



Fort A.P. Hill

# Down Range

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"The Best Training and Support -- Anywhere!"

January 14, 2011



# 2010

The

# YEAR

In

# REVIEW

# Are we doing the right things? Are we doing things right?

By Lt. Gen. Rick Lynch

Commanding General

Installation Management Command

**L**ike many others this time of year, I have been reflecting on the past twelve months and looking forward to the new year.

In my professional capacity, I am focusing on the future of the Installation Management Community. Specifically, what should the Installation Management Community look like a year from now?

I have been asking this question of Installation Management Community personnel during meetings, town halls and garrison visits.

After all, the dedicated professionals at the garrisons and headquarters are doing the work on a daily basis; they know what it takes to deliver the facilities, programs and services that support our Soldiers and Families.

I have also been seeking feedback from Soldiers, Families and leaders through a number of avenues, including installation visits, the Family Forums at the Association of the U. S. Army annual conference, the Army Community Service focus groups I recently held, and the Army Family Survey. This feedback is critical because everything we do is focused on providing Soldiers and Families the programs, services and facilities that support their well-being, resilience and readiness. We need to know where we are on target and where we are missing the mark.

I urge everyone — Installation Management Community personnel, Soldiers, Family members, leaders — to continue to send me solid ideas that help answer the three fundamental questions: Are we doing the right things? Are we doing things right? What are we missing?

The point of asking for input from so many different people is to build a shared vision of where we are going in the next year. I am meeting with senior Installation Management Community leaders this

month to develop that vision based on all of this input. The shared vision will enable us to begin with the end in mind. Once we have a shared vision of what right looks like, we can figure out how to get there from here. We can eliminate random activities and focus all our efforts on the initiatives that will have the greatest impact on Soldiers, Civilians and Family members.

We started 2010 by producing version one of the Installation Management Community's Campaign Plan. The Campaign Plan laid out a vision, strategy and way ahead for providing the programs, services and facilities that support Soldiers and Families. With the Campaign Plan and the three fundamental questions as our guides, we have continually challenged ourselves to improve our performance.

Some of our efforts are visible to those we serve. For example, based on feedback from Soldiers and Families, we have enhanced delivery of several vital programs, including the Exceptional Family Member Program, Survivor Outreach Services, the Total Army Sponsorship Program, the Army Substance Abuse Program and the Army Continuing Education System.

Many of our efforts will not be immediately apparent to those outside of our workforce. For example, we are reducing the number of administrative regions from six to four and integrating the Family and Morale, Welfare and Recreation Command into IMCOM Headquarters. Soldiers and Families will see no difference in the quality of support or number of services they receive, but behind the scenes, we will be working smarter. We will streamline delivery of services to our customers and generate savings that can be applied to Soldier and Family programs.

Now, as we build a shared vision of what the Installation Management Community should look like in November 2011 and lay out the plan to achieve that vision, we will continue to challenge ourselves to go beyond what we already know and are comfortable with. We will continue to look

at the shape and size of our organization and workforce. We will continue to reach out and build relationships with others committed to supporting Soldiers and Families, including universities, businesses, non-government organizations, and other government agencies. We will continue to identify, develop and align the resources, policies and processes needed to support Family programs, safety, sustainability, energy

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## Garrison Commander

Lt. Col. John W. Haefner

**Garrison Command  
Sergeant Major**  
Command Sgt. Maj. Miguel Reyna

**Public Affairs Officer**  
Jennifer Erickson

**Editor / Photojournalist**  
David San Miguel

2009  
Department of Defense  
Thomas Jefferson Award

2009, 2004  
Department of the Army  
Maj. Gen. Keith L. Ware Award

2009  
U.S. Army Installation Management Command  
Maj. Gen. Keith L. Ware Award

2008  
U.S. Army Installation Management  
Command - Northeast Region  
Liberty Bell Award

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## WAY AHEAD

security and other priorities.

The process of developing a shared vision can be difficult for some, since it carries the possibility of change, but it can also be energizing, and it is important for us to do if we take our jobs seriously. For one, we owe it to our fellow citizens to be good stewards of all the resources entrusted to us. We always have to be mindful of how we impact the environment, how we treat our people and how we spend taxpayer dollars. If we do our job well, if we are good stewards of the resources

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entrusted to us today, then we will have the resources we need in the future.

An even more important reason is the Soldiers and Families we support. We are committed to providing a strong, supportive environment in which they can thrive. We do not chase change for change's sake, but if the only reason we do something is because we have always done it that way, then we can do better.

We owe it to our Soldiers and Families to ask what right looks like and to make sure we are on track to get there.

## Defense secretary recommends Dempsey for Army Chief of Staff

**WASHINGTON** -- Defense Secretary Robert M. Gates has recommended to President Barack Obama that he nominate Gen. Martin E. Dempsey to be the next Army chief of staff.

Gates made the announcement at a Pentagon news conference.

The Army chief of staff is the highest-ranking Soldier in the Army, and serves as a member of the Joint Chiefs of Staff.

If nominated by the president and confirmed by the Senate, Dempsey would succeed Gen. George W. Casey Jr., who has served as the Army chief since April of 2007, and is slated to retire after more than 40 years of service.

Dempsey, 58, is currently the commander of the Army's Training and Doctrine Command, based at Fort Monroe, Va.

Navy Adm. Mike Mullen, chairman of the Joint Chiefs of Staff, called Dempsey a "creative thinker and a terrific Soldier" who has his unequivocal support.

-- American Forces Press Service

# Viewpoints ...

*What are your hopes and aspirations for 2011?*



**Beth Crockett**  
Forestry, Environmental Div.  
Directorate of Public Works

*"As long as I am gainfully employed and get married -- everything is cool."*



**Staff Sgt. Chris M. Anderson**  
189th Engineer Company  
Virginia National Guard

*"I hope to get promoted to sergeant first class this year ... and plan to concentrate on decreasing my bills and to spending more time with the family."*



**Marcie Norris**  
Chief, Plans & Operations  
Directorate of Logistics

*"I hope that the DOL realignment to AMC (Army Materiel Command) is smooth and seamless -- that it doesn't affect the services we currently provide the installation."*

*"My motto is live your life to its fullest. Laugh at all things that don't matter and love with all you have and more."*



**David Shelton**  
Information Assurance  
Manager  
Network Enterprise  
Technology Command

*"This year, I aspire to further my technical education and to continue providing the best support of troops in training."*

# Leaders emphasize moral courage, candor

By Donna Miles

American Forces Press Service

WASHINGTON – Telling the boss what he or she wants to hear is easy. But what are servicemembers to do when asked to provide professional advice or a recommendation, knowing it runs contrary to what the senior leader wants or expects?

That's the dilemma discussed this week at a military professionalism conference organized at the request of Navy Adm. Mike Mullen, chairman of the Joint Chiefs of Staff.

Defense Secretary Robert M. Gates has said he counts candor and moral courage among the essential qualities for 21st-century military leaders. Speaking last spring at the U.S. Naval Academy in Annapolis, Md., he cited several Naval Academy graduates who rose to greatness largely because they recognized the need to sometimes buck institutional resistance.

"One of the key reasons they were successful was because they were willing to speak truth to power -- willing to tell superiors what they needed to hear, not what they wanted to hear," Gates said.

The joint chief, speaking last spring at the U.S. Air Force Academy graduation and commissioning in Colorado Springs, Colo., challenged the new officers to be leaders demonstrating loyalty, integrity and imagination as they live up to their commissioning oath. But he warned them that their loyalty should never be blind.

"Few things are more important to an organization than people who have the moral courage to question the direction in which the organization is headed, and then the strength of character to support whatever final decisions are made," Mullen said.

Speaking at the National Defense University's conference on "Introspection and Reflection on Basic Tenets and the Way Ahead" yesterday, retired Air Force Lt. Gen. Jack L. Rives and retired Army Lt. Gen. Julius W. Becton, Jr., shared their own experiences of what it's like to offer guidance that doesn't necessarily track with what the higher-ups want.

Rives, the Air Force's judge advocate general after the 9/11 terror attacks, played a pivotal role in a broad range of legal deliberations and activities regarding the wars in

Afghanistan and Iraq, including detainee operations.

Retired Army Lt. Gen. Julius W. Becton, Jr., who rose through the ranks from a private serving in a segregated Army during World War II to commander of VII Corps during the Cold War, helped pave the way to fully integrate women into the military.

Both found themselves negotiating difficult waters and sometimes bucking the establishment along the way.

Rives recited the oath every officer takes when receiving a military commission.

"That is really all the guidance you need," he said.

Pausing, Rives added with a smile, "Of course, the devil is in the details."

"It's important to realize that your oath is to [protect and defend] the Constitution," he said. "It is not to a political party. It is not to an administration. It is not to a person... We owe our allegiance and loyalty to the country and its Constitution."

When testifying before Congress, Rives said he knew he was bound by a promise to provide his best military guidance and when asked, his personal opinion, even when it didn't jibe with the administration's position.

"You have to live with yourself. You look at yourself in the mirror each day," he said. "So you shouldn't be motivated by, 'What is this going to do for or to my career if I give my boss certain advice. Your obligation is to give the best advice possible.'"

Rives said he knew during his career he'd given his commanders advice they didn't like hearing. "But in almost every case, later they showed some appreciation for me telling them what I believed was my best advice," he said. "So, 'To thine own self be true' is what I have to say."

Becton echoed Rives' conviction as he shared 12 basic principles that formulated his philosophy of command. Among them: Integrity is non-negotiable. Challenge assertions. And disagreement is not disrespect.

These proved invaluable as he charted the course in helping the Army move beyond isolated billets for the women who were just beginning to enter the military ranks and policies that sounded good on paper but simply didn't apply in real life.

"A good approach is, 'How do you feel

looking at the person in the mirror in the morning when you have made a decision?'" Becton said. "If you can live with that, I say, fine. If that causes you a problem, maybe you ought to go back and take another look."

When asked about the repeal of the "Don't Ask, Don't Tell" law that had prohibited gays and lesbians from serving openly in the military, Rives offered a response as direct and unvarnished as those he had challenged the audience to present their leaders.

A law is a law and military members must obey it, he said, regardless of their personal feelings about it.

"If it is a legal requirement, they have no choice but to comply," he said. "If you have a member of the military who feels strongly that they cannot serve in the military because the military will permit someone who is a declared homosexual to serve openly, then their decision will [have] to be to leave the military."

## President Obama signs Defense Authorization Act

WASHINGTON – Noting his objection to two of its provisions, President Barack Obama signed the fiscal 2011 defense authorization act into law Jan. 7.

The Ike Skelton National Defense Authorization Act for Fiscal Year 2011 is named after U.S. Rep. Ike Skelton of Missouri, longtime chairman of the House Armed Services Committee, who lost his House seat in November's election.

"The act authorizes funding for the defense of the United States and its interests abroad, for military construction, and for national security-related energy programs," the president wrote in a statement accompanying the announcement.

Obama registered "strong objections" to two of the act's provisions related to transfer of detainees from the U.S. facility at Guantanamo Bay, Cuba.

The act governs a wide range of Defense Department activities, to include procurement; research, development, testing and evaluation; equipment operation and maintenance; military personnel authorizations and policy; and reserve-component management.

## Military legacy is key in King's 'Dream' vision



Deputy Defense Secretary  
William J. Lynn III

By Terri Moon Cronk

American Forces Press Service

WASHINGTON – Members of the armed forces historically have played a role in the fight for civil rights, Deputy Defense Secretary William J. Lynn III said today at the Pentagon's 26th annual observance of honoring civil rights leader Dr. Martin Luther King, Jr.

The national holiday commemorating King's birthday is observed Jan. 17 this year.

"Americans of all races have served in our military from its very beginnings," Lynn told a packed auditorium as he outlined the history of the military's fight for civil rights.

"The first man shot in the Boston Massacre that preceded the Revolutionary War, Crispus Attucks, was of African descent," Lynn said. "And nearly 4,000 African-Americans joined our fight for independence from Great Britain. During the Civil War, 200,000 African-Americans wore the Union uniform."

During World Wars I and II, Lynn said, 1.5 million African-Americans served in Europe and in the Pacific.

One of those men, Lynn noted, was civil rights leader Medgar Evers. After his assassination in June 1963, Evers was buried with full military honors at Arlington National Cemetery.

However, the deputy secretary noted, Evers and his African-American contemporaries

served in segregated military units.

"These American soldiers," he said, "were treated separately, and thereby unequally."

Calling it "our own singular moment of overcoming the practice of segregation," Lynn recounted that President Harry S. Truman signed an executive order in 1948 that eliminated segregation in the military, but he acknowledged that the process of integration in the military that followed was not flawless.

Still, Lynn said, the military took a significant step toward fulfilling King's dream 15 years before the historic "I Have a Dream" speech delivered from the steps of the Lincoln Memorial here to an audience of 250,000 people on Aug. 28, 1963.

Today, Lynn said, African-Americans constitute a greater proportion of the military than in the nation's population.

"As Dr. King said, and President Obama is fond of repeating," he noted, "The arc of the moral universe is long, but it bends toward justice." The military, Lynn added, is a microcosm of that universe.

"We are not perfect," he said. "We are not immune to the grand struggles society faces. But at key moments we have proudly contributed to our national struggle for equality, helping embody the dream Dr. King evoked to transform our nation.

"So today is not only a celebration of Dr. King's legacy," he added. "It is also a celebration of our own."

## President signs post 9/11 GI Bill legislation

WASHINGTON -- President Obama signed legislation Jan. 4 that bring the educational benefits of the Post-9/11 GI Bill closer to more Veterans and servicemembers.

"Since the first GI Bill in 1944, this unique educational program has adapted to the needs of America's Veterans, active-duty personnel, reservists and Guardsmen," said Secretary of Veterans Affairs Eric K. Shinseki.

Some of the provisions include:

- Paying for on-the-job training, some flight training; apprenticeship training and correspondence courses
- Allowing reservists and Guardsmen to have their time supporting emergencies called by their state governors credited to the time needed to qualify for educational benefits
- Providing one-half of the national average for the program's housing allowance to students enrolled in distance learning
- Pro-rating the housing allowance to exclude payments when students are not in class
- Allowing students on active duty receive the stipend for books

and supplies

-- Allowing those eligible for the Post-9/11 GI Bill, but participating in VA's Vocational Rehabilitation and Employment benefits, to choose between the GI Bill's housing allowance or VR&E's subsistence allowance

-- Permitting reimbursement for more than one "license and certification" test

-- Reimbursing fees to take national admission tests, such as SAT, ACT, GMAT and LSAT

-- Establishing a national cap of \$17,500 annually for tuition and fees in a private or a foreign school, not including contributions by educational institutions under the "Yellow Ribbon" program

By the end of December 2010, the VA issued nearly \$7.2 billion in tuition, housing, and stipends for more than 425,000 Veterans or eligible family members pursuing higher education under the Post-9/11 GI Bill.

More information about the new provisions is available on the Internet at [www.gibill.va.gov](http://www.gibill.va.gov).

# FORT A.P. HILL 2010

## The People, The Training, The Fun!



*Photo by Cpl. Benjamin Boren*

Soldiers of the 55th Signal Company (Combat Camera) prepare to load into a UH-60 Blackhawk for an Airborne Operation.



*Photo by David San Miguel*

A Marine with the 26th Marine Expeditionary Unit undertakes a defensive position.



*Photo by David San Miguel*

Adding to its arsenal of training facilities, this C-130 has been relocated to Fort A.P. Hill to provide Warriors yet another training venue.



*Photo by David San Miguel*

U.S. Rep. Rob Wittman and Lt. Col. Jack Haefner, garrison commander assist Retired Navy Capt. Jim Day, co-chair, Installation-Community Council; and, Retired Army Master Sgt. Jimmie L. Randle, directorate of logistics, participate in a wreath-laying ceremony at the Medal of Honor Memorial garden.



Photo by David San Miguel

Soldiers with the 2nd Battalion, 112th Infantry Regiment (Stryker Brigade Combat Team) deploy in pursuit of opposing forces.



Photo by David San Miguel

Fire marshal candidates from throughout Virginia learned law enforcement and fire investigative techniques at the Fire Marshal Academy held here.



Photo by David San Miguel

Armed and ready, Soldiers with the 2-112th Stryker Brigade practiced combat maneuvers during their visit here.



Photo by David San Miguel

Mayors David W. Storke of Bowling Green and Roy M. Gladding of Tappahannock observe the 26th Marine Expeditionary Unit undergo a combined arms live-fire exercise.



Photo by Jennifer Erickson

**Lt. Col. Jack Haefner, garrison commander, takes time to talk with a Scout Troop during the National Scout Jamboree.**



Photo by David San Miguel

**Navy Petty Officer Rob Wheeland, U.S. Naval Special Warfare Group 2 and a Hopemont resident, and his daughter, Carly, demonstrate their gardening skills. They were recipients of a Yard of the Month award.**



Photo by David San Miguel

**Micah High School Reunion participants examine a quilt at Liberty Church during their annual visit to the installation.**



**Soldiers participated in the installation's annual Army Birthday 5K Run.** Photo by David San Miguel

# Change of Responsibility

## *Time-honored tradition marks change in enlisted leadership*

**Story & Photo by  
David San Miguel**  
*Editor*

With family and friends massed behind them, Command Sgt. Maj. Miguel E. Reyna assumed his new role as the senior enlisted advisor to the commander during a 10 a.m. Change of Responsibility Ceremony held at Fort A.P. Hill, Jan. 14.

Held at the Community Activities Center Gym because of the frigid temperatures, the time-honored tradition also marked the end of Command Sgt. Maj. Mark V. Brandenburg's 30-year Army career.

Reyna joins the command from an assignment with the 18th Medical Deployment Support Command at Fort Shafter, Hawaii, where he served as the G-3 operations and training sergeant major. He is slated to attend the two-week Garrison Command Sergeants Major Course later this month.

Remarking on Brandenburg's achievements, Lt. Col. John W. Haefner, garrison commander, said, we thank you for your enthusiasm and energy – not just for what you did here, but for what you did for our Soldiers and their Families throughout your career.

He presented Brandenburg with the Legion of Merit recognizing his service to the Army, the nation and the Fort A.P. Hill community in a private presentation held at the headquarters prior to the ceremony.

"We now welcome Command Sgt. Maj. Reyna, his wife, Walquiria and children Alex, Armando and Arelis," Haefner said at the crowd-packed gym. "You will find that Fort A.P. Hill, the towns of Bowling Green and Port Royal, Caroline, Essex, King George and Spotsylvania counties are welcoming and warm."

You will also find that this post provides the best training and support to our nation's Warriors and that we are good stewards of the environment, he said. "We are committed to smart growth in our workforce, in our communities and that our neighbors outside the gate are an intricate part of our past, our present and our future."

I am certain that you will draw from your personal strengths to ensure we stand ready to support the Warrior, Haefner added.

In his final remarks, Brandenburg echoed the importance of training the nation's Warriors and how the Fort A.P. Hill staff supports these efforts.

"You have all earned my admiration and support," he said. You always found ways to continue the mission – making this a world class training installation and I'm confident that under the leadership of Command Sgt. Maj. Reyna, you will continue providing that service to our Warriors.

Reyna thanked Brandenburg for the smooth transition and commented on how he hopes to build on that reputation. "Because ultimately," he said, "that training saves our Warriors' lives on the battlefield."

As the new garrison command sergeant major, Reyna will serve as the enlisted advisor to the commander on matters pertaining to military personnel, particularly in areas related to their training, development and quality of life. He will also advise him on matters concerning the civilian workforce to include government and contract employees.



*Photo by David San Miguel*

**Command Sgt. Maj. Miguel E. Reyna receives the post guidon from Lt. Col. John W. Haefner, garrison commander, at the Change of Responsibility ceremony.**

# Our Fort A.P. Hill Family



**SERVICE WITH A SMILE!** -- Angie K. Young, office automation clerk, Directorate of Public Works, has worked at Fort A.P. Hill for five years. She likes talking with customers and works to ensure work orders are processed and service issues are resolved efficiently.



**PROTECTING THE POST!** -- Sgt. Adrian Hamm, desk sergeant, Provost Marshal Office, Directorate of Emergency Services, has worked on the installation seven years. He said he enjoys working with the police squads. The camaraderie is great!



**CALLED TO SERVE!** -- Madelaine M. Perrotte, military support assistant, Directorate of Human Resources, has worked at Fort A.P. Hill for seven years. She loves the sense of community here and being able to assist Soldiers. The opportunity for career advancement is also a plus!



**SUPPORTING OUR WARRIORS!** -- Boe Satterwhite, training specialist, Directorate of Plans, Training, Mobilization and Security, has been working at Fort A.P. Hill for 29 years. He loves working with Warriors and providing them the best training support possible.