Active duty military should contact their unit tax advisers to schedule an appointment. For more information, call 876-9005.... The Newcomers Orientation will be held from 8:30-noon Feb. 6 at Bicentennial Chapel. Military personnel who are new arrivals here should attend; and spouses are encouraged to attend. Free child care is offered. Information booths and a bus tour will introduce newcomers to Redstone. For more information, call Mary Breeden 876-5397.

Master's degree—Nova Southeastern University is "one of the 50 largest universities in the United States and a leader in innovative educational delivery." The School of Business and Entrepreneurship is accepting applications for the Master of Business Administration program, offered in Huntsville. An information meeting regarding this program will be held at 6 p.m. Jan. 30 at McDonnell Douglas, building 3, Auditorium Classroom, 689 Discovery Drive in Huntsville. The deadline to submit applications to this master's degree program is Feb. 15; and classes are scheduled to begin March 1-2. To RSVP for the information meeting, call 1-800-672-7223 extension 7647. To

speak to the local NSU representative, call Mike Hodges 587-6929 (Woodville).

Welfare contributions—The Officers Wives Club is accepting requests from organizations seeking financial assistance. Written requests should outline the group's programs, reasons for requesting help, how funds will be used, and whether other groups or organizations have been solicited for the same donations. Mail requests to OWC welfare chairman, P.O. Box 8110, Redstone Arsenal, 35808. Applications should be received by Feb. 23. Monies will be awarded in early May.

ID cards—The Military Personnel Office, ID Card Section will be open Saturday, Feb. 3 from 9 a.m. to 1 p.m.

Post Theater movies—Friday, "Wild Bill," R, 98 minutes. Saturday, "Ace Ventura: When Nature Calls," PG-13, 95 minutes. Sunday, "Ace Ventura: When Nature Calls." Showtime is 7 p.m. Admission is adults \$2.50, children \$1.25.

Checkup for seniors—Seniors (age 55 or older) can get free glaucoma and blood pressure screening 10-11:30 a.m. Jan. 30 at the Senior Center, 2200 Drake Ave. Space is limited so call the Senior Center 880-7080 for a reservation.

Black History Month committee—A Black History Month planning committee meeting will be held this afternoon at 1:30 in building 5304, room 4226. Anyone interested in serving on this committee should plan to attend. For more information, call Bernard Collier 876-9223.

Patton Road bridge—Site preparation to replace

the Patton Road Bridge has begun. Construction of the new bridge will begin in approximately four weeks. The first phase will be placing concrete and setting pilings and concrete beams across the water. During the next several months those utilizing the Patton Bridge may, incur some inconvenience such as one-lane traffic or speed reduction. The bridge replacement is estimated to be completed December 1996. "The Directorate of Public Works regrets any inconvenience incurred." For more information, call Howard Berryhill 955-6228.

Ensemble rehearsal—Rehearsals have begun for the Redstone African-American Music Ensemble. The ensemble will meet at the Recreation Center, building 3711, every Thursday at 6-8 p.m. Previous and new members who are interested still have at least four or five rehearsals left before the concert Feb. 27.

Leisure travel—Celebrate St. Patrick's Day the Irish way; set sail with the Luck o' the Irish on March 15 on the Royal Majesty Cruise Line. This three-night cruise is from only \$279 per person based on double occupancy plus taxes and port charges of \$94.50 per person. Call

882-6180, Carlson Wagonlit Travel, to make your reservations.

Theatre play—Second-stage Theatre will present the full length play "Steel Magnolias" by Robert Harling on Feb. 1, 2, 3, 4. This inspiring play, rich with humor and honesty, will be performed at 7:30 p.m. on the 1st, 2nd, and 3rd with a 2 p.m. matinee on the 4th. All performances will be at Theatre 'Round the Corner, 214 Holmes Ave. Seating is limited and all seats are \$8. Reservations are suggested. For tickets and information, call 589-7529.

Resource managers seminar—American Society of Military Comptrollers (ASMC) will hold its 10th Annual Resource Management Seminar Feb. 28-29 at the Sparkman Auditorium. The seminar leader for both days will be Jay Rifenburg, president of Jay Rifenburg Training and Development. "These one-day seminars are designed to provide insights and techniques to ignite an organization's productivity. It will also help individuals recognize and utilize principles to create a richer, happier, more fulfilling and rewarding life experience." Training Form DD 1556 must be submitted to AMSMI-PT-

ED by Feb. 2. The training number is JM 4909. Cost is \$50 for ASMC members and \$75 for non-members. Note that CPO will approve only ONE seminar session per person. For more information, call Carol Knox 722-1932 or Judy Krawcyk 955-3852.

Self-esteem workshop—Redstone Arsenal Supplemental Programs and Services announces an upcoming Luncheon Workshop. This workshop on "Self-Esteem: How You Got What You Got" will be led by Julie Smith, outpatient therapist at Northwest Alabama Mental Health Center. The workshop will be held in building 3400 (School Age Services) Feb. 13 from 11:30-12:30. Bring a brown bag lunch and learn how to give a positive self-esteem to children. Call Jan McVey 876-7888 for more information.

Butler High School—Parents of students at Butler High School are requested to attend a special meeting concerning the new block schedule that is being proposed for the next school year. The block schedule involves four 90 minute classes a day, two 18-week semesters a year, as well as other major changes. The special meeting is planned for 6:30 p.m. Feb. 12 in the

commons area inside the school.... The Butler High Band Parents will meet at 7 p.m. Jan. 29 in the band room; attendance and participation is requested of all parents/guardians with band students. They will discuss the spring band trip and fund-raisers.

Fiber optics workshop—Jan. 26 is the deadline to submit abstracts for possible presentation at an unclassified workshop on "Fiber Optics for Missile Applications." The workshop will be held May 7-8 at the Sparkman Auditorium. Sponsors include the MICOM Research Development and Engineering Center, the Space and Strategic Defense Command, the Advanced Research Projects Agency, and Air Force Wright Laboratories. For more information call Angie Cornelius 895-6343, extension 279.

Valentine luncheon—The American Society of Military Comptrollers will hold a special luncheon for ASMC members, as well as non-members, Feb. 14 at the Officers Club. The Church Street Band will provide entertainment. For more information, call Betty Di Lullo 876-3096 or Sandra Garris 876-1842.




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• Auto •

'95 Acura Integra GSR, CD, stereo, keyless entry, sunroof, leather, alloys, tinted, take over mts. \$17,000. See car at PX parking lot. 859-3696.

'95 Ford Explorer, 5 sp., 2 dr., air, W, PL, PM, 11K mi., 837-8268.

'94 Ford Mustang, red, 5 sp., W, PL, sunroof, 20,500 mi., exc. cond. \$14,000. 830-8386.

'93 Ford Explorer XLT, sharp, loaded, auto, green, 4 dr., new tires, \$17,300. 772-4178.

'93 Ford Tempo GL, auto, 4 dr., blue, air, cruise, all pwr, like new. 39K mi., RFCU loan \$8375 asking \$8K. 233-8445. See at PX parking lot.

'93 Mazda MPV Van, low mi., auto, moon roof, dual air, V6, \$15,900. 859-5644 eve., 721-3328 days.

'93 Toyota Camry LE, gold pkg, garaged since new. Perfect cond. Must see. \$13,900. 883-6894.

'93 Volvo 940 turbo, like new, only 39K mi. blue/green with tan leather. Loaded, rear spoiler, air bag, \$1500 below NADA book. Offer. 882-0407.

'92 Isuzu trooper LS, V6, FWD, auto, all options, exc. cond. (205) 464-0295.

'92 Mitsubishi Mirage, 5 sp., 4 dr., air, one owner, new tires, 100K mi., mfg. warranty. (205) 723-4960.

'91 Toyota 4 Runner, 4x4, V6, 5 sp., air, sunroof, PW, alloys, cruise, black, one owner.

\$13,500. 837-7573.

'90 Eagle Talon TSI Turbo, white, loaded, 5 sp., AWD, air, tilt, cruise, radar, alarm, leather and more. \$9000 obo. 880-6971.

'87 Dodge Caravelle, one owner, mid-size, low mi., exc. cond., PL, PW, PS, cruise. \$2800. 881-6584.

'86 Nissan 200 SX, \$2450, auto, air, new paint, tires, brakes and radio/cassette. good transportation. 539-8810.

'84 Buick Rivera, \$1300. All pwr, moon roof, cassette player, exc. interior. 859-5820 after 3 pm.

'84 Oldsmobile 98 Regency, exc. cond., Pwr seats, windows, locks. Recent valve overhaul, new vinyl top. \$2200. 464-9295.

'83 Saab 900 S, \$500. Needs transmission work. 830-0475.

Mazda MX-3 GS, 28K mi., loaded, power package, 5 sp., sunroof, extra clean, garaged, must see. \$14,000 obo. 837-5303

• Miscellaneous •

Barbie ornaments, 1993, \$100. 1994-95, \$30. Solo, Springtime, Bathing suit, \$20. 895-0051.

Burial crypts. Valhalla Memory Gardens, Bldg. D, True Companion, contains two crypts. \$4000. 534-6767.

Camper shell, Ford SWB model, fiberglass with sliding front & side windows, white (can be painted to match), \$175, 971-8925.

486-33 PCIII transportable computer. 8MB RAM, 210/420 MB HDD, 1.4 MB FDD, plasma display, SVGA port, 5 expansion slots. \$900. 830-5097 after 6 pm.

Girl's 20" bicycle and Barbie helmet, \$40. Little Tikes vanity and chair, \$25, exc. cond. 430-0943.

Girl's 20" Huffy bicycle, very good cond., \$30. 883-2082.

Kerosene heater, 23000 BTU,

London Fog winter coat, men's size 42 regular, leather jacket, men's size 44, lady's winter and spring coats, sizes 8 & 10. Electric blankets - full size, call 883-6951.

Lladros porcelain figurines. Must sell, such as Sara, Pamela, etc. Mother with child. 852-0727 lv msg.

Need someone to provide transportation to and from Williams Elementary before and after school. Please call 882-1942.

Parrot, yellow checked Amazon from Panama. Talks with indoor/outdoor cage, \$650. 650-7297.

Power Wheels Barbie Jeep, like new, \$125. Compare to \$250 nw. 828-7293 after 6 pm.

Sealy king size posturomatic comfort command bed with two remotes and massage, new \$2600, sell for \$1200. 881-4532.

Sanyo MBC-18NB Series/Laptop, Citizen PN48 Notebook printer, Microsoft mouse. All essential accessories included. Susan, 859-1600 or 880-1589.

Tan sofa chair with specs of teal and peach, \$160. 2 endtables \$90, ivory. 721-0614.

Tires, 2 ea, Kelly Springfield, 185/70R14, 55K mi. rating, less than half worn. Cost over \$110 new, sell for \$40 obo. 882-1399.

2 Longaberger 1995 Pumpkin basket lids (1 fall foliage and 1 pumpkin fabric), \$25 each. Asstd liners, starting at \$7. 851-0622.

2 metal motor cycle shipping crates, \$65 each. Jason, 881-0774, leave message.

2 twin box springs, \$49.95 each. Like new "Englander" girl's 26" 10 speed bike, \$49.95. 881-4997.

Want to buy 13" color TV w/ built in VCR, \$85 (negotiable). 881-1810.

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A beautiful 1 Bdr Condo at Plantation South, just outside main gate. Quite, private, elegant, secure. W/D/frig, new carpet. Upstairs, near pool. \$44K, 882-6048.

By Owner, Madison, lovely executive home, spacious rooms, storage galore, oversized garages, acre lot, 2600 sq.ft. Open Sun, 1-5 pm anytime 971-0410.

By Owner, NW Hsv, 3 Bdr, 1.5 BA brick rancher, separate DR, 1 car garage, assumable VA loan, \$53,500. Collect 615-738-8849.

By Owner, 1025 Antietam Rd. 3 Bdr, 2 BA, GR w/FR. Master suite w/privacy fence, screen patio w/open deck. Walk to Challenger school. \$97,500. 880-3891.

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Condo for rent, Madison, 2 Bdr, 2 Ba, all appl, R-Ball, pool, hot-tub, water, cable, trash p/u. \$495 + deposit. 837-3617 eve.

For Rent, 2 Bdr, 2 BA condo w/walk-in closet, pool, R-ball. \$450 + dep. Pat at 721-0339 or SMART REALTY 533-6457.

For Sale, 3 Bdr, brick, 1.5 BA, carport, large lot, fenced backyard, new dishwasher, indoor laundry, near Redstone. \$61,900. 533-9595 or 837-9877,x-110.

FSBO - 1106 Chestnut Rd. NW. Split level, brick/vinyl, new roof, approx. 1/2 acre. 3 Bdr, 2.5 Ba, LR/DR combined, kitchen, den, dbl. garage, wash room, fenced back, lg storage bldg, near RSA, UAH, Research Park and Oakwood College. \$82,500. 536-2705.

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