



FEEDBACK

Information
about Army
Morale, Welfare
and Recreation

March 2004



Supporting Army Families

Page 12

Your Path to Promotion

Growing the Green



From the Editor's Desk

Supporting Soldiers and families is our mission and in this issue we look at initiatives to support Army families across all components. Looking for a promotion? With the need for trained MWR professionals greater than ever, we take a look at how you can turn your MWR job into a career. This is my final issue as Feedback editor. Farewell, and my thanks to all of you for your support of Feedback. I will be working in CFSC Marketing as a research specialist and look forward to continuing to work with many of you as we field the Leisure Needs Survey later this year. Meanwhile, keep those great MWR stories coming! Email editor@cfsc.army.mil.

Victoria Palmer
Feedback Editor

TABLE OF CONTENTS



Page 8



Page 15



Page 21

HOOAH!...From Headquarters, CFSC 3
News Notes 4
Looking For a Promotion?
Follow Your ACTEDS Path to MWR Professional Development. 6
Ask Your Librarian, 24/7
Reference Information Online Courtesy of Army Libraries. 7
Growing the Green
Army Golf Courses Battle Loss of Customers 8
Business Programs Update 10

Special Section: Supporting Army Families

Reaching Out to Teens
Army Teen Panel Now Includes Guard and Reserves 12
Making Character Count
Developing Character is Business as Usual for Army CYS. 14
ACS Supports Children and Youth During Deployments
Materials Designed to Provide Stress-Coping Skills 15
The Army Volunteer Corps
A New Name Encompasses a Long-standing Tradition of Service. . . 16
SOLD on Army Spouses
Initiative to Enhance Connection to Community Will Help Manage Army Volunteer Corps 17

People in the News 19
Setting Sights on Athens 21
Soldier-Athletes Striving to Qualify for Olympic Games
In Remembrance 23
Transitions 24

FEEDBACK

USACFSC

The Summit Centre
4700 King Street • Alexandria, VA 22302

Feedback is a bimonthly magazine produced in the Public Affairs Office of the U.S. Army Community and Family Support Center under the authority of the commander, and AR 215-1, "MWR Nonappropriated Fund Activities and Morale, Welfare and Recreation Activities." Feedback is available at www.armymwr.com

Purpose: to provide current information about Army Morale, Welfare and Recreation; to share ideas which will help readers make educated decisions and motivate them to achieve the Army's "First Choice" vision for MWR. Views and opinions expressed are those of the authors. The mention or appearance of commercial vendors and/or their logos neither implies nor constitutes federal endorsement of products or services.

- | | |
|--------------------------------|-------------------------------|
| BG Robert L. Decker | Commander, Publisher |
| Doug Ide | Public Affairs Officer |
| Victoria Palmer | Editor |
| Tim Hippias | Sr. Information Spec. |
| Judith Barrett Graphics | Graphic Design |

© 2004 Public Affairs Office of the U.S. Army Community and Family Support Center
 Feedback may be reproduced locally for training and information purposes. Send submissions to address above, Attn: Editor. Fax: 703-681-7480/DSN 761. E-mail: editor@cfsc.army.mil. Phone: 703-681-1549. Circulation: 7,000



On the cover:
MWR and Family Support Services are on the front lines for supporting Army families. Read about programs and initiatives beginning on page 12.

Supporting Army Families

We're Proud to Provide MWR and Family Support Services to the Families of our Army's Heroes Participating in OEF/OIF!

The Army's Morale, Welfare and Recreation professionals are on the front lines of Family Support ensuring Soldiers and their families are taken care of while deployments continue to all parts of the globe.

As April is Month of the Military Child, there is no better time for me to use this space to talk about some of the critical programs and services our MWR professionals provide.

Our programs, especially those supporting families left behind by deploying Soldiers, are needed more than ever to help reduce stress and maintain contact between deployed Soldiers and their loved ones. These programs are a significant cause of Soldiers' and their families' peace of mind during periods of extended separation in an expeditionary Army.

Our Child and Youth Services programs are especially valuable. Working together you have provided hundreds of thousands of additional hours of childcare/youth supervision support on installations to meet war-time mission requirements. Our partnerships with Boys & Girls Clubs and 4-H in communities increase the availability of childcare and youth supervision for the Guard, Reserve, and geographically-dispersed families.

Army Child Development Services, School-Age Services, Youth Services, and CYS Liaison, Education, and Outreach Services are being provided when they are most needed — during parental duty hours. This means we open our installation CYS programs early in the morning, extend hours in the evenings to support the mission, and are able to include weekend programs for youth. Some children and youth even remain in our Family Child Care Homes for extended periods of time during their parent's deployment.

Army CYS is proud to serve more than 469,000 eligible children and youth (ages 4 weeks to 18 years old) at 124 locations in 28 states, the District of Columbia and eight different countries and territories.

Whether we measure our program success by improved Soldier and family readiness, by a reduction in lost duty hours, or by the numbers of diapers changed in a typical Army day (114,798 worldwide at last count), CYS is considered a "model for the Nation" for America's childcare. We're striving hard to achieve the same benchmark when it comes to programs for our Army youth.

Our Family Programs professionals also make an impact on military children, both directly and indirectly. Army Community Service (ACS) developed Operation READY materials to help children and youth deal with issues of parental absence due to deployment. The four-set curriculum of age-appropriate materials include

activity and workbooks for younger children and a teen magazine-style publication for teenagers. These materials are a valuable training tool for professionals and a great way for parents to begin conversations with their children, regardless of age.

We've mailed approximately 200,000 copies of the CD-ROM, "My Buddy CJ" to ACS Family Advocacy programs, on and off-post school counselors, and child development centers. Families and/or staff can use the interactive program with for military families with 3 to 8 year olds who might be facing an increased stress level due to the war in Iraq and other deployments. Operation READY materials and "My Buddy CJ" are also available on the ACS Deployment Readiness page of the ACS Web site, at www.goacs.org.

Army Community Service professionals maintain contact and open lines of communication with their counterparts in the civilian community at schools, medical treatment facilities and child development centers to ensure children and their families get all the support they need. When issues arise, ACS professionals work together with civilian agencies to find the most effective and efficient way to assist families.

Army One Source (AOS), a great initiative working since August 2003, expands ACS capabilities by providing information and referral services 24 hours a day, seven days a week through a toll-free phone number 1-800-464-8107, or Internet address www.Army-onesource.com to active duty or National Guard and Reserve Soldiers, deployed civilians, and their family members worldwide. Since picking up the first phone call Aug. 15 of last year, AOS has answered over 5,000 phone calls and online inquiries, and provided 100 referrals for face-to-face counseling. Army One Source is truly anytime, anywhere.

Family support is an integral part of the Army's strategy to provide commanders with integrated services and resources to assist them with family issues now and in the future. Family Readiness Groups help reduce the social isolation a spouse and other family



Brig. Gen. Robert L. Decker

(continued on page 11)

NEWS NOTES

Shades of Green Reopens

The Armed Forces Recreation Center Shades of Green on Walt Disney World Resort reopened to guests March 1. The expanded resort has 586 rooms, including



junior and king family suites that accommodate up to eight adults, banquet accommodations for up to 500 guests and a new Italian restaurant.

A ribbon-cutting ceremony and special events celebrating the reopening is March 31.

AFRC Shades of Green is open to ID-card holders in all branches of military service, active duty and Reserve Components, DOD civilians, military and civilian retirees and their families. For more information, go to www.shadesofgreen.org.

[HS; cheryl.mbaye@cfsc.army.mil]

Edelweiss Lodge and Resort Opening Reservations Now Being Taken

The Edelweiss Lodge and Resort in Garmisch, Germany, will open in the fall 2004. Reservations are now being accepted.

The Edelweiss Lodge and Resort's 330-room hotel will include a conference center, three restaurants, entertainment game rooms, gift shop, parking garage, indoor pool and wellness club. The resort will also include a nine-hole Alpine golf course, Hausberg Sport Lodge and Vacation Village Campground.

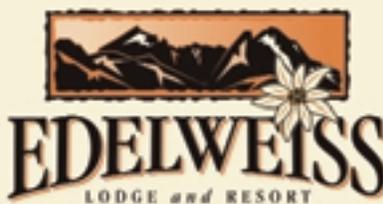
"The Edelweiss Lodge and Resort is

going to be a world-class resort hotel and give us the opportunity to serve our guests in an inspiring, safe and secure environment," said Richard LeBrun, Edelweiss Lodge and Resort general manager.

The new \$60 million resort is the result of the consolidation of AFRC-Europe hotel facilities in Garmisch and Chiemsee. The construction has been financed with a commercial loan (no tax dollars), which is a first for a United States military branch of service.

The new resort will continue to offer the popular tours and recreation opportunities currently available at AFRC-Europe. Two new tour buses have replaced older models and the Hausberg Lodge has been renovated to accommodate the increased number of guests visiting Garmisch.

AFRC-Europe will continue to provide vacation opportunities at the General Patton Hotel, Vacation Village and Campground and Hausberg Lodge, which are open until the opening of the new resort.



Additionally, the Von Steuben hotel in Garmisch is open exclusively for servicemembers participating in the Operation Iraqi Freedom and Operation Enduring Freedom 15-day R&R program. Special rates and programming have been created for OIF and OEF R&R guests.

For reservations or more information about the Edelweiss Lodge and Resort, go to www.AFRCEurope.com.

[POC; corey.henderson@afrc.garmisch.army.mil]

Time Off for Civilian Employees Returning from Active Duty

President George W. Bush signed a memorandum Nov. 14 granting federal employees returning from active duty five days of uncharged leave from their civilian duties.

Employees returning from active military service in connection with Operation Noble Eagle, Operation Enduring Freedom, Operation Iraqi Freedom or any other military operation subsequently established under Executive Order 13223 are entitled to the excused absence.

New employees who were not a federal civilian employee at the time of his or her activation are not entitled to the excused absence.

The intent of the President's memorandum is to grant 40 consecutive work hours of paid time off, including those on flexible and compressed work schedules, to aid in their readjustment to civilian life.

Upon receiving notification from an employee of his or her intent to return to civilian duty on a specific date, an agency must grant the employee 40 work hours of excused absence immediately prior to the employee's actual resumption of his or her duties.

In the event that an employee returned to civilian duty prior to Nov. 14, 2003, the employee should be granted 40 work hours of excused absence at a time that is mutually agreeable to the Federal agency and the employee. The excused absence should be granted all at once.

Information is available at www.opm.gov/oca/compmemo/2003/2003-14.asp.

[MS; peter.gary@cfsc.army.mil]

Military Retiree Concurrent Pay Becomes Reality

Military retirees will begin receiving both retired pay and Department of Veterans Affairs disability compensation as the DVA disability offset is phased out. Previously, the offset reduced the amount of the military retiree's pay by an amount equal to any disability payment received from the DVA.

Legislation authorizing concurrent receipt was signed by President George W. Bush Nov. 24 and took effect Jan. 1. Public Law 108-136 (Sections 641 and 642 of Public Law) authorizes a 10-year, phased elimination of the DVA disability offset to retired pay. This will affect members with non-disability retirements, without regard to years of service, and those who retired as a result of a service-related disability.

System changes are required to fully implement the legislation and will take several months to complete. When full implementation is completed, payments will include monies that are due retroactively to Jan. 1.

For more information online, go to www.dfas.mil/news/releases/archive/03-57.htm.

[Information courtesy Defense Finance and Accounting Service; carol.garcia@dfas.mil]

New Rules for GS Federal Employee Overtime

Rules for calculating overtime rates for General Schedule federal employees changed with the passing of the National Defense Authorization Act for Fiscal Year 2004. The amendment became effective Nov. 24.

The change affects overtime pay calculations for General Schedule employees who are exempt from the Fair Labor Standards Act and whose rate of basic pay is more than the rate for GS-10, step 1.

Under the revised formula, the hourly rate of pay for overtime is an amount equal to the greater of one and a half times the hourly rate of basic pay for GS-10, step 1, or the individual's hourly rate of basic pay.

This revision ensures that these employees will receive no less than their regular rate of basic pay for overtime work.

For more information, go to <https://my.pay.dfas.mil>.

[Information courtesy Defense Finance and Accounting Service; carol.garcia@dfas.mil]

Fort Campbell Youth Sports Wins Excellence Award

Fort Campbell, Ky., Child and Youth Services is one of five recipients of the Excellence in Youth Sports Award, presented by the non-profit National Alliance for Youth Sports. The award recognizes outstanding organizations that conduct diverse programs with a focus on providing safe and positive experiences for children, parents and coaches.

Fort Campbell CYS was chosen from more than 9,000 applicants.

CYS Youth Sports Director Chuck Younglove accepted the award Dec. 5 at the annual Athletic Business Conference in Orlando, Fla. As part of the award, Fort Campbell CYS received \$2,000 in background screening services, \$1,000 cash and \$1,500 for coaches training.

[Information courtesy Lora Gouin, Fort Campbell MWR Marketing]

MWR Academy Learning @ Full Velocity Winners

The MWR Academy has successfully introduced its new online learning initiative, "Learning @ Full Velocity." The program integrates online learning, student registration and course enrollment and support through one Web portal available at mwaonline.com. Through the site, MWR employees can obtain just-in-time training courses and access a range of job aids right at their workstations.

MWR Academy staff traveled over 260,000 miles to more than 100 installations to complete registration and train employees on the use of the system. During these visits from March-October 2003, 3,628 employees

(approximately 11 percent of the total MWR workforce) attended training sessions.

Installations competed for awards for their implementation of this system by continuing the registration effort following the Academy visit. The installations most successful in getting folks registered in the following 30 days will receive on-site training from the Academy staff. More than 20 percent of the worldwide MWR workforce is now registered on the system.

A dozen installations were selected as winners for outstanding implementation of the "Learning @ Full Velocity" Learning Management System:

- McAlester Army Ammunition Plant, Okla.
- Sierra Army Depot, Calif.
- Redstone Arsenal, Ala.
- United States Army Garrison Miami, Fla.
- Camp Zama, Japan
- Fort Riley, Kan.
- Dugway Proving Ground, Utah
- Rock Island Arsenal, Ill.
- Fort Monroe, Va.
- Korea Area I
- 254th Base Support Battalion, Schinnen, the Netherlands
- Livorno Area Support Team, Camp Darby, Italy

[HRT; janis.smith@cfsc.army.mil]

National Volunteer Week

National Volunteer Week is April 18-24. This year's theme is: "Volunteers Inspire by Example."

During National Volunteer Week, the Army highlights the contributions of volunteers through recognition ceremonies while supporting service projects in the Active and Reserve Components. For more information on National Volunteer Week, contact your Installation Volunteer Coordinator or go online to the Volunteers section at www.goacs.org ■

[FP; karen.nicholson@cfsc.army.mil]



Looking For a Promotion?

Follow Your ACTEDS Path to MWR Professional Development

By Victoria Palmer

If you are working in MWR, you are a Career Field 51 professional. Just as military occupational specialties have numbers, Army Civilian Personnel has career field numbers. Career Field 51 covers morale, welfare and recreation employees. And just like the military, MWR has guidelines for professional career development and training guidelines for MWR professional development.

“Career Field 51 includes all MWR employees, not just senior managers. Even a GS-5 188 rec aide should consider himself a professional MWR employee,” said Sharon Kane, the Army Civilian Training Education and Development System program manager in CFSC’s Human Resources Directorate.

“MWR is a very valid career area and we want to grow our own workforce, promote from within,” said Kane.

“We’ll be facing an exodus of experienced, knowledgeable managers [in the coming years] and we lose our middle folks all the time,” Kane said. “A lot of time, people don’t really think of it [MWR] as a career. Somebody starts by working in a gym, but there is a career in that. We can grow you within that career area where your interests lie. You too could be at the top running all the recreation programs at an installation.

“We’re really excited about having people stay with MWR. It’s a wonderful career path. What we want to do is make employees understand that and look at exactly what education path they need to be on,” Kane said.

ACTEDS provides that path for professional development for employees who want to prepare themselves for future MWR positions or who want to upgrade their knowledge and experience.

ACTEDS, which has been in place for more than a decade, identifies key MWR positions, the skills needed for the positions and the training needed to acquire those skills. It provides a structured, progressive and sequential approach plan which blends employee assignments, schooling and training and self-development to prepare employees for positions of increasing responsibility.

The MWR career field includes the following functional areas: community operations, family support (which includes child and youth programs), community recreation, financial management, marketing, contracting, services, information management, and Army lodging, Kane said. Numerous occupational series are represented in each of the functional areas.

There are potential progression patterns for horizontal, vertical and diagonal career movement, depending on an employee’s desired goals, educational background, job experience, training, developmental assignments and the requirements of a target position.

For an employee looking to do something different in their career, a horizontal ladder would provide movement into a different MWR area, Kane said. For example, a marketing specialist interested in moving into recreation would look at that training plan and take courses needed to obtain the necessary background to make a career switch.

ACTEDS training is divided into two categories: universal training, provided to all employees having similar duties and responsibilities; and competitive professional development, in which an employee must apply and be selected for training.

Supervisors play a huge role in growing the workforce and keeping MWR employees encouraged and excited about being able to be promoted, said Kane. An employee needs to look at their individual development plan and work with their supervisor to determine what training they need, in order to be promoted to positions of increasing responsibility, she said.

As the MWR Academy brings more courses online, it will be easier for employees to access the training they need. The MWR orientation course and the CFSC management course, which is required within the first year of assignment to a management position, are now online at the MWR Academy portal at www.mwraonline.com.

“It’s very easy to get caught up in what you’re doing, but we all need to step back and take time for training,” Kane said. “We can be better employees because we’re better educated, better trained, and we’ll be growing the workforce for the future.”

The MWR training staff or the human resources office at an installation has the ACTEDS book, Kane said. The information is also available online at www.armymwr.com/corporate/operations/humanresources/acted.asp or <http://cpol.army.mil/library/train/acted>. ■

[HR; sharon.kane@cfsc.army.mil]

Ask Your Librarian, 24/7

Reference Information Online Courtesy of Army Libraries

By Victoria Palmer

Need some reference information for a project you are working on now but can't get time away from your desk?

Army civilian employees, Soldiers, retirees and family members have a wealth of information readily available through their Army Knowledge Online account. The CFSC library program has purchased online general library commercial reference databases ranging from "America's Newspapers" to "What Do I Read Next?" Accessible through AKO, the databases are based on topics with multiple information and research resources available in each.

"These are the same [databases] as you would find in a small public library," said Carla Pomager, the systems and acquisition librarian in CFSC's Community Recreation directorate library program.

The Military & Intelligence and Expanded Academic databases are of particular interest to Soldiers, while homework help is readily available for their children through two databases.

The Facts for Learning database targets children in grades two through eight and includes such resources as Weekly Reader classroom magazines, The World Almanac and Book of Facts and the World Almanac for Kids. Topics are searchable under categories such as American history, social studies, math or countries and regions and can be narrowed down to be grade-specific for grades two through five.

The Student Resource Center database includes material for students in middle and high school and is based on national curriculum standards. Searches can be done by topic such as Geography and Cultures, History, Literature or Science and Health. The database also offers a dictionary, time-

line search, and a toolbox with research guidelines, tools and search tips.

The databases can be accessed through post libraries, where a customer can search directly from the public computers and ask the librarian for help. Databases can also be accessed at any time through AKO. After logging in, click on Army Libraries under Self Service on the left side of the screen. Then click on the eJournals & eBooks link on the right side of the screen to open a new window which will list the databases.

The resource has grown from nine databases in 2001 to 21 in 2004 and customer use of the databases has been steadily increasing, Pomager said. The most popular databases in 2003 were the Military and Intelligence database with 67,600 visits, the Student Resource Center with 45,600 visits, and the Biography database with 43,555 visits.

Pomager said that centrally purchasing

the databases costs only 80 percent of the overall cost if the 87 Army post main libraries purchased the databases individually. She noted that some of the smaller libraries would not be able to afford the purchase. Plus, having the databases centrally online offers a wide range of information resources accessible to all Soldiers and families wherever they are stationed.

If a customer cannot find the information they seek in the databases, Pomager suggests they use the option to "Ask a Librarian" via email on the Army Library page in AKO. The reference information will be returned by email within 48 hours.

Army Knowledge Online is at www.us.army.mil. Active duty, Reserve and National Guard Soldiers, Department of the Army (including NAF) civilians, military and civilian retirees and their families are eligible to register for AKO. ■

[CR; carla.pomager@cfsc.army.mil]

Where We Found It

- The president and vice president are the only elected U.S. officials who are not actually chosen by a direct vote of the people. They are really elected by the 538 members of the Electoral College.

— *Facts for Learning (Grades 2–5) database available through AKO*

- Under the U.S. Constitution, the people do not vote for the president of the United States; instead, a body of electors is empowered to do so. The electoral college was invented by the drafters of

the Constitution as a means of avoiding the direct election of the president, while limiting the ambitions of members of Congress. According to Article II, section 1, each state legislature decides how that state's electors are chosen, but no senator or representative can become an elector. The electors gather in their home state to vote for the president and vice president. To win, a presidential candidate must have a majority of votes in the electoral college.

— *Student Resource Center database available through AKO*



Jane Tucker

Growing the GREEN

Army Golf Courses Battle Loss of Customers

By Tim Hippi

Devastated by the aftermath of Sept. 11, 2001, Army golf courses are still trying to rebound from the decrease in customers lost by force-protection measures and deployments.

"That event caused such turmoil in the Army golf industry that we had almost a million-dollar decline in profits," CFSC's director of golf business programs Bill Sport said of the weeks immediately following Sept. 11. "Comparing the month of September 2000 to September 2001, we had a decrease in profits for that one particular month of \$942,000."

Locked-down installations are here to stay for the duration of Operation Iraqi Freedom and Operation Enduring Freedom. And on many posts, the majority of troops are deployed far from the 62 golf courses on Army installations, further reducing the number of potential customers.

Fort Belvoir, Va., is primarily an administrative post, but war-time deployments have cut into its number of annual patrons.

"It has affected our annual memberships because many people have decided to pay

on a daily basis rather than annually because they don't know how long they are going to be here," said Peter Cizdziel, manager of the Fort Belvoir Golf Club, where rounds of golf dropped from 105,639 in 2002 to 81,825 in 2003, a 23 percent decrease.

"Because of deployments, there was a lot of uncertainty as to whether they would be here all year," he said.

Rainy weather in 2003 also compounded the challenge of fewer customers for many courses. At Fort Belvoir, measurable precipitation fell on 42 percent of the days on last year's fiscal calendar and the links absorbed 22.79 inches more than average annual precipitation.

"The weather was so bad in the spring that people were saying 'I'll wait until the weather breaks.' I heard that a lot," Cizdziel said. "Well, it never broke, and they never joined."

Fort Belvoir has lost 100 annual members, down from 1,050 to 950 last year.

"We've absolutely resigned ourselves to the fact that this is the way it's going to be and we have to learn how to operate under

these conditions," said Cizdziel. "We're on life-support."

According to Sport, so are the golf facilities on forts Carson, Colo.; Campbell, Ky.; Hood, Texas; Lewis, Wash.; and Riley, Kan.

"The big posts were hit the hardest as far as patron fees go," Sport said. "You've got a lot less Soldiers on post."

Army MWR golf leaders, however, are being tasked to "grow the game" this year. Slowly but surely, club managers are devising ways to lure reluctant golfers through secured gates to combat everyday stress with a round or few.

One of the more innovative moves was to invite military veterans to play on Army courses. Patronage of MWR activities regularly includes active duty personnel and military retirees, for example, but not veterans.

The move is permitted under Army regulation 215-1, which authorizes an expansion of patronage for category C MWR programs only under a set of strict criteria which includes under-utilization by authorized patrons, written agreement from local government officials indicating they have



Tim Higgs

Peter Cizdziel, golf club manager at Fort Belvoir, Va., said his course had 15 sled days and only five play days in January.

no objections to such expanded use, and approval by the Assistant Secretary of the Army for Manpower and Reserve Affairs.

Manager Matt Mugavero at Picatinny (Arsenal) Golf Club in New Jersey was the first to invite local vets to his course. Several others have since followed suit.

“Their garrison commander went out and briefed all the American Legions and VFWs and got them on board,” Sport said. “Veterans, with war and patriotism, we want them to come on base and play. We have had no major hiccups with anybody who’s tried to do that.

“Picatinny was first to implement this. It’s worked extremely well. That was a real installation and civilian cooperative effort that’s just a win-win-win for everybody.”

Manager Bill Schaffer at Fort Lee, Va.’s, Cardinal Golf Course said a local veteran proudly told him this was the first benefit he’s received for being an Army vet.

“Just because you’re a veteran didn’t grant you access to any of our MWR facilities,” Sport explained. “Retirees always have [had access], but the two-year, three-year, four-year guys had no access. They had no patron status at all. So that is a win-win situation.”

Since Sept. 11, access control of installations is the biggest hurdle Army golf courses have faced. Patrons without a Department of Defense decal on their vehicle must enter the visitor center and apply for a one-day visitor’s pass every time they play.

Many golf club members meet their guests off post and drive them onto post. At that point, guests need only show their driver’s license. That expedites the process, but it’s still an inconvenient extra step.

For tournaments and catered functions, the Fort Belvoir Golf Club provides a list of guests to the gate guards, who allow them to enter the installation without registering their vehicles. The list must be delivered three days prior to the event.

“Because of that system now in place, our catering events have come back and our golf tournaments and outings are not an issue any more,” Cizdziel said. “They get the names at the gates and they let them come on in. But we can’t provide them with ‘here’s a threesome playing at 8 o’clock and here’s a foursome at 10 o’clock.’ It’s got to be one group function. So that’s still an area of concern for us, members bringing their guests out, and that’s a big chunk of our revenue.

“It’s still a hassle getting them through

Innovative marketing is essential to the survival of some facilities. CFSC Business Programs developed the “Lucky Bucket Sweepstakes” promotion in 2003, offering driving-range customers a shot at instant-win prizes every time they purchase a bucket of balls and the opportunity to win a grand prize trip for two to a golf resort.

The promotion at 49 Army golf facilities in May and June increased profits by \$86,000 over the same two-month period in 2002. The sweepstakes will be held again this year, with the addition of local grand prizes.

Fort Belvoir’s Cizdziel recently implemented an incentive program for all 85 employees to help bolster business by offering awards to those who refer golf memberships, outings, leagues and catered events to the club.

For referring tournaments of 40 to 60 players, an employee receives \$100. For 60 to 144 players, they get \$200. For 200 golfers or more, \$500 is awarded. For referring a new annual golf patron, the employee gets 10 percent of the fee. For landing a catered event of 20 or more people, two percent of the sale goes to the referrer.

“I’m hoping this is what turns things around,” said Cizdziel, who hasn’t had

Army MWR golf leaders are being tasked to “grow the game” this year.

the gates. They understand why. They’re not complaining. They understand the importance of [force protection], and so does the entire staff here.”

At Fort Huachuca, Ariz.’s, Mountain View Golf Course, the parking lot, entrance road and gate have been modified to allow direct access, essentially separating and isolating the links from the remainder of post.

“Even the guys on base have to go out and come around to get to the golf course, which is probably a little bit of a pain for them,” Sport said. “But it’s still a creative and innovative way to get outside traffic in.”

enough time to tell if his incentive idea will reap dividends.

In golf’s off-season, sled riders are fond of the slopes on Belvoir’s Woodlawn Course holes No. 9 and 11 and the driving range, Cizdziel said.

“We’ve had more sledders than golfers in the month of January,” said Cizdziel. “We had five play days in January. I’m guessing we had about 15 sled days, but we haven’t figured out a way to make money off sledging yet.” ■

[BP; bill.sport@cfsc.army.mil]

BP UPDATE

Nominations Sought for Award Recognizing New MWR Managers

The International Military Community Executives Association Irving Rubenstein Award recognizes the best new MWR managers of each service every year. The award honors exceptional achievement by MWR professionals who have less than two years experience as a manager in any MWR program. Award winners display exceptional management skill and leadership, achieve particularly outstanding performance results in their program and possess great potential for continued success in military MWR.

Any manager in any MWR program who began working in their position since Jan. 1, 2002, may be nominated. Nominations must be submitted to the Installation Management Agency Regions and forwarded to CFSC. There is no limit on the number of nominations each Region may submit.

The deadline for all nominations to be

submitted to CFSC is April 23. CFSC will review the nominations and forward them to IMCEA for evaluation and selection.

Information on nomination criteria for the IMCEA Irving Rubenstein Award is available from James Matthews in CFSC's Business Programs Directorate.

The awards will be presented at the IMCEA Annual Awards Banquet in Denver, Colo., in August.

[BP; james.matthews@cfsc.army.mil]

New Rituals at Bragg

Fort Bragg, N.C., opened a gourmet coffee and espresso service in the Ryder Golf Course Club House in October. Rituals, the brainchild of Fort Bragg MWR food and beverage manager Wally Maass, is a full-service café offering gourmet coffee, espresso, pastries and smoothies.

Signature espresso drinks include the MWR — a mocha with raspberry creation. Other hot sellers include caramel apple

cider and candied apple cider, both topped with homemade whipped cream.

Maass said the customer base is building daily. "Rituals appeals to a wide spectrum of the Fort Bragg population and has proven to be a sound investment and a solid business venture," he said.

Maass plans additional Ritual outlets at the Fort Bragg Soldier Support Center and Fort Bragg's Moon Hall lodging facility.

[Courtesy Dee Dee Clark, Fort Bragg MWR Marketing. POC; maassww@bragg.army.mil]

Darmstadt Opens Two New Theme Operations

A Taste of Philly in Darmstadt

Darmstadt, Germany, introduced "a taste of brotherly love" Dec. 1, with the opening of the first Philly Joe's. The Philly cheese steak sandwich snack bar operation offers made-to-order original Philly sandwiches and salads specific to the Philadelphia area. Menu selections include the Original Philly Joe's cheese steak, the Speakeasy Club and the South-of-the-Tracks Chicken Salad.

Sandwiches are packaged in simple cardboard boxes, which have become a Philly Joe's signature trademark. A variety of Tastykakes (snack cakes originating in Philadelphia in 1914) offered on the dessert menu complete the "Philly" dining experience.

The Philly Joe's concept was developed by the 26th Area Support Group and is located in the 18-lane Darmstadt Bowling Center. The "corner store" deli-style atmosphere includes décor featuring famous Philadelphia buildings and landmarks. Services include home delivery and telephone/fax ordering.

In the first month, gross sales reached \$25,000.

U.S. ARMY Theme Operations

First Reggie's Pub Opens in Michigan

The first Reggie's Pub sandwich shop opened Jan. 21 in the U.S. Army Garrison-Michigan (formerly U.S. Army Garrison Selfridge), eight-lane bowling center. The new Reggie's Pub theme food and beverage concept is designed as a comfortable pub atmosphere with a menu featuring made-



to-order, oven-toasted signature sandwiches.

The \$30,000 renovation of the 2,375-square-foot facility included construction, kitchen equipment and décor upgrades. Reggie's Pub is open daily and is the only food service available on the installation in the evening.

This is the first Reggie's Pub to open and is the 48th unit Army branded theme operation.



“It met our expectations for a new snack bar operation” said Douglas Smith, 26th ASG hospitality management group chief.

Information on theme operations in the 26th ASG is online at www.mwr.germany.com.

Second Winger's Opens

The second Winger's franchise restaurant in the 26th Area Support Group opened in Darmstadt, Germany, Dec. 8.

The new restaurant is part of the \$2.5 million renovation of the old Rainbow Club, now renamed “Escape.”



Winger's features an all-American menu and fills the void left in the family restaurant mar-

ket in the community with the closing of the Darmstadt Community Club in 2002. The seating area can accommodate 100 people

and is also available for gatherings.

“With the opening of this restaurant, we are continuing our goal of setting a standard for quality service and excellent product in our area,” said Smith.

[Courtesy Tiffany Temple, 26th ASG MWR Marketing]

Joint-Service Venture with USMC

CFSC Food Services Division opened a dual storefront Reggie's Express and Primo's Express at the U.S. Marine Corps Air Station base exchange complex in Beaufort, S.C., Jan. 22. These units are the first USMC-funded design-build projects for the Army branded theme concepts program. The Primo's Express and Reggie's Express units cost approximately \$500,000 for construction and furniture, fixtures and equipment.

Besides being the first joint-service venture with the USMC, the opening of these operations reached a milestone by being

the 49th and 50th Army branded theme units to open.

Memorandum Of Agreement with Coast Guard

CFSC and U.S. Coast Guard MWR representatives officially entered into a Memorandum of Agreement Dec. 9 to operate Army Branded Theme Operations on Coast Guard installations. The MOA calls for the Coast Guard to pay a percentage of gross sales to the Army Morale, Welfare and Recreation fund in exchange for food programs and services.

The Coast Guard MOA is the third Joint Services partnership initiative involving Army branded theme operations, following formal agreements with the U.S. Marine Corps and Air Force MWR.

More information on the theme operations program is on the Web at www.armythemes.com. ■

[BP; lisa.holland@cfsc.army.mil]

Supporting Army Families

(continued from page 3)

members might feel during Soldier deployments, and keep family members informed about unit assistance programs and local civilian agencies that may be available to families for both routine and emergency services. They also bridge the communication gap between military units and family members, helping family members better understand not only what the unit is doing, but why.

Under our Community Recreation Directorate, our Library professionals are also helping bridge the communication gap between deployed Soldiers and their families. In Hawaii, the Sgt. Yano Library conducted sessions at which deploying parents could record a story for their children to listen to after the parent was gone. By the end of January they taped 44 sessions, and then made the sessions even more attractive by including video recordings saved to videotape or DVD. Fort Benning, Ga.'s library offers a similar service to its deploying parents.

Here at CFSC, we've developed a self-contained unit that includes a camera, DVD recorder, DVD player and VCR player for shipment to Power Projection Platforms and units in deployed areas. This unit will allow a deployed Soldier to record a storytime reading on a DVD and send the recording home for his or her

family to watch and enjoy. A set of books will be included with the kiosk along with a short description of how to use the equipment.

As we head into the Month of the Military Child, Soldiers deployed all over the world are more focused on their missions because they know — thanks to the dedicated MWR professionals associated with Child and Youth Services, ACS Programs and Community Recreation, as well as the rest of the Army MWR workforce — their families are well cared for.

Thanks to each of you, MWR remains an essential force multiplier for our Army. You can be justifiably proud that you are answering a special calling — serving Soldiers, civilians and families in time of war. A big Hooah to the entire MWR team!!!

ROBERT L. DECKER
Brigadier General, USA
Commanding





SUPPORTING ARMY FAMILIES

Reaching Out to Teens

Army Teen Panel Now Includes Guard and Reserves

Story and photos by Victoria Palmer

Through the Army Teen Panel, teens have a critical voice in what goes on in their lives.

“They have the opportunity to let people know what will be most beneficial to them from a worldwide perspective. And we can use this for programming direction,” said P.K. Tomlinson, Army Child and Youth Services deputy director.

Understanding how the Army’s move to an expeditionary force — with more frequent and longer deployments and family separations — affects military teens and their families is a challenge confronting Army Child and Youth Services. To successfully meet this challenge by hearing the voices of military youth and reaching out to involve teens from all components in programs, the Army Teen Panel has been restructured.

The ATP now includes youth from families of Army Reserves, Accessions Command and National Guard Soldiers. The new teen panel structure is part of CYS’s goal to reach out to the total Army family in military communities, in response to Army Vice Chief of Staff Gen. George W. Casey Jr.’s request to develop a multi-component family support network, Tomlinson said.

The new panel, which met Feb. 11–15 in Alexandria, Va., has two teens representing each Installation Management Agency region and the Army Reserves. Currently, the National Guard and Accessions Command each have one representative on the

panel, but have the opportunity to have two teens on the ATP, Tomlinson said. Some teens will serve a one-year term and some will serve a two-year term.

“The purpose is to be able to rotate members so we always have mentors for new [panel] members,” said Tomlinson, explaining that previous ATP members recommended the process.

Operation: Military Kids

The Army Teen Panel is using the CYS partnership with 4-H programs to reach teens in military families who are Army Reserve, National Guard, or geographically isolated from a military post, said Tomlinson. Through Operation: Military Kids, teens will use the 4-H community resources already in place to reach out to teens who may not have a military post nearby.

During the ATP February meeting, panel members began developing the framework for putting the program into action.

“The goal here is to teach them about the Expeditionary Force, about the multi-component family support network, about Operation: Military Kids, and have them develop an implementation plan for using



ATP members work together in a teambuilding exercise.

their new knowledge to provide outreach to other teens,” said Tomlinson.

She said the ATP would also look at how to expand opportunities for youth living on installations and close to the post and ways to draw those teens into participating in programs on the installation.

The panel members return to their installations armed with an action plan and prepared with the knowledge and training gained at the ATP meeting to put it in effect.

“They’re doing teambuilding, learning

how to be facilitators and learning activities they can take back to their installations and forums that they can use to engage youth and get them involved,” Tomlinson said.

“They also will share that with the Region, because they’re going to ask the Region chiefs and CYS program managers to support them in helping get the word out about what they would like to do with Operation: Military Kids,” she said.

For 15-year old Gary Ashcroft, an Army Reserve ATP representative, there is no system in place for communicating with other teens in Reserve families.

“I know some kids in our area, but don’t really know them that well. We only see each other twice a year, like at family days. So I feel somewhat isolated,” said Ashcroft, a high school sophomore from Georgia.

It is important to involve Reserve teens in the ATP because of the possibility of deployment of their Soldier parent, said Ashcroft, whose father in the 81st Regional Support Command has not yet been mobilized.

“Active duty is different than Reserves, because we’re spread out over such a large area. We don’t have youth centers, and communication and organizations like that,” Ashcroft said.

ATP: The Voice of Army Teens

“It’s going to be necessary to incorporate every Army teen into the process, so they don’t feel left out and do feel part of it and don’t have resentment toward the Army. In many cases, their parents are around all their lives and now they’re going away and they’re not used to that, whereas regular Army teens are,” Ashcroft added.

Ariel Waite, a 16-year old from Idaho, representing the National Guard on the ATP, echoed Ashcroft’s desire for the voice of teens to be heard. The high school junior, who serves as vice president of the Guard family youth group in her state, said there is a structure in place for activities and communication with the teens in her area and she has contact with Guard family teens

through monthly planning meetings. Waite said she hopes to help to establish communication and activities for Guard teens in other areas.

It is important to have the Guard represented on the ATP and work with teens from all components, said Waite, whose father served in the Air Force, Army and Army Reserve before joining the National Guard. Because of her experience as a military teen, “I know what they’re going through,” Waite said.

Established in 1995, the Army Teen Panel program communicates teen concerns on issues and provides feedback on initiatives to Army leadership. The ATP informs Army leaders about the lives of teens on Army installations and in the community and the unique situations military family teens encounter.

The panel communicates to military teens through the

advisors from CFSC and IMA Regions staffs, who also serve as mentors.

Serving on the Army Teen Panel is the pinnacle of a teen leadership development process, Tomlinson said. Teens develop leadership skills at the installation level through CYS partnership programs, such as the Boys & Girls Club Keystone and Torch clubs. Teens further develop leadership skills through participation in IMA regional youth leadership forums, by serving on IMA Region Teen Panels and by attending the



The Army Teen Panel and adult advisors.

Listening to the voice of teens through the Army Teen Panel process can provide insight for other MWR programs.

Army Teen Chain of Communication, including the Army Teen Panel Web page and its password-protected forum where teens can talk to one another about issues at their installations.

Eighty-four teens, including the current members, have served on the ATP. The teens come from installations and communities around the world, including Hawaii, Korea, Japan, Europe and across the United States.

Through the ATP, panel members have opportunities for developing leadership, community outreach and citizenship skills. The panel members are guided by adult

annual Army Family Action Plan conference. After teens serve on the ATP for two years, they may apply to CFSC CYS to volunteer as ATP junior advisors.

Listening to the voice of teens through the Army Teen Panel process can provide insight for other MWR programs outside CYS on an installation, said Tomlinson. MWR programs can get ideas on what teens like, how to get teens more actively involved and how to reach out to the whole family. ■

[CYS; pk.tomlinson@cfsc.army.mil]



SUPPORTING ARMY FAMILIES

Making Character Count

Developing Character is Business as Usual for Army CYS

By Victoria Palmer

Army Child and Youth Services has formally partnered with Character Counts, a widely-adopted character education program developed by the non-profit Josephson Institute of Ethics, based in Los Angeles. The program, already active on several Army posts and in youth leadership forums, will now be part of baseline programming across all Army CYS programs, including Child Development Services, School-Age Services, Youth Services, and CYS Liaison, Education and Outreach Services.

“A lot of installations are doing Character Counts or character education training to help people take a look at what they value and to help them understand how they make good decisions,” said Mary Jo Williams, character education specialist at the Installation Management Agency-Southeast Region Center of Expertise for Character, located at Fort McPherson, Ga.

“This makes it more formalized. The real goal is that every staff person speaks the language and they model it. I know no better program that does such a wonderful job of helping young people understand the value of service to the community and providing opportunities for community service,” Williams said.

To bring the program Army-wide, a series of regional “train the trainer” two-day seminars are being conducted for CYS professionals. Attendees include CYS trainers,

center directors, program managers, Family Child Care, School-Age Services and Youth Services directors who will bring the program back to their installations.

Army CYS and Character Counts are natural partners with common values, said Williams. The Character Counts program emphasizes six attributes, called the Six Pil-



lars of Character: trustworthiness, respect, responsibility, fairness, caring and citizenship. These pillars mirror the Army values of loyalty, duty, respect, selfless service, honor, integrity and personal courage.

“It fits beautifully with the Army core values,” Williams said. “We may change the words a bit, but we are still talking about the same things and about making good choices and decisions.”

The program materials are designed to promote good character in children of all

ages. Age-specific programs are targeted to preschoolers and school-aged youth and teens. The program is not an additional task for CYS staff, said Williams. Rather, the common language and instructional techniques are meant to enhance Army CYS programs and provide greater consistency and predictability among installations, she said.

Character Counts also has a Pursuing Victory with Honor program which promotes sportsmanship and fosters good character and guides interactions with athletes, coaches, teachers, sports administrators and parents.

Army-specific Character Counts materials have been developed for CYS, said Shaunya Murrill, CFSC CYS Outreach Services program manager. Army Child and Youth Services representatives from CFSC and installations worked for two years with the Josephson Institute to customize the materials

for the Army. The turn-key training program includes a binder and CD with all the training materials included. Murrill said the materials can be further individualized by an installation to meet local needs; for example, if a CYS program wanted to introduce Character Counts through only one pillar.

Marcia Takitch, CYS training and curriculum specialist from Fort Knox, Ky., said her installation introduced Character Counts to the community during the Month of the *(continued on page 18)*



SUPPORTING ARMY FAMILIES

ACS Supports **Children** and **Youth** During Deployments

Materials Designed to Provide Stress-Coping Skills

By **Ronnie Thomas**

Notification of deployment can come quickly and can be unsettling for adults. It is even more traumatic for children who cannot always understand what is happening and why a parent or family member is leaving.

The Army is committed to providing a full range of essential support and services to Soldiers and their families, to help families respond to various transitions they experience such as relocation, separations and deployments. Soldiers who know their families are taken care of are better able to concentrate on their mission.

The current array and structure of family support systems and child/youth programs are largely focused on active component and peacetime missions. The Global War on Terrorism challenges rethinking the normal way of doing business and formulating strategies to provide seamless support to all family members across components.

In addition to the Child and Youth Services programs support for children and youth, resources are also available through Army Community Service. ACS has developed tools designed to address the unique needs of children and youth and provide the knowledge and skills required to cope with the additional stress of deployment.

Operation READY for Kids serves as a safe and appropriate outlet for children and youth to express their emotions and address

emotional issues surrounding a parent's deployment. The curriculum includes four sets of age-appropriate materials for children from preschool to high school ages that help young people deal with issues of parental absence due to deployment: story and activity books tackle issues for preschool and school age children ages 3–9; a comic book format speaks to pre-teens ages 9–12; and a teen magazine format targets ages 13 and older. The materials also contain suggestions for parents, using the book scenarios as a starting point for discussions about deployment.

OP READY for Kids materials have been distributed to all Army installations as well as the Army National Guard and U.S. Army Reserve. The materials are also available on the ACS Web site at www.goacs.org; click on Deployment Readiness and then OP READY.

“Your Buddy CJ — Helping You Understand Your Feelings” is a CD-ROM targeting military families with children 3 to 8 years old who are facing an increased sense of vulnerability and heightened stress due to the war. “Your Buddy CJ” is designed to help reduce fear and help children cope with a parent's absence in a positive way, promoting healthy family and child resiliency. CJ takes children on an adventure from his neighborhood in outer space. Through storytelling, games, and activities, children build fundamental skills for coping with stress.



Jane Tucker

Copies of “Your Buddy CJ” were sent to all installation Family Advocacy Program managers in Army Community Service to share with educators on and off post and child development center staff.

ACS coordinates with community resources such as schools, medical treatment facilities and child development centers to synchronize services and ensure maximum support for children and their families. In addition to the tools directly related to children and deployments, ACS offers other programs and services that are either child-specific or support the family as a whole.

The New Parent Support Program Plus is an integral part of the Army's overall effort to prevent and treat family neglect and abuse and uses a home visitation model to promote positive parenting and healthy families.

The program targets first-time parents

(continued on page 18)



SUPPORTING ARMY FAMILIES

The Army Volunteer Corps

A New Name Encompasses a Long-standing Tradition of Service

By Kris Henn

The Army will implement the Army Volunteer Corps in conjunction with National Volunteer Week April 18–24.

The AVC is a result of recommendations made by attendees at the Army Volunteer Summit hosted by CFSC in September 2002. At that meeting, more than 50 representatives of Army organizations met and brainstormed on how to revitalize volunteerism in Army communities.

The Army Volunteer Corps is not a new program. It is a new way of thinking about volunteerism in the Army. It will not supercede existing volunteer programs. It will embrace existing volunteer programs, uniting all volunteers who support Soldiers and families and formalizing the Army's commitment to volunteerism.

The AVC is a framework to connect volunteers to the Army in addition to the organization in which they give their service. The AVC will respect the autonomy of individual programs, organizations, and military units that use volunteers, even as it links together Army volunteers throughout the community.

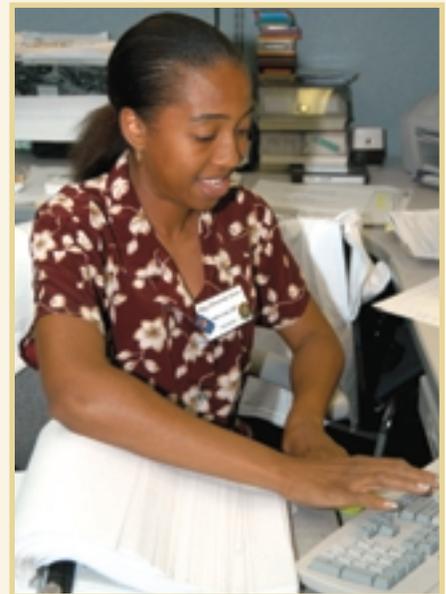
Whether a National Guard family readiness group volunteer, an Army Family Team Building volunteer for the U.S. Army Reserve, a chaplain volunteer or a thrift

shop volunteer on an installation, all volunteers serving Soldiers and families are part of the Army Volunteer Corps. The Army Volunteer Corps concept supports teamwork and unity as Army volunteers, while recognizing the individual strengths and contributions of both the volunteers and the organizations with whom they serve.

The AVC logo will serve as the “corporate brand” of the Army Volunteer Corps and will represent all volunteers who serve Soldiers and families, regardless of their organizational affiliation. For example, a Red Cross volunteer will still be identified as such.

The implementation of the Army Volunteer Corps includes publishing an Army White Paper on Volunteerism and a Code of Ethics. The White Paper will formalize the Army's recognition of the importance of volunteers to Army communities and define the Army's support for volunteers within the limits of the laws governing voluntary service.

Army Volunteer Summit attendee Peggy Stamper, an eight-year volunteer program veteran from Fort Hood, Texas, summarized the value of the AVC to volunteers. “To get command support from this level is going to add a lot of credence and emphasis to what we're already trying



Victoria Palmer

An ACS volunteer helps out at Fort Stewart, Ga.

to do,” she said. “I love the idea of the Army Volunteer Corps, the idea that we're going to have an identity that's recognizable off and on the post. That's going to be a tremendous boost.” ■

[FP; kris.henn@cfsc.army.mil. Henn is the outreach program manager in the CFSC Family Programs Directorate.]



SOLD on Army Spouses

Initiative to Enhance Connection to Community, Will Help Manage Army Volunteer Corps

By Jay Burcham

Through the Army recruitment and training process, Soldiers develop an understanding of Army culture, their role in the military and the opportunities available to them.

Through a Web-based program, the Spouse Orientation and Leader Development initiative aims to help spouses connect with the Army, grow through education and training, develop as community leaders and contribute back to their Army communities — while providing proof of tangible, marketable experiences.

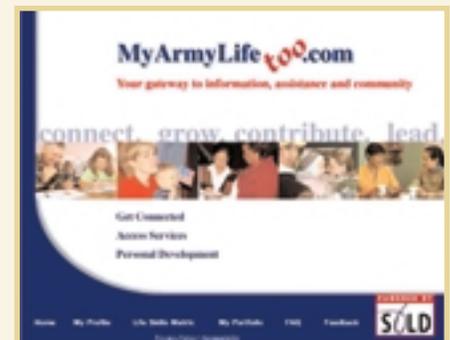
SOLD's Web site at www.MyArmyLifeToo.com provides the virtual gateway to existing services, systems and Internet technologies. As an online program, SOLD reaches out to the entire Army community, encompassing active, Guard and Reserve component spouses. No longer restricted by the limitations imposed by a physical office, information, resources and a connection to the Army community are now readily available to spouses and family members, no matter how far they may live from an installation.

The Web site will include areas that work together to help spouses improve life skills, enhance self-reliance and understanding of the Army, and access resources for family life, employment and career development. Some parts of the site are now available for use, while others are still under development.

Available online now, the Life Skills Matrix connects with resources to develop knowledge and skills to make Army life rewarding. The matrix is a comprehensive database of knowledge, skills and abilities that relate to skill sets associated with different levels of participation and leadership within the community.

Also now available online, the Access Services section provides links to programs and service providers to help spouses make the most of military life, such as finding child care, managing finances or coping with relocation and deployment.

When fully developed, the Volunteer Component will provide opportunities in which participants can become SOLD



ambassadors, coaches and mentors to help others connect with the Army and develop new knowledge and skills.

The Personal Portfolio application will allow spouses to track their learning, experience, employment and volunteer service to build a record that will be readily available online, no matter where they travel. This application will help manage the Army Volunteer Corps. ■

[FP; vicki.brown@cfsc.army.mil. Jay Burcham works in the CFSC Family Programs Directorate.]

Resources and a connection to the Army community are now readily available to spouses and family members, no matter how far they may live from an installation.



Making Character Count

(continued from page 14)

Military Child in April 2003. The local county cooperative extension agent, who was already using the program and had partnered with 4-H and other organizations, conducted the program training for the Fort Knox CYS staff.

“The staff was at first hesitant that the program was another job to do. When they broke down the parts of the program, they realized they were already doing it and just needed to use the [consistent] language more often and start recognizing children when they display the Six Pillars of Character,” Takitch said.

“We actually see more behavior changes in the adults — trying to work things out among themselves, more conscious of what they say and do — because the children are watching,” she said.

“Character Counts is pretty much the foundation of everything we do,” said Adriane Tasco, CYS training and program specialist at Fort Belvoir, Va. “It hasn’t been a formal process, but something we’ve been doing all along. The middle school [youth] and teens have begun to do community service projects through the Torch Club. Character Counts will allow them to get recognition and take ownership for things they are already doing.”

Army Child and Youth Services is a member of the Character Counts Coalition — a diverse, nonpartisan alliance of schools, school districts and educational organizations, cities, communities and counties, and service organizations. National organization

members include the American Red Cross, Points of Light Foundation, YMCA, Boys & Girls Clubs of America and 4-H.

“We’re going to officially kick off the character education program initiative during the Month of the Military Child,” Williams said. “We’re asking every installation to do something so people really understand that this is significant.”

Character education can be helpful to children coping with deployment, Williams said.

“It’s important that we treat kids as people of character, and help them understand that... it takes courage to be at home too,” she said. “And all the pieces fit together to make a stronger family.” ■

[CYS; shaunya.murrill@cfsc.army.mil]

ACS Supports Children and Youth During Deployments

(continued from page 15)

and high-risk individuals, couples and families. Each NPSP Plus site has a team, consisting of licensed social workers and nurses, who complement existing programs. The teams are located in or near the installation Army Community Service center, and team members address the gamut of parenting issues and concerns.

The teams’ primary duties are home visitations, which allow role modeling and one-on-one parent education. They may also offer play mornings and general parent education classes such as infant nutrition, safety, discipline, and growth and development.

The Special Supplemental Food Program for Women, Infants and Children is a food and nutrition program for members of

the armed forces outside the continental United States. In January 2001, ACS began providing information and referral services to families who may be eligible based on income and family size. The program is now operating at 53 sites in Europe, Korea, the Pacific and Latin America.

The Germany Youth Project, serving youth ages 7 to 18, began as a pilot program in March 2000 to reduce the incidence of school age and teen behavior problems among children of active duty service members. The Germany Youth Project is a partnership with the Department of Defense Dependent Schools to promote positive youth development programs to counter at-risk behaviors and reduce the lost duty time Soldiers and spouses experience to deal

with these issues. Discussion topics range from countering peer pressure to bullying.

The Healthy Parenting Initiative is a partnership between the military services and Virginia Polytechnic Institute and State University to develop military-specific parenting resources. Participants identify strategies using materials such as the Healthy Parenting Toolkit, Parent-Teen Resources and even Command Briefing resources to promote healthy parenting. These resources are available on the Web at www.mfrcdodqol.org/healthyparenting/about.us.cfm. ■

[FP; veronica.thomas@cfsc.army.mil. Thomas is an Army Family Action Plan program analyst in the CFSC Family Programs Directorate.]

PEOPLE IN THE NEWS

CFSC Marketing Chief Retires, Awarded White Plume

William P. (Bill) Long, marketing communication division chief in the CFSC Strategic Planning and Policy Directorate, was awarded the Order of the White Plume during his retirement ceremony at the Community and Family Support Center Feb. 26. The award capped his more than 38 years of military and civilian service.



William P. (Bill) Long

Long entered the military in 1963. He served in Vietnam as a company commander and assistant division operations officer. Other assignments include adjutant personnel officer; operations and training officer; chief, disability separation and retirement; and advisor to the Texas Army National Guard. Long retired from the Army as a lieutenant colonel in 1983 after his final assignment as the deputy community commander for Ansbach, Germany.

His 17-year career in Army MWR began as the assistant director of community and family activities in Nuernberg, Germany in 1985. While in Nuernberg, he implemented the United States Army Europe pilot for standard installation organization and the single fund.

In September 1986, Long moved to the position of programs analysis officer for club programs in Schwetzingen, Germany. Subsequent MWR positions in Germany included supervisory club management specialist and Policy Evaluation Section chief. He moved to headquarters U.S. Army, Europe in 1991, where he served as Chief, Financial Plans and Build Down, Community and Family Support Agency.

Long joined the CFSC staff as a senior policy analyst with the Policy Division, Plans

and Policy Directorate in February 1992 and became the marketing chief in 1993.

During his 10-year service at CFSC, Long worked to develop marketing's role as a full partner in the business process by providing tools essential to business planning at the installation level. His accomplishments included overseeing development of the strategic business planning guidebook and handbook, centralization of the Leisure Needs Survey, ensuring consistent education and training for Army MWR marketers, creation and growth of the Army MWR Web site and building a distinct brand identity for Army MWR.

Long holds a bachelor's degree in personnel and industrial relations from Utah State University. His military awards and recognitions include the Combat Infantry Badge, Bronze Star and the Silver Star.

The White Plume is the highest Department of the Army MWR award bestowed on an individual working to support Soldiers and families. Long is the 227th recipient of the award.

Gaddis New CFSC Human Resource Career Division Chief

Bonnita Gaddis has been selected as the Human Resource Career Division chief in the Human Resources Directorate at CFSC.



Bonnita Gaddis

She will oversee the Career Management and Staffing Program, Human Resources Uniform Funding Management, revision of the Army Civilian Training Education and Development System, the nonappropriated fund management trainee program and the MWR referral and staffing program.

A military family member for 30 years, Gaddis said she began working for MWR to

overcome the challenge of starting over every time she changed jobs because of frequent moves.

She began her MWR career as a Morale Support Fund custodian and advisor for MWR Activities in Augsburg, Germany, in 1981. In 1984 she moved to Fort Ord, Calif., where she was hired to consolidate NAF activities to the MWR single fund and subsequently became the MWR business manager.

Upon moving to Alexandria, Va., in 1987, Gaddis became one of the first instructors hired at the new CFSC Training Center — now known as the MWR Academy — where she developed financial management training. She moved into a position in the CFSC Financial Management Directorate the following year, where she served in several positions during the next four years.

Gaddis left CFSC in 1992 to join her husband at Fort Drum, N.Y., where she went to work in the U.S. Army Medical Department Activities. She returned to CFSC in 1994, again working as an instructor at the Training Center, before moving with her husband to Hawaii in 1995, where she went to work in the marketing department at the Hale Koa Hotel.

In 1996, Gaddis returned to Virginia but not to CFSC, when her husband became the CFSC commander.

She was selected as the MWR Chief for the U.S. Army Intelligence and Security Command in 1997. She worked at INSCOM for five years before again returning to CFSC Human Resources to work on the Career Management and Staffing Program in 2002.

Gaddis holds a bachelor's degree in business with emphasis on economics and accounting. She is a member of the American Society for Training and Development, the Society for Human Resource Management and International Military Community Executive Association. Her recognitions include

several Commanders Awards for Civilian Service and an INSCOM employee of the year award.

Three MWR Professionals Graduate from SBLM Course

Three CFSC staff members graduated Dec. 10 from the Sustaining Base Leadership Management Course conducted at the Army Management Staff College at Fort Belvoir, Va.

Kathleen Gonzalez, Susan Kroetch and Donna M. McGrath completed the rigorous 14-week resident course designed to prepare selected field grade officers, sergeants major and Department of Defense civilians for positions of increased responsibility.



Kathleen Gonzalez

Gonzalez, chief of training development and delivery at the MWR Academy, joined CFSC in 1999. She has worked in MWR in Germany as a preschool teacher, training and curriculum specialist, Child Development Center director and early childhood development specialist, and as a senior instructor at the MWR Academy.

Gonzalez holds a master's degree in education from Boston University and training certification from Georgetown University in Washington, D.C., and is a graduate of the Organizational Leadership for Executives course. She is a member of the American Society of Training and Development.

In her SBLM class, Gonzalez placed fourth in the professional writing competition and was awarded the Commandant's Certificate and Spirit Award.

Kroetch has been at CFSC since May 1999



Susan Kroetch

as a senior contracting officer and information technology contracting team leader in the NAF Contracting Directorate Operations Division.

She holds a bachelor's degree in finance from George Washing-

ton University and is a Certified Professional Contract Manager and a Certified Public Accountant.

McGrath is a management analyst in the CFSC Child & Youth Services Directorate.



Donna M. McGrath

She holds a bachelor's degree in criminal justice from Marist College, Poughkeepsie, N.Y., and a ROTC commission (Military Police branch). She has worked in MWR programs for 18 years, stationed at the U.S. Military Academy at West Point; Pusan, Korea; and Wiesbaden and Heidelberg, Germany.

McGrath received the leadership award in her seminar for academic and leadership excellence.

The Sustaining Base Leadership Management Course provides graduate-level advanced professional development in leadership, communication and problem solving, national security, military forces and doctrine force integration, resource management, acquisition and logistics, personnel management, information management and installation management.

The deadline to apply for the Sept. 13–Dec. 8 resident or Aug. 2–July 27, 2005 nonresident SBLM course is May 31. Information is available online at www.amsc.belvoir.army.mil.

[POC; registrar@amsc.belvoir.army.mil]

MWR Welcomes Six New Army NAF Management Trainees

Kathryn (Kate) A. Deyermond is an Army MWR nonappropriated fund management trainee for lodging management at the Armed



Kathryn A. Deyermond

Forces Recreation Center Shades of Green on Walt Disney World Resort in Florida.

She holds a bachelor's degree in hotel, restaurant and tourism management from the

State University of New York at Plattsburgh. She is originally from Sag Harbor, N.Y.

Deyermond said the training and pay for the Army NAF management trainee program is better than other services' MWR trainee programs, and the flexible timing for entering the program allowed her to finish an internship.

Federico J. Gonzalez is a NAF management trainee for lodging management at the



Federico J. Gonzalez

Armed Forces Recreation Center Shades of Green on Walt Disney World Resort in Florida.

He holds a bachelor's degree in hotel administration with emphasis in food and beverage from

the University of Nevada, Las Vegas.

Gonzalez completed his college internship with the New Sanno Hotel [U.S. Navy lodging property] in Tokyo, Japan.

His first experience working for Army MWR was at the Dragon Hill Lodge, Korea, from 1996–97.

Gonzalez said the extensive training offered by the NAF management training program was a key reason for his decision to apply to the program.

Aaron D. Goodman is a NAF trainee in outdoor recreation stationed at Fort Lewis, Wash.

Goodman holds a bachelor's degree in recreation and leisure services with a concentration in outdoor



Aaron D. Goodman

recreation from Middle Tennessee State University, Murfreesboro.

His experience includes working at the MTSU recreation center leading outdoor pursuits programs; a college internship with Navy MWR at Pearl Harbor, Hawaii; High Adventure director of a Boy Scouts Camp; and wilderness youth counselor at a treatment facility for at-risk youth in Georgia.

(continued on page 23)



Sgt. John Nunn, a member of the U.S. Army World Class Athlete Program, is an Olympic hopeful in race walking.

Setting Sights on Athens

Soldier-Athletes Striving to Qualify for Olympic Games

Story and photo by Tim Hips

Several Soldiers in the U.S. Army World Class Athlete Program are in the thick of contention to make the 2004 U.S. Olympic team, while other All-Army athletes are busy competing against military services in non-Olympic sports.

Spc. Tina George, a WCAP wrestler from Cleveland Heights, Ohio, won a silver medal in the 55-kilogram division of the Athens Women's Wrestling Tournament Jan. 25 in Greece. George aspires to compete for Team USA in the Summer Olympics.

George also went 5-0 and defeated former world champion Jen Ryz of Canada, 3-1, to win her weight class in the Dave Schultz Memorial International Wrestling Championships Feb. 7-8 at the U.S. Olympic Training Center in Colorado Springs, Colo.

Staff Sgt. Glenn Nieradka and Spc. Faruk Sahin won Greco-Roman gold medals. It was Sahin's first tournament as a U.S. citizen. Staff Sgt. Keith Sieracki and Sgt. Dremiel Byers settled for silver, and Sgt. Oscar Wood won a bronze medal.

Byers, the 2002 Greco-Roman 264.5-

pound world champion and Army Male Athlete of the Year, lost a 2-1 referee's decision in overtime to Rulon Gardner, 2001 world champ and America's darling of the 2000 Summer Olympics. All three points were scored off the clinch position.

Byers and Gardner, who often train together, are expected to battle for a spot on Team USA through the U.S. National Wrestling Championships April 7-10 at Las Vegas and the U.S. Olympic Wrestling Team Trials May 21-23 at Indianapolis.

Spc. Clarence Joseph and Spc. Edward Joseph, members of the U.S. Army World Class Athlete Program at Fort Carson, Colo., advanced to the 2004 U.S. Olympic Box-Offs Feb. 27-28 at Cleveland's Convocation Center, where both were eliminated from the road to Athens.

Clarence, 21, won the challengers' bracket of the 165-pound division in the U.S. Olympic Boxing Team Trials at Tunica, Miss., where Edward, 24, was among four boxers remaining in the 152-pound class, which had to be completed in Cleveland

because of an administrative fiasco.

In the Box-Offs at Cleveland, Clarence dropped a 30-9 decision to Andre Dirrell of Flint, Mich., and Edward was eliminated, 27-8, by Austin Trout of Las Cruces, N.M.

Only Staff Sgt. Basheer Abdullah, head coach of Team USA, will represent Army boxing in the Summer Olympics. Clarence Joseph will be an alternate.

Sgt. Casey McEuin and Sgt. Petra Kauai won gold medals in the Taekwondo U.S. Open Championships Feb. 20-21 at Tampa, Fla. Sgt. Elena Pisarenko won a silver medal and Sgt. Darrell Rydholm and Sgt. Luis Torres won bronze medals.

Sgt. John Nunn won the mile walk in 6 minutes, 3.37 seconds in the prestigious Millrose Games Feb. 5 at Madison Square Garden in New York. Capt. Michael Mai won the weight throw with a personal-best heave of 74 feet. He also won a silver medal Jan. 9 with a toss of 71-3 in the Kent State Black Squirrel Open at Kent, Ohio.

Nunn finished fourth with a personal-best time of 2:19:39 in the USA Track and



Field 30-kilometer Race Walk Championships Jan. 11 at Chula Vista, Calif. Air Force Capt. Kevin Eastler won the race in 2:14:44, the second-fastest time ever walked at the U.S. National 30K behind two-time Olympian Allen James' 2:14:31 in 1993.

Nunn also won the Long Island 3K Race Walk Championship in 12:05 on Feb. 6 and placed second with a time of 19:35:58 in the 5,000-meter race walk at the USA Indoor Track and Field Championships Feb. 28 at Boston.

Four Soldiers earned victories in the Don Barrett Air Force Open Track Meet Feb. 21 at Colorado Springs. Spc. Milton Mallard won the 200 meters in 20.87 seconds and the 60 meters in 6.76 seconds.

Spc. Lakeisha Backus won the women's 60 meters in 7.28 seconds. Spc. Mike Miller took the 800 meters in 1:54.10, and Spc. Greg Roberts claimed the high jump at 7 feet. Backus also finished second in the 60-meter dash in the Leonard Milton Memorial Track Meet Jan. 23 at Houston and third with a personal-best time of 7.18 seconds in the national indoor championships.

U.S. Army Reserve Capt. Dan Browne, a former member of WCAP, finished third in the U.S. Olympic Marathon Trials in 2:12:02 at Birmingham, Ala., on Feb. 7 and will compete for Team USA in Athens.

"I ran this race to make the team, but I also ran this race to honor my West Point classmates who died over in Iraq," said Browne, who trains in Portland, Ore. "That kept me going with three miles to go when my body was feeling pretty rough. I thought of them and I knew I wouldn't quit."

Sgt. Sandu Rebenciuc won the 2004 Armed Forces Cross Country Championships 4-kilometer race in 11:28:08 at Indianapolis, where Capt. Ryan Kirkpatrick finished second in 11:48.18 on a thick blanket of snow. The next day, Kirkpatrick won the 12K Armed Forces race in 36:17. Spc. Christopher England finished seventh in 39:42 and Spc. Joshua Butts was 10th in 40:26.

The Armed Forces Championships were contested Feb. 7-8 in conjunction with the

USA Cross Country Championships and World Cross Country Team Trials, which Rebenciuc finished seventh to earn an alternate spot on Team USA for the International Association of Athletics Federations World Cross Country Championships at Brussels, Belgium.

Spc. Sara Day led Army women by finishing fourth in the Armed Forces 8K race in 31:32. First Lt. Emily Brozowksi was fifth in 31:33, and Maj. Jacqueline Chen finished 10th in 33:12. Air Force won the team competition, followed by Army, Marine Corps and Navy.

Capt. Anita Allen, the first Soldier to qualify for the Athens Games, 1st Lt. Chad Senior, Sgt. Scott Christie, Spc. Mickey Kelly and 1st Lt. Niul Manske are scheduled to compete in March at Modern Pentathlon World Cup stops in Mexico City and Rio de Janeiro, Brazil. Allen also was named Female Athlete of the Year by the U.S. Modern Pentathlon Association.

Spc. Steve Holcomb, with a civilian crew aboard, piloted USA 2 to a silver medal Jan. 18 in the four-man Europa Cup bobsled race at St. Moritz, Switzerland.

Spc. Jeremy Teela and Spc. Jill Krause, both members of the Vermont National Guard, were selected as Athletes of the Year by the U.S. Biathlon Association.

The two youngest Soldiers in the tournament stole the individual spotlight in the 2004 Armed Forces Bowling Championships Jan. 6-8 at Castaways Hotel, Casino & Bowling Center in Las Vegas. Spc. Casey

Collins, 25, of Camp Carroll, Korea, and 1st Lt. Michele Barksdale, 26, of Fort Jackson, S.C., won the men's and women's Armed Forces singles championships.

For the first time, the Armed Forces Championships were contested in conjunction with the 2004 USA Bowling National Amateur Championships, which determine the 16 members of Team USA. Although the pairing in three daily flights eliminated the intensity of head-to-head competition between service members, the military bowlers expressed delight in competing alongside the best amateur bowlers in America.

Collins won the Armed Forces men's singles title with an eight-game total of 1,693 and best game of 256. He finished 79th overall in the USA Bowling National Amateur Championship men's field of 141 bowlers.

Barksdale prevailed in Armed Forces women's singles with an eight-game total of 1,612 and best game of 246. She finished 86th among 101 women in the three-day USA Bowling National Amateur Championships.

Sgt. 1st Class Ken Reynolds and Sgt. 1st Class Don Oglesby took fourth place in Armed Forces men's doubles. Reynolds was Army's most consistent male bowler, finishing tied for 62nd in the USA Bowling National Amateur Championships with a 24-game total of 4,682. Joyce Dawson led Army women in 70th place with a 24-game total of 4,334. ■

In Memoriam

Spc. Albert Heppner, a race walker in the U.S. Army World Class Athlete Program from Columbia, Md., died Feb. 19. He was 29. Four days earlier, Heppner finished fifth in the U.S. Olympic Team Trials 50-kilometer Race Walk at Chula Vista, Calif. He won a silver medal in the USA Track and Field 30-kilometer Race Walk Championships Jan. 11 in a personal-best time of two hours, 16 minutes and 52 seconds. One week later, he won the Rose Bowl 10-Miler in 1:13:42 at Pasadena, Calif., where he earned the event's "best style" award. Heppner joined the Army on Aug. 10, 2000. He was a graduate of Howard High School in Ellicott City, Md., and the University of Wisconsin-Parkside at Kenosha, Wis. He is survived by his parents.



PEOPLE IN THE NEWS

(continued from page 20)

A former Army Soldier for five years, Goodman said his experience as a MWR customer will add to his effectiveness as an MWR professional.

Nathan L. Kitta is a NAF management trainee for human resources/personnel management at Fort Irwin, Calif. His training will include classification, staffing, information systems, human resource development, labor and management/employee relations, EEO and safety.



Nathan L. Kitta

Kitta holds a master's degree in industrial and labor relations from Indiana University of Pennsylvania and a bachelor's in business administration from Clarion University of Pennsylvania. He is a member of the Society for Human Resource Management and has passed the PHR certification examination. He is originally from Mount Pleasant, Pa.

Kitta said he chose the program because of the extensive training opportunity.

S. Joy Warren is a NAF management trainee for marketing at Fort McCoy, Wis.

She holds a bachelor's degree in public relations from the University of Tennessee, Knoxville. Warren completed her college internship with PR Concepts, a student-run public relations firm at UT, where she held the office of vice president.



S. Joy Warren

During college, she was involved in both varsity and club sports and held an office on the Public Relations Student Society of America.

"I really wanted to do something working for the government, and this seemed like the best fit for me because of the way it helps Soldiers and their families," Warren said.

Kristen D. Williams is a NAF management trainee for outdoor recreation at Fort McCoy, Wis.

She holds a bachelor's degree in recre-

ation with emphasis in tourism management from Indiana University in Bloomington and has begun master's studies in recreation administration.

Williams is originally from Indianapolis. She worked as an intern with Navy MWR during college and after graduation. She said her internship experiences gave her an understanding of the importance of recreation and leisure activities for military personnel and she is looking forward to a career as an MWR professional.



Kristen D. Williams

Upon successful completion of their training program, trainees are placed into position vacancies through the CFSC Central Referral Program. Resumes are accepted year-round for the NAF management trainee program. Information is available at <http://armymwr.com/corporate/operations/humanresources/trainee.asp>. ■

[HR: george.degrella@cfsc.army.mil]

TRANSITIONS

(continued from back cover)

Patricia Richardson joined CFSC Dec. 11 as a lodging program management analyst for the Business Programs Directorate. Since May of 1993, Richardson was the Army Lodging manager at Carlisle Barracks, Pa. She also worked for several years in the hospitality industry in the private sector. Richardson has an associate degree in business from Allegany College of Maryland and completed a course for organizational leadership for executives. She is an equal employment opportunity advisor for the Federal Woman's Program and a member of Federal Employed Women.

Departures

Staff Sgt. Tommy Hay, Department of the Army Better Opportunities for Single Soldiers NCOIC since July 2002 at CFSC, left CFSC Feb. 28. Hay made a permanent change of station to Hohenfels, Germany, where he will serve as an infantry squad leader for 1/4 Infantry Regiment. Before joining CFSC, Hay was the installation BOSS representative at Fort Drum, N.Y., for two years. While assigned as a squad leader with the 4/31 Infantry Battalion, 2nd Brigade at Fort Drum, he deployed to Bosnia in 1999 and Saudi Arabia in 1998. Hay and wife Ana have a 14-month-old son, Tommy.

IN REMEMBRANCE

William J. Brantley, a retired U.S. Navy commander who was instrumental in establishing the non-appropriated funds Risk Management Program, died Jan. 8 of cancer. He was 75. Brantley was buried at Arlington National Cemetery with full military honors. A leader of CFSC's insurance and benefit programs, Brantley helped establish NAF's RIMP in 1975. He spent several years as chief of the banking and investment office. More recently, Brantley, who retired 10 years ago, provided part-time assistance to trustees of the retirement and 401(k) savings plans. He was an avid golfer who enjoyed playing with a retired men's group at Army Navy Country Club in Fairfax, Va. A naval aviator who served in World War II, Korea and Vietnam, Brantley was married 53 years to the former Mary Louise Davis of Corpus Christi, Texas. He is survived by his wife, son, daughter and three grandchildren.

Sandra Gail Wood, Chief of MWR Community & Activity Division for the U.S. Army Installation Management Agency's Pacific Region, died Jan. 19. She was 59. She assumed her duties Oct. 9 and was responsible for ensuring that Pacific Region MWR operations met all mission support requirements. In her previous position, Wood served as MWR Chief for U.S. IMA-Europe since August

1999, responsible for family, sports/recreation and business programs for seven area support groups and 16 base support battalions in Germany, Italy, Belgium and the Netherlands. Wood was born in



Sandra Gail Wood

Jacksonville, Ala. She held a master's degree in education from Georgia State University and completed 20 semester credit hours in executive leadership at George Washington University. She completed the Army Management Staff College and attended Harvard's 30-day John F. Kennedy School Senior Executive Fellows Program. Her awards included the Order of the White Plume; Decoration for Meritorious Civilian Service; Deputy Chief of Staff for Personnel Staff Officer of the Year, United States Army Pacific Command; and the Commander's Award for Civilian Service. Wood is survived by her husband, Dr. Michael White, who works for the Department of Defense; son Robert Rowan, who serves in an activated National Guard transportation unit at Fort Benning, Ga.; her mother, brother, sister, a stepson and two married stepdaughters.

USACFSC

The Summit Centre
4700 King Street • Alexandria, VA 22302



is available online at
www.armymwr.com

Pass it on!



TRANSITIONS

Arrivals

Stephenie Bailey joined CFSC Dec. 29 as management support assistant in the Management Support Directorate. She previously worked two years for Lamar Companies, which owns Summit Centre, home of the U.S. Army Community & Family Support Center. Bailey, who has a bachelor's in business administration from Elizabeth City State University, enjoys singing and reading inspirational literature.

George Dickson joined CFSC Jan. 8 as a food service training and development specialist in the Business Programs Directorate. He came to CFSC from Fort Hood, Texas, where he was business manager of the officers' club. Other assignments include business manager at Pope Air Force Base and Sports USA assistant manager at Fort Bragg, N.C. Dickson also served as a CFSC management trainee from 1997 through 1999 and as conference/banquet supervisor at the General Patton Hotel in Garmisch, Germany, from 1992-94. A veteran of the Gulf War, Dickson was stationed in Frankfurt, Germany, with the 503rd Military Police Company and attained the rank of sergeant before leaving the Army in 1992. He has a bachelor's degree in hotel, restaurant and travel administration from Southern Illinois University.

Virginia Gouin joined the 6th Area Support Group in Stuttgart, Germany, as chief of marketing and training Dec. 1. She came from Headquarters, United States European Command, Directorate of Manpower and Personnel, Quality of Life Division, where she served as a program analyst responsible for military benefits and entitlements involving 93 countries in the European Command. Gouin obtained authorization from the Office of the Secretary of Defense for 44 countries and was awarded the Joint Meritorious Civilian Medal. She began working for MWR as a commercial sponsorship and advertising specialist at Fort Dix, N.J., in June 2000 and was promoted to chief of marketing and advertising. Gouin has a bachelor's degree in management with a major in marketing and a master's in human relations from the University of Oklahoma. Her previous assignments include Germany, Jordan and Oman. She returned to Germany with husband David in June 2002.

Sgt. Norma Jean Kline joined CFSC's Better Opportunities for Single Soldiers program as the new NCOIC Feb. 2. She comes to CFSC from Fort Stewart, Ga., where she served as the BOSS program president for two years. Kline has been in the Army for 13 years and has attended the Primary Leadership Development Course and Basic Non-commissioned Officers Course. Prior to working

for BOSS, she was the battalion communications chief for 10th Engineer Battalion at Fort Stewart from 1999 through 2001. Kline's awards include five Army Commendation Medals, two Army Achievement Medals, three Good Conduct Medals and the Volunteer Service Medal. In her free time, Kline enjoys reading and scrap booking. She is joined by her two children; David, age 11, and Danielle, age 7.

Marlon Martin joined CFSC Jan. 8 as a program specialist for the Better Opportunities for Single Soldiers program. Martin, who prefers being called Martin rather than Marlon, comes to CFSC from Fort Campbell, Ky., where he served as BOSS assistant program manager. The son of two retired sergeants major, Martin served as BOSS president for six years while a Soldier on active duty at Fort Campbell and in Korea. While Martin was at Fort Campbell, the post won four Department of Army awards for best installation BOSS program and best BOSS event. He has served as a member of the Army BOSS conference staff for eight years and planned and coordinated installation-level BOSS conferences. He received the 2003 BOSS Felteus Edwards Award for MWR Excellence. A native of Sacramento, Calif., Martin is a die-hard San Francisco 49ers fan.

(continued on page 23)