



**U.S. Army
Space and Missile Defense Command**

**Army Family Action Plan
Planning and Training
Conference 2004**

3-6 August 2004

Crystal City Marriott Hotel
at Reagan National Airport
Arlington, Virginia
1-(800) 228-9290

“Soaring to New Heights”



REPLY TO
ATTENTION OF

SMDC-ZA

DEPARTMENT OF THE ARMY
U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND
POST OFFICE BOX 15280
ARLINGTON, VIRGINIA 22215-0280

21 Jun 04

MEMORANDUM FOR Delegates to the U.S. Army Space and Missile Defense Command (USASMDC) Army Family Action Plan (AFAP) Planning and Training Conference

SUBJECT: USASMDC AFAP Planning and Training Conference, 3-6 August 2004

1. Welcome to the 2004 USASMDC AFAP Planning and Training Conference. The AFAP is the Army's mechanism for sustaining high standards of living for America's Army family. The conference theme is "Soaring to New Heights!" Your role and participation is key in developing new ideas, building consensus, and bringing these ideas to the attention of Army leadership. The USASMDC AFAP Conference gives you the opportunity to improve quality of life and well-being.
2. Our AFAP Conferences are unique in that we engage our youth delegation to create artistic art projects which receive national level visibility and attention. This year our youth will create a silk-screen "space theme" mobile for national exhibition. We will also honor the USASMDC Great American Families who entered the competition and announce the winner at the conference.
3. Special highlights at this year's event will include notable guest speakers, national exhibitors, sponsors, and entertainment by "Ceylon." I am certain this conference will be a rewarding and memorable experience for you.
4. I appreciate your efforts to continue the tradition of supporting the AFAP program, as you work to sustain and improve the well-being of our soldiers, family members, civilians and retirees. I look forward to a productive conference and wish you an enjoyable stay in the Washington Metro area.

"SECURE THE HIGH GROUND"

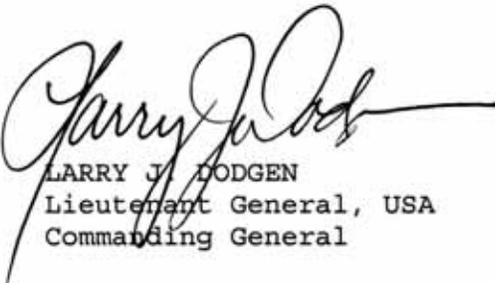

LARRY J. DODGEN
Lieutenant General, USA
Commanding General

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**U.S. Army
Space and Missile Defense Command
Army Family Action Plan
Planning and Training Conference
3-6 August 2004**

CONFERENCE LOCATION

The U.S. Army Space and Missile Defense Command (USASMDC) Army Family Action Plan, Planning and Training Conference will take place 3-6 August 2004 at the Crystal City Marriott Hotel at Reagan National Airport, 1999 Jefferson Davis Highway, Arlington, VA. **The hotel telephone number is (703) 413-5500**; FAX number is (703) 413-0192. The hotel is in the heart of Crystal City, near the Pentagon, and is convenient to the Crystal City Underground Shops and metro station. Via the Crystal City Metro Station, you can explore many historic landmarks just moments away and minutes from historic Old Town Alexandria and the Fashion Center at Pentagon City.

TRAVEL INFORMATION

The hotel government per diem rate is \$201.00 per day (\$150.00–lodging, \$48.00 local meals and \$3.00 incidentals). All military and Department of the Army civilians (DACs) must bring a copy of their TDY (DD Form 1610) or Invitational Travel Orders (ITOs), military and civilian ID card, as appropriate. Family members will travel on official ITOs and are authorized advanced pay. Your local resource management office will assist you with the ITOs for family member travel. A government-furnished meal (workgroup luncheon) is provided on Thursday, 5 August 2004. This meal **cannot** be claimed on your travel voucher (DD Form 1351-2). In the remarks section of TDY orders and ITOs, it must state: “No per diem reimbursement is allowed for lunch meal on 5 August 2004.” Local attendees in the Washington Metro area must pay for their lunch meal since this is a normal duty day.

HOTEL RESERVATIONS AND ROOM RATES

We have blocked rooms for this conference under the name AFAP Conference. All conference participants must make their own room reservation by calling the Crystal City Marriott Hotel at 1-800-228-9290. Make sure you tell the reservations clerk you are with the **AFAP Conference**. **The reservation deadline is cob 07 July 2004. Hotel check in time for all participants is 1600 hours and the check-out time is by 1200 noon on 6 August 2004.** The hotel will not hold rooms after the deadline date. Please make your reservations immediately. Full occupancy from our estimated attendees is required to avoid financial penalties, as well as secure future bookings at this facility. The hotel requires a credit card number for reservations. If you do not have a credit card, you must provide an advance deposit. A 48-hour advance notice is required for cancellations, or one night’s room charge will be billed to the registrant.

All youth delegates with their delegate sponsors must arrive on Sunday, 1 August 2004. All other delegates must arrive on Monday, 2 August 2004. All appointed workgroup Facilitators, Recorders, Transcribers and Issue Support Persons (FRTI) and conference operations staff must arrive on Sunday, 1 August 2004. All other delegates must arrive by Monday, 2 August 2004. **HQDA FRTI training starts on Monday, 2 August 2004 from 0900-1530 in Salon A.** *Youth group delegates training starts on Monday, 2 August 2004 from 0830-1630 in Salon D.*

TRANSPORTATION

The closest airport, located 2 miles from the hotel, is Reagan National Airport. You should try to fly into this airport. Crystal City Marriott Hotel provides complementary airport transportation to the hotel. You may also ride Metro subway trains. From the airport, **take the yellow line** (toward Mount Vernon Square) **or the blue line** (toward Addison Road) **to the Crystal City station (first stop)**. For specific questions, contact the Metro office at (202) 637-7000 or <http://www.wmata.com>.

DIRECTIONS TO HOTEL FROM REAGAN NATIONAL AIRPORT

From Reagan National Airport: Take U.S. 1 North and follow signs to Crystal City; exit on Crystal Drive. Continue to 20th Street and turn left. Turn right onto Clark Place and enter the Crystal City Marriott on the left.

MEALS

Hotel breakfast buffet starts at 0630 at the Crystal City Bistro Restaurant. A government-furnished meal (workgroup luncheon) is provided to the AFAP Conference delegation on Thursday, 5 August 2004 in the ballroom. Again, this meal cannot be claimed on Form DD 1351-2 (travel voucher) and ITOs, and no per diem reimbursement is allowed for the lunch on Thursday, 5 August 2004. Local attendees and other guests must pay for their meals since this is a normal duty day.

In addition to the Crystal City Marriot Hotel restaurants, many other eating facilities are located nearby in the Crystal City Underground Shops. See the Welcome Packet for more information.

CONFERENCE INFORMATION

The opening session for the conference begins promptly on Tuesday, 3 August 2004, at 0800 *in the Potomac Ballroom. Please be on time!*

The agenda details the four day conference. *Attire for the conference is business casual.* For ladies, dress slacks, skirts, dresses, and blouses or sweaters, etc. For gentlemen, dress slacks and sports shirts will suffice. *No military uniforms.* Jeans, sweats, leggings, and shorts are not acceptable attire. You may want to bring a jacket or a sweater in case the classroom gets cool.

There is no smoking during any of the conference sessions. Designated smoking areas are available during conference breaks.

You can mail official publications back to your Command from USASMDC.

SIGHTSEEING OPPORTUNITIES

The 2004 U.S. Army SMDC Family Action Plan, Planning and Training Conference is informal, providing opportunities to visit Washington, DC, after the conference sessions. The *2004 USO Guide to Washington and Baltimore* highlights major Washington, DC, tourist destinations.

For information regarding this conference, contact:

Mrs. Portia Davidson, Chief, Community and Family Support Division

Office: (703) 607-2605 or DSN 327-2605

Home: (703) 491-3107

FAX: (703) 607-3113

E-mail is portia.davidson@smdc.army.mil

Or

Mrs. Dené Jackson, Family Outreach Program Specialist

Office: (703) 602-4336 or DSN 332-4336

FAX: (703) 607-3113

E-mail is dene.jackson@smdc.army.mil

For your convenience, you may access this information on the internet

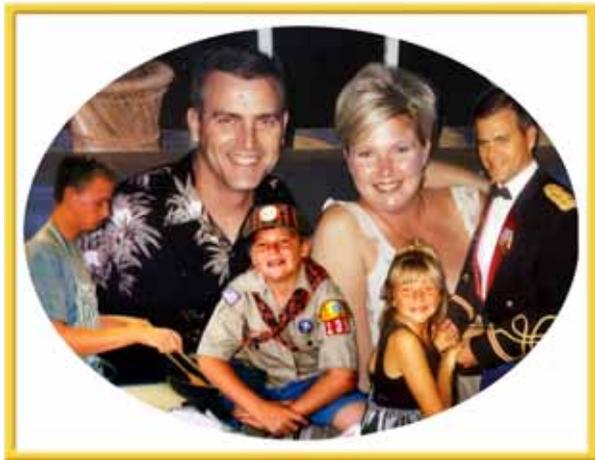
<http://www.smdc.army.mil/FamilyPrograms/Index.html>



Meet the USASMDC “Great American Families”

Established in 2004, the USASMDC World Class Performance “Great American Family Award” program recognizes the accomplishments and contributions of USASMDC families. The award is presented to the family determined to improve their communities, positively enrich their own lives, and empower others to reach their same goals and dreams. The USASMDC “Great American Family Award” is designed to empower individuals, strengthen families and promote a positive sense of community and family spirit within USASMDC.

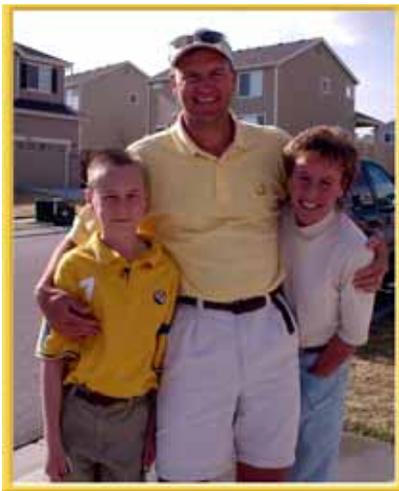
All families of the USASMDC community (Soldiers, family members, and civilians) were eligible to apply. Award honorees were selected based on project or program achievement, innovation, ongoing involvement, and ability to meet community and family needs.



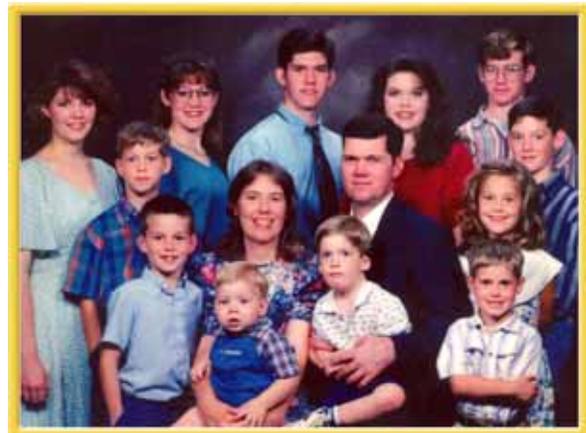
**Stevison Family
Kwajalein, Marshall Islands**



**Brothers Family
Alabama**



**Elle Family
Colorado**



**Coleman Family
Colorado**



AGENDA

MONDAY, 2 August 2004

HQDA AFAP Training for all Facilitators, Recorders, Transcribers and Issue Support Persons, at 0900 in Salon A
Youth Delegation begins workgroup session 0830-1630 in Salon D.

TUESDAY, 3 August 2004

(Opening Ceremony Salon E & F in the Crystal City Marriott Hotel)

<u>TIME</u>	<u>SUBJECT</u>	<u>SPEAKER</u>
0715-0800	Breakfast on your own	
0800-0805	Admin. Announcements	Ms. Davidson
0805-0810	Opening Ceremony (Army Color Guard)	
0810-0820	National Anthem	Mr. Hurtado
0820-0830	Welcome Remarks	LTG Dodgen
0830-0900	Army Update	SMA Preston
0900-1000	Army Well-Being Brief	BG Flowers
1000-1015	Break	
1015-1030	Update on Commissary, Exchange and MWR Benefits	Mr. Burton
1030-1100	HQDA AFAP Program Overview	Ms. Thomas
1100-1200	HQDA Army Issue Development Training	Ms. Thomas
1200-1300	Lunch on your own	
1300-1500	Workgroup Breakout Sessions	
1500-1515	Break	
1515-1630	Workgroup Breakout Sessions	
1630	Wrap-Up Workgroup Sessions	



AGENDA

WEDNESDAY, 4 August 2004

(Conference Sessions will take place in the Crystal City Marriott Hotel)

<u>TIME</u>	<u>SUBJECT</u>	
0715-0800	Breakfast on your own	
0800-1000	Workgroup Group Sessions – Conference Rooms Salon A-D, Second floor.	
1000-1015	Break	
1015-1200	Continue Workgroup Breakout Sessions	
1200-1300	Lunch on your own	
1300-1330	Group Photo Session – <i>Be on time!</i>	HQDA Photographer
1330-1500	Continue Workgroup Breakout Sessions	
1500-1515	Break	
1515-1630	Wrap-Up Workgroup Sessions	

Soldier, Family and
**Soldier, Family and
Civilian Well-Being**



AGENDA

THURSDAY, 5 August 2004

(Conference Sessions will take place in the Crystal City Marriott Hotel)

<u>TIME</u>	<u>SUBJECT</u>
0715-0800	Breakfast on your own
0800-1000	Workgroup Group Session
1000-1015	Break
1015-1130	Continue Workgroup Sessions
1130-1330	Conference Workgroup Luncheon
1330-1500	Prepare Issue Briefing Papers
1500-1515	Break
1515-1600	Continue Workgroup Sessions
1600-1630	Wrap-up Workgroup Sessions





AGENDA

FRIDAY, 6 AUGUST 2004

(Conference Sessions will take place in the Crystal City Marriott Hotel)

<u>TIME</u>	<u>SUBJECT</u>	<u>SPEAKER</u>
0715-0800	Breakfast on your own	
0800-0830	Delegates report to Workgroup break-out rooms/wrap-up	
0830-0855	Delegates report to Salons E & F for Closing Ceremony (Be seated no later than 0845 for Report-Out Briefing)	
0855-0900	Admin Announcements	Ms. Davidson
0900-0930	AFAP Conference Report-Out Session	Workgroups
0930-0950	Youth Delegation Art Project Presentation	Prof. Fryer
0950-1000	Performance by Ceylon (“Rockets”)	Ms. Johnson
1000-1010	Remarks	COL Forrester
1010-1015	Presentations to Professor Fryer and Ms. Johnson	LTG Dodgen
1015-1030	Break (cake and coffee served in lobby) (Delegates stay in room to vote on the Top 5 USASMDC issues presented by the workgroups)	
1030-1045	International Child Art Foundation brief	Dr. Ishaq
1045-1050	Introduction of USASMDC’s “Great American Family” nominees	Ms. Davidson
1050-1100	Announce USASMDC “Great American Family” Winner	LTG Dodgen
1100-1110	Brief Top 5 USASMDC AFAP Issues	LTC Quintero
1110-1150	AFAP Conference Recognition Ceremony	LTG Dodgen CSM Lady
1150-1200	Closing Remarks	LTG Dodgen



U.S. Army Space and Missile Defense Command Army Family Action Plan Conference Information

THE AFAP CHALLENGE

The world has changed in the last few months, and the Army is changing now. So must AFAP change.

We must be flexible in dealing with new structures, new chains of command, and new types of issues arising in regard to Homeland Defense and other new concerns.

Whether you are an AFAP program manager, a delegate, a spouse, a retiree, a Reservist, or an issue support person, you are part of the AFAP process.

We must now search harder for those issues that are truly troubling people, issues that affect our safety, our individual responsibilities, and the well-being of the entire Army family, and we must handle those issues with the full resources of the AFAP program.

We may need new categories for issues; we may even need new criteria for what constitutes an “acceptable” issue. We must look closely at what is happening around us and expand our vision beyond just our offices or our installations. We must all pull together as one team working for a better future.

As you look at the issues that are placed before you during this conference, give them all your careful consideration. No issue is “unworthy” of your respect and thoughtful review. Any of them could have a major affect on the Army, its members, or all of the Department of Defense.

This is your chance at this moment to make a difference. Take it seriously and respond to it well.



CONFERENCE GOALS AND OBJECTIVES

Conference goals are twofold:

1. To identify and present to USASMDC and Army leadership the most critical well-being issues facing the Army today.
2. To provide relevant information on the state of the Army to enable delegates to make informed decisions.

Objectives:

1. Each workgroup will consider all issues presented and select the *Top 5 issues* at the Report-Out session on 6 August 2004 as briefed at the Report for acceptance into the AFAP program.
2. Conference delegates will select the *top four most valuable services, the six most critical active issues, and the Top 5 new issues*.
3. HQDA AFAP Program Managers provide expert preponderance training to all Facilitators, Recorders, Transcribers and Issue Support Persons for each workgroup. In addition, HQDA provides valuable AFAP Issue Development Training for our delegates.

THE AFAP OPERATIONS CENTER

The AFAP Operations Center is located on the 2nd floor and is open from 0700 to 2200 hours daily during the conference. The conference will be managed from the center:

- messages for attendees will be posted here
- a first-aid kit will be available
- due-outs will be turned in to the Ops Center

Please do not try to use the Operations Center as a place to visit with other attendees; there will not be room for that and it will be too busy for casual conversations. A designated area will identified to check email as needed.

WORK GROUP ADMINISTRATION

ATTENDANCE:

Please remember to take attendance immediately after each session begins. If a member has an excused absence, annotate the reason on the attendance sheet. Attendance must also be taken for FRTIs, as well as delegates. Have the attendance sheets ready for pick up by Operations Center staff within 20 minutes after the start of both the morning and afternoon sessions.

AGENDA:

The conference agenda is subject to change; if it does, we will notify the workgroup leaders. The tri-fold brochure is the office daily schedule and will reflect any schedule changes.

BREAKS:

Please adhere to the published break schedule so your group may get their refreshments. If you decide to break at additional times, please ensure that your group takes their break well away from other workgroup rooms.

MESSAGE BOARD:

All messages for FRTIs and delegates will be placed on the Operations Center message board. If there is an emergency message, it will be delivered to the workgroup.

TELEPHONE PROCEDURES:

Delegates, FRTIs, and SMEs who need to make official phone calls should go to the Operations Center. Personal calls may be made from your room or pay phones located within the hotel.

DUE-OUTS:

All due-outs must be hand-carried to the Operations Center and placed in the *box labeled "due-outs."* Please adhere to the time due-outs are required and make sure they are turned in.

ISSUE REVIEW:

This is the major task of the first day after opening the group and explaining group operations. Be sure to review as many issues as possible before the end of the afternoon session.

MONDAY, 2 August 2004

DUE-OUTS
HQDA AFAP Facilitator, Recorder, Transcriber, and Issue Support Persons
Training

Time	Subject	Trainers
0700-0900	Breakfast on your own	
0900-0915	AFAP Process Road Map	Ms. Thomas
0915-1000	Workgroup Nuts and Bolts	HQDA Staff
1000-1015	Break	
1015-1030	Transcriber Specifics	HQDA Staff
1030-1130	Issue Development Training	HQDA Staff
1130-1230	Lunch on your own	
1230-1245	Facilitator and Recorder Specifics	HQDA Staff
1245-1345	Mock Workgroup Practice	
1345-1400	Break	
1400-1500	Mock Workgroup Practice	
1500-1515	Questions and Answers	
1515-1530	Wrap-Up	

Tuesday, 3 August 2004

AFAP DUE-OUTS

AFAP OPENING CEREMONY – 0800-1200, Crystal City Marriot Ballroom, Salon E & F

Afternoon Session

Time	Subject	Workgroup Tasks
1300	Take Attendance/Collect Registration Forms	Report Absentees to Operations Center
1315-1630	Schedule of Events	All Facilitators
1315	Admin Announcements–Discuss breaks, emergencies, conference operations center location, restrooms, pay phones, message board, no-smoking policy, security for data projectors/laptops, workgroup photo–Be on time!	All Facilitators
	Review Roles and Responsibilities	Facilitators
	Review Due-Outs	Facilitators
1500-1515	Break	
1515-1630	Group Dynamics: Agree on Process –“How” will group reach its goals–Set ground rules–Agree on time-keeping method–Hand out Issue Check List and explain its use. Review Workgroup Issues–Begin evaluating and prioritizing Assign Active Issue Review and Top Six Active Issues (Group must vote for “homework”)	
	Transcribers Submit Notes to Operation Center. Provide copy to Workgroup next day.	Transcribers
1630	End of Day Session	

WEDNESDAY, 4 August 2004

AFAP DUE-OUTS

Time	Subject	Workgroup Tasks
0715-0800	Breakfast on your own Morning Attendance Roster	Report Absentees to Operations Center
0800-1200	Review Issues Collect “Top Six Issue Votes” Choose Spokesperson for Report-Out Session Evaluate and Prioritize Issues	Give to group Facilitator Give to Transcriber–Bring to Operations Center– Put in Box <i>Report-Out Spokesperson</i>
1000-1015	Break	
1200	Submit up to 5 Issue Titles in Priority Order	
1200-1300	Lunch on your own	
1300-1330	Afternoon Attendance Roster Workgroup Photo Session– Be on time! Meet on the 2 nd Floor Near Staircase	Facilitators
1330-1630	Schedule of Events Develop Issues–Draft Issues–Bring to Operations Center by COB. ISPs Draft Disposition Papers–Submit for review/ changes approval at Operation Center Transcribers–Review notes. Make copies for delegates	Facilitators Check Issues for clarity–Type issues into ballot for Top 5 vote Transcribers
1630	End of Day Session	

***Marietta Dantonio-Fryer works in the Youth Workgroup to build the art project for the Closing Ceremony, 6 August 2004 at 0930.**

THURSDAY, 5 August 2004

AFAP DUE-OUTS

Time	Subject	Workgroup Tasks
0715-0800	Breakfast on your own Morning Attendance Roster	Report Absentees to Operations Center
0800-1000	Schedule of Events	Facilitators
1000-1015	Break	
1015-1130	Operation Staff Assist and Rehearse Group Spokespersons	Spokesperson is seated near podium during Report-Out and will line up in the order in which Workgroups are scheduled to brief: 1. Civilian Personnel/Well-Being, 2. Entitlements, 3. Med/Dental, 4. Youth Group
1130-1330	Recognition Luncheon	
1330-1500	Afternoon Attendance Roster Put Disposition Papers in Box at Operation Center. Refine Issues-Submit Final Issues on disk to Operations Center NLT 1630	Facilitators – Submit final issues to operations center. Give to Dene.
1500-1515	Break	
1515-1630	Complete Evaluations Collect all supplies and equipment and give to Workgroup Coordinators- Bring to Operations Center	Give to Facilitators
	Must Have Issue Disposition Papers on Disk with Completed Conference Evaluations	Issue Support Persons
1630	End Day Session	

FRIDAY, 6 AUGUST 2004

AFAP DUE-OUTS

Time	Subject	Speaker
0715-0800	Breakfast on your own	
0800-0830	Delegates Report to Workgroup Break-out Rooms—Wrap-up	
0830-0850	Delegates Report to Salon E & F for Closing Ceremony. (Be Seated NLT 0845 for Report-Out Briefing)	
0850-0900	Admin Notes	Ms. Davidson
0900-0930	Report-Out Session to CG and Conference Attendees	1. Civilian Personnel/Well-Being 2. Medical/Dental 3. Entitlements 4. Youth Group
0930-0950	Youth Group Art Project	Prof. Fryer and Mr. Fryer
0950-1000	Performance by Ceylon (“Rockets”)	Ms. Johnson
1000-1010	Remarks	COL Forrester
1010-1015	Presentations to Prof. Fryer, Mr. Fryer, and Ceylon	LTG Dodgen
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1050-1100	Announce USASMDC “Great American Family” Winner	LTG Dodgen
1100-1110	Brief Top 5 USASMDC AFAP Issues	LTC Quintero
1110-1150	AFAP Conference Recognition Ceremony	LTG Dodgen CSM Lady
1150-1200	Closing Remarks	LTG Dodgen

THE WORKGROUP PROCESS

The AFAP workgroup includes: delegates to achieve the purpose of the workgroup, a facilitator to help the workgroup achieve their goals, an issue support person to see that issues are clearly written and do not duplicate existing issues, a recorder to capture pertinent ideas on paper, a transcriber to enter the proceedings into a computer record, subject matter experts to provide subject knowledge, and, in some cases, observers who may watch the workgroup in action.

The purpose of the workgroup is to discuss and consider the issues put before them during the conference, to identify and prioritize the issues that are most important to the well-being of today's Army, to review the status of issues surfaced from past conferences, and to provide creative, low-cost, and high payoff solutions to the issues they consider the most important. Workgroups must also decide on the disposition of issues that they do not plan to submit for acceptance into the AFAP program.

INDIVIDUAL RESPONSIBILITIES

Your Role as a Delegate

As a representative of the U.S. Army Space and Missile Defense Command (USASMDC), your primary role is to identify issues with USASMDC or Army-wide impact and to recommend solutions. To this end, you need to stay open-minded so that you can see the "big picture" rather than just how an issue may affect you personally. Several techniques will help you to do this:

- Discuss the issue's implications and ramifications with your group
- Obtain pertinent information from your group's subject matter experts
- Help the facilitator and issue support person to stay neutral
- Ensure that ideas are recorded accurately
- Focus your energy on the purpose of your workgroup
- Respect and listen to other members of your workgroup
- Stay objective

Cautions:

- Be positive, not negative
- Organize your thoughts logically and present your ideas without being defensive
- Don't interrupt others, but ask for clarification if you need it
- Let the subject matter experts do their jobs; don't assume their roles.

Your Role as a Facilitator

The facilitator's job is to manage the workgroup so that it achieves its goals. As the neutral steward of the group, you will be directing the group's activity and discussion. Do not contribute your own opinion of an issue or evaluate the group's opinion.

There are numerous ways you can focus the group's energy on their common task and keep them on track:

- Stimulate group discussion
- Protect individuals and their ideas from attack by others
- Encourage everyone to participate
- Help the group understand the group process
- Ask helpful questions
- Suggest alternative methods and procedures when appropriate
- Ensure concise and precise wording of proposed issues and recommended solutions
- Support recorders, issue support persons, and subject matter experts, but do not allow them to attempt to influence the group's decisions

How to build the agenda:

Getting started is the hardest part. Here are some suggestions:

- **Brainstorm:** Use brainstorming with your group to identify all the topics the group wants to cover in the meeting.
- **Identify the most important topics:** The list will usually encompass more than the group can accomplish in their allotted time. Allow the group to identify the most important topics they want to discuss at this meeting. (Using multi-voting or the nominal group technique can help this process.)
- **Select sequence for discussion:** Help the group decide the logical order or sequence to discussing the important topics. Obtain agreement on what you will accomplish in the meeting.
- **Agree on the process:** Get agreement on "how" the group will accomplish its goals. It is important to put this **PROCESS** piece in place before dealing with the **CONTENT**.
- **Define the roles of each participant:** Who "owns" the agenda? If you, as the facilitator, make up an agenda and start the meeting by telling the participants what they are going to do, some people are likely to object and start challenging your right to be so directing. A group will naturally resist having an agenda presented without an opportunity to add items of their own or to decide which items to deal with first. Agreeing on a working method is also critically important. After you have started to build trust with your group, you will get permission to be more directives about which approach you use.

How to manage the group:

- Keep the reins loose at first: When you facilitate a new group, it's a good rule to let the group begin by struggling with the decision of where it wants to begin and how. When people become convinced that you are there to help them and that they need your help, you can start being more emphatic without stepping out of your role. Continue to ensure that all group members are constantly clear about what's "what" and what's "how." If there is confusion, stop and clear it up. Emphasize the transition from one process to the next: "Okay, now we'll stop brainstorming and start evaluating." "We're moving on to item four." "Okay, now it's your turn." These little jumps are simple and unconscious for the mind of an individual, but infinitely more complex for a group of minds to grapple with. They need to be explicit and conscious.
- Move on or slow down: Since you are not trying to solve a problem or make a decision yourself, you can more easily diagnose when your group is getting hung up and when it's time to try something else and move on. As the facilitator, you must constantly ask yourself and your group: Are we getting anywhere? Is it time to move onto a different topic? You must:
- Slow the group down when it picks up speed and starts to miss important points or make hasty decisions.
- Act as an energizer when people lose interest or show signs of frustration. You can pump the group up with your energy by using movement and showing enthusiasm.
- Be aware of the group's many possible moods. Stay in contact with their happiness and sadness, exhilaration or frustration, friendliness or hostility, peacefulness or anxiety. Empathize with your group and try to stay on their wavelength.

What if it seems that nothing is happening?

Silence is golden. Different silences mean different things. Are they:

- pondering a point?
- confused?
- tired?
- bored?

Check out what's happening. Ask! Is everyone bored? What's going on? Is everything all right?

Don't Abuse Your Power. Don't talk too much; don't answer your own questions. The group will start to expect it and consider you "in charge."

Ask for Help. If you really want some suggestions about where to go next, ask them. If nobody thinks of anything after a couple of minutes, prime the pump with a question like, "Could we move to the next agenda item?" or attack the existing item from another perspective.

Take the Bull by the Horns. Sometimes it's appropriate to be forceful, other times not. If you take over too much, your group will rely on you too heavily or revolt if they feel you are taking part of their responsibilities. If you don't control enough, your group might lose their focus.

How to encourage participation:

The two participation problems:

- Getting in. You must make sure that each group member has a chance to be heard fairly. No judgmental behavior from group members. Avoid "yes, but..."
- Maintain a positive atmosphere and your group will maintain a positive work environment. Be a cheerleader, mentor, and facilitator.

Fear—the trust issue: People are afraid of being insulted; if they feel insulted, they tend not to participate. Avoid putting people "on the spot" but create the opportunity for quiet members to speak. Always adhere to the ground rules.

Evaluation vs. participation: Avoid verbal and nonverbal negative feedback. This rule applies to all group members—present or not—work sessions and breaks, after work, before you start. You are never off stage when you are a facilitator.

Call it as you see it: Compliment good performance, but identify stalemates and problems as they exist.

Be sincere; the group will know if they are doing well. If you indicate they are doing well when they are not, it will reduce your credibility. State your criticism positively so it helps them focus and become more productive. "It looks like we're getting bogged down. We were doing fine a while ago (or on the last issue), but we got bogged down. Some of you look like you have tuned out. Let's go back and review the group memory to see how we got off track. I think we can still head in the right direction. Remember what we are trying to do here."

Repetition—good and bad:

Good: It reinforces points made and solidifies the group decision on their direction.

Bad: It is redundant, repetitive, and causes the group to stay on an issue that has already been resolved.

Points to remember: Remain neutral and build trust: no one can be totally neutral but do your best. Obtain "Operational Neutrality." As far as the participants are concerned, you do not let your feelings influence meeting results. Strive for "win/win" solutions.

Keep quiet and use reflective listening. If you need to, remind your group of your role to remain neutral.

Success doesn't depend on you; don't try to "save" your group, and don't take all the responsibility.

Know when to step down: Ask for an extension of effort and then decide what to do.
Be very careful about stepping out of your role. Do it only when trust level is high.
Get permission to step out of your role, and then reenter it quickly.

Admit your mistakes: Be honest and maintain a sense of humor. You are an actor: tell the group when your role is wearing you out and you need a break. If you are in deep trouble, ask for help. You are not alone; if you're forthright, people will stick with you.

If you have a real problem, don't hesitate to meet with the conference staff. You can use their horsepower.

Your Role as a Recorder

As the recorder, you are capturing the group's basic ideas on paper in full view of the group. Be sure to use the speaker's words and record enough of what the speaker says to enable the group to remember what was said. The recorder creates the workgroup memory—where information and agreements are stored and retrieved as the group discusses goals, problems, ideas, or basic information. The charts are taped to the wall for all to see. The recorder is a key player in the helping the group create a shared information base, maintaining focus, and building consensus.

Be sure to listen for key words; if you lag behind, ask the speaker to slow down or repeat so that you can catch up. Write clearly and make any corrections nondefensively. Abbreviate words whenever possible so as not to slow the group down.

Recorder tips.

Tools: As a recorder, you will need:

- easel and paper
- masking tape
- markers
- wall space

Keep important charts on display throughout the session.

Chart-making techniques:

- precut small pieces of tape and put on edge of easel.
- wear roll of masking tap as a bracelet.
- hold a variety of colored markers.
- use different colors to distinguish issues/topics.
- print/write an inch and a half high.
- vary the size of printing/writing to emphasize topics or keywords.
- avoid the flip chip shuffle. Use two kinds of charts (one is already prepared and draw on the other).
- put several blank sheets between prepared charts.
- number each chart.

Using interesting graphics:

- points fix attention.
- squares suggest solid organization.
- arrows indicate organized action.

Colors:

- black, most often used, is bold and clearly read.
- strong and earthy brown feels “solid.”
- exciting and emotional red stands out but is disturbing if used too frequently.
- orange is friendly, cheerful, energetic, and light; it’s best used as a highlighting color.
- yellow is too light for lettering, but a great “attention” color.
- sometimes seen as a “healing” color, green is comforting and friendly.
- blue, a cool and very visible color, is good for letters and numbers.
- purple, with the cool of blue and hot of red, is a rich color that stands out boldly. It’s good for labels.

Your Role as a Transcriber

Using a laptop computer, the transcriber takes note of the workgroup proceedings. These notes capture the general discussion; they are not expected to be verbatim. The transcriber will provide a copy of the daily notes to workgroup members to help jog their memories and provide continuity of thought. The notes may be distributed at any time but, at a minimum, they should be given out the morning following the previous day’s proceedings. A photocopier is available in the Operations Center.

The transcriber will also produce the workgroup’s final product, using the data projector to allow the whole group to see the issue paper in progress (or disposition, speech, slide, etc.) on the screen as it

is being composed and typed. This enables all members of the workgroup to participate in the development process.

Transcribers need to be comfortable with their equipment and with the slide and issue paper templates furnished by the workgroup coordinator. Don't hesitate to seek assistance from the conference staff—the ADP technician and workgroup coordinator are available for just that purpose.

During workgroup sessions, ask for additional information if you believe you haven't captured the whole picture. Although the recorder also takes note, you may each notice something the other does not; the two roles each serve distinct purposes.

As you are typing issue papers or slides being developed by the workgroup, you should keep the issue development standards in mind, and, if you detect a deviation, you should alert the issue support person or facilitator to the problem. You may also ask the group for permission to comment in order to point out deviations from issue development standards; however, speaking out should be minimized.

Remembering to stick to process and not contribute to content is important for transcribers as well as for all workgroup management team members. Finally, a practical and important reminder: secure the laptop, printer, and data projector when they are not in use.

Your Role as an Issue Support Person

Monitoring the group's development of the issues and ensuring that appropriate development standards are followed are your primary responsibilities. In doing this, you may need to guide the group in their construction of clear, concise issues and offer suggestions as to how to make the issues stronger. Your contributions should apply only to clarity, not content. Your help will also be needed in writing the dispositions for those issues not recommended for acceptance into the AFAP program.

In assisting the group, be sure to:

- Check the AFAP Issue Update Book to make sure the group is not duplicating an existing issue.
- Inform the group that a well-written issue has a better chance of being understood and resolved.
- Draw attention to issue development if the group begins to create a “mega” issue.
- Take pertinent notes as the group discusses each issue—when they are ready to develop the issue you can remind them, if needed, of their intent when initially discussing the issue.
- If the group is stuck, suggest wording to articulate their intent, but avoid stepping over the line and developing the intent.
- Be positive and encouraging.

Your Role as a Subject Matter Expert

SMEs are responsible for helping the group make informed decisions, advising the group, and assisting them in their development of the issues and their recommendations. In this capacity, you are the “information expert”—not a persuader. While you are expected to provide the group with the reference materials they need and offer your knowledge about how to make recommendations, it is not your prerogative to tell the group that their issues are “silly,” “being taken care of,” or are simply “not issues.” You’re expected to be positive and open to their ideas. Do not offer to work issues off-line; it will compromise the integrity of the process.

Techniques:

- Support the group in the issue development process
- Remain neutral and don’t lobby for an issue that benefits your program
- Be helpful
- Be positive and open to ideas
- Be part of the group process

Cautions:

- Don’t try to run the show
- Don’t let your ego become involved
- Don’t be defensive

Your Role as an Observer

As an observer, you should remain quiet and merely watch the proceedings. Staying in the background and not calling attention to yourself enables the group to work effectively without undue interference.

Techniques:

- Be unobtrusive
- Remain silent, even if the group is wrong and you know it
- Be aware of your body language and remain neutral

Cautions:

- Do not get involved with the group in any way
- Do not indicate approval or disapproval
- Do not discuss issues with the group

ISSUE DEVELOPMENT

An issue is a problem that affects the readiness and well-being of USASMDC and the U.S. Army. At the AFAP conference, each workgroup is asked to prioritize and develop a maximum of five issues to present at the Report-Out session on 6 August 2004. Issue development involves identifying the most important issues and expanding them into a format that will communicate a title, scope, and recommendation. An issue paper and briefing slide must be prepared for each issue to be presented.

Issue prioritization:

Several steps are involved in the development and prioritization of issues:

Become familiar with the issue criteria.

To be accepted into the AFAP, an issue must have broad implications and be within the purview of HQDA to resolve, must appear to be attainable after considering current political and resource environments, must have measurable objectives with an identifiable end product, and must not duplicate an active AFAP issue or an issue that has been determined to be unattainable within the past three years.

Review the new issues forwarded by the USASMDC Major Subordinate Elements

Subject matter experts are an excellent resource that should be used to increase understanding of the issue, its ramifications, and its possibilities.

- Review issues in the current AFAP Issue Update book that are similar to new MACOM issues. This review will give the workgroup information on similar issues and prevent development of duplicative issues.
- Determine the appropriate action for the issues. The workgroup will write a disposition for each issue that will state the reason that the issue was not recommended for submission in the AFAP.

Prioritize issues.

By workgroup consensus, determine which issues are important enough to be included in the AFAP program; identify up to five issues. If there is a tie for the fifth issue, continue discussion and voting until the tie is broken.

Review results.

Issues must meet the issue criteria before issue papers are developed. The combined efforts of facilitators, issues support persons, delegates, and subject matter experts ensure that only valid issues are selected as the top issues.

Issue paper development:

Issues papers contain three sections: the issue title, scope, and recommendations for resolution. They should be written with group consensus as to content. The key to consensus is in finding a proposal that is sufficiently acceptable to most of the group; it does not require a unanimous vote. To reach a consensus, look for acceptable alternatives, don't agree just to avoid conflict, expect differences of opinion, and avoid argument as a presentation method.

Use informal, but correct, grammar when writing the papers. Your group's issue support person will edit the papers for clarity, accuracy, readability, and proper grammar.

Issue Title.

The issue title should be short, simple, and clear enough to identify the issue; it should not be a complete sentence. Because of the database in which the issues are tracked, the title cannot exceed 70 characters and spaces.

Issue Scope.

Written in paragraph form, the scope is a clear and concise statement that summarizes the issues and focuses on only one subject area. The scope must be at least three sentences: the first sentence states the current situation, the middle sentences provide validation (facts), and the last sentence states the impact of the issue. The scope states the problem, but does not offer a solution, and should answer the questions:

- What is the problem?
- Why is it a problem?

If the scope does not answer these questions and is not understandable to one who is not familiar with the issues, it must be revised.

Recommendations.

Each recommendation is a proposed solution to the problem stated in the scope; it should be clear, concise, and very specific as to what needs to be done. When appropriate, each recommendation should include resources, such as people, money, and facilities; policy or procedure; and the desired result or end product. The recommendation identifies the desired result or end product. Since the recommendation supports the scope, it does not need further explanation.

Guidelines:

- There should be no more than three recommendations to a single issue; all recommendations must be numbered.
- Conference recommendations for already active AFAP issues may not be duplicated.

- The lead agency for resolution of the issue is not identified and suspense dates are not assigned.
- It must identify the desired result—what you want to have happen as a result of this issue.

Structure:

Each recommendation should begin with a verb followed by the desired result, e.g., “institute a career management program for enlisted personnel that mirrors the program available to officers.” Use measurable verbs, such as change, publish, establish; avoid vague verbs, such as ensure, attempt, and minimize.

The “desired result” is an end product, such as a legislative change, revised regulation, or publication of information. In determining whether a recommendation contains a viable end product, the workgroup should answer these questions:

- What are we trying to change or achieve?
- What do we want to happen?
- What will success look like?

Final issue papers and slides:

Final issue papers and slides must agree with each other and have identical titles. The scope and recommendation should be expanded in the issue paper, paraphrased on the slide. Workgroups are responsible for having issue papers and slides grammatically correct and in the proper format.

Issue paper checklist

Title:

- Does the title tell the reader what the issue is about?
- Does the title summarize the issue, not the recommendation?
(Caution: titles do not start with verbs.)
- Is the title brief?
(Be sure it’s a title and not a sentence.)

Scope:

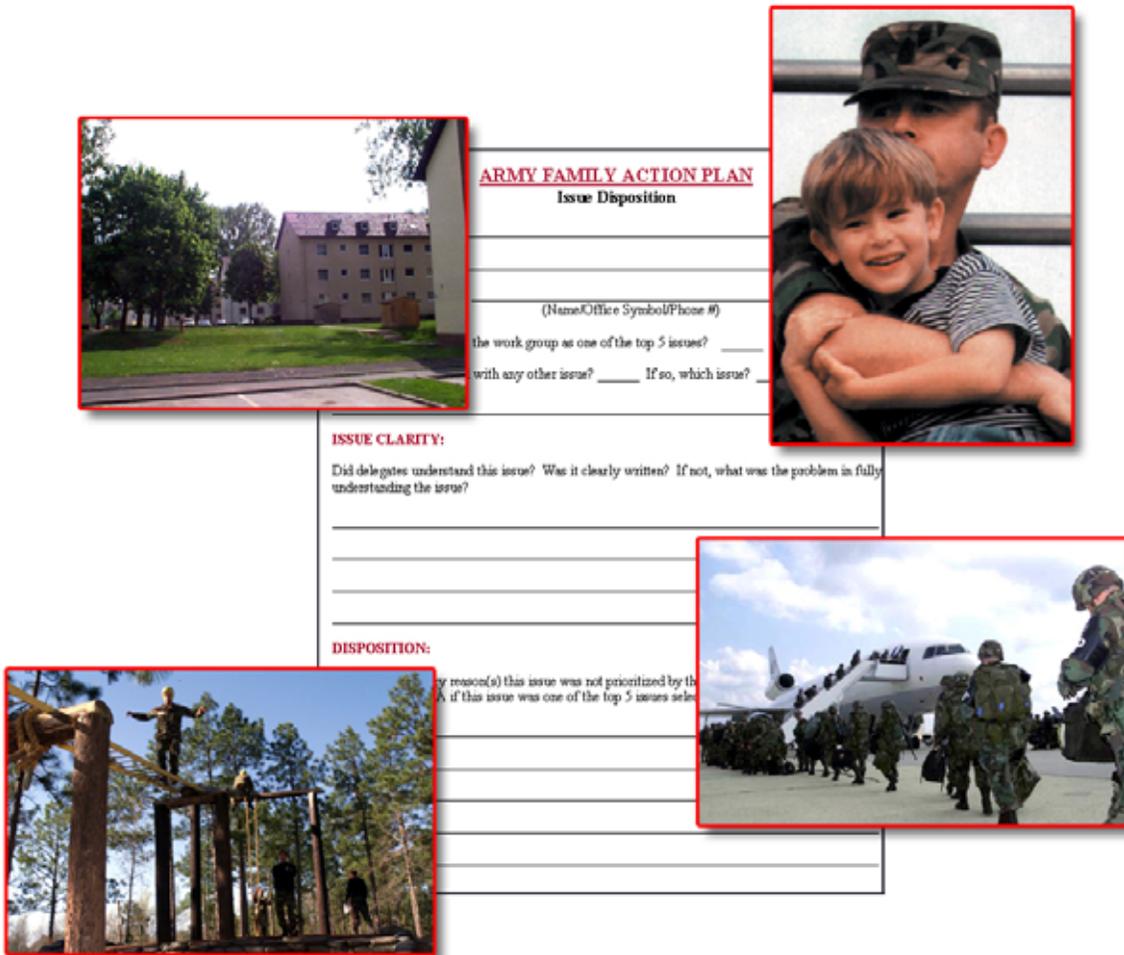
- Is the scope written in paragraph form with an introductory sentence?
- Does the scope describe the problem and explain why it’s a problem?
(Caution: avoid “buzzwords” such as readiness, retention, and esprit.)
- Will someone outside your workgroup understand the problem?
- Is the scope detailed enough to validate the problem, and is it correct?
- Does the scope state only one problem rather than several related issues?

Recommendations:

- Are recommendations numbered?
- Do recommendations start with a strong verb?
- Do all recommendations relate to the problem identified in the scope?
- Are there three or fewer recommendations?
- Do the recommendations identify a specific end product?
- Do recommendations meet required criteria?

Final issue papers and slides:

Final issue papers and slides must agree with each other and have identical titles. The scope and recommendations should be expanded in the issue paper, paraphrased on the slide. Workgroups are responsible for having issue papers and slides grammatically correct and in the proper format.



ARMY FAMILY ACTION PLAN
Issue Disposition

(Name/Office Symbol/Phone #)

the work group as one of the top 5 issues? _____
with any other issue? _____ If so, which issue? _____

ISSUE CLARITY:
Did delegates understand this issue? Was it clearly written? If not, what was the problem in fully understanding the issue?

DISPOSITION:
By reason(s) this issue was not prioritized by the work group as one of the top 5 issues selected.
If this issue was one of the top 5 issues selected, what was the disposition?

ARMY FAMILY ACTION PLAN
Issue Disposition

ISSUE TITLE: _____

Submitting MACOM: _____

Subject Matter Expert: _____
(Name/Office Symbol/Phone #)

Was issue prioritized by the workgroup as one of the Top 5 issues? _____

Was this issue combined with any other issue? _____ If so, which issue? _____

ISSUE CLARITY:

Did delegates understand this issue? Was it clearly written? If not, what was the problem in fully understanding the issue?

DISPOSITION:

Identify the primary reason(s) this issue was not prioritized by the workgroup as one of the Top 5 issues? (Write N/A if this issue was one of the Top 5 issues selected)

SERVICES PRIORITIZATION

Army leadership looks to many sources for an indication of which services and programs are most important to Army members; one of these sources is the AFAP program. Your workgroup will examine the services and programs offered and vote on those that you believe are the most valuable. The group will create a slide naming the four selected services. Your slide will be shown, but not briefed, during the report-out session. Reasons supporting your decision should accompany the slide. A list of each workgroup's selected services will be compiled and used for delegates to choose the conference's four most valuable services. This slide will be one of the three measures of concern shown to the audience at the end of the Report-Out.*

Workgroups should consider all programs and services provided by the Army when brainstorming. The list included in this book is not all-inclusive, and your group is not restricted to those listed.

Use the space below to formulate your own ideas to present to your workgroup:

1. _____

Why? _____

2. _____

Why? _____

3. _____

Why? _____

4. _____

Why? _____

* Four Most Valuable Services, Six Most Critical Active Issues, and Top 5 New Issues

SOME ARMY SERVICES AND PROGRAMS

The following lists some of the services and programs provided by the Army for the global Army family. You are not limited to this list in your vote for the four most valuable.

- Alcohol and Drug Abuse Prevention and Control
- Army Career Alumni Program
- Army Chess Tournament
- Army Community Service
- Army Continuing Education
- Army Emergency Relief
- Army Family Action Plan
- Army Family Team Building
- Arts and Crafts
- Arts and Crafts Army-wide Contests
- Automotive Crafts
- Banking Services
- Better Opportunities for Single Soldiers
- Bowling Centers
- Child Development Services
- Civilian Personnel Services
- Commissary
- Community Life Programs
- Community Recreation Centers
- Consumer Affairs and Financial Assistance
- Department of Public Works
- DOD Schools
- Entertainment and Performing Arts
- Exceptional Family Member Program
- Family Advocacy Program
- Family Child Care
- Family Member Employment Assistance Program
- Family Support During Mobilization and Deployment
- Golf Courses
- Housing
- Information and Publications
- Information, Referral, and Follow-up
- Installation Environment
- Legal Services
- Leisure Travel and Tickets
- Libraries



- Medical and Dental Care
- Military Police Service
- National Group Recognition
- New Parent Support Program
- Officer, Enlisted, and Community Clubs
- Outdoor Recreation
- Outreach to Junior Enlisted and Recruits
- Personal Safety and Crime Prevention
- Physical Fitness Center
- Post Exchange
- Post/installation Newspaper
- Post/installation Television
- Postal Services
- Recreation Centers
- Religious Activities
- Relocation Assistance
- Retirement Services
- School Liaison Officer
- School Partnership Programs
- School-age Services
- Swimming Pools
- Youth Discovery
- Youth Panel
- Theme Restaurants
- Transitional Compensation
- Unit Family Support Groups
- Unit Intramural and Post-level Sports
- Veterinary Service
- Victim Advocacy Program
- Volunteer Coordinator Program
- World Class Athlete Program
- Youth Services



SMDC AFAP CONFERENCE REPORT-OUT

The Report-Out will be held at the Crystal City Marriott Hotel at Reagan National Airport on Friday, 6 August 2004, from 9:00 a.m. until 12:00. Highlights of this event are the Youth Workgroup's art project, presentation of USASMDC's "Great American Family" award winner, and entertainment by Ceylon.

Spokesperson selection:

Each workgroup will select one delegate as the group's spokesperson to brief the group's issues at the Report-Out. Several rehearsals for spokespersons will be held—check your agenda.

Process:

Each workgroup's briefing is limited to ten minutes; during that time, the four most valuable services/programs slide will be displayed, and the spokesperson will brief the Top 5 issues developed by the workgroup. The workgroup will help the spokesperson prepare for the briefing by expanding the issue information using the "Report-Out Briefing Sheet." The spokesperson will use that sheet as well as the "Report-Out Introduction Sheet" and the following slides to prepare for the briefing:

- workgroup/spokesperson
- four most valuable services/programs
- first issue
- second issue
- third issue
- fourth issue
- fifth issue

At the report-out, the workgroup and support staff will sit together.

Spokesperson tips:

- Do not merely read the slide—give an example, add interesting information and facts to support the issue.
- Use a separate "Report-Out Briefing Sheet" for each of the Top 5 issues to organize your briefing remarks.
- Enlist the help of the workgroup for information.
- Be positive, smile, stand straight, and maintain eye contact with your audience.
- Stay within your allotted time.
- Don't panic if a comment or question from a member of the GOSC interrupts your presentation; respond as best you can and continue the briefing.
- After the briefing, give the "Report-Out Briefing Sheets" to your workgroup facilitator.

REPORT-OUT BRIEFING SHEET

ISSUE: _____

SCOPE: _____

RECOMMENDATIONS: _____

JUSTIFICATION: _____

REPORT-OUT INTRODUCTION SHEET

SLIDE 1: Workgroup/Spokesperson

Name/Location: _____

Workgroup _____

Address (used only by the first workgroup spokesperson):

“General and Mrs. Larry Dodgen, (name other key staff, etc.), and distinguished guest, thank you for being here today and supporting the Space and Missile Defense Command AFAP Program and Army Well-Being.”

Thank:

Facilitator _____

Recorder _____

Transcriber _____

Issue Support Person _____

Subject Matter Experts _____

Members of the workgroup (ask them to stand)

SLIDE 2: Four most valuable services/programs

SLIDE 3: First issue, using “Report-Out Briefing Sheet”

SLIDES 4-7: Second through fifth issue, as above

INTRODUCE NEXT WORK GROUP: _____

Thank:

(Only the last workgroup spokesperson thanks the host (General Dodgen) for attending the Report-Out and for having the AFAP Planning Conference.)

EMERGENCY AND SAFETY PROCEDURES

In the event of an emergency, dial 0 on any hotel phone. The operator will assist you in making necessary arrangements for handling the emergency. If emergency medical attention is required, dial 9-1-1 and stay on the line until the dispatcher releases you; try to notify hotel staff that an ambulance has been called. Please inform your local AFAP Coordinator or any SMDC staff member if you are ill or must be absent for any reason.

You may also dial the hotel operator depending on where you are at the time. There are several medical facilities close to the Crystal City Marriott Hotel. The DeWitt Army Community Hospital on Fort Belvoir, (703) 805-0414 and the Alexandria Hospital on Seminary Road, (703) 504-3000, are the two major facilities that are closest.

While you are attending the conference, please be sure to lock all valuables in the hotel safe or safe deposit box. The metro DC area has the same problems as any large city; be cautious and alert to your surroundings when you are outside of the hotel.

CELL PHONES AND BEEPERS

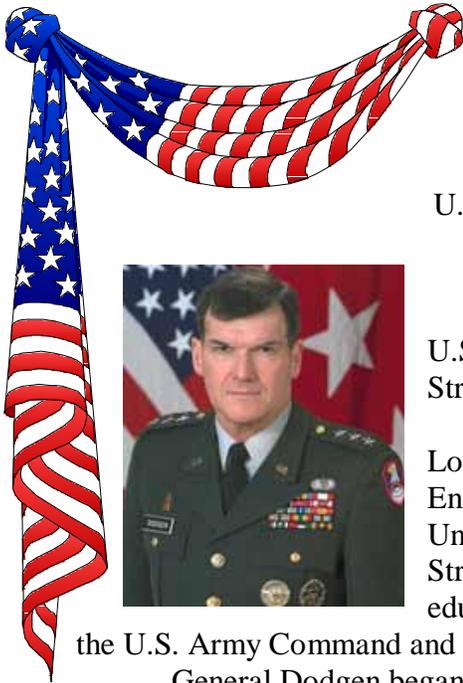
Cell phones and beepers must be turned off during the conference workgroup meetings, opening and closing sessions.

ATTENDANCE

Attendance at all sessions and workgroup meetings is mandatory. If you are ill and unable to attend, contact your SMDC AFAP Coordinator or staff member in the Operations Center, (703) 413-5500.

SMOKING AND DRINKING

In keeping with the Department of Defense policy, smoking and drinking alcoholic beverages are not permitted during the conference workgroup meetings.



**LIEUTENANT GENERAL
LARRY J. DODGEN**

United States Army, Commanding General
U.S. Army Space and Missile Defense Command
U.S. Army Forces Strategic Command



Lieutenant General Larry J. Dodgen assumed command of the U.S. Army Space and Missile Defense Command / U.S. Army Forces Strategic Command (USASMDC/ARSTRAT) on December 16, 2003.

Born in New Orleans, La., General Dodgen graduated from Louisiana State University in 1972 with a bachelor's degree in Chemical Engineering. He also holds an MBA in Public Administration from the University of Missouri and a master's degree in National Security and Strategy from the United States Naval War College. His military education includes the Air Defense Officer Basic and Advanced Courses, the U.S. Army Command and General Staff College, and the U.S. Naval War College.

General Dodgen began his military career as Section Leader and later Platoon Leader, Battery A, 1st Battalion, 68th Air Defense Artillery, 1st Cavalry Division, Fort Hood, Texas. In 1975, he was assigned as a Firing Platoon Leader, 2d Battalion, 71st Air Defense Artillery, Eighth United States Army in Korea. While in Korea, he became the Aide-de-Camp to the Commanding General, 38th Air Defense Artillery. After returning to the United States, he served as Aide-de-Camp to the Assistant Commandant, U.S. Army Air Defense Artillery School, Fort Bliss, Texas. He later commanded Battery C, 1st Battalion, 7th Air Defense Artillery, Fort Bliss, Texas. In 1981 and 1982, General Dodgen commanded Battery A and served as the Assistant S-3 (Operations), 3d Battalion, 61st Air Defense Artillery, 3d Armored Division in Germany. In 1984, he was assigned to the U.S. Army Chemical School, Fort McClellan, Ala., as an NBC Analyst and later became Chief of the Studies Branch. In 1987, he became the Executive Officer, 6th Battalion, 43d Air Defense Artillery, in Germany. From June 1989 to December 1991, he commanded 8th Battalion, 43d Air Defense Artillery, and led his battalion into combat in Saudi Arabia during OPERATION DESERT STORM. In 1993, he returned to Germany to command the 69th Air Defense Artillery Brigade. While in Germany, he also became the Chief of the CINC's Initiatives Group, Office of the Command-in-Chief, U.S. Army Europe. After assuming the rank of Brigadier General in 1996, he became the sixth Deputy Assistant Secretary of Defense for Policy and Missions. From May 1998 to September 2001, he was the Director, Joint Theater Air and Missile Defense Organization (JTAMDO). From September 2001 to December 2003, he was the Commanding General of the U.S. Army Aviation and Missile Command (AMCOM).

General Dodgen's military decorations and awards include the Defense Distinguished Service Medal with Oak Leaf Cluster, Legion of Merit (two Oak Leaf Clusters), Meritorious Service Medal (four Oak Leaf Clusters), Army Commendation Medal, and the Army Achievement Medal.



BRIGADIER GENERAL MICHAEL C. FLOWERS

Director, Human Resources Policy Directorate
Deputy Chief of Staff, Army G-1



Brigadier General Michael C. Flowers graduated from the University of Kansas as a Distinguished Military Graduate and was commissioned a lieutenant of Armor in 1977. Upon completion of the Armor Officer Basic Course, he was assigned to the 2-11th Field Artillery Battalion as a FIST Team Chief. He then served as a Cavalry Platoon Leader with the 3d Squadron, 4th Cavalry, 25th Infantry Division.

He has held numerous command and staff positions, which include: Aeroreconnaissance Platoon Commander, Squadron S-3, Troop Commander, Squadron XO and Squadron Commander, 1st Squadron (Air) 17th Cavalry Regiment, 82d Airborne Division; Operations Officer,

Current Operations, XVIII Airborne Corps G-3; Instructor/Leader Development Officer, Center for Army Leadership, U.S. Army Command and General Staff College; Brigade S-3, 82d Aviation Brigade; Director, Director for the Center for Army Leadership, Fort Leavenworth, Kansas, and Commander 18th Aviation Brigade (Corps) (Airborne), XVIII Airborne Corps. His joint assignments are: Staff Officer, G-3 Air, Multi-national Force and Observers, El Gorah, Egypt; Chief Training and Exercise Division and Chief Operational Plans, HQ USEUCOM.

Additional military schools include: Jumpmaster, Infantry Officer Advanced Course, Joint firepower Control Course, Combined Arms Service and Staff School, U.S. Army Command and General Staff Officers Course, Armed Forces Staff College and the U.S. Army War College. He also holds a Master's of Public Administration from Shippensburg College.

His military awards and decorations include the Defense Superior Service Medal, Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Air Medal, Meritorious Service Medal with three oak leaf clusters, Army Commendation Medal with oak leaf cluster, Army Achievement Medal with two oak leaf clusters, Armed Forces Expeditionary Medal with campaign star, Humanitarian Service Medal (2nd Award), Kuwait Liberation Medal, and British, French, and German Parachute Wings. He is a Master Parachutist, Senior Army Aviator and is Ranger qualified. He is rated in the UH-1, OH-58A/C, OH-58D, AH-1 and UH-60.

Colonel Flowers is married to the former Mulu Fisher. They have one daughter, Lea. He is currently assigned as the Director, Human Resources Policy Directorate, Deputy Chief of Staff, Army G-1.



COMMAND SERGEANT MAJOR DAVID L. LADY



Prior to this assignment, CSM David L. Lady served as Command Sergeant Major, U.S. Army Europe and Seventh Army, Heidelberg, Germany. His other career highlights include duties as Command Sergeant Major, U.S. Army Armor Center and Fort Knox, KY; Command Sergeant Major, 7th Army Training Command, Grafenwoehr, Germany; Command Sergeant Major, Operations Group, Combat Maneuver Training Center, Hohenfels, Germany; Command Sergeant Major, 2-68 Armor, 1st Armor Division, Baumholder, Germany.

Born in Washington, D.C., on August 6, 1952, CSM Lady enlisted in the U.S. Army as an Armor Crewman in 1974. He holds a Bachelor of Arts Degree in History from Wittenberg University, Springfield, Ohio.

During his twenty-nine year career, CSM Lady has held every key leadership position including Tank Commander, Headquarters Tank Section Leader, Platoon Sergeant, Acting Platoon Leader, and has served as First Sergeant of four companies.

CSM Lady has completed all levels of the NCO Education System, including The Sergeant Major Course, where he exceeded course standards. He is also a graduate of the NBC Officer/NCO Course, the Security Manager's Course, the First Sergeant Course, where he was named Distinguished Graduate, and the Command Sergeant Major Course.

His staff and instructor assignments have included Armor Officer Basic Course tactics instructor, Battalion S2 NCOIC, NCO Academy Operations Sergeant, and G3 (Training) Sergeant Major for the 1st Armored Division. While serving at Fort Knox, CSM Lady received the prestigious Joseph H. Hibbs Distinguished Instructor Award for 1981. While stationed in Germany in 1983, CSM Lady was selected as USAREUR and 7th Army Noncommissioned Officer of the Year. He is also a member of the prestigious Sergeant Morales Club, the Sergeant Audie Murphy Club, the Order of St. George, and the Order of St. Barbara.

CSM Lady's awards and decorations include the Legion of Merit with two oak leaf clusters, Meritorious Service Medal with two oak leaf clusters, Army Commendation Medal with four oak leaf clusters, Army Achievement Medal with two oak leaf clusters, and the Good Conduct Medal (ninth award).

His wife, Ellen, accompanies him. The Lady's have two adult children, Jeanne and Jason.



SERGEANT MAJOR OF THE ARMY KENNETH O. PRESTON



Sergeant Major of the Army Kenneth O. Preston was sworn in as the 13th Sergeant Major of the Army on January 15, 2004. SMA Preston has held a variety of leadership positions throughout his career ranging from cavalry scout to command sergeant major.

As Sergeant Major of the Army, Preston serves as the Army Chief of Staff's personal adviser on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. He devotes the majority of his time to traveling throughout the Army observing training, and talking to Soldiers and their families. He sits on a wide variety of councils and boards that make decisions affecting enlisted Soldiers and their families and is routinely invited to testify before Congress.

Preston is a native of Mount Savage, Md., and was born Feb. 18, 1957. Preston entered the Army on June 30, 1975. He attended Basic Training and Armor Advanced Individual Training at Fort Knox, Kentucky.

Throughout his 28-year career, he has served in every enlisted leadership position from cavalry scout and tank commander to his current position as Sergeant Major of the Army. Other assignments he held as command sergeant major were 3rd Battalion, 8th Cavalry Regiment, 1st Cavalry Division, Fort Hood, Texas, 3rd "Grey Wolf" Brigade, 1st Cavalry Division, 1st Armored Division in Bad Kreuznach, Germany, and V Corps in Heidelberg, Germany.

His most recent assignment was as the command sergeant major for Combined Joint Task Force 7 serving in Baghdad, Iraq.

His military education includes Basic Noncommissioned Officer's Course, Advanced Noncommissioned Officer's Course, First Sergeant's Course, M1/M1A1 Tank Master Gunner Course, Master Fitness Trainer Course, Battle Staff Noncommissioned Officer's Course, and the United States Army Sergeants Major Academy.

His awards and decorations include two Legions of Merit, the Bronze Star Medal, the Defense Meritorious Service Medal, four Army Meritorious Service Medals, five Army Commendation Medals, three Army Achievement Medals, Southwest Asia Service Medal, Kuwait Liberation Medal (Government of Kuwait), Kosovo Medal, the NATO Medal and the Joint Meritorious Unit Award.

He and his wife have three children.



VERONICA THOMAS

U.S. Army Community and Family Support Center
Army Family Action Plan Acting Program Manager

Mrs. Veronica (Ronnie) Thomas has over 15 years serving Army families. She started her MWR career as an Equal Opportunity Officer in Karlsruhe, Germany. Moving to the Berlin military community, she served as the School Age Program Director for the Child Development Services (CDS), and as the Education Coordinator for the Alcohol and Drug Counseling Center.

Her field experience also includes nine years at Fort Bragg, North Carolina, in a variety of positions—Special Needs Director, CDS; Child Care Center Director; and as the Exceptional Family Member Program Manager, ACS. During her tenure, the Rodriguez CDC became the first nationally accredited child care center, through the National Association for the Education of Young Children (NAEYC), at Fort Bragg and in the civilian county.

An Army spouse for 28 years, Mrs. Thomas relocated with her spouse to Northern Virginia, in October of 1999. She began her career with CFSC in February 2000 as a financial Program Analyst at the CFSC Pentagon Liaison Office. When the opportunity to return to family programs presented itself in February 2001, Mrs. Thomas accepted a position with the AFAP program, where she is today. She has worked with the HQDA AFAP program for the last three years and is serving as the acting AFAP Program Manager.

She holds a Bachelor of Arts degree from Ladycliff College, in Psychology and Special Education, and a Masters of Education in Human Services Management and Human Resource Education from Boston University.



ASHFAQ M. ISHAQ, Ph.D., FRSA

Executive Director

International Child Art Foundation



Dr. Ashfaq M. Ishaq founded the International Child Art Foundation (ICAF) in 1997 and serves as its executive director. Today, ICAF is recognized internationally as a leading cultural and educational organization preparing the next generation for a creative and cooperative future through the arts.

Dr. Ishaq has a diverse professional background as entrepreneur, economist, educator and civil society leader. He opened his first business at the age of 13, and years later established an international project development company in Washington, DC. He started his career as an economist at the World Bank, investigating entrepreneurship and small business development. He later joined the faculty at George Washington University and was an occasional guest lecturer at the U.S. Foreign Service Institute.

A multidisciplinary thinker with a global perspective, Dr. Ishaq's writings have appeared in diverse publications, including *Finance and Development*, *SchoolArts* magazine, *the Institutional Investor* and the *Journal of Conflict Resolution*. He is co-author of Success in Small & Medium Scale Enterprises, Oxford University Press, 1987. In 1998, he launched *ChildArt*, and serves as the editor of the magazine. He is a pioneer in placing children's art and creativity on the global agenda.

He developed the Arts Olympiad for ICAF, the world's most prestigious and popular global arts program for children. Every four years he hosts the world's largest international children's festival on the National Mall in Washington, DC.

Dr. Ishaq is making a unique contribution to children and education. He organized the first-ever educational symposium for the Qatar Foundation in Doha, Qatar on the arts and science partnership (www.InnovationsInEducation.org). He is a featured speaker at major international conferences on children issues, including the World Summit on Media for Children.

He received a Ph.D. in Economics from the George Washington University, a Masters in Public Administration from the University of Punjab, and a Bachelors in Economics and Statistics from Government College, Lahore, Pakistan. His very first award was for an art competition at the age of eight. In 2001, he was awarded the Hesselbein Community Innovation Fellowship by the Peter Drucker Foundation (now Leader to Leader Institute). In 2004 he received the prestigious American Muslim Achievement Award.

Dr. Ishaq is an advisory board member of the World Psychiatry Association. He is a member of the International Academy of Digital Arts and Sciences and serves as a judge for the Webby Awards.



SYLVIA E. J. KIDD

Association of the United States Army

Mrs. Sylvia Kidd has been associated with the Army her entire life. She is the daughter of a career Soldier, the wife of a career Soldier and until recently the mother of a Soldier.

During her long association with the United States Army, Mrs. Kidd has been active in community and family activities. She is one of the original developers of the Army Family Team Building Program and continues to have an active interest in that program. Mrs. Kidd has served in numerous volunteer positions at installation level as well as at Department of the Army and Department of Defense level. She has accumulated over 8,500 hours of Army Community Service time.

The quality of life for Soldiers and their families has long been a high priority for Mrs. Kidd. She was selected to serve on a review panel convened by the General Accounting Office at the request of Senators Domenici and Stevens along with Representative Nethercutt. The committee was charged with evaluating the impact of quality of life on retention of Soldiers and recruitment of new Soldiers. Mrs. Kidd has served as Director of Government Relations for the National Military Family Association (NMFA) and in that capacity has testified before committees of the Congress on health care and other quality of life issues. She has also served as president of NMFA as well as occupying various other leadership positions in that organization. Mrs. Kidd has also served as a commissioner of the Defense Science Board Quality of Life Task Force.

Presently, Mrs. Kidd is the Director of Family Programs for the Association of the United States Army and also serves on numerous boards and councils. She is a representative on the DeCA Patron Advisory Council, the Army's Youth Education Action Working Group, the AAFES Advisory Council, The Well-Being Consortium and the Humana Health Services Advisory Board. In her position with AUSA, she travels frequently to give speeches, presentations and host family focus groups to address the concerns of Army families.

During her years of service to the Soldiers and family members of the Army, Mrs. Kidd has received many awards, including being the first recipient of the Dr. Mary E. Walker Award. She is a member of the Order of St. Joan D'Arc, Order of the White Plume and has received the Department of the Army Patriotic Civilian Service Award. Mrs. Kidd has also received the Commanding General's Excellence Achievement Award, Commanders Certificate of Achievement and the Commander's Award for Civilian Public Service. She has also been awarded the Decoration for Distinguished Civilian Service.

Mrs. Kidd is married to former Sergeant Major of the Army Richard A. Kidd. The Kidds have two children.



MARIETTA DANTONIO-FRYER

Professor of Art, Cheyney University of Pennsylvania
Outreach Coordinator, Survivors Art Foundation
Founder, Totem Rhythms

Professor of Art at Cheyney University of Pennsylvania, outreach coordinator for Survivors Art Foundation, Marietta Dantonio-Fryer is an artist, educator, art therapist, author, and a social visionary with a strong social conscience. As an advocate for social change, she spent a majority of her time in developing programs for disadvantaged youth, adults and seniors. She is most noted as founder of Totem Rhythms, a nonprofit organization dedicated to encouraging healing through the arts.

She has used her degree in Art Education from Kutztown University and her Master of Education from Maywood University to found and run the Dantonio Art School in Wilmington, Delaware. Prof. Dantonio-Fryer started a frame shop and art supply store to help fund her school and visionary outreach project. Her school was one of the first to hold a National Art Honor Society, as well as a Junior Society for a private art school.

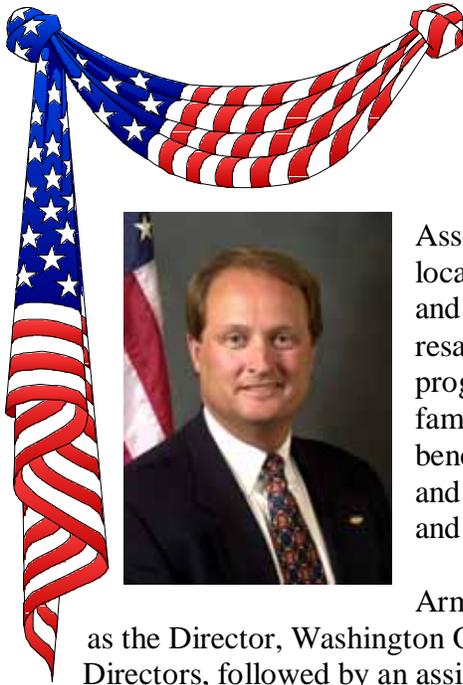
During this time, Prof. Dantonio-Fryer started to design and collaborate with others on large murals of social importance. To date, she has helped to create over 30 diverse murals with equally diverse groups, including the sexually abused, indigenous peoples, the military, and AIDS and special needs groups. She has worked with the U.S. Army, traveling to various bases to help soldiers and their families find creative outlets for stress and separation disorders.

Prof. Dantonio-Fryer was Art Educator of the Year for the State of Delaware 1998. With Joel Keener, a colleague at Cheyney University, she developed the curriculum for “At Risk Youth” that is an award-winning program at Ferris School for Boys in Wilmington, Delaware, and the “Libertas Creare” curriculum currently being used as a model by the U.S. Army.

Prof. Dantonio-Fryer is a well-exhibited artist with many exhibitions in the United States and abroad, including exhibitions at the United Nations in New York City. In answer to an invitation from the United Nations’ Chief Exhibitions Coordinator, Prof. Dantonio-Fryer coordinated travel to Durban, South Africa, for the World Conference Against Racisms (WCAR) with the United Nations. Four Cheyney University students accompanied her to South Africa for the WCAR. She has exhibited with the International Artist Support Guild (IASG) in India and China. Her work on and with murals has been showcased in universities around the country, including Hofstra University Long Island, New York, Mansfield University, Pennsylvania, and Santiago de Compostela, Spain.

Prof. Dantonio-Fryer is recognized industry-wide as a silk painter and watercolorist and is also an accomplished potter, ceramicist and oil painter.

Prof. Dantonio-Fryer lives in Delaware with her husband Rik “Winter Bear” Fryer. She has one son, Jason.



ALAN J. BURTON
American Logistics Association

Mr. Alan J. Burton is the President of the American Logistics Association (ALA), an international nonprofit trade association, located in Washington, DC. ALA's mission is to promote, protect and ensure the existence and continued viability of the military resale systems and MWR/services; support other quality of life programs for the members of the U.S. Armed Forces and their families; provide an environment for sales that are mutually beneficial to the military industry; provide forums where industry and the military can explore opportunities, reach business solutions and enhance the business of ALA member companies.

Before arriving at ALA in 1996, he was employed by the Army and Air Force Exchange Service (AAFES), where he served as the Director, Washington Office and the Executive Secretary to the AAFES Board of Directors, followed by an assignment as a Department of Defense Fellow to the Assistant Secretary of Defense for Force Management Policy with oversight of all quality of life programs. Prior to those assignments, he served at the AAFES Headquarters in Dallas, TX, as the Executive Officer to three AAFES commanders.

Mr. Burton was born in Salem, Indiana. Upon graduating from Orleans High School in 1973, he enlisted in the Army and served in the Signal and Quartermaster Corps until 1979, when he received a Direct Appointment to Chief Warrant Officer. In 1982, he received a Direct Commission in the Quartermaster Corps from former President Ronald Reagan. Mr. Burton was awarded the Purple Heart and numerous other awards in a distinguished 20-year Army career that culminated with an assignment as a Squadron Commander at 1st Special Forces Operational Detachment-Delta Force.

Mr. Burton received a Bachelor's Degree in business from Virginia State University in 1984 and currently lives in Alexandria, VA.



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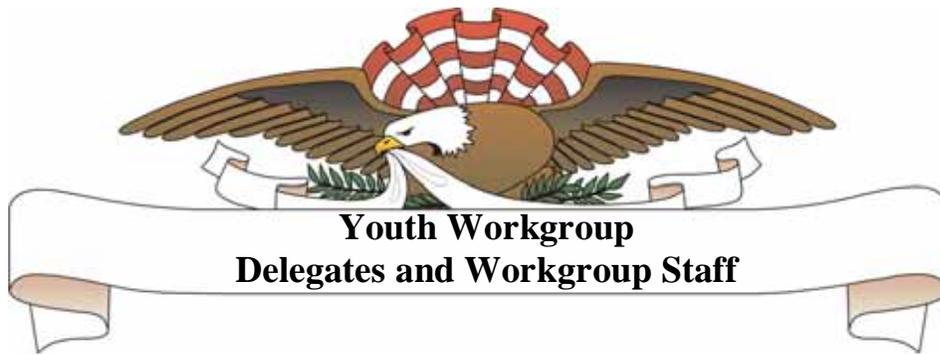
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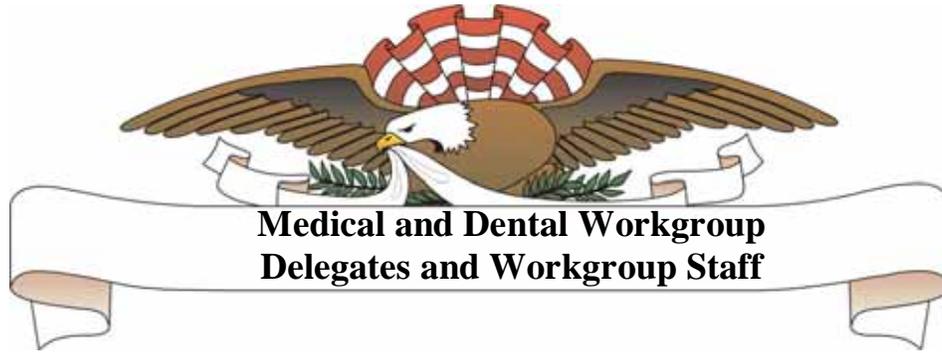
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Rachael Ramey – Alabama
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StacyLyn De La Hoz – Maryland
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Stephen Elisha – Colorado
Sheila Beavers – Alabama
Cris Rodriguez – Alabama
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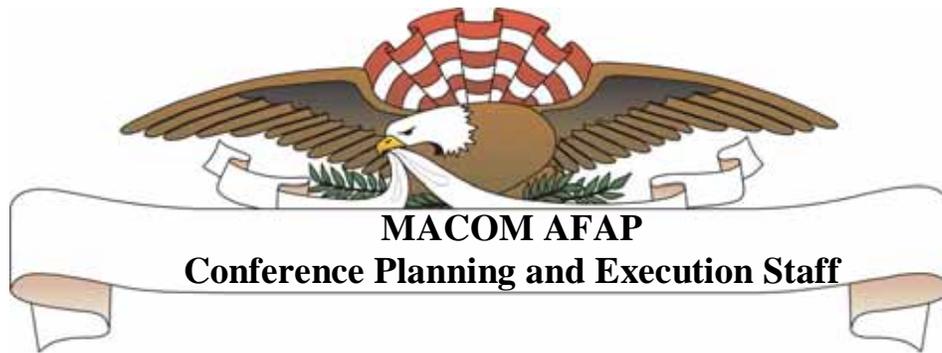
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USASMDC, Alabama
USASMDC, Alabama
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Subject Matter Experts

Youth Workgroup “Art Project”

Linda Ezerniek, HQDA Arts and Crafts and Recreation

Medical/Dental Workgroup

Ann Price, Office of the Surgeon General-TRICARE

Entitlements Workgroup

Deborah Hollman, Department of Army Representative

Civilian Personnel/Well-Being Workgroup

Denise Johnson, Civilian Personnel Specialist



Association of the United States Army
Army Air Force Exchange Service-Fort Belvoir
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We want to express our sincere appreciation to Dené Jackson, USASMDC MACOM Family Outreach Program Manager for her year-long efforts and assistance planning this outstanding event. Thanks to all the members of the USASMDC staff, the AFAP Conference Facilitators, Recorders, Transcribers and Issue Support Persons, and delegation who supported this year's AFAP Conference. Your hard work and dedication ensured the conference success.

Special thanks to Professor Marietta Dantonio-Fryer and Rik "Winter Bear" Fryer from the Cheyney University of Pennsylvania for their outstanding direction and leadership of the youth workgroup art project.

And to Heather Johnson, Ceylon, for contributing her time and talent by performing the memorable song "Rockets," which she composed as a special tribute to the Columbia Space Shuttle crew.



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Portia Davidson
Chief, Community and Family Support Program Division
U.S. Army Space and Missile Defense Command

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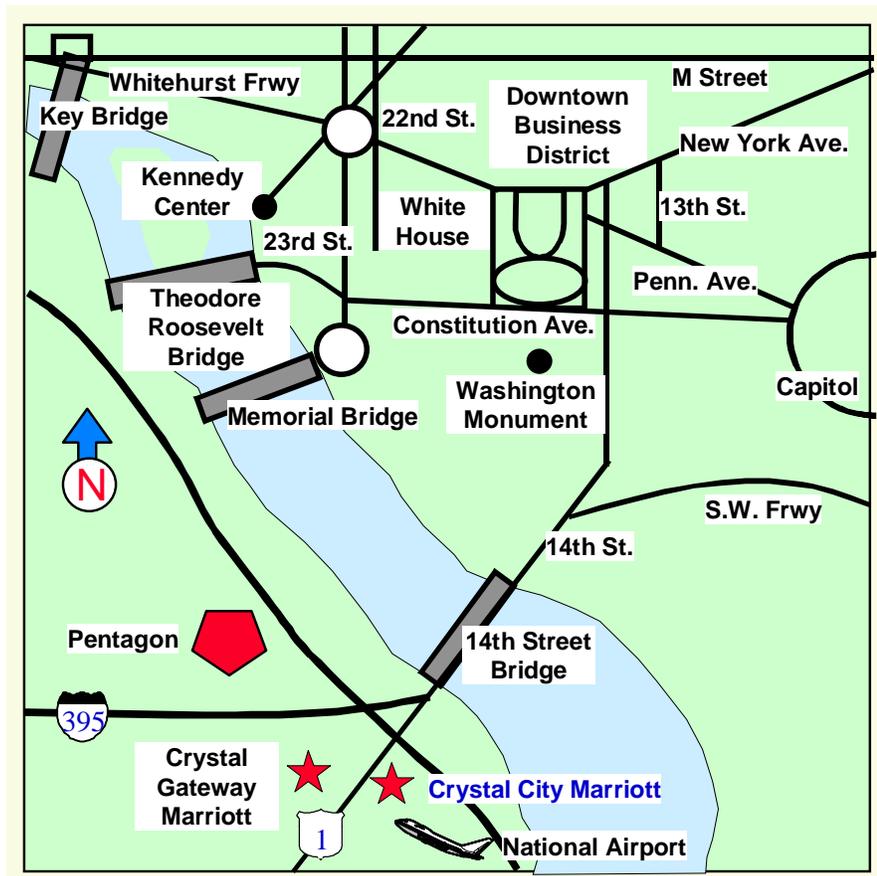
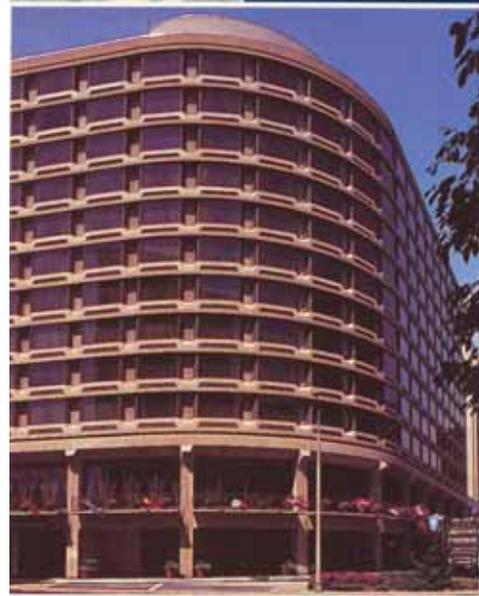
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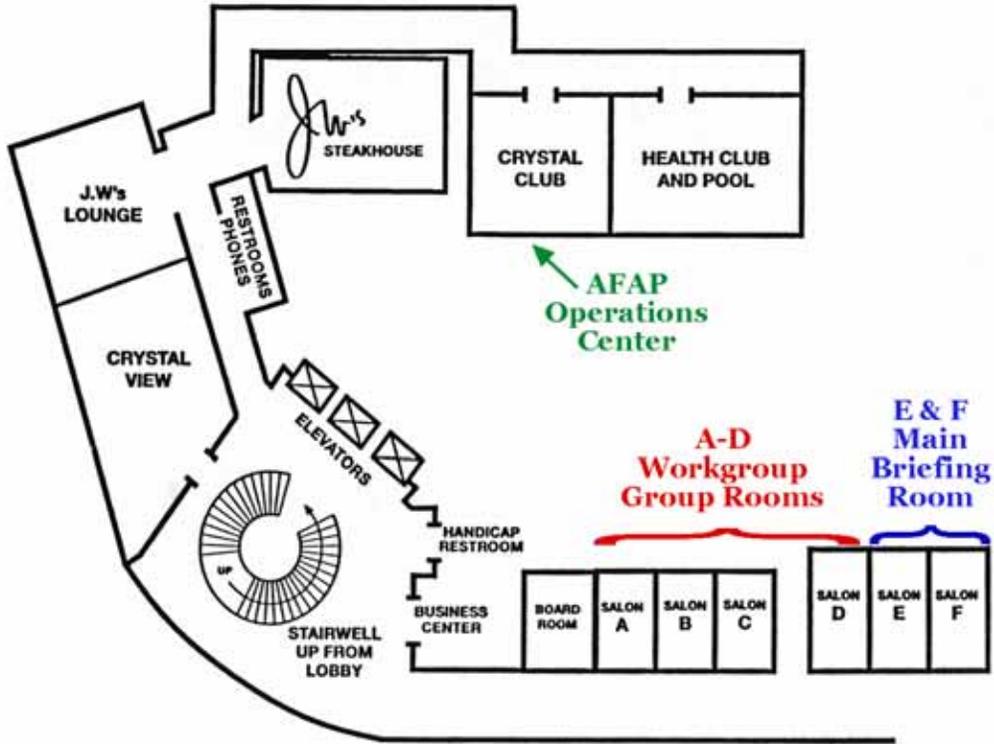
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Crystal City Marriott Hotel at Reagan National Airport

GUIDE TO SMDC AFAP CONFERENCE ROOMS



CRYSTAL CITY **Marriott.**





WHAT IS AFAP?

What does AFAP do?

The AFAP program provides Soldiers, families, retirees and DA civilians an opportunity to influence Army standards of living by participating in AFAP conferences, identifying issues of concern, and recommending solutions to resolve the issues. In its 20-year history, AFAP has raised 566 issues resulting in 85 changes to legislation, 133 revised policies and 147 improved programs or services. Additionally, more than 50 percent of resolved AFAP issues result in benefits across the services.

How does AFAP work?

The backbone of the program is at the local level where AFAP program managers direct the program and conduct an annual forum or symposium. At this gathering, delegates representing a cross-section of the installation and tenant units' demographics identify, develop, and prioritize the issues submitted for consideration. Many of the issues are installation-specific and can be resolved at the local level; these are developed with recommendations required to resolve them and are assigned to the office that has responsibility for the subject of the issue. An installation AFAP steering committee monitors the progress of the issues until they are resolved or are determined to be unattainable.

What is my role as a conference delegate?

As a delegate, you represent the U.S. Army Space and Missile Defense Command whether you are a Soldier, family member, or civilian. You will be participating in an assigned workgroup considering issues that fall into specific categories. You should pay attention to the discussions, contribute your ideas, and help make the group's work time productive. Your perspective is valuable—be sure you speak up and make your ideas heard!

It is up to you and the other members of your workgroup to participate in the evaluation and prioritization of issues by discussing the implications and ramification of the issues, validating that the issues meet the required criteria, and working with subject matter experts in clarifying issues and defining measurable objectives. You should also search for solutions that build on self-reliance and work for the betterment of the Army.

What is my role as an FRTI?

Facilitators, Recorders, Transcribers, and Issue Support Persons comprise the workgroup support staff:

- Facilitators manage the group's efforts toward achieving their goals and objectives.
- Recorders capture the essence of the group's discussions and decisions.
- Transcribers provide notes and prepare the group's final products for the Report-Out.
- Issue Support Persons assist the group articulate the issues clearly per the AFAP issue criteria and checklist.





Issues that cannot be resolved at the local level are forwarded to the MACOM for consideration by delegates representing a cross-section of the MACOM's demographics. If an issue has Army-wide implications or cannot be resolved by the MACOM, it is forwarded to HQDA to be considered at the annual conference. The same procedure is in place at the installation, MACOM and HQDA. The issues are considered by the delegates representing a cross-section of the Army's demographics and are prioritized for inclusion in the AFAP program. Those issues not selected by the delegates for entry into the AFAP are returned to the MACOM with the disposition of the issue written by the delegates in the workgroup that reviewed them. The disposition explains exactly why the issue was not among those prioritized for entry into the AFAP.

What is the General Officer Steering Committee (GOSC)?

Chaired by the Vice Chief of Staff of the Army, the GOSC meets semiannually to review progress on active AFAP issues, determine the status of AFAP issues recommended as completed (resolved) or unattainable, and provide guidance and direction. Members are representatives of principal Army staff agencies and selected Department of Defense offices. MACOM commanders and command sergeants major attend AFAP GOSC meetings to provide an operational perspective to the issues and to assess issue progress.

What should I do after the conference?

When you return to your families, friends, co-workers, and neighbors, tell them about AFAP. Brief the leadership at your home station. Stay involved in the AFAP. Encourage and support initiative and imagination to solve community and quality of life problems. Spread the word – give everyone an opportunity to participate in this powerful process.

What do I have to do to become a delegate again next year?

AFAP wants as many people as possible to participate in the program and contribute their ideas and insights; therefore, we ask that there be no "repeat" delegates. You are encouraged, however, to use your AFAP knowledge gained at this conference in actively supporting the program wherever you are located.

