



Redstone Rocket

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Ground Based Sensor gives Olympics air support

By Skip Vaughn

Army radar operated by soldiers helped maintain secure air space over the Olympics in Atlanta.

The three Ground Based Sensors detected unauthorized airplanes on several occasions, leading to their escort out of the no-fly zone. GBS is managed by the Forward Area Air Defense (FAAD) Sensors Product Office in Huntsville.

The radars were operated during the Olympics by soldiers of the 1st Battalion, 3rd Air Attack Artillery, 3rd Infantry Division out of Fort Stewart, Ga. FAAD Sensors Product Office provided technical support to that unit which deployed 58 soldiers in Atlanta.

"Those folks have done an outstanding job, under difficult conditions. Their performance is even more commendable given the demands that have been on them in the last year," Thomas Hodge, deputy product manager for FAAD Sensors, said. The GBS radars owned by the unit are the only ones that the Army has fielded to date. The crews at the Olympics had just returned from an exercise at Fort Bliss, Texas, about two weeks before; and they will be going to an annual All-Service Combat Identification Experimentation Team exercise at Camp Shelby, Miss., at the end of August.

The radars, providing support to the U.S. Customs Service, went into operation



RADAR SYSTEM— The Ground Based Sensor can track unmanned aerial vehicles, cruise missiles, rotary wing and fixed wing aircraft.

July 17. Within two weeks, they had already detected unauthorized aircraft on

four occasions, leading to intercepts and successful escorts out of the no-fly zone.

All four cases proved to be non-threatening intrusions by curiosity seekers in pri-

vate planes.

"The unit's mission is to provide surveillance of the air space within 35 kilometers of the Olympic ring," Hodge said last week. The Fort Stewart soldiers and their radar were due to depart Atlanta Aug. 5.

In early May the Pentagon asked the FAAD Sensors Product Office to investigate the possibility of its radar systems providing supplemental air coverage for the Federal Aviation Administration in Atlanta during the Olympics. A subsequent meeting May 6-7 in Atlanta determined such a massive undertaking would not be cost effective. Attendees included Olympic representatives, air security op-

See **SENSOR** on page 19

MICOM survey: Most like their jobs, dislike meetings

By Skip Vaughn

Most MICOM workers are pleased with their job and working conditions, according to an Employee Opinion Survey.

The survey was conducted last November during the Missile Command's kickoff of its Reinvention Lab efforts. Some 4,671 workers, more than 80 percent of the MICOM workforce, completed written survey forms developed by the University of Alabama-Huntsville.

"Overall the results were positive," Joan McWilliams, manager of the Army Learning Centers, said. "They're expressing that they're pleased with the nature of their work, they enjoy their jobs. A lot of them feel this is a pleasant place to work. They feel challenged by their work. The overall elements of job satisfaction were high for any organization."

Areas that could be targets for improvement in-

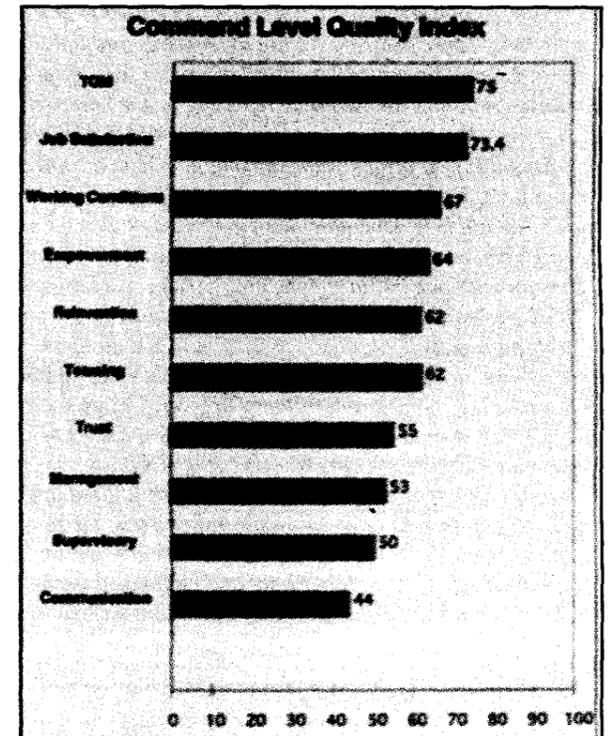
MICOM Long Range Goals June 1990

1. **Develop a fully trained, TQM literate workforce.**
2. **Process orientation at all levels.**
3. **Determine a systematic approach to assessing customer requirements and needs.**
4. **Develop an open system of problem solving across the command.**
5. **Full employee involvement, with teaming the valued approach.**

clude recognition— determining how employees want to be recognized for their accomplishments; communication— informing everyone how they fit into the commandwide picture; and involvement— giving more workers the opportunity to participate in planning. Interestingly,

most workers indicated a dissatisfaction with time spent in meetings. Plans are to conduct a similar survey every two to three years, according to McWilliams, coordinator for the survey. She cannot recall such a survey being done before on a commandwide scale. "We talked

about doing it when we first started doing the TQM (Total Quality Management) training in 1990. It does take a lot of time to develop it, and devise it and edit it. It takes a lot of work to produce something like this," she said. The reason for the survey was, "We had done two



major training initiatives that had impacted the entire command and we were a couple of years into our TQM program, and we really felt the need for the commandwide survey," McWilliams said. "In the past,

different organizations had done one but really nothing had been done to give a commandwide look." McWilliams provided the following results:

See **SURVEY** on page 17

Letters to the editor

Golf course

As a dues payer at the Redstone Arsenal Golf Course for many years, the "improvements" there over the past four to five years are very troubling to me and to others of my acquaintance. The course claims to be losing money and found it necessary to double the greens fees, yet seems to be able to afford an ornate clubhouse with a very large room displaying expensive golfing clothes, accessories and clubs.

There is not a private golf club in the area that can compare to it; the main entrance would not look out of place beside the Taj Mahal. In addition, the dining area (also very elaborate) contains live plants which are cared for and watered by a private contractor. I know of no individual who would not have preferred expanding and modernizing the old clubhouse.

While the main areas of the clubhouse have more than adequate space, the same cannot be said for the club storage area which is extremely small and is also used as a storage space.

If the course is truly in financial distress, why not use volunteer starters and marshals as was done in the past. Gardens throughout the course used to be maintained (flowers planted and cared for) by many of the women golfers and were always attractive, but as there are no more volunteers, these have disintegrated. The absence of volunteers has not deterred the management from hiring more and more staff with matching shirts, portable phones and closed circuit TVs.

Last, but surely not least, when the maintenance crew was hard put to maintain the present 18-hole course, was it necessary to construct an additional nine-hole course with its splendid tee markers and benches, but with only one toilet facility, and that with no washing facility?

Name withheld by request

(Editor's note: Chip Enlow, PGA professional/manager at the Redstone Golf Course, provided the following response. "Thank you for your comments about the Redstone Arsenal Golf Course. Yes, we have made tremendous strides to improve the golf course and the clubhouse.

"Although the course routinely operates at a loss for the first nine months of its fiscal year, it has always realized a profit by the end of the fiscal year. This year, however, due to the extremely bad winter, the course is still 'in the red' though July. It is still expected to make a profit for the fiscal year.

"Armywide benchmarks have been established by the Army MWR board of directors (MACOM Commanders) for clubs, child development centers and for all other MWR activities. These benchmarks are to maximize profitability.

"It is assumed the 'doubling of greens fees' mentioned in the letter to the editor is referring to the 'user fee' increase. This was done in compliance with DA guidance to maximize golf profits while staying competitive with similar facilities in the area.

"While it is debatable that no private clubhouse in the area can compare to Redstone's, it is nice and our goal was to provide our military community with a facility and atmosphere that they would use proudly. Input from many of our patrons indicates that we accomplished that goal.

"The size of the club storage room was determined by past usage, with consideration also given for future growth. The club storage room can accommodate 122 sets of clubs. Currently, there are only 65 sets being stored.

"A volunteer marshaling program was utilized approximately eight years ago. For several reasons, the program disintegrated. Starters now patrol the course during their slack times. Present labor laws and union agreements prohibit volunteers being utilized in positions in lieu of paid

employees.

"The closed circuit television that is referenced is required to see and control play on both sides of Goss Road. The club staff does wear matching shirts. Management has received many favorable comments from patrons who appreciate the new dress standards.

"The new nine's one toilet facility is exactly the same as the one-per-nine that the course has had in the past. The reason there is no lavatory in the new nine is due to the fact that the only water available in the new rest room is non-potable (undrinkable). In the planning stages, the Safety Office recommended that no chances be taken by allowing the installation of lavatories.

"Although we could have stayed in our old antiquated (1959) clubhouse and kept only an 18-hole course, that still would not have circumvented the requirement for us to operate at imposed profit benchmarks, therefore requiring increased rates and prices.

"Again, thank you for your interest in our golf course and we hope you will continue playing and enjoying the game of golf at Redstone Arsenal."

Pest control

The Patriot Project Office, located in the SSDC annex at 106 Wynn Drive, has a problem affecting the health and safety of its employees. The problem I speak of is rats. Not mice, rats. One was recently seen by a visitor who described it as having wharf rat proportions.

This problem has persisted for months and if the people responsible for facilities management are doing anything to correct the problem, they are keeping it a secret from the people who work here. If they are doing anything, it is not working. This past weekend it devoured the handle off a secretary's umbrella and started a nest of sorts under the supervisor's desk. Earlier, they have eaten through a briefcase and the seat of a chair.

I would not complain if there was any visible attempt to eliminate the problem. There isn't. Recently when I notified the building management of another visit, I received a generous portion of sympathy and an education on what measures they are not allowed to take. What I did not receive was any assurance that something would be done.

The next time an ACOE team is at Redstone, I wish they would visit our outpost. I will be glad to give them a taste of reality.

Frederick E. Glazner

(Editor's note: Calvin Jones, the building's assistant property manager for General Services Administration, provided the following response. "On July 31, Dean Cantrell (building owner) and myself conducted initial inspection/investigation of the problem areas, and corrective measures have been implemented as follows:

"— Mr. Cantrell has contracted with Cooks Pest Control to provide services to remedy this rodent problem.

"— GSA has contacted the Patriot agency representative to solicit employee involvement/awareness in order to help alleviate this problem. Examples include utilizing waste receptacles in janitors closet to discard food items, identifying problem areas, etc.

"— The cleaning contractor has agreed to empty waste receptacles in the 2E janitor closets in the late afternoon.

"— GSA representative will be conducting periodic inspections until the rodent problem has been resolved."

Sidney Gaddy, the Patriot deputy project manager, sent a memo to the members of the project office asking them to do their part in pest control by removing all food stuffs, disposing of coffee grounds, and rinsing out utensils used in preparing food and coffee.)

Hawk system

Two articles in the July 31 edition of the Rocket when taken together pose an interesting question.

On page one in an article discussing the new Humvee/AMRAAM system, the following is quoted: "The problem we focused on was something we called the force protection gap," Col. Watt said, referring to a void between the short-range Stinger and the long-range Patriot. The solution was a Humvee-mounted AMRAAM which meets the medium range need."

On page 12 in the article on the firing of the last Hawk missile, the following quotation is attributed to Lt. Col. Hileman: "It is the longest-lived system in the Army and still the finest medium range missile in the free world."

So as a taxpayer, I ask the question: Why has the Hawk system been declared obsolete and is in the process of being phased out? Is the real reason political in that if Hawk exists, funding for CORPS SAM and Patriot PAC-3 is reduced and certain members of Congress are unhappy? The protection of our troops and maximizing their fighting ability should be first and foremost the driving factor in the selection of our weapon systems, not political expediency.

Robert A. Mulkey

(Editor's note: According to an Army spokesman at the Pentagon, the Army decided to eliminate Hawk from its inventory because of the constant need for modifications to that air defense system. Hawk has gone through several modifications and improvements; and you can only change so much. It just wasn't economically viable or physically feasible to keep trying to modify Hawk, the spokesman said. Aircraft are getting increasingly faster; so systems like Patriot and Stinger can meet the current threat, he said. The new system on the horizon is CORPS SAM.

(Another view of Hawk's elimination comes from Lt. Col. Robert Hileman, the Hawk system manager. He said Hawk's modifications had nothing to do with the Army's decision. Instead it was a matter of economics. "With the downsizing of the Army and the reduced budget, air defense could only support or maintain two of the three systems. And based upon the needs or requirements of the Army, Hawk was the one selected," Hileman said. The Army elected to eliminate Hawk while retaining Patriot and Stinger.)

NASA analyst dies

Karen Jean Smallwood, a systems analyst at Marshall Space Flight Center, died July 29 at Decatur General Hospital. She was 35. Her husband, Scotty, faces a murder charge in connection with her death by knife.

Smallwood graduated from Hartselle High School in 1978, where she was a member of the Senior Ensemble.

The funeral was held Aug. 2 at Peck Funeral Home Chapel in Hartselle. Survivors include her husband; two sons, Travis and Eric; her parents, Paul Larry and Dorothy Jean Williams of Sarasota, Fla.; and two brothers, Larry Bruce Williams of Hartselle and Paul Bryan Williams of Tallahassee, Fla.

Redstone Rocket

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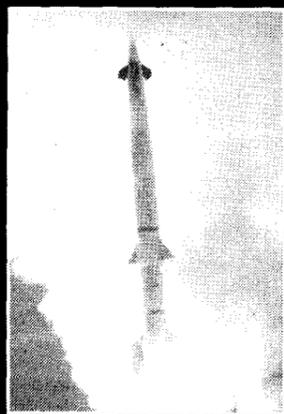
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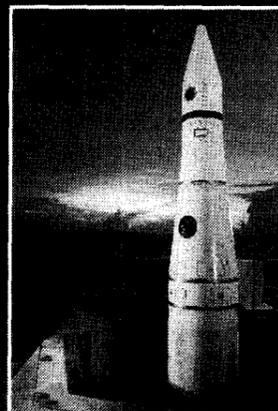
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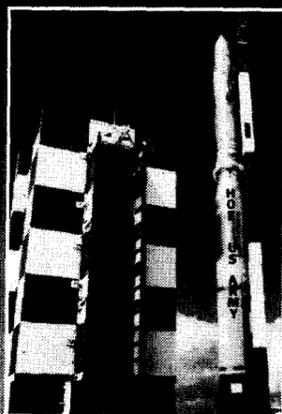
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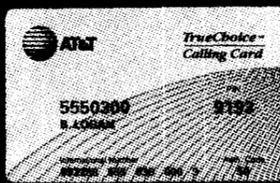
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PROCLAMATION SIGNING— Participating in Monday's proclamation signing for the local Armed Forces Celebration are, from left, Yancura, Gillespie and Hettinger.

Community celebrating Armed Forces Week '96, August 5-11

This week, Aug. 5-11, marks the Huntsville/Madison County's 12th annual Armed Forces Celebration.

A proclamation was signed Monday at the Chamber of Commerce by Madison Mayor Chuck Yancura, Madison County Commission Chairman Mike Gillespie, and Huntsville Mayor Steve Hettinger.

Activities this week include two performances by the Soldier Show, this afternoon at 2 and tonight at 7 in the concert hall of the Von Braun Civic Center; a concert in Big Spring Park at 6:30 p.m. Thursday featuring the Huntsville Concert Band and Rocket City Chorus; a luncheon Friday at noon at the VBCC north hall; and a Huntsville Stars

baseball game Aug. 11 at 6:05 p.m. at Joe Davis Stadium.

"This year's lineup of events offers something for everyone," Dr. Hal Pastrick, chairman of the military affairs committee for the Chamber of Commerce, said. "We hope everyone in the community will join us in recognizing the Armed Forces."

AMC deputy commander addresses luncheon here

The deputy commander of the Army Materiel Command is scheduled guest speaker for the Armed Forces Luncheon at noon Aug. 9 at the Von Braun Civic Center, North Hall Salon I.

Lt. Gen. Dennis Benchoff, promoted to his current rank July 26, serves as deputy commander of AMC in Alexandria, Va. The luncheon is among the activities for Armed Forces Week, Aug. 5-11.

Benchoff has held a number of key command and staff assignments during his 30 plus years of military service. Prior to his current assignment, he served as deputy chief of staff for logistics and opera-

tions, also at AMC headquarters.

From January 1994 to September 1995, Benchoff commanded the Army Industrial Operations Command at Rock Island, Ill. He served as commander of both the Depot System Command and the Armament, Munitions and Chemical Command during a reorganization combining those two commands into the Industrial Operations Command at Rock Island ... much as the Missile Command and the Aviation and Troop Command are now doing.

Additionally, he has served as the director for Logistics and Security Assistance, Headquarters, U.S. European Command,

Stuttgart, Germany; commanding general of the 59th Ordnance Brigade, U.S. Army Europe and 7th Army, Pirmasens, Germany; commander of Red River Army Depot, Texarkana, Texas; commander of the 707th Maintenance Battalion, Fort Ord, California.; and commander of the 20th Chemical Detachment, 101st Airborne Division in Vietnam.

Benchoff has served overseas in Germany, Vietnam and Panama Canal Zone.

He has received many decorations and awards including the Defense Distinguished Service Medal, the Defense Superior Service Medal, the Legion of Merit with oak leaf cluster, the Bronze Star Medal, the

Meritorious Service Medal with oak leaf cluster, the Army Commendation Medal with two oak leaf clusters, and the Vietnam Service Medal. He also holds the Distinguished Service Cross with Gold Star, awarded by the Federal Republic of Germany.

He is a West Point graduate and was commissioned a second lieutenant in the Infantry. He holds master's degrees from Michigan State University in operations research and systems analysis and New York University in economic analysis.

Benchoff and his wife, Barbara, have two children and one grandchild. Their daughter Melissa, a former Army captain, now resides



BENCHOFF

at Schofield Barracks, Hawaii, and their son Peter, an Army lieutenant, serves with the 82nd Airborne Division at Fort Bragg, N.C.

SAVINGS

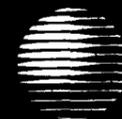
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EOD officer continues tradition of quality training

By Kathy Harkleroad

The Explosive Ordnance Disposal Training Department (EODTD) has a new director, and one with firsthand experience of what is going on in Bosnia.

Lt. Col. Charles Calloway assumed his duties at the EODTD July 15 shortly after arriving from Bosnia where he commanded the 546th Ordnance Battalion stationed at Fort Sam Houston, Texas. His battalion deployed to Bosnia last December and was stationed in Tuzla.

Calloway said he could see the quality of training that is being conducted by the soldiers within EODTD in the soldiers who are currently in Bosnia; and he wants to continue the tradition of producing quality EOD soldiers. "My biggest challenge of taking this command is to continue to produce topnotch, quality EOD soldiers. I know from firsthand experience that the training that is being conducted here is producing those soldiers, and have committed myself to making sure that continues," he said.

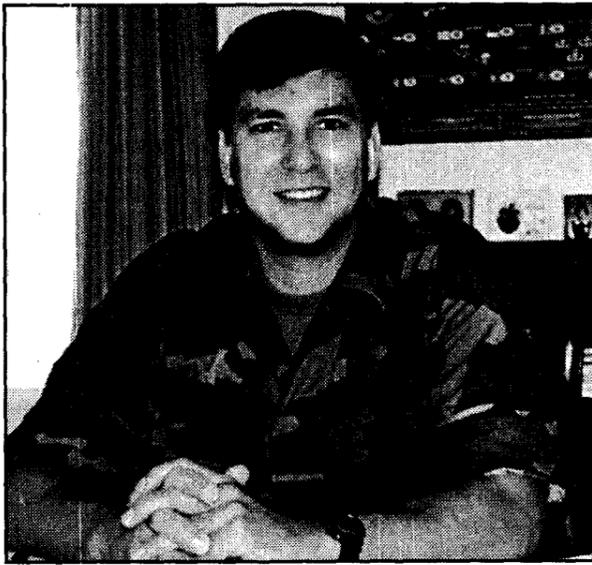
"In Bosnia, I had the opportunity to interact with EOD teams from around the world, including British, French, Russian and Danish teams. All of them wanted to come see the Americans and see what we were doing and how we were doing it," he continued. "They wanted to know how we handled

minefields, what kind of equipment we had, what kinds of updated publications we had, and how we ran our units. We have an international reputation and that makes me feel pretty proud."

Since Bosnia is still in the forefront and very much on the mind of Calloway, another concern of his is to make sure the units who are stationed there, and any other units who might rotate to Bosnia, are up to date on their training and receive as much support as possible from EODTD. "If the Bosnia mission continues past the October/December time frame, other units will rotate to Bosnia," Calloway said. "It is vital to those units to receive as much ordnance training as possible, and we have the Mobile Training Team to do it, right here at Redstone. That type training is a vital pre-deployment training."

Calloway hopes to become involved in solving a few doctrinal problems that have arisen over the past year or two and would like to clarify the roles of the engineers and EOD teams. "There is a fine line between what they are trained to do and what we are trained to do, and I would like that role better defined," he said.

On the horizon Calloway sees many changes happening within EODTD and he is happy to be part of the upcoming challenges. "Two other locations fall under EODTD here at Redstone.



NEW COMMANDER— Calloway has just returned from Tuzla, Bosnia and has assumed command of the EOD Training Department. This is his third assignment to Redstone Arsenal; and he has also served in the department at Eglin Air Force Base, Fla.

We have the first part of the EOD school at Eglin AFB in Florida, and the Naval school at Indianhead, Md. Due to many factors, the Navy is consolidating the school at Indianhead with the school at Eglin and this is going to happen in the very near future. The groundbreaking is set for this fall for the new buildings and the first consolidated classes should start during the spring of 1998," he said.

Calloway has a long career of being an EOD officer and is proud of staying within the field for the last 17 years. "I like EOD and my heart is with the EOD

soldier. I have pretty much ignored the advice to get a well-rounded field education and have stuck with EOD, except for the year I served in Korea," Calloway said. "This is something I like to do and is what I signed up to do. It's something I want to do until I retire."

Since he has been away from home quite a bit in the last few years with the deployment to Bosnia and

the tour in Korea, Calloway tends to focus all of his free time on his family. He and his wife, Theresa, have an 8-year-old daughter and 6-year-old twins. "When I go home, I spend all my time with them

until they go to bed. We do the bit, play in the yard, read books, color... whatever they want to do," he said with a smile. "I just want to spend time with them."

Bosnia living conditions proved 'very confined'

By Kathy Harkleroad

It's the little things in life you miss and take for granted when you are away from home. Lt. Col. Charles Calloway knows that in a more personal way than others, as he just returned from a five month stay in Bosnia.

According to Calloway, things are beginning to slow down a bit for the Explosive Ordnance Disposal teams that are stationed there; and recreational activities are starting to pick up. But on the same hand, everyday living is quite an experience.

"You have to dress in full gear whenever you leave your tent," Calloway said. "That includes a flak vest, helmet, and a weapon. It doesn't matter where you are going... you have to have it."

Driving down the corner store is also out of the question as the troops are confined to their base camp. They do have a small Post Exchange, television sets and VCRs are available, as well as other morale, welfare and recreation activities. According to Calloway, the troops are pretty much isolated from the locals in Tuzla and are not allowed to socialize with them or go into town unless on an operational mission. "They are living a very confined life there and it is a hard thing to do," he said. "You are not allowed out of the camp, and pretty

See BOSNIA on page 20

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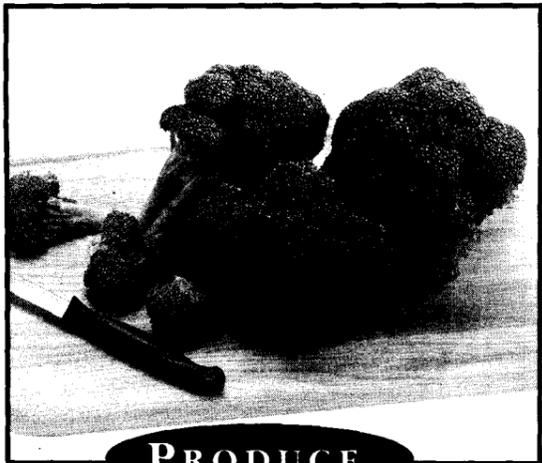
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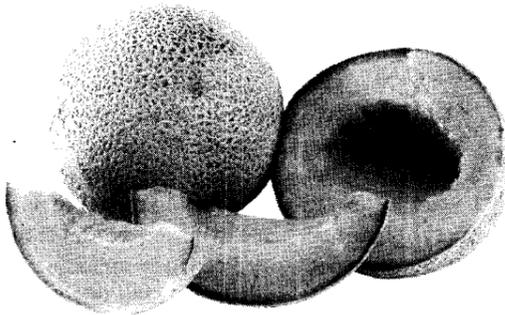
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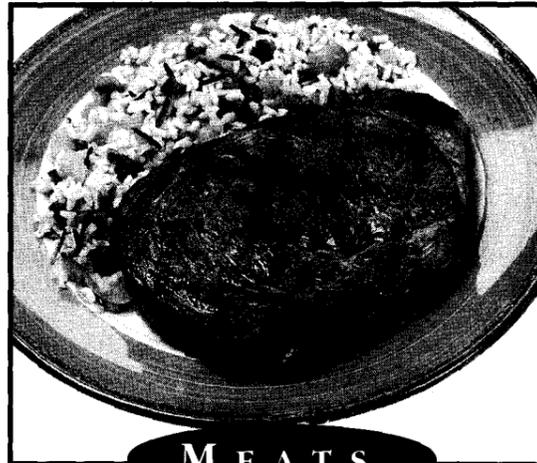
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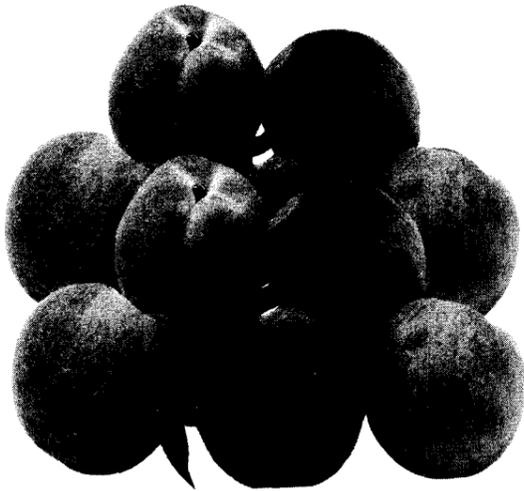
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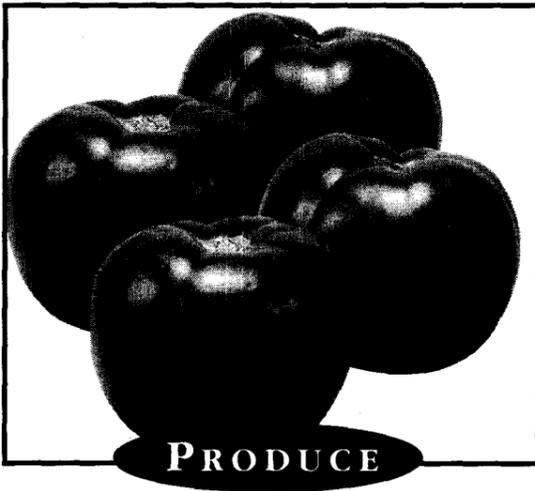


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German general officer leads NATO-managed project

By Peggy Hays

Although Brig. Gen. Hunrich Meunier assumed his new role as the general manager for NAMEADS-MA as of July 15, he's already focused on disseminating the message of the NATO-managed project. NAMEADSMA, for NATO MEADS Management Agency, is the agency formed after the signing of the memorandum of understanding by the U.S., Germany, and Italy on May 28.

Meunier, the former Deputy Chief of Staff Plans and Policy for the German Air Force, will head the new agency. The mission will be to develop, produce and field an advanced air and missile system that will satisfy the operational requirements of the three nations. The U.S. will be the host nation; Huntsville will serve as the operating base.

There is a difference, Meunier said, between a NATO agreement and one that is agreed to trilaterally or multilaterally between nations. "A NATO program means a NATO-management agency with established rules which are standard and follow basic NATO agreements," Meunier said. This agency is a "subsidiary agency to NATO."

Further, he said, "As typical for NATO, you lose a little bit of your national identity in the form of a

cooperative project-oriented identity. NATO works on cooperation and compromise. It's one nation, one voice."

A steering committee, composed of representatives from the three countries, will be the guiding force for the agency. "My guidelines are coming from the steering committee," he said. At the second committee meeting, held July 16-17 in Washington and attended by Meunier, decisions were made on a working budget, upper management personnel, and a program schedule.

His view as to his "two most important things to do" are to make the agency viable and to develop contracts with industry. "That involves the hiring of personnel and establishing a budget to work from to pay people, pay administrative activities, and the receiving of proposals from industry so we can go on contract, hopefully, with a target date for the end of September."

Meunier already is in the process of negotiating a move of the current project offices to another larger building. "Hopefully," he said, "by the first week of September."

His immediate goal is to begin the hiring process for personnel. "The first German people will come early August on a TDY basis. The first contracts I will give to people will be by 1 Sept."

The hiring process starts in the three countries. "The nations will make proposals based on the applications and I will make the final decisions after the interview."

"It is very important not only that I want to talk to them but very important that they get a very good impression as to what they are getting into," he said, "that they get a look at the city, the country, and the environment."

The applicants do not have to have prior work experience in the U.S. but there are two basic requirements. "English is the working language, that is mandatory, and they must have qualifications for the specific post."

Meunier has been involved in developing the program's requirements since 1990 in his leadership role in the German Air Force. As of now, however, he will be on unpaid leave from the military.

In his new position, he see four points as the most challenging aspects of the program. "The first is for everyone to know what a NATO program is," Meunier said. "The second is to help industry understand what a cooperative

program means in that work sharing is the agreement as postulated by the other nations.

"It is very important to keep in mind limitations—resources, staying in budget. It is very important to keep the milestones in mind and to make sure that industry keeps the milestones in mind," he said. "We're here to supervise this and to foresee any problems coming up."

"And, of course, if this way of cooperating works, it may be the model of future cooperative behavior."

"Finally, it is to provide a product that is viable in the field."

He's already received positive feedback in an earlier visit to the states. "I came two weeks earlier to Washington," Meunier said. "I was working through the Pentagon to see very important people and to introduce myself. It was a very warm reception, very positive attitudes, very supportive."

As for Huntsville's welcome, "It was the traditional very friendly atmosphere here in the U.S."

He and Maj. Gen. James Link, commander of MICOM and Redstone Arsenal, have already met. Their next step is to develop a specific sup-



MEUNIER

port agreement between the agency and MICOM as the command will provide the majority of the host nation support. "We will both sign an agreement," Meunier said. "We are in discussion about it now based on the MOU on the host nation functions, and to the extent that it is feasible that Command MICOM is willing to accept some of those tasks."

As to his most exciting

previous project, he described his involvement with a four-year program in the Netherlands. "It relates a little to this one. It was a similar station in another function."

"The experience in that program led me to volunteer for this job," Meunier said. "I learned how to deal with

See GERMAN on page 20

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Results released on energy usage challenge here

By Kevin Meyer

In an article in the July 17 issue of the Redstone Rocket, the MICOM Energy Office issued a challenge to the entire Redstone community to reduce electrical consumption during early afternoon hours for a three-day period beginning July 23. The purpose of this challenge was to determine the effect a concerted effort to reduce electrical consumption during peak demand hours would have on reducing the installation's electrical bill.

The Energy Office measured the electrical consumption during these three days and compared it with what would have been expected without this additional effort. The result was that the peak demand during this period was reduced by approximately 2,000 kilowatts. Had the peak demand for the month occurred on one of these three days, the installation would have realized a savings of approximately \$23,500 for the month.

At first glance, it would appear that by pursuing these efforts on a more permanent basis, the installation could reduce its annual electrical bill by approximately \$282,000. However, other considerations must be accounted for, such as the impact to productivity and mission which is not reflected in the noted savings. Also, while most comments provided by the community were very supportive, several indicated that it was very inconvenient and at times impossible to participate. For these reasons, it may not be practical to attempt to curtail usage to this magnitude on a permanent basis; however, everyone should continue to make an extra effort to conserve, especially during these hours.

It is the hope of the Energy Office that this endeavor has served to raise awareness of everyone of the impact electrical usage during the early afternoon hours has on the installation's electrical bill. Furthermore, the Energy Office would like to express their sincere appreciation to all those in the Redstone community who participated in this effort and helped to make it a success.

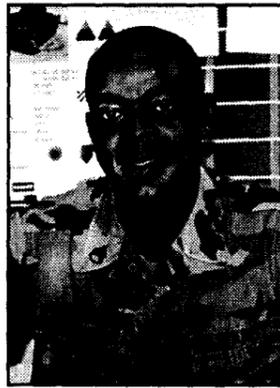
(Editor's note: Meyer is an engineer in the engineering division at Directorate of Public Works.)

Staff sergeant proud of selection as master instructor

By Kathy Harkleroad

SSgt. Stephen Booker has achieved something many have dreamed of, and something many instructors are working toward. Booker earned the title of Master Instructor at OMMCS, and is one of 15 of the 210 instructors at the Missile Systems Training Department who hold the title. Booker received his title during the Master Instructor/Instructor of the Quarter luncheon July 24.

"I was pretty proud and real excited when I saw the list requesting me to be there," he said. "This is something I have worked toward for the last three years, and I am very proud



BOOKER

to have accomplished it."

Getting to be a Master Instructor is not an easy task and requires attending several courses and workshops; and each evaluation received by the instructor must be outstanding. Once all the requirements have been met, a packet is sub-

mitted and is reviewed by a selected board. The board members then select who is qualified and letters are sent requesting their presence at the Master Instructor luncheon.

Booker is assigned to Barclay Hall as an instructor on the Bradley Fighting Vehicle and is among a team of instructors. Booker is the only Master Instructor on the Bradley team. "I think this is a terrific goal for all of our team members and it shows that if you work hard enough and long enough, you can reach that goal," he said.

Booker plans to use the education and knowledge he has received along the way to becoming a Master

Instructor in his life after he retires from the Army in five years. "I will be able to convert many of the courses that I have taken to college credit hours and am looking at entering the teaching field when I retire. I would love to be a coach, counselor and teacher," he said. "But most of all I want to coach at Alabama A&M University so bad, it's a shame."

When Booker wasn't studying or attending classes, in addition to working, he was taking care of his three children while his wife, SSgt. Sharon Booker, served a year in Korea. Booker is scheduled to leave for his new assignment in Korea in September.

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NEGOTIATORS— Participants in the union-LOGSA negotiations include: seated, from left, Dixon, Myers and Fuller; standing, from left, Gardner, Pickett, McCrary and Hunnicutt. Not pictured are Jordan and Fortune.

Union, LOGSA management working toward agreement

The American Federation of Government Employees Local 1858 is negotiating with Logistics Support Activity for an employer-employee agreement.

There are 82 separate articles ranging from Total Army Performance Evaluation System, Merit Promotion, and Alternative Work Schedule.

Negotiations began in March and are

continuing. The negotiators include the following:

- **For the union**— Vicki Fuller, chief negotiator; Don Hunnicutt, Frank McCrary, Minnie Jordan and John Fortune. Janet Dixon is an alternate negotiator.
- **For management**— Chris Gardner, chief negotiator; Paulette Myers and Walter Pickett.

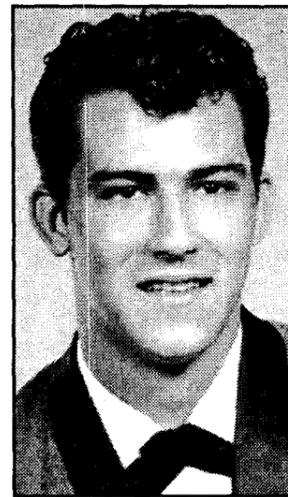
Late songwriter's music lives on in Beatles CD

By Kathy Harkleroad

It's a catchy little tune; and former IMMC employee Sheila Kenum has been humming it for a long time. Kenum is the widow of songwriter Terry Thompson who wrote the song "A Shot of Rhythm and Blues." Just recently Kenum learned it has been released on a CD by the Beatles.

"I didn't know it had been recorded by the Beatles," Kenum said. "They recorded it in 1963 and it was just released on the new CD 'Live at the BBC.' Needless to say I was pretty excited when I heard the news and am pretty proud."

The CD was released in 1994 by Apple Corps Ltd. under exclusive license to EMI Records Inc. and has already gone platinum. "The CD was released in Europe first and has really taken off. It contains a total of 56 songs, many of which are previously unreleased,"



COMPOSER— The late Terry Thompson wrote "A Shot of Rhythm and Blues" which is among the songs on the newly-released Beatles CD.

Kenum said.

The tune was written in the early 1960s and was first recorded by Arthur Alexander from the Shoals area, and has since been recorded by Jimmy Hughes and even the Osmonds. "They modified the song to

"A Taste of Rhythm and Blues" in the early 1970s," she said. Kenum also thinks the song was recorded by Clyde McPhatter, a former member of The Drifters.

Kenum said her late husband wrote words and music to several other songs, as well as a couple of instrumentals. He was also active in co-writing songs, many of which have been recorded. He was a studio musician and a band member of an early group called "The Fairlanes" which was composed of Rick Hall, himself, Billy Sherrill, Randy Allen and Charles Sen. Sherrill and Hall later went on to be music producers in Nashville and Hall was the producer for Thompson's song "A Shot of Rhythm and Blues."

Kenum remarried in 1967 to Lamar who is employed with Northrop Grumman and has two children.

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Longtime Swiss liaison officer leaving for Washington, D.C.

By Skip Vaughn

After 17 and a half years at Redstone, the Swiss liaison officer is moving on to a new assignment in Washington, D.C.

Hubert Steinhauser, an employee of the Swiss government, will become the assistant defense cooperation representative at the defense procurement office in the Swiss Embassy. He starts his new job in September.

The Swiss government has decided to maintain a liaison office here by keeping the administrative assistant, Herta Howry. She will be in the office on a half-day basis in the mornings. Steinhauser, whose last day here is Aug. 9, plans to return to Redstone periodically. "I will be back here on post about every three weeks for two days, until such time where we have another significant program and will fully send somebody over here," he said.

In March 1979 Steinhauser came to Redstone as his government's liaison, representing the Swiss Defense Procurement Agency at the Missile Command. His original assignment to support the Swiss Dragon license production in Switzerland was supposed to last for one and a half years. Extensions on new programs— such as TOW-2 system and Stinger RMP (excluding the Re-programmable Module) — provided the basis for a continuous presence for 17 and a half

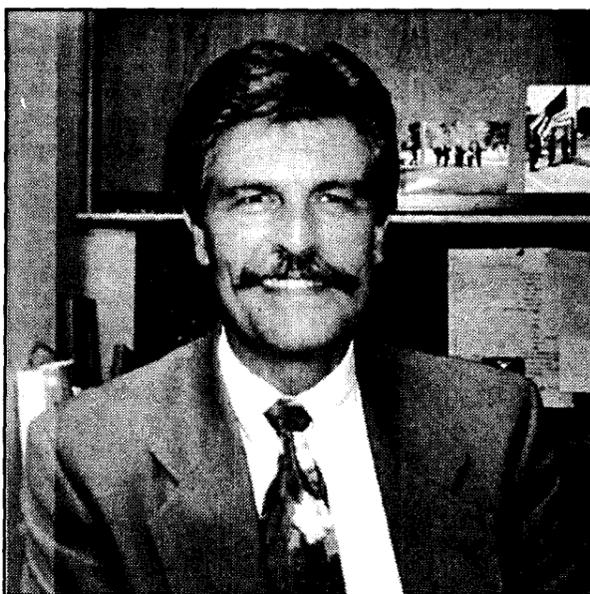
years.

"It was a very exciting time," Steinhauser said, recalling the evolution of those programs from evaluation through approval, the testing phases and the travel. He traveled extensively— including one year in the 1980s when he took 25 flights out of Huntsville.

"After 17 and a half years, a lot has happened in my life during this time. I got married here. We had two kids, and we lost one. It was an exciting time, a very dynamic life. We met a lot of people. We made a lot of new friends here, American and also foreign nationals," Steinhauser said. He and his family look forward to making new friends in Washington.

Steinhauser and his wife, Johanna, also from Switzerland, got married in Huntsville. His wife enjoys the arts and plays tennis. They have a son, Gian, 14, and daughter, Gina, 12, both of whom attended Randolph School. They had a third child— from his wife's first marriage — who died in a bicycle-car wreck in 1985. Dominic Appenzeller was 10 when he was struck by a car while trying to cross a Huntsville street. "That was one of our low points, actually the lowest I got," Steinhauser said.

Most of his memories here have been good. He said he has no regrets about his decision to come to the United States, to Huntsville. Steinhauser, 47, worked as an engineer in research and



STEINHAUSER

development at the Swiss Federal Aircraft Factory in Emmen, Switzerland, from 1969 until leaving for the U.S. He recalls how he accepted the Huntsville assignment. "Actually I had a skiing injury at ski ballet and broke three ribs. My boss gave me a call and said

to see him. He gave me a sheet of paper and said, you always wanted to improve your English. It was actually a job description. I read it and said well when can I leave. It was one of those, how should I say, off the bat decisions and I've never regretted it."

Steinhauser was the oldest of four children— three boys and a girl — of Bertha and Josef Steinhauser of Luzern, Switzerland. His dad, now retired, worked with the railroads. Switzerland is a small country, about half the size of Alabama, with a population of about 6.5 million. It has a substantial mountain range, green meadows and is popular with tourists. There are four formally recognized languages in Switzerland: German, French, Italian, and Raeto Romanisch (a Latin language). Steinhauser, who took some English courses in London in 1977, also speaks German.

He earned a bachelor's degree in mechanical engineering from the Technical College of Luzern in 1976. His parents, siblings and their families reside in Luzern. Steinhauser travels to Switzerland a few times each year, mostly on business; and his parents visit

the states nearly every year. One of his brothers formerly worked for a Swiss bank in New York for almost four years. "At one time all my parents' grandkids lived here in the states so they had good reason to come and visit," Steinhauser said.

The United States has become his adopted home. "I wouldn't be surprised to end up in the states the rest of my life, which I would not mind. I like it here," Steinhauser said. "It is a beautiful country to live in."

He plans to work four years at the Swiss Embassy; he doesn't try to plan beyond that because things have a way of changing. After all, what was supposed to be a one and a half year tour at Redstone turned into 17 and a half years.

"I definitely leave this community with good memories: memories of friendship and hospitality," he said. "I will try to keep in touch."

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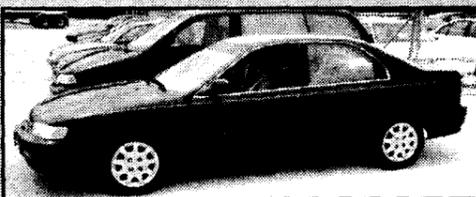
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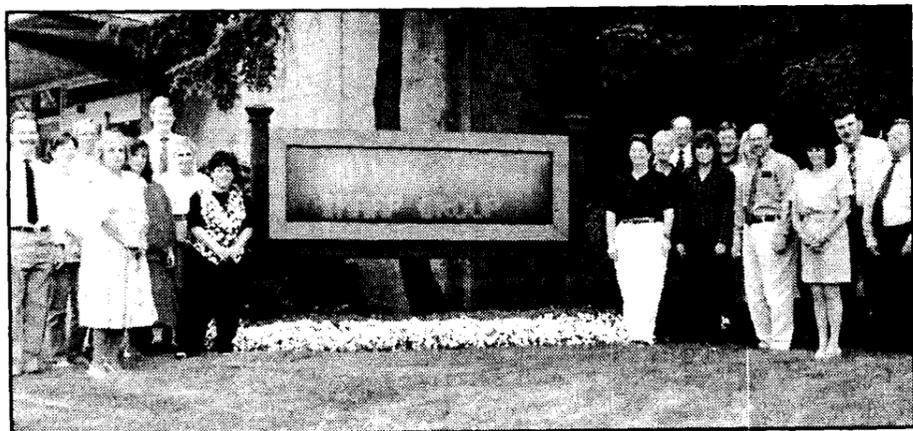


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IMAAP GROUP— Members of the BRAC IMAAP Steering Committee pose during a break from the in-process review.

Information managers discuss base realignment projects

An Information Mission Area Action Plan (IMAAP) in-process review was held at the Soldier Systems Command at Natick, Mass., June 18-20. The IMAAP steering committee—consisting of representatives from MICOM, ATCOM, CECOM, TACOM, SSCOM, AMC and ISC—conducts in-process reviews as needed to ensure the projects are on schedule and to identify any issues. Barbara Juéncke and Jo Hammon represented the Missile Command's Corporate Information Center.

The IMAAP was developed to address the Infor-

mation Mission Area (IMA) requirements of the affected ATCOM organizations, and the resulting impact to the six IMA disciplines which includes Communications, Automation, Records Management, Visual Information, Printing, and Library Management. The IMAAP will identify the realignment of the IMA services and assets. The plan includes gaining installations' recommendations for expansion/upgrade of information service facilities, relocation requirements, changes to existing capital plan, and new capital plant requirements at each. The

goal of the IMAAP Execution plan is to ensure that the timely and orderly phase out of ATCOM IMA assets and services is provided according to ATCOM's 4/1 (fourth quarter 1997, first quarter 1998) move plan while ensuring continuity of IMA services before, during and after base realignment/closure, according to Hammon.

ATCOM Information Management Directorate will conduct an IMAAP in-process review with their center representatives Aug 13-14.

Women's Equality Day '96 celebrated with luncheon at Officers Club

Dr. Judith Jaffe, assistant director for effectiveness, Office of Merit System Oversight and Effectiveness, Office of Personnel Management, is scheduled speaker for the annual Women's Equality Day luncheon at 11:30 a.m. Aug. 26 at the Officers Club.

Jaffe is responsible for supporting agency efforts to improve human resources management systems and accountability and for overseeing Civil Service Reform Act Demonstration projects. She manages activities directed toward simplifying and making more cost effective and efficient the personnel systems throughout the federal government.

Women's Equality Day commemorates the passage of the 19th Amendment to



JAFFE

the U.S. Constitution, which guaranteed women the right to vote and an equal voice in America's system of self-government. Passed by Congress in June 1919, the 19th Amendment was declared part of the Constitution on Aug. 16, 1920. This year we are celebrating

the 76th anniversary of this historic event.

The luncheon is sponsored by the Federal Women's Program managers of the following local agencies: Office of Personnel Management (OPM), Army Engineering and Support Center-Huntsville (CEHNC), Defense Contract Audit Agency (DCAA), Missile Command (MICOM), and Space and Strategic Defense Command.

Luncheon tickets cost \$8 per person and may be purchased from the following until noon Aug. 22: OPM, Carol Toney 837-1271; CEHNC, Sarah Marsh 895-1238; DCAA, Rosie Douglas 842-7700; MICOM, Bonnie Kilgore 876-3436; and SSDC, Mary Peoples 955-4275.

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MTH 091	DEVELOPMENTAL ALGEBRA I	8:30 AM	5	ENG 091	BASIC WRITING I	8:30 AM	5
SPH 107	PUBLIC SPEAKING	8:30 AM	5	MTH 090	BASIC MATHEMATICS	8:30 AM	5
CIS 146	MICROCOMPUTER APPLICATIONS	11:00 AM	5	MTH 122	COLLEGE ALGEBRA	8:30 AM	5
HIS 201	U S HISTORY I	11:00 AM	5	BUS 242	PRINCIPLES OF ACCOUNTING II	11:00 AM	5
MTH 092	DEVELOPMENTAL ALGEBRA II	11:00 AM	5	ECO 231	ECONOMICS I	11:00 AM	5
POL 220	STATE AND LOCAL GOVERNMENT	11:00 AM	5	ENG 101	ENGLISH COMPOSITION I	11:00 AM	5
SPH 107	PUBLIC SPEAKING	11:00 AM	5	ENG 102	ENGLISH COMPOSITION II	11:00 AM	5
HIS 101	WESTERN CIVILIZATION I	1:30 PM	5	PSY 200	GENERAL PSYCHOLOGY	11:00 AM	5
MTH 111	INTERMEDIATE COLLEGE ALGEBRA	1:30 PM	5	ECO 232	ECONOMICS II	1:30 PM	5
MUS 101	MUSIC APPRECIATION	1:30 PM	5	ENG 261	ENGLISH LITERATURE I	1:30 PM	5
BUS 261	BUSINESS LAW I	4:30 PM	5	ORI 100	ORIENTATION TO COLLEGE - (FIRST CLASS IS SEPTEMBER 19)	1:30 PM	1
CIS 146	MICROCOMPUTER APPLICATIONS	4:30 PM	5	PHS 120	ENVIRONMENTAL SCIENCE	1:30 PM	5
ECO 231	ECONOMICS I	4:30 PM	5	BUS 242	PRINCIPLES OF ACCOUNTING II	4:30 PM	5
ENG 092	BASIC WRITING II	4:30 PM	5	ENG 101	ENGLISH COMPOSITION I	4:30 PM	5
MTH 101	MATHEMATICAL INSIGHTS	4:30 PM	5	ENG 102	ENGLISH COMPOSITION II	4:30 PM	5
MTH 122	COLLEGE ALGEBRA	4:30 PM	5	HIS 202	U S HISTORY II	4:30 PM	5
ART 100	ART APPRECIATION	7:00 PM	5	MTH 092	DEVELOPMENTAL ALGEBRA II	4:30 PM	5
CIS 130	INTRODUCTION TO CIS	7:00 PM	5	PHS 120	ENVIRONMENTAL SCIENCE	4:30 PM	5
CRJ 146	CRIMINAL EVIDENCE	7:00 PM	5	PSY 200	GENERAL PSYCHOLOGY	4:30 PM	5
ENG 101	ENGLISH COMPOSITION I	7:00 PM	5	SOC 247	MARRIAGE AND THE FAMILY	4:30 PM	5
MTH 090	BASIC MATHEMATICS	7:00 PM	5	BUS 241	PRINCIPLES OF ACCOUNTING I	7:00 PM	5
MTH 091	DEVELOPMENTAL ALGEBRA I	7:00 PM	5	ENG 091	BASIC WRITING I	7:00 PM	5
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ORI 100	ORIENTATION TO COLLEGE - (FIRST CLASS IS SEPTEMBER 18)	7:00 PM	1	PHS 120	ENVIRONMENTAL SCIENCE	7:00 PM	5

Window for early-out reopens until Aug. 30 at Missile Command

The Missile Command has reopened its early-out window in hopes that more workers will apply for Voluntary Early Retirement Authority/Voluntary Separation Incentive Pay.

"On July 2, this command was given authority to open a VERA/VSIP window. Since enough applications were not received during the first window to alleviate the number of losses that must be achieved by this command, the MICOM VERA/VSIP window will be reopened from July 31 through Aug. 30," states a commandwide message from the Civilian Personnel Office.

Applicants interested in submitting an application for retirement or resignation should apply during the window. Retirement eligibles must submit a Retirement application and a Statement of Understanding to building 5304, room 4285. Resignation eligibles must submit a Resignation Standard Form (SF) 52 and a Statement of Understanding to building 5304, workstation 41W079.

Applications will be accepted from 8-11 a.m. and 1-3 p.m. Monday through Friday. "There will not be a cut-off during this window. As applications are received, the process to document and approve saves will begin," the message states.

"Approval to extend the VERA/VSIP authority beyond Sept. 30 has not been received. Therefore, applicants applying during this window are encouraged to choose a separation date in fiscal '96 (no later than Sept. 30). Applicants who applied during the first window need not reapply. The date previously announced for changing separation dates from fiscal '97 to FY '96 is extended from July 16 to Aug. 30," the message states.

The point of contact for this action is your servicing personnel specialist.

Organizational Day '96 picnic T-shirts sporting Team Redstone theme

The Redstone Camaraderie Team is sponsoring T-shirt sales again this year, for the Team Redstone Organizational Day. Acquisition Center is hosting the organization day activities on Aug. 22, from 10 a.m. to 4 p.m., at the Col. Carroll Hudson Recreational Complex.

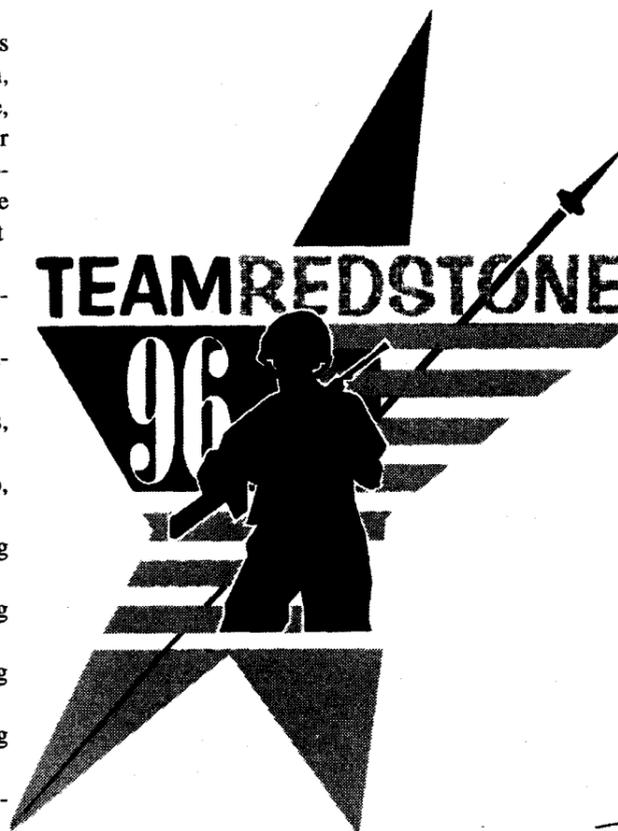
The new design, prepared by Mike Boecking, an illustrator in Integrated Materiel Management Center, is an updated version of the popular Team Redstone theme in rich shades of red, white and blue. The design is printed on gray T-shirts this year and displays the Team Redstone theme on the back with the Camaraderie Logo on front.

The purpose of the Camaraderie Team, formed in 1994 of representatives from each of the major organizations, is to heighten awareness of the need to develop and to sustain camaraderie among the members of the Redstone community and to initiate actions to that

end.

The cost of the shirts is \$7 for small and medium, \$8 for large and extra-large, \$9 for XXL, and \$10 for XXXL. The following people have volunteered to be points of contact for T-shirt sales:

- Debbie Bearden, building 112, phone 876-3294
- Donna Croley, building 112, 876-1793
- Capt. James Davis, building 3437, 842-7090
- Capt. Carol DeBarto, building 3300, 876-2498
- Betty DiLullo, building 5400, 876-3096
- Ivy Downs, building 112, 876-3376
- Larry Fahlund, building 5307, 955-0870
- Kathy French, building 5302, 876-9666
- Paul Hernandez, building 111, 955-8136
- George Lineberry, building 5303, 955-6466
- Sgt. Maj. David Miller, Progress Center (Old Madison Pike, Suite 450), 895-



4001

- Sue Paddock, building 3491, 876-6299
- Margaret Whitlock,

building 5304, 876-8901

- Richetta Wilkerson, building 5302, 955-8160.

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QR QUAIL RIDGE \$90's to \$130's
Call 881-5700
Directions: South on Mem. Pkwy. Right on Redstone Rd., Left on Bell Rd.

PM PARK MEADOW \$100's to \$150's
Call 772-5700
Directions: Hwy 20, North on Wall Triana, corner of Wall Triana & Browns Ferry Rd. in Madison.

JS JEFFERSON SQUARE \$150's & up
Call 881-5700
Directions: South on Bailey Cove Rd, Pass McGucken Park, Left into Jefferson Square.

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Call 461-0234
Directions: Hwy 20 West, South on Zierdt Rd., Right into Mountain Brook.

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Sports

Local softball team enjoys trip to Kansas tournament

By Peggy Hays

Undaunted by a 850-mile car trip to the Youth USSSA World Fastpitch Tournament in Hutchinson, Kan., on July 25-28, the Tennessee Valley Tornadoes finished in a seventh place tie among 14 teams in the 18 and under age group. The team is managed and coached by George Montgomery, a Missile Command worker.

Created by combining two Limestone County girls softball league teams, the Tornadoes carried only a 12-member squad to the second annual fastpitch tourney which drew teams from Kansas, Missouri, Alabama, New York, Texas, Oklahoma and Illinois. In all, 51 teams competed in the age groups of 18s, 16s, 14s, and 12s. Last year, the tourney, held in Virginia, drew only 26 teams.

The Tornadoes qualified for the World Youth Tournament by competing in the Alabama USSSA Fastpitch tournament at East Limestone on July 12-14, finishing second. The state winners also advanced to the Kansas tourney, placing 12th.

"We didn't even get on the practice field until the regular season was over," Montgomery said. "We

didn't want to interfere in county or league championships. We didn't want to interrupt what they were doing with their current teams."

In Kansas the Tornadoes played three games, splitting two on Friday and losing one Saturday. With their 12-6 opening loss, the Tornadoes fell into the loser's bracket and faced the cold, hard fact that they might be ousted in their first day of play.

"We were supposed to play the first game on Friday at 8 a.m.," recalled Montgomery, logistics manager for the Security Assistance Management Directorate. "We got up and it was pouring rain. We waited until 12 noon to play."

Alas, the opening bell found them struggling, leading to five unearned first inning runs, though the team finished with three runs in their last at bat.

Before their second game at 7 that evening, then, it was serious. It was time to regroup. "I simply told them that the team who came out in that competition and went 0 and two could not hold their heads high. I simply told them I could not let them do that.

"You could see the change in their spirits," Montgomery said. "They

started singing and chanting."

That night, the team never looked back, he said, blasting out a 12-hit attack and winning 16-4, with the 10-run, five-inning rule in effect. "We jumped off to a five-run first inning and walked over the 14th team in the nation."

Their last game, played at 10 the next morning found the Tornadoes on the short end of a 7-4 score. In the end, it was the lack of pitching depth which most hindered TVT's advance at the national level; that, and carrying only a 12-member squad. "The two players that could not go were very high caliber pitchers," Montgomery said. "If these two could have accompanied us out there, we realistically could have had a shot at winning the tournament because our defense and hitting came through with the exception of our first game jitters.

"We definitely came through with some offensive numbers, scoring six, 16, and four runs. Our offense was OK.

"The pitching pretty well



TORNADOES WHIRL— Members of the Tennessee Valley Tornadoes include: kneeling, from left, Tribble, Harwell, Catherine Carpenter, Berzett, Nunley; and standing, from left, Graham, McConnell, Coach Stanley Williams, Sheri Montgomery, Courtney Carpenter, McCormack, Erica Williams, Adams, ReShae Williams, and Manager George Montgomery. They pose with the runner-up trophy won at state fastpitch qualifying tournament at East Limestone Complex on July 12-14.

ate us up," said Montgomery, adding, "but it was the number of pitchers that they had. One team threw three pitchers at us in one inning when we had a rally going."

The trip was a success; there was no doubt about

that, Montgomery said. "As far as staying together and getting to the games and being on time, there were no glitches, no problems.

"They conducted themselves on and off the field in an immaculate manner. I

told them I was proud of them. I applauded them for their behavior and demeanor."

Members of the team represented the communities of

See KANSAS on page 15

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Sports & Recreation

KANSAS

Continued from page 14

Pulaski, Elkton, and Cash Point, Tenn; Ardmore, Athens, Toney, and East and West Limestone, Ala. Team members included Erin Adams, Whitney Berzett, Catherine Carpenter, Courtney Carpenter, Laura Graham, Christy Harwell, Makisha McConnell, McCormack, Sheri Montgomery, Kelly Nunley, Tribble, Erica Williams, and ReShae Williams. The assistant coach was Stanley Williams. Graham was unable to accompany the team to Kansas but participated in the state tourney.

The organization of the trip began early with the formation of the team. "We presented it to the girls and their parents at the same time," Montgomery said. "I selected girls I knew who were the caliber of girls who could compete at this level."

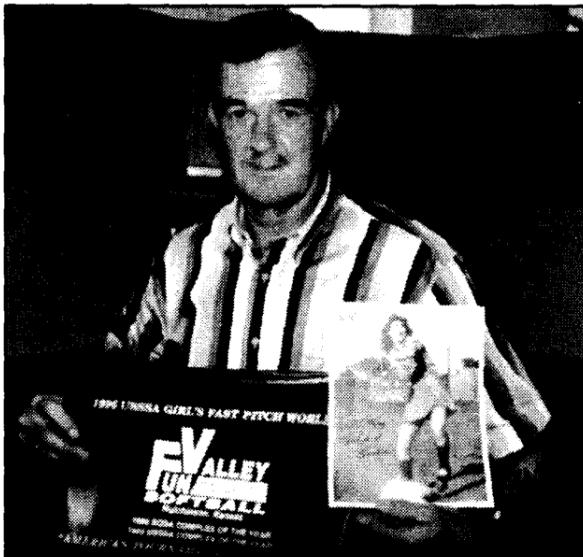
"I told them we weren't sponsored but we were working toward that end but most of the expense would be borne by them."

The next step was creating interest in potential sponsors, 17 of them. Contributing sponsors were: Steve McCulloch Chrysler/

Plymouth/Dodge of Decatur; Redstone Federal Credit Union, Dr. Ken Eldred, Associates Finance Service, and The Associates Inc. of Athens; Photography by Jim & Frieda of Huntsville; Giles County Furniture & Carpet Center and Davis & Eslick of Pulaski, Tenn.; First National Bank of Pulaski & Ardmore, Tenn.; First American National Bank, Elkton Farm Store, Danny's Towing Service, David's Market, and Lib's Market of Elkton, Tenn.; Ardmore Telephone Co. and First American Bank of Decatur, Ardmore Branch; and Sporting Edge Inc. of Madison.

"There were two other ladies that were invaluable to our sponsorship effort," Montgomery said. "They were Connie Carpenter and Dawn McCormack."

Organization continued at the tourney site. "We had an advantage by all staying at the same hotel," Montgomery said. "They provided me with a meeting room where we could get the team together and make announcements. We could tell everyone about the times and games. We even had a practice while we were there. We had the parents at the meeting, too."



NEW MEMENTO— Montgomery displays a briefcase showing the Tennessee Valley Tornadoes' participation in the Youth USSSA World Fastpitch Tournament in Hutchinson, Kan., July 25-28. The Tornadoes placed seventh among 14 teams competing in the 18 and under age group.

"The secret," he said, "was keeping them informed. We had to travel 35 miles from the complex to the hotel."

A special treat at the tourney included the attendance of Dottie "Fergie" Key, who wore number 12 and played centerfield for the Rockford Peaches from 1945-54. Key was inducted into the Baseball Hall of Fame in 1988. The play of their women's league was the basis for the

hit movie "A League of Their Own." Key attended the opening ceremonies and signed autographed photos for the players and parents.

Just entering and competing in the tournament was significant, according to

See KANSAS on page 16

MWR highlights . .

The following are among the Morale, Welfare and Recreation activities:

- **Bowling Center**— Summer Special now through August at \$1 per game any time lanes are available.
- **The JOC**— Open Tuesday-Friday, featuring free salsa, chips and popcorn; cook your own hot dogs with chili Tuesdays and Wednesdays and cook your own hamburgers Thursdays and Fridays. A casual atmosphere to book promotion parties, birthday bash-es or get-togethers of any sort. The "Summer Patio BBQ Special" is for 50 people and is only \$13.50 per person. Come by after work and enjoy a game of pool, darts or just catch up on the latest news and information with your friends. For more information or menus, call the Catering Office 830-9227.

- **Arts and Crafts**— Call 876-7951 for information on upcoming classes at the June M. Hughes Arts and Crafts Center, building 3615.

- **Turkey shoot**— The next Outdoor Recreation turkey shoot is Aug. 10 from 10 a.m.-1 p.m.. The location is between the trap and skeet ranges. Only \$3 a shot. The entire Redstone community is invited to attend.

- **Post Library**— "Win with Reading" program continues Thursdays through Aug. 31. Your children can do required summer reading and receive extra credit. For information call Norma Harkness 876-4741.

- **Oktoberfest '96**— The second annual Oktoberfest is scheduled Sept 13-15. Make your plans now to attend this fun event which is open to the public. For more information, call Heather Douglas 876-3030.



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NEW VAN— Jackie Pope, left, and Carl Pack, both of Northrop Grumman, demonstrate the new taxi available to disabled government employees.

Van for disabled passengers boosts post tax service

By Kathy Harkleroad

Redstone Arsenal support contractor Northrop Grumman has answered the call of providing taxi service for disabled government workers. A new 1996 Chevrolet, eight-passenger van with a lift for personnel confined to a wheelchair was put into service June 3.

"We are very pleased to offer this service on the Arsenal and encourage those with disabilities to call and utilize the service," said Bob Whiteford, supervisor, equipment maintenance.

According to Whiteford, the major goal for implementing such a vehicle was to provide a comfortable means of transportation for disabled passengers while still maintaining the vehicle in an active fleet. "We literally have only had one phone call in two years for a disabled van but we still

need to provide the service," he added.

A RICON lift was installed in the rear of the van for passengers in wheelchairs. In order to install the lift, a portion of the rear bumper was removed which allows the lift to operate. When the lift is not in use, the bumper is held in place with two disconnect pins. "By modifying the van this way, we are able to utilize it in our regular fleet, and can convert it to accommodate the lift in less than a minute," Whiteford said.

The van exterior looks like any other in the taxi fleet; and when looking inside the van, the only noticeable difference is the racks at the rear. It is equipped as any other taxi and includes a two-way radio, heating and air conditioning and AM/FM radio.

In order to utilize the van, persons may call the Taxi Service at 876-2261, Monday through Friday from 8 a.m.-4 p.m.

KANSAS

Continued from page 15

Steve Adams, one of the parents who accompanied the team. "A lot of these kids had obviously participated in county and some state tournaments. But, it was the first time participating in national league play. That was a lot more intense.

"The game itself," said Adams, a configuration management specialist for Army TAGMS/Bat project office, "was on a different level in terms of strategy. George did an outstanding job with the kids in showing them a new level of play in a short period of time."

Montgomery, whose pitching talents earned him a place on the All-Army squad which competed in the Class 1A National Tournament in 1979 in Stockton, Calif., ex-

plained that the love of softball has kept him in the game. "I'm working to remain close to the game and to develop girls and to give back to the community."

In fact, Montgomery, who played fast-pitch softball from 1965-86, still gets out on the mound. "I still pitch batting practice when they get a little cocky," he said, smiling. "I give them a fast one, a little change of pace, and a little knuckle curve until they say 'stop'."

Their practices, though, still have 'fun' things to do. Egg tosses develop catching skills; players aim at pre-specified targets in bunting drills and the winner gets a prize. He does it, he said, "because it develops competition. It keeps it fun, keeps them smiling."

The competitive team concept is carried

forward to the actual games, too. "Every girl played in every game," he said. "Every pitcher that I took started a game. This guy here says that participating in any kind of endeavor is the name of the game.

"And, those in the position of leading and developing ball players— if they are not a part of that — they need to find something else to do."

Would they return next year? After all, this year's roster included two 15-year-olds. "The jury's still out on that one," said Montgomery.

"It simply depends on the atmosphere at the time, because right now we have the members on the ball club with experience."

And, what would he remember most about the experience? Seeing the eyes of all the players, he said, "with the shining brightness of those faces" made it all worthwhile. "Erin Adams came to me with a big smile and a big hug," he said, citing one example, "and just said, 'Coach, if you need a player for anything, at any time, all you have to do is call.'"



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SURVEY

Continued from page 1

"Survey results described in categories below reflect opinions of employees who marked the non-supervisory category. The supervisor's level of agreement is higher in almost all areas.

"All of the survey items are positive statements. Participants indicate their level of agreement on a scale of 1-5. They also indicate how important each issue is in their overall satisfaction with the organization. The reinvention elements rated as important for 75 percent of the employees. All other issues rated as important for 88 to 90 percent of the employees.

"Examples of the positive statements: 'My job is challenging; My work gives me a feeling of personal accomplishment; My organization is a pleasant place to work; I am satisfied with the quality of training I have received. I receive proper recognition for the work I do.'"

Introduction and background

Development of the survey began in 1992. The Education & Development

goal was to do the survey prior to the full implementation of the Quality Executive Leadership Program. A major training program was commissioned by Maj. Gen. Joe Rigby, then commander, as the next step in MICOM's efforts to become a world-class organization.

The survey was designed around a model for organizational excellence. UAH researched private companies and academic theory to identify elements for possible inclusion.

"Lots of people worked to develop the survey instrument. UAH Research Center, Quality Institute, Redstone 2000 Institute, employees from various organizations who gave feedback on the prototype; Col. Stratton, who edited, revised, then edited again.

Family members even helped to sharpen 5,000 pencils. Organization training contacts worked to get 100 percent attendance. To assemble the large amount of information, E&D employees learned how to use EXCEL and spent hours producing spreadsheets and charts," McWilliams said.

"We wanted to do it in a safe environment away from work area. We wanted

as high a percentage as possible to complete it. We wanted to be sure employees were open and honest. We wanted to protect employee identity and maintain objectivity by using a third party to collect survey input," she said. "The opportunity arrived in 1995 with the plans for the Reinvention Lab kickoff. Command Analysis added items to establish a baseline for working in a Reinvention Lab and UAH was tasked to serve as the third party administrator. UAH developed the form for scanning, administered the survey at all Reinvention sessions, collected all forms, and loaded the information into a data file and prepared an initial overview of the data."

Category 1-TQM

The concept of everyone having an internal customer and the emphasis on the identification of customers was part of the Total Quality Management (TQM) Awareness training—conducted in 1991-1992 for over 9,000 Redstone employees. MICOM received the highest levels of agreement in this category. Some 91 percent of the 4,671 MICOM employees who participated in the sur-

vey agreed with the statement: I am committed to the principles of customer service. Some 83 percent said the people in my work unit know who their customers are. Some 75 percent felt that people emphasize doing the right things right, maintain a high standard of performance, and are aware of the way their jobs contribute to mission. Some 72 percent know MICOM's vision, values and goals, and 61 percent said their work unit plans for the future. The knowledge of critical work processes, another component of TQM's improvement methodology, was at a 70 percent level of agreement.

Category 2— Job Satisfaction

The way we relate to the nature of our work is outstanding. Some 82 percent of MICOM employees like

Interaction Guidelines For Meetings

1. **OPEN** with "what" and "why."
 - Welcome participants.
 - Explain purpose and importance.
 - Review agenda.
2. **CLARIFY** details.
 - Review background.
 - Ask for other information and issues.
 - Summarize.
3. **DEVELOP** ideas.
 - Ask for suggestions and explore alternatives.
 - Build on others' ideas.
 - Summarize.
4. **AGREE** on actions.
 - Ask for and choose preferred alternatives.
 - Decide who will do what by when.
5. **CLOSE** with review and set follow-up.
 - Summarize.
 - Decide how and when to check progress.
 - Thank participants.

Reference from Quality Institute training materials.
Source: Development Dimensions Int'l.

the kind of work they do and feel they are able to make a meaningful contribution to the organization. See SURVEY on page 19

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Electroplating shop at depot completes unusual workload

TOBYHANNA ARMY DEPOT, Pa.— The average items processed in Tobyhanna Army Depot's electroplating shop weigh no more than two or three pounds. When tasked with processing an item weighing close to 400 pounds, it took a little ingenuity and a lot of teamwork.

According to John Ross, chief of the Production Support Directorate's Etching & Finishing Division and resident of Jermyn, Letterkenny Army Depot approached Tobyhanna with one of the most unusual requests the electroplating shop has ever encountered.

"Letterkenny needed nine TOW missile yokes cad-irradiated, but does not have the capability to handle the work load at its facilities," Ross said. "We do cad-plating everyday, but these parts were a little different."

Ross explained that cad-irradiating is a process that pretreats metal to prevent rust and corrosion.

The TOW [Tube-launched Optically-tracked Wire command-link guided long range missile] is used to defeat armored vehicles and hardened targets. The yokes weigh approximately 350-400 pounds each. They are attached to the mount and hold the missile cylinders in place.

"It took brainstorming

and cooperation to prepare for the work," Ross said. "The biggest problem was figuring out how to pick up the yokes and place them into the plating tanks."

Joe Olsommer, an electroplater and resident of Lakeville, worked closely with Bob Tuffy of Dunmore, and Joe Dubas of Olyphant, employees of the Heavy Material Branch, Defense Distribution Depot-Tobyhanna, the depot's largest tenant activity.

"We went down to the shop and studied the situation," explained Dubas, a crane operator. "The problem was they didn't have any lifting equipment long enough to reach back to the tanks. We set them up with a forklift that has nine-foot forks."

Once the lifting problem was resolved, Olsommer had to determine if there was enough power available to electroplate such large items.

With the assistance of chemical engineer Pat Tierney, a resident of Scranton who works in the Industrial Process Division, Directorate of Production Engineering, two eyehooks were made to lift and plate the parts.

However, they discovered the job required more power than that available.

"I modified the bars on

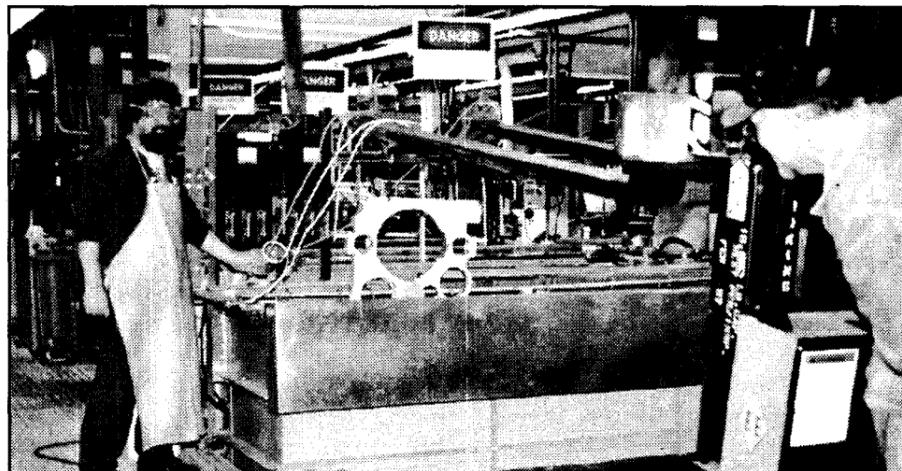
the tank and, with the help of my co-worker Eugene Gardner [of Avoca], we were able to hook up additional power cables and get the job started," Olsommer explained.

Of course, before the start of any job, the electroplating shop needs the involvement of Production Engineering Division's Chemical Laboratory.

"Through a team approach, myself and physical science technicians Ronald Pitch [a resident of Scranton] and Christopher Hons [of West Pittston] were able to provide the chemical support the electroplaters needed to complete the job," said chemist Chaz Valenza, a resident of Dunmore.

"We tested the procedure by cad-plating the first part and everything worked perfectly," Olsommer said. "Everyone was happy with the results, so we completed all nine parts."

Each yoke had to be done individually. After cad-plating, the items had to be baked in an oven for 23 hours at 350 degrees. Then, they were dipped in an acid bath. The final procedure



Delicate job— Joe Olsommer, left, an electroplater at Tobyhanna Army Depot, monitors a TOW missile yoke being lowered into an electroplating bath by forklift operator Bob Kelly. The yokes, each weighing about 400 pounds, were cad-irradiated to prevent rust and corrosion. This job was unique for Tobyhanna because of the size and weight of the items needing to be electroplated.

was to chromate the parts by dipping them in a bronze irrodite solution.

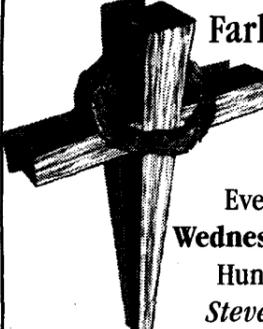
"My thanks goes out to Tony Martinez [chief, Component Painting Division and resident of Pocono Lake] for use of the paint shop's ovens, to Bob Kelly [of Wilkes-Barre] for operating the forklift, and everyone else who helped with this project," Ross said.

"This proves that if you work as a team, there's no job too big that can't be completed at Tobyhanna."

Tobyhanna, one of five maintenance depots in the Army Industrial Operations Command, is the Department of Defense's largest facility for the maintenance and fabrication of communications-electronics systems and components. Depot

personnel are responsible for hundreds of these systems, ranging from tactical field radios to the ground terminals for the entire DoD satellite communications network. Approximately 3,510 people work at the installation, which is located in the Pocono Mountains of northeastern Pennsylvania.

(From a Tobyhanna Army Depot news release.)



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SURVEY

Continued from page 17
Some 84 percent feel the work goals or standards in their area are achievable. Some 78 percent view their job as challenging. Some 70 percent feel their work gives them a feeling of personal accomplishment and 63 percent use most of their skills and abilities in their jobs.

Category 3-- Work Conditions

This category links closely to Job Satisfaction. It looked at the more tangible aspects of working at MICOM. Included in this category were things like being able to perform the job during duty hours and having enough materials, equipment, and work space to perform jobs effectively.

Category 4-- Empowerment

Employee Involvement, one of the original elements of TQM, has evolved to em-

powerment since 1990. This category focused on employees authority to accomplish results, opportunities to use own ideas, acceptance of responsibility, accountability for actions and input to goals & objectives.

Category 5-- Reinvention

The Reinvention Plan focused on the areas of acquisition, empowerment, partnering, and being a learning organization. The goal of the Reinvention Lab is to help employees do a better job and have more authority to make independent decisions. This survey established the official baseline for the Reinvention Lab.

Category 6-- Teaming

Two of the 1990 long range TQM goals related to this category. The open system goal for problem solving across the command and the goal for full employee involvement. Employee In-

volvement/teaming, identified as the valued approach to problem solving, was a stretch goal in the 1990 environment. Until that time, the manager or supervisor was the person responsible for problem solving. Teaming includes individuals helping each other—when on a difficult assignment, 70 percent of employees can count on getting help. It also includes collaborating with people outside the work unit (69 percent) and with people outside the command (58 percent). Employee trust and confidence in each other (60 percent) and working for a common goal rather than just own interests (45 percent) surveyed as important components for a successful team.

Category 7-- Trust

Trust is placing confidence in another person. It implies a certain depth and

assurance that a person or thing will not fail in performance relating to integrity, ability, character and truth. TQM, empowerment, reinvention, and other organizational excellence programs encourage risk-taking and change. As organizations seek to reinvent themselves and venture into the unknown, trust is a key element. A significant number, 64 percent, of employees trust their supervisor.

Leadership, another of the major elements of TQM, is reviewed in the next two categories — management and supervision.

Category 8-- Management

Management's abilities to balance tasks and the personal needs of employees, show an interest in employee welfare, provide employees with adequate training to perform the job, collaborate with labor, and reward employees for improvement

initiatives were reviewed in this category. Managers are also responsible for creating the culture of the organization; and 70 percent of the employees viewed their organization as a pleasant place to work.

Category 9-- Supervisors

The elements in this category looked at the supervisors supporting behaviors — recognition for outstanding performance, feedback, promotion, training, and career development. Approximately 65 percent of employees agreed that their supervisor models high performance.

Category 10-- Communication

Employees were asked if meetings were productive, if employees get adequate information to do their jobs well, and if their work unit receives adequate information about what is going on

in other units. Only 40 percent of employees agreed that time spent in meeting is productive.

What next?

Members of the Executive Steering Committee are analyzing the Command level results. Three teams are reviewing specific elements and drafting recommendations for discussion by the entire ESC. Organization level results have also been given to the directors of the major organizations.

Some of the individuals involved in conducting the survey included Margaret Whitlock and Chris Miller, both of the Quality Institute; Col. Christopher Stratton, the acting MICOM chief of staff; Cheryl Wise of Command Analysis Directorate; and Gary Maddux and Dr. Jerry Westbrook, both of University of Alabama-Huntsville.

SENSOR

Continued from page 1
erations personnel, Georgia law enforcement, FAA, and Hodge.

The consensus changed, however, after a terrorist bombing the following month that killed many U.S. servicemembers in Saudi Arabia. Headquarters, Department of Army dispatched a message June 28 instructing the FAAD Sensors Product Office to perform a site survey on the feasibility of using the AN/MPQ-64 radar to supplement FAA radar coverage in Atlanta.

Wes Wells, chief of technical management division at FAAD Sensors, traveled to Atlanta in early July to conduct the site survey. Hughes Aircraft, contractor for the radar, also sent two representatives who met with FAA, Georgia law enforcement and Army officials. "It was decided the

Customs Service would provide (air) coverage from 35 kilometers out; GBS would provide coverage from 35 kilometers in," Wells said.

The 1st of the 3rd AAA from Fort Stewart "did a super job on short notice, setting the system up and making the surveillance happen," he said.

Members of the product office deemed the mission a success. "We're providing 24-hour coverage right now," Donald Walley, an engineer in the office who served as the Olympics ground-based air security coordinator, said last week. He made periodic trips to the site during the two weeks of deployment. "GBS is protecting all no-fly zones and completing its mission," Walley said.

A deadly incident during the Olympics, in which a bomb in the downtown park caused two deaths and injured more than 100 revel-

ers, underscored the need for heightened security. The bombing did not directly affect the mission but resulted in increased security at the GBS radar sites and at Dobbins Air Force Base, site of the Air Security Operations Center.

"We've never done anything like this to support a national or international

event on this scale," Hodge, the deputy product manager, said. "Frequently we're called in to support Army exercises on short notice and we respond."

"It's exciting to support the country in this international effort—the Olympics," Ruth Ann Burton, a program analyst in the product office, said.

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Announcements

PX news— The Main Exchange, building 3220, presents "a whole new concept in fishing." Willie Ridgeway, professional bass angler and inventor of the Carolina floater system, will share fishing tips from 11 a.m. to 4 p.m. Aug. 16 in the PX sporting goods department.

Williams Elementary— Registration at Williams Elementary for kindergarten through fifth grade is held daily from 9-noon. Bring the following to register: Alabama Immunization form(s), certified copy of birth certificate or passport, Social Security card, and proof of address. A walk-through the school will be held Aug. 16 from 9-11 a.m. All new students are invited to become familiar with their school. Kindergarten orientation will be held 1-2 p.m. Aug. 20. First grade orientation is 12:30-1 p.m. Aug. 20.

Red Cross blood program— Aug. 8, from 7 a.m. to 12:30 p.m., at 5304 (Sparkman Center), call Vivian Paschel 842-7968. Aug. 9, from 7 a.m. to 12:30 p.m., at 4488, Leslie Summers 842-6125; and from 7

a.m. to 12:30 p.m., at 5400, Tammy Moore 876-3033. Aug. 16, from 8 a.m. to 1:30 p.m., at 4752 (NASA), Edwina Bressette 544-8115. Aug. 22, from 7-11 a.m., at 5250, Judy Hullett 876-0789. Aug. 23, from 7:30 a.m. to 1 p.m., at SSDC, Al Longhi 955-4164; and from 7:30-noon at Corps of Engineers, Jean Brewer 895-1234. Aug. 29, from 8 a.m. to 1:30 p.m., at 5307 (LOGSA), Keith Sidwell 955-0720; and from 7-noon at 111, Denny Gray 955-6600.

Medical support groups — Adults With Diabetes meets at 7 p.m. the second Tuesday of each month or 2-3 p.m. the first Thursday of each month at Optimal Health, 910 Adams St.; to register call 517-8650. Care and Share meets at 7 p.m. every Tuesday at Comprehensive Cancer Institute at Huntsville Hospital; for information call 551-6591. Children with Diabetes and Their Parents Support Group meets at 3:30-4:30 p.m. the third Thursday of each month at Optimal Health, 910 Adams St.; for information call 517-8650.

Abandoned vehicles—

The following abandoned vehicles were impounded by the Provost Marshal Office: a maroon 1980 Chevy Chevette, from the parking lot adjacent to building 4725; a brown 1985 Chevy Cavalier, from the parking lot adjacent to quarters 231 Dyer Circle; a gray 1978 two-door Honda, from the rear parking lot of building 3498; a blue 1986 Buick Electra, from the parking lot of building 3617; a brown 1981 Ford pickup, from the parking lot adjacent to building 3617; a green 1981 Volkswagen, from the parking lot adjacent to building 3617; and a silver 1982 Honda, from the parking lot adjacent to building 3617. The owners or anyone

knowing the owners should call SFC Barbour, of Provost Marshal Office operations section, 842-2442 or 876-2222.

Hospital commander— Fox Army Community Hospital will hold a change of command ceremony at 9 a.m. Aug. 13. Col. William Wong will pass command of the hospital to Col. David Deeter. Upon his departure, Wong will assume duties as medical director, Tricare Region IV, Keesler Air Force Base, Miss. A reception will follow the ceremony.

Federal retirees— The National Association of Retired Federal Employees

(NARFE), dedicated to protecting the interests of federal retirees and their family members, will meet Saturday at the Senior Center on Drake Avenue. The program will be a forum for candidates vying for the office of Huntsville mayor. Refreshments begin at 9:30

a.m., and the program starts at 10. For more information, call 837-0382 or 881-3168.

Black procurement professionals— The Hunts-

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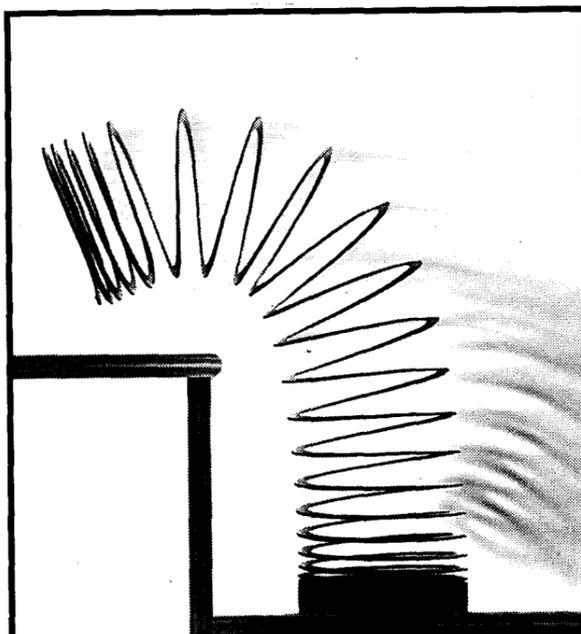
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ANNOUNCEMENTS

Continued from page 21

ville chapter of the National Association of Black Procurement Professionals will sponsor a professional development luncheon at 11:30 a.m. Aug. 22 at the Marriott Hotel, Columbia Room. The scheduled speaker is Diane Frasier of the National Institutes of Health, Rockville, Md. Cost of the luncheon is \$15. For tickets call Carmen Corraera 955-4985, Laverne Askew 955-8126 or Carolyn Lucas 955-4184.

Toastmaster singles—Do you want to meet interesting people while improving your speaking skills? If you do, join Toastmaster Singles each Friday at 6 p.m. at Shoney's Restaurant, 10020 South Memorial Parkway. Admission is free; guests are welcome.

Youth soccer league—The Redstone Arsenal Youth Soccer League is extending registration through Saturday, Aug. 10. Parents

can sign up for soccer at the Youth Center from 1-9 p.m. through Saturday. Children of active and retired military and of all government employees are invited to join. The soccer program has teams for children ages 4-18, with girls teams for girls ages 6-9 and possibly other ages if enough girls register. Opening day is Aug. 24; and the season goes through Nov. 1.

NCO spouses—The Active and Retired NCO Spouses Club will have its monthly meeting at 7 p.m. Thursday in the Challenger. "Bring a friend and become involved in your community." If you have any questions or need a ride, call 721-9479.

Film showing—The Film Co-op will present the comedy "Raising Arizona," starring Nicholas Cage and Holly Hunter, at 8:30 p.m. Saturday outdoors at the Monte Sano State Park Amphitheater. Admission is \$3 per person; under 12 admitted free. For more information, call 539-FILM.

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14 Ft. Silvan aluminum canoe w/truck rack. \$300. 533-0872 after 6pm.

John Deere riding lawn tractor w/earth mover/snow plow attachment, 11 hp, \$1,100 OBO. 539-7732 after 5pm.

Ice cream parlor style table w/4 chairs, \$160; Exercise stepper, \$75; Variety of baby/toddler items. All prices negotiable. (205) 582-7508 after 6:15pm.

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Rings, beautiful silver designer rings; Along w/designer bathing suits by Gideon Oberson, \$35 ea. 883-5792.

Truck Camper Top-LWB, \$65. Baby bed, \$50. High chair, \$10. 851-8433.

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Condo For Sale. Near gate 8. 2 BR, 2 BA, 2 car garage, 1910 sqft, access to pool, tennis, near Sparkman/NASA. 881-7878/830-0711.

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FSBO: 3 BR, 2 BA brick rancher. 1500 sqft on acre of trees. New deck w/spa. 178 Oldwood Rd. Hsv. (Chase area). 859-9516.

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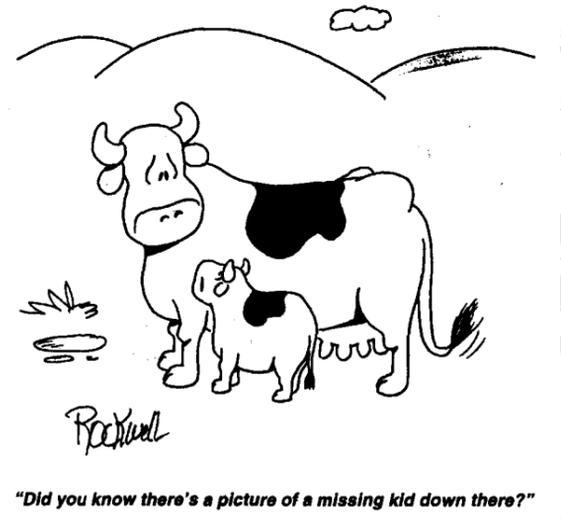
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August 6, 1996

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2311 Oakwood Ave. 3/1 \$211.00	Madison
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