



FEEDBACK

Information
about Army
Morale, Welfare
and Recreation

January 2004

Celebrating 20 Years of AFAP

a. The Chief of Staff of the United States Army is responsible for raising and maintaining the Army for the purpose of national defense. As a consequence the Army's first priority must be to execute the missions entrusted to it by the President and the Congress. While this priority is clear, the Army can and must assure within available resources and commitments adequate care for families of its members.

b. Although the Army in 30 years, improvements are the result of the Army's efforts for deterring war and during this decade several hundred to the Active Army and Reserve. The Army's efforts such as that at the National Manning initiative is increased. quality of recruits and with the high dimension of the human

c. The Army's planning and preparation for the future in the most effective manner. The Army's requirements for the future in the movement

d. The Army's efforts to ensure the success of his goals to the Army's current and future efforts. The Army's current and future efforts to ensure the success of his goals to the Army's current and future efforts.

e. The purpose of the Army's efforts to ensure the success of his goals to the Army's current and future efforts.



AFAP: Providing a Voice for Soldiers and Families

Page 14-15

GEN John A. Wickham, Jr.
Chief of Staff of the Army White Paper 1983
The Army Family



From the Editor's Desk

Happy Holidays! We welcome the new year with a new look for the cover of *Feedback*. In this final redesign step, *Feedback* is now in sync with the new MWR brand identity. This issue celebrates AFAP's 20 years of success in making life better for Soldiers and families and the civilians who serve them. We also take a look at 2003 and some of the things we've been doing here at CFSC. Looking ahead, what will YOUR story be in 2004? Keep those submissions coming! We also need YOUR feedback. Got something to say? We welcome your letters to the editor. Email me at editor@cfsc.armymil.

Victoria Palmer
Feedback Editor



FEEDBACK

USACFSC

The Summit Centre
4700 King Street • Alexandria, VA 22302

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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.

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TABLE OF CONTENTS



Page 14

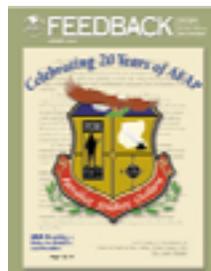


Page 16



Page 20

HOOAH!...From Headquarters, CFSC	3
News Notes	4
MWR Year in Review; CFSC Significant Accomplishments 2003	5
MWR Year in Review; Financial Results FY 03	7
Business Programs Update	9
Satisfying Demand Nourishes Revenue; MWR Bringing Name Brand Fast Food to Installations.	10
Forts Monmouth, Leavenworth Lead Military Parade to Recreation Accreditation	12
RecTrac Gives Installations Key to Recreational Utopia.	13
AFAP Marks 20 Years of Success as "Voice" of Soldiers and Families	14
For the Soldier, By the Soldier; Troops Carry on Tradition of Army Entertainment	16
People in the News	19
Olympic Trio Highlights Productive Year in Army Sports	20
In Remembrance	23
Transitions	24



On the cover:

The Army Family Action Plan marks its 20th year as the "voice" of Soldiers and families. Read about the program and the new issues raised at the annual Department of Army level AFAP conference beginning on page 14.

2003 Proved Another Important, Successful Year for MWR

Given our Army at war, throughout 2003 and into 2004, the team here at CFSC and all of you MWR professionals in the field have been and continue to be important players in the war effort.

From helping Soldiers and their families prepare for extended deployments to OIF/OEF and other missions, to helping enable OEF and OIF Soldiers to take rest and recuperation leave, to facilitating the communication between Soldiers/family members and senior Army leaders via the Army Family Action Plan, MWR professionals continued to do their important work every day. It was an incredibly busy year; 2004 promises to be the same.

As we begin our journey into a new year, we often glance back at the past year to reflect on what it meant to us and whether or not we accomplished our goals.

As I look back at CFSC's 2003, I can only say, "Hooah, what a great year!" MWR professionals serving worldwide have made a difference, an important, tangible difference, on behalf of Soldiers, Department of the Army civilians, retirees and family members.

We assisted in: establishing family assistance centers, supporting family readiness groups, assisting with financial counseling and managing volunteer networks to adjusting child care programs, and providing extended hours family child care homes and long-term care homes. Dedicated MWR professionals ensured families had the information and support they needed.

At CFSC, we published a special edition of *Feedback* focused on family readiness as a resource for commanders and families. The issue covered available family support, how to talk with media representatives without compromising operational security, guidelines for gifts and donations from the public and helping businesses help Soldiers and families.

When the Army started a rest and recuperation leave program in 2003 for OEF/OIF Soldiers, CFSC was on the front lines of support. We worked with airlines to secure reduced ticket prices for Soldiers traveling on R&R. We sent a team to Kuwait to set up a ticketing office so Soldiers could get their tickets and make other travel arrangements in theater instead of waiting until they arrived stateside. We helped secure hotel rooms for Soldiers waiting to return to Iraq or Afghanistan so they wouldn't have to spend their last night in the United States sleeping in an airport terminal.

To assist in making all of this possible, three members of the CFSC staff volunteered for duty in SWA to "make it happen"—Paul Arthur, Rob Hansgen and Joe Pettoni. Additionally, enroute of this

printing are Norm Hallowell and Coleen Amstein.

The Armed Forces Recreation Center-Europe joined the effort by offering great vacation packages for R&R Soldiers. From the initial R&R flight, an AFRC representative has greeted and briefed each service member arriving in Frankfurt, Germany, on the discounted vacation options at the Von Steuben Hotel for service members and their families.



Brig. Gen. Robert L. Decker

The Army Recreation Machine Program partnered with AFRC-E to enhance the R&R program. ARMP donated several top of the line video games, a pool table and a jukebox for guests to enjoy in the recreation room at the Von Steuben Hotel, all at no charge to the R&R patrons.

This past year marked our 20th anniversary of the Army Family Action Plan (AFAP) program. As such, we concluded one of our most successful AFAP conferences ever in November. Attending his first DA-level AFAP conference as Vice Chief of Staff of the Army, Gen. George W. Casey Jr. took on his leadership role in a very personal and positive manner. During the conference, the VCSA directed CFSC to develop a "multi-component Army Family Support Network" to assist all active **and** reserve component families.

CFSC's Construction Directorate delivered over 50 NAF major construction and interior renovation design projects in 2003. The Army Lodging "Wellness" program became reality with construction beginning on four new Army lodges, including the 360-room flagship at Fort Eustis, Va.

Our Armed Forces Recreation Centers made headlines in 2003. The Shades of Green expansion is more than 80 percent complete as 2003 draws to a close. It is scheduled to open in March 2004. Construction of the new AFRC-Europe hotel, named Edelweiss Lodge and Resort in October 2003, has progressed to 75 percent complete. The new resort began taking reservations Nov. 17 for its scheduled Fall 2004 opening. Call now to make your reservations. It is going to be special.

We won't be slowing down in 2004. In addition to providing
(continued on page 23)



NEWS NOTES

Standard and Poors Available Online

The CFSC Army general library program has purchased Standard and Poors NetAdvantage for the general libraries on each installation with remote access through Army Knowledge Online. Standard and Poors NetAdvantage is a comprehensive online financial and business reference, which includes industry surveys, mutual fund reports, S&P stock reports and the S&P register of corporations. Login to AKO <http://www.us.army.mil>, select "Army Libraries" under self service. Click on "ejournals and ebooks." Scroll down to Standard and Poors NetAdvantage. For help finding what you need, go to your nearest Army general library and ask your librarian for help searching this or one of the other 20 electronic Web-based resources available through AKO.

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

Biennial Conference Set for August

The U.S. Army Community and Family Support Center will host the sixth biennial MWR Conference in Denver, Colo., August 22–27. The conference theme will be "MWR Kaleidoscope: A World of People, Places and Services." This event is conducted in conjunction with the Air Force, Navy and Marine Corps MWR training as well as the MWR Exposition sponsored by the American Logistics Association and International Military Community Executives Association. More information will be in the March *Feedback*.

[HRT; derk.mattocks@cfsc.army.mil]

Date Time Groups and Military Time Zones

CFSC Information Management has received inquiries about date time groups and the codes for military time zones. Page 16 of the DOD phone book (Issue II, 2002) shows the worldwide time zones. DTGs are in the format: (day of the month)(24 hour time of day)(Time Zone)"space"(three character month)"space"(two digit year). For example: 1:00 p.m., on Oct. 19, 2003, in Washington, D.C. would be 191300R OCT 03 or 191800Z OCT 03.

[IM; rick.thomas@cfsc.army.mil]

DFAS myPay Offers Electronic W-2s

All current myPay military users and Defense Finance and Accounting Service civilian employees who request or already have a myPay personal identification number and access myPay will now automatically receive an electronic W-2.

"This is an opportunity for our customers to better manage their pay information," said Dennis Eicher, director for Electronic Commerce, Military and Civilian Pay Services at DFAS. "We are providing myPay customers access to their tax and pay preferences online. We also know some individuals would rather have a hard copy statement, so we are giving them that choice."

The online version, complete with printing instructions, is 100 percent compatible for all tax purposes and allows users to print as many copies as they need without having to depend on saving a hard copy. A save button is also available to allow individuals to save their W-2s to disk.

To ensure customers who are affected receive either an electronic or hard copy W-2, there will be a "no change" period from Dec. 1 through Jan. 31. During this period users will not be allowed to change their

W-2 print election on myPay, but may request a paper W-2 by contacting their local financial services office.

To select the hard copy W-2, go to <https://mypay.dfas.mil>. Under Taxes, select "Turn on/off Hardcopy of W-2". Once this option is selected, carefully read the various questions posed. The user will be given the opportunity to select "hard copy." In doing so, the user has elected to receive a hard copy by mail and will also still be able to see the W-2 electronically.

Retired military service members and annuitants, as well as civilians outside of DFAS, will continue to receive their tax statements or 1099 statements by mail.

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

Soldiers Radio and Television Online

Soldiers Radio and Television is webcasting music, live Department of Defense news briefings and Army radio news 24 hours a day. Users must have Quicktime software installed on their computer to listen to the Soldiers Radio Webcast. Access to the service is available at <http://www.army.mil/srtv/soldiersradio/> and through a "Soldiers Radio Live" button on the Army Homepage at www.army.mil.

[Information courtesy Soldiers Radio and Television]

News Notes Correction

Correction on the "Use or Lose Annual Leave" News Note in the November 2003 *Feedback*: the leave year ends on Dec. 31, 2003 (not Jan. 14, 2004) for Cycle R, and on Jan. 7, 2004 for Cycles A and E.

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CFSC Significant Accomplishments 2003

Business Programs

■ Joint Services Prime Vendor Program:

The Joint Services Prime Vendor Program increased total purchasing volume 13 percent or \$12 million over FY 02. Total purchases were \$103 million in FY 03 compared to \$91 million in FY 02. This volume increase generated total annual savings of \$14.8 million compared to \$13 million in FY 02. Savings was generated through lower prices and manufacturer rebates. Topping \$100 million for the first time is a milestone.

■ DOD Commercial Lodging Business Initiative Council:

Successful championing of the Department of Defense Commercial Lodging Business Initiatives Council resulted in DOD BIC executive director committee approval of a joint service program to contract for discounted commercial hotel rates to meet official DOD travel demand that cannot be accommodated on post.

■ **Lucky Bucket Promotion:** The promotion held at 49 Army golf facilities during May and June met its goal and increased the previous year's income by \$86,000 (net income before depreciation) for the same two-month period as the year before. More than 8,000

sweepstakes entries were entered and two winners enjoyed a week-long "great golf escape" package at a championship golf resort.

■ **"A Legendary Summer" Promotion:** The promotion held at 237 Army food and beverage facilities this past summer resulted in more than 22,000 drawing entries. A Fort Sill, Okla., Soldier was the winner of the 100th year anniversary Road King Harley-Davidson motorcycle and 593 first through third place prizes were given away. CFSC-BP Events Division also sponsored a "Best Installation" contest to recognize the top installations for their support of the promotion: first place, Fort Sill, Okla.; second place, Fort Hood, Texas; third place, Redstone Arsenal, Ala., and Fort McCoy, Wis.; honorable mention, Fort Drum, N.Y., and Fort Leonard Wood, Mo.

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Child and Youth Services

■ **Expanding Partnerships with 4-H and Boys & Girls Clubs of America:** Army School-Age and Youth Programs have established 295 active 4-H Clubs and the Army has 183 Boys & Girls Clubs of America active affiliate member organizations at 125 program locations. This pro-

vides predictability of services for youth throughout the Army.

■ School and Education Transition Support (SETS) Memorandum of Agreement:

As of September 2003, 127 signatories representing 130 school systems have signed the agreement to adopt reciprocal school practices and policies to "even the playing field" for military-connected youth transitioning to new schools.

■ **Senior Move Stabilization Status:** As of September 2003, close to 3,000 Soldiers who have seniors in high school have received approval to stabilize their tour of duty. The senior stabilization procedure provides a measure of stability and predictability for students during their last year in high school.

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Community Recreation

■ **Recreation Support for OIF/OEF:** CFSC obtained and executed funding to provide \$13.6 million in service and unit level recreation kits, Theater-in-a-Box kits, e-game kits, books kits, supplemental fitness equipment and Cyber Cafes in support of Operations Iraqi Freedom and Enduring Freedom.



- **Online Library Databases:** Library databases were purchased and added to Army Knowledge Online.
- **Training:** Recreation professional training was conducted through the Learning Resources Network Program Management Institute, and in automotive skills, outdoor recreation, sports and fitness and recreation.
- **Accreditation:** Two installations were accredited by the Commission for Accreditation of Parks and Recreation Agencies.

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Family Programs

- **Army Family Well-Being Advisory Council:** The council expanded its scope to have a greater impact on Soldier readiness, retention, and mission efficiency and increase family program effectiveness to connect families to the

nect spouses to new and existing jobs, portable jobs and other methods of pursuing lifetime career goals.

- **Army One Source:** The 24-hour, seven days a week toll-free information and referral telephone line service available to active duty, mobilized National Guard and Reserve Soldiers, deployed civilians and their families worldwide became operational Aug. 15. AOS provides information ranging from every day concerns to deployment/reintegration issues, and provides referrals to professional civilian counselors, if required.

[FP; delores.johnson@cfsc.army.mil]

Financial Management

- **Uniform Funding and Management:** Authorizing legislation passed to enable implementation of UFM, the merging of appropriated and nonappropriated funds to provide MWR services using NAF

sales, catering, and management system modules. The AFRC PMS has been installed in three of four AFRC resorts with the final installation scheduled for completion in March.

- **Construction Projects:** Construction continues on the \$92.2 million construction project to expand the Shades of Green on Walt Disney World Resort. The new 586-room Shades of Green will reopen to guests in March. Edelweiss Lodge and Resort is the name selected for the new resort under construction in Garmisch, Germany. The 330-room, \$59.7 million resort is scheduled to open to guests in the fall of 2004. The Hale Koa Hotel, Hawaii, completed construction of its luau pavilion, allowing luaus to be held under all weather conditions. Dragon Hill Lodge, Korea, completed its original tower guest room renovations, bringing all guest rooms to the same level of quality throughout the property.

- **DHL Increased Productivity:** Dragon Hill Lodge increases productivity through reduced labor hours as a result of improved scheduling, technology advancements and staff training, generating \$36.43 million in revenues compared with \$33.56 million in revenues in FY 02.

- **Soldier R&R Support:** AFRC-Europe began offering vacation packages at the Von Steuben Hotel in Garmisch, Germany, for service members on R&R and their families. Shades of Green and the Hale Koa also began offering R&R participants reduced rate packaged deals.

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Information Management

- **Standing up the Family Assistance Hotline:** Coordination between the telecommunications staff and the network support staff got the computers and phones up for the hotline, with con-

Authorizing legislation passed to enable implementation of Uniform Funding Management...

Army. The council's scope includes the full range of family programs, Army Community Service, and Child and Youth Services.

- **Army Spouse Employment Partnership:** Corporate partnerships were established as a result of the December 2002 Spouse Employment Partnership Summit that opened discussions aimed at building relationships between the Army and corporate America. Thirteen Fortune 500 companies have agreed to create jobs and career opportunities for Army spouses. These partners will con-

nect spouses to new and existing jobs, portable jobs and other methods of pursuing lifetime career goals.

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Hospitality Support

- **Hotel Property Management System:** Procurement and installation of Hotel Property Management System with integrated financial, online booking, and



tingency plans in place. The MIS division provided the call management software configuration that allowed the flexibility necessary to make the hotline setup work.

- **Completing Version 1.25 of the MWR Enterprise Architecture:** MWR is on schedule to have a fully developed and approved enterprise architecture in accordance with Public Law 104-106, OMB Circular A-130, DOD directives and AR 25-1. Army MWR is recognized as the leader in architecture development within the Army and among all services MWR communities.

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Internal Review

- **Commander, CFSC FY 03 Annual Assurance Statement:** The Community and Family Support Center has reasonable assurance that controls within CFSC are in place and operating effectively. This assessment is based on how the program was conducted; overall knowledge of management controls; evaluations of their effectiveness, all known audits, inspections, investigations and other reviews, and the overall awareness of employees. No material weaknesses in management controls were reported to the Assistant Chief of Staff for Installation Management.
- **MWR BOD Oversight:** The MWR executive and audit committees were briefed on results of audits and inspections bi-annually in FY 03. Commercial audits of CFSC, headquarters nonappropriated fund instrumentalities, Armed Forces Recreation Centers, and the Army Recreation Machine Program resulted in an unqualified opinion of their individual financial statements.

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Financial Results FY 03

By Jeff Dalbey

Total Morale, Welfare and Recreation funds ended FY 03 reporting net income before depreciation of \$91.6 million or 12.1 percent of net revenue versus \$103.7 million, 13.4 percent for the last fiscal year after correction for an overstatement of Army Simplified Dividend revenue.

Considering the current level of deployments associated with Operations Iraqi Freedom and Enduring Freedom and the impact of this on MWR operations, these results are commendable. These NIBD results were achieved despite a decrease in net revenue between FY 03 and FY 02 of \$12.4 million or 1.6 percent.

It should be noted that reference is made to net revenue: net revenue is the result of removing MWR Utilization Support and Accountability income from total revenue.

MWR USA income is only created through execution of appropriated authorized expenditures with nonappropriated funds and these being subsequently reimbursed by APF in accordance with procedures of the MWR USA process. Including this revenue would tend to overstate revenue as a result of business operations and would skew calculations of relevant management indicators.

In FY 03 the MWR USA process was used to procure services and supplies in the amount of \$134.7 million versus \$113.9 million for last year. However, unreimbursed NAF in the amount of \$48.1 million was used for authorized APF expenditures in support of normal operations during FY 03, an increase of \$7.4 million over that which was expended during FY 02.

In addition, a further \$0.4 million of NAF was spent in support of increased security demands and requirements for expanded operations during FY 03. This was \$0.9 million less than that reported for FY 02.

This means that in FY 03, \$48.5 million in NAF dollars were not reimbursed through MWR USA.

It is imperative that MWR management ensure any FY 04 expenditures of NAF for APF authorized expenditures are documented and reported under the proper program and department codes as well as being included in the MWR USA memoranda of agreement created for FY 04. Only by doing it in this manner is there a chance of receiving any available year-end funds.

NAF programs not authorized to use the MWR USA process but who are expending NAF for authorized APF expenditures should also identify these costs using the department codes specifically established to isolate these costs from those which are only authorized through NAF.

[FM; jeff.dalbey@cfsc.army.mil]



Management Support

- **Executed GWOT Funding:** Provided assistance in executing over \$23M of Global War On Terrorism funding to provide service and unit level recreation kits, deployed parent to child/youth communications, activation and operation of the Family Assistance Hotline, fitness equipment, Theater-in-a-Box kits, electronic game kits, library book kits, Stars and Stripes delivery and force protection for the Armed Forces Recreation Centers.
- **Realignment and Restructuring:** For appropriated fund, worked with CFSC directors, Assistant Chief of Staff for Installation Management and the Human

- **Public-Private Venture approval:** All redundancy was eliminated for approval of NAF Category C revenue producing projects. The new 43-week approval process, a 75 percent reduction from previous years, makes the PPV process the most efficient method of MWR facility delivery.

[NAF Construction; arthur.thompson@cfsc.army.mil]

NAF Contracting

- **Stars and Stripes Middle East Edition:** A historic first occurred in April when a contract was awarded on behalf of the Stars and Stripes to enable them to print the newspaper in the Middle East for dis-

Public Affairs

- **CFSC Commander Speaks at Army PA Symposium:** CFSC Public Affairs successfully gets the CFSC commander on the agenda of the Worldwide Army Public Affairs Symposium as a general session speaker, significantly raising the level of MWR visibility within the Army public affairs community.
- **Feedback Special Edition Heralds New Look:** In response to OIF deployments, CFSC Public Affairs quickly assembled and published a *Feedback* magazine Special Edition in March devoted solely to Family Readiness. The issue also heralds a new, updated look that wins rave reviews from readers.

[PA; doug.ide@cfsc.army.mil]

The Family Assistance Hotline, managed by CFSC, provided assistance to families of deployed Soldiers.

Resource Management Directorate (formerly Personnel and Employment Services, Washington) to identify positions and verify employee eligibility for the Special Workforce Restructuring Buyout Authority approval. For nonappropriated fund, researched and worked with Department of Defense and G-1 to obtain NAF voluntary separation incentive pay authority for CFSC.

[MS; melitta.glasgow@cfsc.army.mil]

NAF Construction

- **NAF Major Construction Projects:** Twenty-two nonappropriated fund major construction projects were delivered to installation customers at less than one percent of Army morale, welfare and recreation fund cost growth due to design and construction issues.

tribution to members of the U.S. forces serving in support of OIF. The solution was to obtain a print plant in Kuwait. Previously, the paper was only printed in Europe and Asia. A record was set for going from statement of work to signed contract in two weeks and having the end item produced in three weeks.

- **Private Brand Name Casual Dining Initiative:** In August, a concessionaire contract was awarded to renovate an existing facility and operate a T.G.I. Fridays at Patrick Henry Village in Heidelberg, Germany. The restaurant will open to the public in late January. This is the first private name brand casual dining initiative for Army MWR.

[NAF Contracting; john.mclaughlin@cfsc.army.mil]

Strategic Plans

- **Family Assistance Hotline:** The hotline, managed by CFSC, provided assistance to families of Soldiers deployed in support of Operations Enduring Freedom and Iraqi Freedom. During the two months of operation, more than 8,000 calls were received by the FAH and the after hours care contractor. The FAH formed partnerships with several Army and outside agencies. These partnerships proved as important to the agencies involved as to the families receiving service. In particular, the FAH served as a buffer for the Army Casualty Office and Patient Tracking Cell by assisting families questioning the casualty notification process or the location of an injured Soldier. The FAH was able to evaluate the caller's issue and triage appropriately to other supporting partners. Based on Army demographics, it was determined that the need to assist Spanish-speaking family members was great. Assistance to Spanish-speaking families was initially provided by a voice message system whereby callers received a return call within 24 hours of their request for assistance, but was quickly adjusted to "live" assistance.

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BP UPDATE

Army Lodging Awards

The 7th Annual Army Lodging Workshop for managers was held in New York Nov. 6-8 in conjunction with the International Hotel/Motel & Restaurant Show. This year's workshop—with the theme "Excellence Through Unity"—provided Army Lodging professionals essential information to ensure success in effectively delivering lodging services to guests and was an opportunity for lodging staff to network with their peers.

Awards were presented to recognize the Lodging Operations of the Year in small, medium, large and super categories, and manager, supervisor and employee of the year. The Army Lodging manager, supervisor and employee awards program, now in its third year, recognizes excellence in customer focus and improved service, employee focus,

being a team player, leadership, continuous improvement, and for managers and supervisors, financial improvement. Winners are recognized with both honorary as well as monetary awards for the organization and each individual employee.

2003 Lodging of the Year Award Winners:

- **Small Category:** Camp Carroll, Korea; Carl Ragonese, manager
- **Medium Category:** Grafenwoehr, Germany; Norma Grice-Koller, manager
- **Large Category:** Vicenza, Italy; Dave Sherrick, manager
- **Super Category:** Fort Belvoir, Va.; Janice Pigue, manager
- **Army Lodging Manager of the Year:**



2003 Army Lodging of the Year Award Winners

Army Lodging

Mary Hoeft, Fort McCoy, Wis.

- **Army Lodging Supervisor of the Year:** Marie O'Donnell, Fort Leavenworth, Kan.
- **Army Lodging Employee of the Year:** Eddie Shannon, Fort Hood, Texas

Honorary membership in the Penn State Hotel and Restaurant Society was presented to four Army Lodging professionals who have completed five advanced hospitality management courses and six strategic hospitality leadership courses: Mary Hoeft, Fort McCoy, Wis.; William Cook, Fort Dix, N.J.; Cindy Moinette, Fort Lewis, Wash.; and Sheryl Cleland, CFSC Army Lodging.

[BP; robin.hovey@cfsc.army.mil]

Soldiers "Eat Fresh" with Subway at Dugway

Army MWR opened the fifth name brand fast food outlet, a Subway Restaurant, Oct. 9 in the bowling center at Dugway Proving Ground, Utah. In addition to standard Subway menu offerings, Dugway Proving Ground was selected by Subway as a test site for its new breakfast program.

[BP; milo.ambrose@cfsc.army.mil]

Fort Campbell Sportsman's Lodge Wins Local "Best Of" for Sixth Year

The Sportsman's Lodge at Fort Campbell, Ky., won top honors for the sixth consecutive year in the category of 'Best German Restaurant' in the Clarksville, Tenn., annual 'Best of Clarksville' contest, a fund-raiser for the local March of Dimes. The Sportsman's Lodge menu features German and American favorites and is best known for its schnitzel.

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U.S. ARMY Theme Operations

Mulligan's Snack Bar Opens at Camp Walker

Mulligan's snack bar opened for business Oct. 31 at the Evergreen Golf Course in Camp Walker, Taegu, Korea. Opening



weekend receipts were reported as more than double the snack bar sales prior to renovation. Mulligan's is located on the ninth hole of the Evergreen Golf Course, the most played course in Korea. The \$36,000 renovation of the 1000-square-foot facility included new kitchen equipment and seating area. This is the eighth Mulligan's snack bar and the 48th Army branded theme operation unit to open.

Reggie's Express Opens in Yongson

Reggie's Express opened its doors for business Nov. 6 in the Main Post Club in Yongson, Korea. The \$3.5 million renovation of the club included installing a Reggie's Express snack bar in The Uptown Lounge, with combined seating for 130.



This is the 49th Army branded theme restaurant to open.

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

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Satisfying Demand Nourishes Revenue

MWR Bringing Name Brand Fast Food to Installations

Story and Photo By Doug Ide

Coming soon to a Morale, Welfare and Recreation facility near you: a Subway sandwich shop, a Godfather's Pizza or perhaps a Charley's Steakery.

Thanks to the Name Brand Fast Food program, nationally recognized chain restaurants are finding their way into installation MWR facilities. Six restaurants have opened so far, including a Godfather's Pizza at Fort Carson, Colo., and Fort Sill, Okla.; and Subway restaurants at Walter Reed Army Medical Center, Washington, D.C., Hanau, Germany, Dugway Proving Grounds, Utah, and Vicenza, Italy.

Feedback interviewed Mike Ambrose, CFSC Business Programs analyst and Name Brand Fast Food program manager, to find out about the program, how it started and how it's doing.

Feedback: So how did the program come about?

Mike Ambrose: Commanders have long been looking for name brand, whether it was fast food or casual dining or fine dining. The question was, 'Why can't we have something that we leave the installation for, that's a step above what MWR is doing now?' So in 2000 we signed a memorandum of agreement with Army and Air Force Exchange Service to provide name brand fast food outlets in MWR facilities.

FB: Why not just bring the NBFF restaurants on the installations ourselves, why bring AAFES into it?

MA: In 1987 Congress made AAFES the contracting authority for name brand fast food. We cannot go out and do that. Addi-

tionally, AAFES has signed franchise agreements with some brands, which makes it very easy, if all of the demographics and the dollars and the revenue are there, to put one on an installation—very easy to put a Subway in, very easy to put a Godfather's Pizza in, very easy to put A&W Rootbeer in.

MWR and AAFES. That was just a good move.

FB: Are installations limited to what's in the AAFES "stable?"

MA: No. The MOA says a commander, if he has an idea that he wants something on his installation and it's not in the AAFES sta-



Fort Carson, Colo.'s, Godfather's Pizza is co-located with its Xtremes sports bar.

FB: If AAFES has the contracting authority, why are they partnering with us? After all, AAFES and MWR have been viewed as competitors in the past.

MA: Food and beverage comes down to location. We have some of the best locations. So they saw the wisdom of marrying together to do food and beverage, name brand fast food with MWR. And we saw the wisdom, too. The MOA between AAFES and the Army was a new venture from the standpoint of the two business activities getting together for the betterment of both

ble, can ask us to go out and solicit a specific name brand outlet. If AAFES makes a determination that it truly fits the category name brand fast food, we'll go out and solicit. It really depends on the needs of the installation and what their customer base wants.

FB: Can it be a local restaurant or does it have to be name brand?

MA: Under this MOA it must be name brand, and we want to restrict it to name brand. We have our signature brands. AAFES has its signature brands. We're not interested in going out and finding some



local pizzeria that wants to operate on the installation when our signature brands—our Primo's Pizza or AAFES' Anthony's—are recognized as quality products.

FB: How does the program work?

MA: An installation commander makes a request for a name brand fast food outlet on the installation. AAFES and CFSC do a feasibility study to see if the outlet will work. We run projections and look at the return on investment and determine exactly what AAFES and MWR will get out of it. After all, the installation pays nothing for this. They give up their space, yes. They may have some improvements to the building they have to do to get a name brand fast food operation in there. But from the standpoint of construction dollars, they don't have any investment whatsoever. So consequently, when AAFES is looking at a project, and it's going to cost \$400,000 to \$600,000 to put it in an MWR facility, they're going to be awful sure that it can pay for itself. If we agree that it's a worthwhile project, we can proceed in a couple of ways.

MA: With an AAFES direct operation, AAFES will operate the facility—their labor and their capital in our facility. We will receive 75 percent of net revenues after expenses. We also have to be aware that if it fails, we share in those losses at 75 percent. So we have benchmarks that we establish for food and beverage on our installations. It can be a great deal for us.

MA: There's also a concessionaire method of operation where under the AAFES umbrella the concessionaire runs the restaurant with his own employees. Under this scenario we take a percentage off the top, 8 percent, 7 percent, it depends what the investment is and what the projected return is. In this case CFSC is the champion for the installation and the IMA. We look at the dollars and the demographics. We're very realistic about what the return is really going to be so that we can advise the installation.

MA: We feel our job here is to ensure the assessment is realistic, that the return on investment meets at least the minimum of our benchmarks for food and beverage. We're not here to just rubber stamp and val-

idate anything we can just to get something on the installation. That just would not be fair to those directors of community activities and the installations and the Installation Management Agency regions out there. So we only want winners. We validate it based on demographics and need.

FB: So AAFES puts up the upfront money, we get 75 percent of the profit or loss. Why is this a good deal for AAFES?

MA: If we can turn the revenue in our facilities using our facilities and our foot traffic and our customers to generate dollars that will improve the overall income to AAFES, they're willing to split 75/25 because they don't have to make any money, AAFES is nonprofit. So they feel that the 25 percent, plus, if they're correct in their analyses, the amounts of monies that are going to be generated on the installation will certainly pay for any investment they have into the building.

FB: How are the restaurants currently open doing so far?

MA: The customers and sales that these units are generating are just phenomenal. At Walter Reed we said three venues would generate about \$25,000 a month. Two of the venues have not opened yet and Walter Reed is on track for about \$70,000 a month in sales. The stories at Fort Carson and Vicenza are similar, prior to large troop deployments. So the Army has been very cautious with its estimates. Hopefully the installations will see this caution as us being protective of them. We don't want to see any of them have to pay for our mistakes.

FB: Where does MWR's 75 percent go, does that stay with the installation MWR or does it come back here?

MA: The MOA was written so that the installation producing the revenue would receive the profits. Of course, the MWR Board of Directors makes the final decision on how money will be distributed to the field.

FB: What if the analysis shows that an NBFF outlet won't work for an installation, are they simply out of luck?

MA: If an installation MWR facility can't get a name brand fast food facility because

(continued on page 23)

“The customers and sales that these units are generating are just phenomenal.”

—Mike Ambrose



Forts Monmouth, Leavenworth Lead Military Parade to Recreation Accreditation

By Tim Hipps

Community recreation programs at Fort Monmouth, N.J., and Fort Leavenworth, Kan., are Army leaders in the eyes of the Commission for Accreditation of Park and Recreation Agencies.

Both installations were granted CAPRA accreditation Oct. 21, providing opportunities for their recreation programs to benchmark operations against the standards of national municipalities.

Accreditation is a systematic evaluation of the installation's management and operations against 10 categories of standards. It assists installations in documenting the depth and variety of their programs and facilities. It also serves as an indicator of quality services and programs provided by community recreation.

The U.S. Army Community and Family Support Center worked with the Commission for Accreditation of Park and Recreation Agencies and the National Recreation and Park Association to adapt the CAPRA standards to meet Army requirements.

"It gives us a great sense of professionalism," said Steve Wilburn, Fort Leavenworth chief of community recreation. "Eventually everybody will have to be accredited, and we are one of the first. The Army is requiring this of all of its installations."

Fort Carson, Colo., slated to be accredited by October 2004, should become the third Army post to receive CAPRA accreditation. The Colorado Springs installation is a year behind schedule because it replaced White Sands Missile Range, N.M., as one of three initial pilot sites.

Soon thereafter, every Army installation will be expected to fall in line. All Army installations that have completed implementation of the Recreation Delivery System eventually will be required to gain accreditation, which reaps these benefits:

- Extensive self-evaluation
- Identifies areas of improvement

- Enhances reputation
- Forces written documentation of procedures and plans
- Creates baseline for budgeting and justification for unfinanced requirements
- Quantifies increase in installation resources
- Creates environment for regular reviews
- Centralizes information
- Improves customer service
- Keeps installation responsive to community

Accreditation also enhances credibility because it's an external validation of the installation's commitment to quality and efficiency.

"It gives us a great sense of professionalism."

—Steve Wilburn

Getting accredited, however, is no overnight process.

"It took us about two years to do this," Wilburn said. "There was a team of six of us and we worked about 20 hours per week for eight months to complete the process."

Once a preliminary application is submitted to CAPRA with a \$100 fee, the gathering of documentation for applicable standards can take from 12 to 24 months.

"We had to write strategic plans, business plans, marketing plans, etc.," Wilburn said. "Once they received the self-assessment, they sent a team of professional parks and recreation inspectors to Fort Leavenworth for a week to go over all of our files, meet our people, and look over our programs and services."

After a formal application fee is submitted, a site visit and review must be scheduled and conducted. The visitation team then reports back to the commission, which approves or denies accreditation. To maintain the accreditation, an annual report must be completed and a re-accreditation visit conducted every five years.

Of 144 standards, 38 are fundamental and must be met. An installation also must comply with 85 percent of the applicable standards to gain accreditation.

As of October, there were 45 accredited agencies in America—mostly cities and counties. Florida leads the way with nine, ranging from tiny Ormond Beach to densely populated Broward County, followed by Georgia and Kansas with four each.

Forts Leavenworth and Monmouth are the only military installations on the list.

Although accreditation is a direct reflection of the community recreation division, Wilburn said several other agencies at Leavenworth were extremely helpful in making the process work.

"We worked with the entire post—the military police, the safety office and [the directorate of community activities] financial management," he said. "They were all involved in this accreditation process."

Fort Monmouth Morale, Recreation and Welfare Director Glen Perlakowski said Fort Monmouth's journey to accreditation improved the quality of the installation's recreational processes, facilities, operations and services, and resulted in closer teamwork among his staff.

More information describing the accreditation process is available from Sandra Nordenhold, military installation commissioner, in CFSC's Community Recreation Directorate.

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RecTrac Gives Installations Key to Recreational Utopia

By Tim Hipps

It takes more than ballparks, bowling alleys, gymnasiums, weight rooms and marinas to satisfy the recreational desires of Soldiers and their families.

"We are no longer Kevin Costner's 'If you build it, they will come,'" said RecTrac guru Don Reichert, who spent the past two years at the U.S. Army Community and Family Support Center fine-tuning a computer program designed to monitor recreation programs. "We have to provide recreation where the Soldier is, where the customer is."

RecTrac is a fully integrated software program that increases recreation and parks efficiency and productivity while providing management with extensive reporting and statistical data. The Army, Air Force, Navy and Marine Corps all use the computer program to monitor recreation facilities.

When used properly, RecTrac can show installations the way to recreational Utopia. It can register participants, monitor traffic in and out of facilities, balance the financial books and schedule league play. It not only can book referees for a flag football game, it can even turn the field lights on and off.

The biggest hurdles are getting folks registered in RecTrac and convincing staff to take advantage of the resource, Reichert said. Once the system is operative, a Department of Defense identification card is all authorized users need to play ball, work out or immerse themselves in arts and crafts.

Nearly every recreational pursuit in America is offered on some U.S. military installation. RecTrac's aim is to make the most of those opportunities for both MWR workers and their customers, and to monitor what, when and where activities are most

needed and desired, which in turn makes scheduling and staffing more efficient.

"Some people say that's Big Brother," Reichert admits. "Well, not really. What it means is we're trying to figure out how

"We have to provide recreation where the Soldier is, where the customer is."

—Don Reichert

much does it cost to do business. If we know that 1,500 people come into a fitness center on a daily basis and we know that 750 come in the first two hours, then we're able to figure out how many people we need to put on duty to keep the place clean and keep the place open."

Monitored overflow traffic also can be a means to help justify new facilities for programs based on customer demand.

"People have a perception that MWR facilities are free," Reichert said. "They may be free in terms of you not having to pay for them directly, but indirectly there is a cost and we need to capture that cost because this will help us do a better job of providing more services to the customer."

With all facilities on post entered into a database, RecTrac makes it easy to schedule events and avoid double-bookings. Some off-post venues also can be monitored by

the program. The same goes for meetings, classes and receptions in MWR facilities.

RecTrac has been rapidly improving since the Army began using the program in 1994.

"It's getting much better," Reichert said. "It's a better product. It's faster. It does just about anything you want."

Although RecTrac has been around for several years, Reichert said some installations are reluctant to use the program to its fullest capacity. Nearly every post uses it to some extent—more frequently as a cash register than a recreation manager.

"It's an excellent point-of-sales system," Reichert said. "Everyone is using it for point-of-sale purposes. They're using it in some of our smaller clubs and restaurants, and all of Army recreation is using it for automotive sales, arts and crafts and tickets."

Reichert, who has a master's degree in database management, said he was hired to monitor RecTrac because he kept complaining that people weren't using the program.

"So finally they hired me to fix it," he said. "From a customer's standpoint, people want things done quickly. They don't want to wait around."

The most negative perception among customers is that too much information is required to run RecTrac, Reichert said. What customers must realize is that information helps provide a more secure environment, and since Sept. 11, 2001, security is paramount.

Reichert believes that with RecTrac, facility supervisors always know who's in the house. Besides, swiping an ID card takes less time and manpower than signing in at a facility. Entire units can be registered with

(continued on page 23)



AFAP Marks 20 Years of Success as “Voice” of Soldiers and Families

Story and Photos By Victoria A. Palmer



Family Support work group delegates introduce their brief out during the AFAP conference brief out.

It all comes down to two simple words: Well-Being.

For Soldiers and their families, providing the “voice” to Army leadership on issues affecting their quality of life is both the premise and the promise of the Army Family Action Plan.

Twenty years ago the Army was challenged to adapt to a different cultural environment. With a largely married force and an ad hoc array of programs staffed by volunteers without a cohesive focus, it was clear that family issues presented a new challenge for Army leaders. The establishment of the Year of the Army Family in 1984 solidified the Army’s commitment to families. Out of that initiative, many Soldier and family programs were created and the first Army Family Action Plan was published.

Initiated by a group of spouses in the early 80s and institutionalized by the Army in 1983, the AFAP is a grassroots process that provides active and reserve component Soldiers, retirees, Department of Army civilians and family members the opportunity to rec-

ommend solutions for issues of concern that affect Army standards of living. This feedback is implemented through a series of annual AFAP conferences that take place at installations, major commands and at the Department of the Army level.

Approximately 90 percent of issues from installation conferences are successfully resolved locally, creating a continuous process of community improvement. Issues that require a higher level of authority are submitted to the major command conference, where delegates again evaluate and prioritize the issues, which may be retained for action, returned to the installation, or submitted to the DA-level conference each fall.

At the DA-level conference, delegates, who represent the Army’s demographic groups, evaluate and prioritize issues submitted from Army communities. Upon leadership approval, the issues are assigned to Army and Department of Defense staff offices where they are worked toward resolution. A General Officer Steering Committee chaired by the Army Vice Chief of Staff

meets semi-annually and is the final deciding authority on the status of AFAP issues.

In its 20-year history, AFAP has raised 566 issues resulting in 85 changes to legislation, 133 revised policies and 147 improved programs or services. Additionally, more than 50 percent of resolved AFAP issues result in benefits across the services.

AFAP successes include the Military Thrift Savings Plan that allows military members to participate in the Federal Thrift Savings Plan; TRICARE for Life, which extends TRICARE eligibility to military Medicare-eligibles; tour stabilization for Soldiers with high school seniors; and uniform Department of Defense Reserve Component family member identification cards.

During the 20th annual Department of the Army AFAP conference Nov. 17–21 in Alexandria, Va., 103 delegates worked in eight groups to review 104 issues advanced from 16 MACOMs. Each group focused on issues from a specific area: family support, force support, facilities, relocation, employment, volunteers, entitlements and medical/dental.

At the meeting of the General Officer Steering Committee, senior Department of Defense and Army leaders reviewed and took action on 26 issues already in AFAP process. Army Vice Chief of Staff Gen. George W. Casey Jr. charged GOSC members and conference delegates to fully explore each issue and ensure they came up with the right disposition.

“We are the ones who must decide if we’ve worked these actions thoroughly, and if we’ve developed the best solutions to issues that were raised from our Soldiers, families and civilian employees,” said Casey. “What we do here is important because it puts teeth into our commitment

to take care of Soldiers and their families.”

The conference featured two sessions during which delegates gave direct feedback to leadership: Army Command Sergeants Major received a briefing on unit manning and provided their perspective and comments; and spouses were invited to meet with Mrs. Casey, spouse of Gen. George W. Casey Jr., to share their thoughts and ideas on family readiness issues. Conference delegates also discussed their perception of strengths related to mobilization, deployment and family readiness.

Personal financial concerns emerged as this year's top priority for Soldiers and their families, according to the votes of conference delegates at the conclusion of the week. All of the top five new AFAP issues directly relate to pay benefits and personal expenses.

Survivor Benefit Plan offset headed the list of new issues in the AFAP process—ahead of mortgage relief for mobilized Reserve Component service members and death benefits for stillborn infants (tied for second); lodging and subsistence for family members of hospitalized service members; and regular reviews to determine the proper weight allowance for permanent change of station moves.

Additionally, delegates voted for the top six critical active issues introduced into the AFAP process at previous conferences. At the top of that list is an issue advocating affordable continuing education for family members by allowing all Soldiers with at least 10 years of service to distribute their Montgomery GI Bill benefits to their dependents. Another education issue relates to in-state college tuition status for military family members. Favorable resolution of this issue will allow military family members residing in a state on military orders to be eligible for in-state tuition and to retain in-state tuition status once established, even when military orders take them to a different state.

The other top critical active issues deal with pay table reform, modification of the Permanent Change of Station weight allowance table, retirement Dislocation Allowances and shipment of household goods.

This year's delegates identified the most

valuable services as medical/dental, the Army Family Action Plan, Army Community Service and the commissary.

The U.S. Army Community and Family Support Center in Alexandria, Va., oversees the Army Family Action Plan program and sustains and maintains the ongoing AFAP process. In its 20th year of giving voice to issues affecting Soldiers and families and the civilians who serve them, AFAP remains a dynamic process that leverages relevant, real time concerns; identifies how world events influence Army standards of living; and continues to re-examine programs and processes and recommend changes that are flexible, responsive and timely.

Sustaining the AFAP principle of empowering Soldiers and families will continue to raise the bar for Army standards of living. Leveraging technology and tailoring the AFAP process to the unique requirements of the Army National Guard and U.S. Army Reserve will create real-life solutions for the real-time concerns Soldiers and families face today.

“AFAP is the program that gives us a reality check,” said Delores Johnson, director of the Army's Family Programs. “It's a direct communication loop from Soldiers and families to the Army's leaders. Leaders take quick action on resolving the issues, and complete the communication loop by reporting progress back to Soldiers and families so they'll know their voice is heard. It's a powerful process and an ongoing good-news story. AFAP is a product of the ingenuity and commitment of Army constituents—it validates the fact that the Army's greatest commodity is its people.”

“We find ourselves in the AFAP 20th year, supporting an Army at war,” said Casey in remarks to delegates at the conclusion of the conference. “And once again we find ourselves at a crossroad. As a result of this conference, we are embarking on an endeavor to implement a multi-component family support system. At no time in my recent memory has a program like AFAP been more important to the overall success of our Army.”

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Gen. George W. Casey Jr. makes closing remarks to delegates at the 2003 AFAP conference.

“At no time in my recent memory has a program like AFAP been more important to the overall success of our Army.”

*—Army Vice Chief of Staff
Gen. George W. Casey Jr.*



Victoria Palmer

*“For the Soldier,
By the Soldier”*

Troops Carry on Tradition of Army Entertainment

Staff Sgt. Glynis Harris raises the roof with soaring vocals in the 2003 U.S. Army Soldier Show.

By Tim Hips and Victoria Palmer

The U.S. Army Soldier Show “Legacy” wrapped up its 93-performance 2003 world tour in mid-November with a gala VIP performance at the Warner Theatre in Washington, D.C., before returning to its Fort Belvoir, Va., Wallace Theatre home for a final performance.

The troupe of 17 Soldiers traveled over 35,000 miles by bus and air and performed at 55 locations in 21 states, the District of Columbia, Korea and Guantanamo Bay, Cuba, with a combined audience attendance of more than 94,000 during the six-month tour.

The cast and crew assembled and disassembled more than 39,000 pounds of equipment for each stop. The average work day when performing was 17.5 hours.

This year’s cast and crew of active duty, National Guard and Reserve Soldiers from 11 states, Japan, Korea and Germany, varied in rank from private first class to first lieutenant.

At the conclusion of the tour, the Soldiers returned to their units to resume their military jobs. Some deployed to join their units in Iraq.

“The Soldier Show is a one-of-a-kind experience. It’s like nothing else that you’ll ever do,” said Sgt. Ryan Murphy, Fort Belvoir, Va. “Everybody in the show does everything, so it’s a very difficult job but a very rewarding experience. It builds your confidence,” he added.

“It was harder than I thought it would be,” admitted Spc. Mike Acevedo, Camp Zama,

Japan, who said the Soldier Show is one of the reasons why he joined the Army. “And we persevered, we got through everything.”

Sgt. Caprice Pittman noted that the Soldier Show taught her patience and helped her develop as a noncommissioned officer. “It has also given me more discipline and actually it’s helped me as a newly inducted noncommissioned officer, because I was given more responsibility on this tour than I actually had in my unit at the time,” Pittman said.

Today’s U.S. Army Soldier Show cast carries on the tradition of “entertainment for the Soldier, by the Soldier” first established during World War I by Irving Berlin, the “founding father” of today’s Army

Entertainment program and famous for standards such as “White Christmas” and “God Bless America”.

Soldiers selected for the Soldier Show are attached to the CFSC’s Army Entertainment Detachment for 179 days. The Soldier Show operates as a deployable military unit under the leadership of the detachment commander, first sergeant, and an NCOIC who travels with them on the road.

Sponsors for the 2003 U.S. Army Soldier Show were First Command Financial Planning and the Army National Guard.

BRAVO! Eager to Entertain Front-line Soldiers

BRAVO! Army Theatre Touring Company presented “Farley Family Reunion” during the holiday season to lighten spirits of Soldiers deployed in support of Operations Iraqi Freedom and Enduring Freedom.

After performing the hilarious play at the Fort Belvoir, Va., Sosa Community Center Nov. 7 and 8, the five-Soldier entourage departed Nov. 12 for Kuwait.

BRAVO! will entertain troops in Iraq, Qatar, Afghanistan and Uzbekistan before returning to Fort Belvoir in early January. A few days later, they will embark for Korea and Japan. The tour will conclude in Alaska in late February.

“This tour is going to be unlike any tour that we’ve even ever done,” Army Community Entertainment Program Manager Tim Higdon said. “We’ve had people go to the Middle East, but we want to get them to the small remote places where they can’t take contract civilian entertainers—take them on 4-hour truck convoys into little camps.

“We’re really excited that they’re going to be performing for troops in Iraq on Christmas and for troops in Afghanistan on New Year’s Eve. They’ll be hitting every major command that’s represented in Iraq right now,” Higdon said.

BRAVO! will perform as many as three shows on some of their 33 performance days.

“Historically and traditionally, a Soldier

in a combat zone still craves that human interaction with somebody who’s taking the time to come and be with them,” Higdon said. “In the tradition of our motto, entertainment ‘for the Soldier, by the Soldier’, I think we take that interaction one step further and say: ‘I’m one of your own, and I’m taking my time and my holiday just to help you get away for 90 minutes.’”

Pfc. Blake Boles, of Camp Casey, Korea, thought his acting days were numbered when he joined the Army.

“I thought I was leaving theater behind,” he said. “This is the noblest thing that we as



Tim Higgs

Pfc. Blake Boles says performing for front-line Soldiers is “bigger than Broadway...bigger than the Oscars.”



Tim Higgs

The BRAVO! cast and crew includes (left to right) Spc. Joel Miller, Spc. Alexis Sutter, Pfc. Blake Boles, Sgt. Tobin Atkinson and Spc. Vanessa Bradchulis.

“We’re really excited that they’re going to be performing for troops in Iraq on Christmas...”

—Tim Higdon

performers can do. This, to me, is bigger than Broadway... bigger than the Oscars. If I could do this for the rest of my life, I would be thrilled to death."

Spc. Vanessa Bradchulis, stationed at Vilseck, Germany, complements Boles on stage during her second tour with BRAVO! Other members of the troupe include technician Spc. Joel Miller, of Fort Meade, Md., and Spc. Alexis Sutter, of Fort Myer, Va., who handles costumes and props. Sgt. Tobin Atkinson of Fort Belvoir, Va., directs the play.

Soldiers Compete as Stars of Tomorrow

Sgt. Aaron Talley came all the way from Vicenza, Italy, to sing Harry Connick Jr.'s "Recipe for Love," which won him best-of-show honors in a field of 23 competitors in the U.S. Army's 2003 Margaret "Skippy" Lynn Stars of Tomorrow Entertainment Contest Nov. 22 at Wallace Theater.

"This is a great honor," said Talley, who added dance to his repertoire. "It means a lot to compete against the best in the Army and be recognized. It's really fulfilling to have a judge look at your talent and say: 'Yeah, you're pretty good.'"

A six-year Army veteran, Talley plans to leave the military in the next couple months and will forfeit his guaranteed slot in the 2004 U.S. Army Soldier Show live auditions. He did, however, proudly collect a \$5,000 equipment gift certificate for his installation's recreation center or Better Opportunities for Single Soldiers program.

Pfc. Jeanna Kilbane of Kaiserslautern, Germany, took runner-up honors for her performance of "Walking on Sunshine."

Judge Debra Byrd, a vocal coach for FOX television's "American Idol," said Talley and Kilbane could pursue futures on stage.

"Aaron would do well, and the young lady who sang 'Walking on Sunshine,' she would do very well," Byrd said. "Picking them was easy."

Sgt. Rodrig Olestry of Bamberg, Germany, finished third overall. He also fin-



Tim Higgs

Sgt. Aaron Talley wins best-of-show honors in the Stars of Tomorrow Entertainment Contest.

"It means a lot to compete against the best in the Army and be recognized."

—Sgt. Aaron Talley

ished runner-up to Talley in the male vocal solo division.

Kilbane won the female solo vocal category. Sgt. Tonia Jackson of Fort Hood, Texas, took vocal solo self-accompanied honors. First Sgt. Wilford Velez and Spc. Christopher Webb of Hohenfels, Germany, won the specialty division. Pfc. Cyriac Alencheril of Fort Lewis, Wash., placed first in the instrumental solo category.

Byrd applauded the efforts of lighting engineer Brian Essad of CFSC's Army Entertainment Division. "He brought to each contestant a personality, so I have to find him and congratulate him," she said. "He gave great lighting elements to each and every one of them."

The annual contest is open to active duty personnel and exceptions can be made for Army Reserve and National Guard Soldiers. Each contestant, who advanced through Installation Management Agency or Department of the Army levels, was allowed seven minutes to perform. Performers are judged by a panel of professionals in the entertainment industry and are evaluated on technical excellence, showmanship and treatment and interpretation of material.

[Information about AED programs and auditions is available on the MWR Web site at www.armymwr.com. POC for the U.S. Army Soldier Show is Victor Hurtado; victor.hurtado@cfsc.army.mil. POC for BRAVO! and Stars of Tomorrow is Tim Higdon; tim.higdon@cfsc.army.mil]



PEOPLE IN THE NEWS

Army Recreators Honored with 2003 Awards

Army MWR personnel were among 8,600 attendees at the National Recreation and Park Association 2003 Annual Congress & Expo at St. Louis, Mo., in October. Army recreation awards were presented to recognize outstanding recreation programs and individuals during “Army Leadership Day”, an MWR breakout training day conducted during the conference.

Fort McCoy’s Budda Wins Army Rec Career Award

Daryl Budda of Fort McCoy, Wis., received the Army Recreation Career Award. Budda’s MWR career spans 22 years, from his first position as a camp aide in Pirmasens, Germany, to his current post as the Fort McCoy community recreation/ business activities officer. He has served in numerous positions in Army youth and adult sports in Germany; as an athletic director for the Navy in California; and as sports program manager and recreation center program manager at CFSC.

Budda has implemented various quality management practices to complement his use of the Rec Delivery System and attributes the success of Fort McCoy programs to reliance on comprehensive strategic planning.

Library Tech Stewart Wins Rec Employee of the Year

The 2003 Army Recreation Employee of the Year is Reginald Stewart, a library technician at the 284th Base Support Battalion in Giessen, Germany. He was selected for his outstanding contributions to the overall recreation program through his innova-



Victoria Palmer

Reginald Stewart

tive storymobile outreach program and his support and contributions to the recreation division community events.

Stewart also was named the 2002 federal Library Technician of the Year at a Library of Congress award ceremony March 19, 2003.

Master Sergeant Receives Friend of Recreation Award

Master Sgt. Joseph Lewis, Fort McCoy, Wis., was honored with the Friend of Recreation Award. Lewis was activated to Fort McCoy in January 2003 during the mobilization of troops to support Operation Iraqi Freedom. Fort McCoy MWR faced the challenge of having Soldiers eager to have recreational activities available to them, and needed to plan and execute events in record time.



Fort McCoy MWR

Master Sgt. Joseph Lewis

Lewis accepted the role as MWR liaison for mobilized Soldiers at Fort McCoy, attending the weekly Rec Delivery System team meetings and becoming a major player assisting with the creation and promotion of special events, donating his off-duty time for many recreation programs to ensure their success.

2003 Army Recreation Program Awards

Arts and crafts program of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Giessen, Germany
- *Large installation:* Wiesbaden, Germany

Automotive skills program of the year:

- *Small installation:* Fort McCoy, Wis.

Entertainment program of the year:

- *Medium installation:* Ansbach, Germany

Library program of the year:

- *Medium installation:* 284th BSB, Giessen, Germany
- *Large installation:* Fort Lewis, Wash.

Outdoor recreation program of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Grafenwoehr, Germany
- *Large installation:* Wiesbaden, Germany

Recreation Delivery System team of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Aberdeen Proving Ground, Md.
- *Large installation:* Wiesbaden, Germany

Recreation center program of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Langenbruck Recreation Center, Vilseck, Germany

Sports and fitness program of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Giessen, Germany
- *Large installation:* Fort Rucker, Ala.

Installation recreation program of the year:

- *Small installation:* Fort McCoy, Wis.
- *Medium installation:* Giessen, Germany
- *Large installation:* Fort Benning, Ga.

11 Honored with AFRS Awards

Eleven Army recreators were recognized with Armed Forces Recreation Society Awards at the AFRS breakfast during the NRPA conference. The AFRS national awards program recognizes contributions to the recreation of active duty military personnel, retirees, families and civilians.

(continued on page 22)



Olympic Trio

Highlights Productive Year of Army Sports

Story and Photos By Tim Hippias

Capt. Anita Allen finishes second in equestrian riding en route to winning the women's modern pentathlon in the 2003 Pan Am Games.

Staff Sgt. Basheer Abdullah was selected to coach Team USA's boxers in the 2004 Olympic Games, Staff Sgt. Shon Lewis will coach the Greco-Roman wrestlers, and Capt. Anita Allen clinched a modern pentathlon spot to highlight a productive year of Army sports.

Several Soldiers, most who are members of the U.S. Army World Class Athlete Program, still have opportunities to qualify for the U.S. Olympic Trials and join them in Athens, Greece.

"I couldn't ask for a better way to go out, and I thank the Army dearly for providing this opportunity for me to be a Soldier-athlete," said Abdullah, who plans to retire from the military this year. "I've reached the highest level in amateur boxing. What greater opportunity can an individual amateur athlete have than to take

part in the Olympic Games? It's an honor."

Lewis, a four-time national champion and 13-time Armed Forces champion on the mats, echoed that sentiment.

"It is a great honor to be recommended to be on the staff to take our nation's best athletes to the Athens Games," said Lewis, who evolved as a Soldier-athlete into head coach of the Army's WCAP wrestlers and led them to three consecutive national team titles. "It is with pride that we work to help develop young athletes to win medals and pursue their goals."

Allen secured an Olympic berth in August by winning the women's modern pentathlon in the Pan American Games XIV at Santo Domingo, Dominican Republic.

"I can't thank WCAP enough," said Allen, a member of the medical service corps. "They're the ones who found me and

introduced me to the sport. They made my dreams come true."

Seven Soldiers have qualified for the 2004 U.S. Olympic Boxing Team Trials, scheduled for Feb. 16-21 at Tunica, Miss. Staff Sgt. DeAndrey Abron (178 pounds) and Spc. Clarence Joseph (165 pounds) qualified by winning gold medals May 31 in the 2003 Golden Gloves National Tournament of Champions at Las Vegas. Spc. Edward Joseph earned a berth by winning the 152-pound division of the 29th annual National Police Athletic League Boxing Championships Sept. 27 at Toledo, Ohio.

Staff Sgt. Torrence Daniels (119 pounds), Spc. Keith Mason (141 pounds), 2nd Lt. Boyd Melson (152 pounds) and Staff Sgt. Charles Leverette (201 pounds) qualified by winning their divisions Dec. 11 in the 2004 Armed Forces Boxing

Championships at Camp Lejeune, N.C.

First Lt. Chad Senior, who finished sixth in the men's modern pentathlon in the 2000 Summer Olympics, won silver medals in the 2003 U.S. National Modern Pentathlon Championships and the Pan Am Games. Senior is among the favorites to make Team USA for his second Olympic appearance.

Spc. Michelle "Mickey" Kelly relied on running expertise June 8 to win the women's U.S. National Modern Pentathlon Championship at Colorado Springs, Colo.

Kelly also won the women's division of the Armed Forces Cross Country Championships at Houston, where male and female Soldiers combined to win their second consecutive overall crown in February.

In the men's 12-kilometer race, Capt. Scott Goff, Spc. Shawn Found, Spc. Chris England, Sgt. Phillip Castillo and Staff Sgt. Shannon Swords swept the top five Armed Forces spots. Sgt. Sandu Rebenciuc won the men's 4,000-meter race and was followed by Capt. Ryan Kirkpatrick.

Pfc. Tina George made significant marks for Soldiers and women by winning a gold medal in the Pan American Games and silver medal in the World Championships of Freestyle Wrestling at Madison Square Garden in New York, where she qualified U.S. women for a 55-kilogram spot in the Athens Games, where women's Olympic wrestling will be contested for the first time.

"Hopefully, next year I'll have everything put together in the right place to receive the gold medal in the Olympics," George said.

That sentiment is shared by Sgt. Dremiel Byers, a 2002 heavyweight world champion in Greco-Roman wrestling who lost his No. 1 national ranking in 2003 to Rulon Gardner, America's darling of the 2000 Summer Olympics.

Byers lost to Gardner in the U.S. World Team Trials at Indianapolis in May, setting the stage for a series of anticipated rematches between the two big men of USA wrestling to determine who will go to Athens in 2004.

Several other Army wrestlers fared well last year and will be grappling for Olympic berths.

Staff Sgt. Keith Sieracki, an alternate for

the 2000 Olympics, won his fourth national championship and was elated to match Lewis' mark of four titles as Soldiers won their third consecutive national team crown at Las Vegas.

Sgt. John Nunn led 13 Soldiers in the 2003 USA Outdoor Track & Field Championships June 19-22 by finishing third in the 20,000-meter racewalk at Palo Alto, Calif. Spc. Bevan Hart provided the Army's greatest exposure by finishing seventh in the men's decathlon.

Sgt. David Bartlett rejoined the military to pursue his Olympic dream and led 11 All-Army martial artists May 24-25 by winning the men's featherweight division of the 2003 U.S. Senior National Taekwondo Championships at New Orleans. Sgt. Yelena Pisarenko and Sgt. Petra Kau finished third in the women's lightweight and heavyweight divisions.

Two Soldiers ran to individual victories Oct. 26 in the 2003 Armed Forces Marathon contested in conjunction with the 28th Marine Corps Marathon at Arlington, Va. Staff Sgt. Gerardo Avila of Fort Lewis, Wash., finished 10th overall and was the first U.S. military runner across the finish line in a

personal-best time of two hours, 32 minutes, 59 seconds. Maj. Jacqueline Chen, a podiatrist at Landstuhl Regional Medical Center in Germany, finished seventh among women to win the female Armed Forces crown in three hours, seven minutes, 36 seconds.

All-Army teams won 2003 Armed Forces Championships in rugby and triathlon.

Capt. Kevin Inglin of Fort Monroe, Va., converted with a strong kick that lifted Army to a 22-20 come-from-behind victory over defending champion Air Force in the rugby finale Oct. 24 at Naval Station Everett, Wash. The conversion followed Capt. Robert Snow's game-tying try in the final two minutes.

"You dream of these situations," said Inglin, whose winning boot gave Soldiers their only lead of the scrum and secured Army's ninth championship in the past 11 Armed Forces Rugby Championships.

For the second consecutive year, All-Army men and women combined to win the overall title in the 2003 Armed Forces Triathlon Championships June 21 at Naval Base Ventura County Point Mugu, Calif. Maj. Heidi Grimm of Camp Red Cloud, Korea, and 1st Lt. Jessica Jones of Fort Hood, Texas, won women's gold and silver medals while 1st Lt. Keith Walters of U.S. Army Reserves, Ariz., finished second in the men's run, bike and swim.

Soldiers also fared well in the 2003 Armed Forces Golf Championships Oct. 7-



Sgt. Dremiel Byers throws All-Army teammate Spc. Paul Devlin in the semifinals of the 2003 U.S. National Wrestling Championships.

10 at Navy MWR Headquarters in Millington, Tenn., and the inaugural World Military Golf Championships Oct. 14-16 at Naval Air Station in Jacksonville, Fla.

Spc. Chad Saladin of Schofield Barracks, Hawaii, set course records of 66 to win both individual men's titles. His first round at Millington included two eagles and a hole-in-one. Saladin and Lt. Col. Mark Johnson of Fort Sam Houston, Texas, waged a one-hole playoff for the top spot at Jacksonville, where Saladin prevailed with a birdie. Johnson also finished runner-up to Saladin in the Armed Forces Championships.

PEOPLE IN THE NEWS

(continued from page 19)

Support Services:

- Toby Bartley, illustrator; Fort Lewis, Wash.
- Jobi Spolum, marketing computer specialist; Fort McCoy, Wis.

Front Line Award:

- Beverly Cleveland, recreation aide; Giessen, Germany
- Adam Bloor, recreation aide; Fort McCoy, Wis.
- Thomas Schmidt, library technician; Fort McCoy, Wis.

John "Pat" Harden Practitioner Award:

- Brian Guinn, outdoor recreation; Fort Lewis, Wash.
- Cody Waits, sports specialist; Friedberg, Germany
- Carey Woodrome, recreation aide; Fort Wainwright, Alaska

Commanders Award:

- Lt. Col. Timothy Gorrell, military assistant; Office of the Assistant Secretary of the Army for Installations & Environment, the Pentagon

Executive Fellow Award:

- Jeff Temple, community recreation director; Aberdeen Proving Grounds, Md.

Lifetime Service Award:

- Harriet Rice, chief, public affairs (retired); CFSC, Alexandria, Va.

BOSS "Best" Awards Presented

The 2003 Army-wide Better Opportunities for Single Soldiers annual training workshop was Sept. 14-20 in Leesburg, Va. Awards for best BOSS events and programs were presented during the conference.

Best BOSS event

- *Extra small installation:* Camp Hialeah, Korea

- *Small installation:* Vicenza, Italy
- *Medium installation:* Camp Humphreys, Korea
- *Large installation:* Fort Lewis, Wash.
- *Extra large installation:* Fort Campbell, Ky.

Best BOSS program:

- *Extra small installation:* Fort Jackson, S.C.
- *Small installation:* Presidio of Monterey, Calif.
- *Medium installation:* Fort Eustis, Va.
- *Large installation:* Fort Benning, Ga.
- *Large installation:* Fort Campbell, Ky.

Felteus Edwards Award for Excellence in MWR:

- Marlon Martin, Fort Campbell, Ky.

Fort Wainwright's Langseth Wins IMCEA Award

Joanne Langseth, Fort Wainwright, Alaska, received the International Military Community Executives Association 2003 Irv Rubenstein Memorial Award. The award was presented to her during the MWR breakout training day at the National Recreation and Park Association 2003 Annual Congress & Expo in St. Louis, Mo., in October. Formerly known as the "MWR Rookie of the Year Award", the Irving Rubenstein Memorial Award recognizes one MWR professional from each of the five branches of the Armed Forces who has been in an MWR management position for less than two years.

AFRC Rec Director Completes Ironman World Championship

Armed Forces Recreation Center-Europe Recreation Director Leigh Plowman successfully completed the 25th Ironman World Championship Oct. 18 in Kona, Hawaii. Plowman finished with a personal best Ironman triathlon time of 10 hours, 21 minutes, 46 seconds, earning him 26th place among 116 athletes in his age group

and 599th of 1,570 race finishers.

To finish the competition, Plowman completed a 2.4 mile swim, 112 mile bike ride and 26.2 mile marathon run. The challenging conditions included uphill climbs, strong headwinds and temperatures in the 90s.

"The whole event that lasted 10 hours and 45 minutes seems like a dream that just cruised by in minutes," said Plowman. "It was an absolutely amazing day. As I crossed the finish line I really took my time to enjoy fulfilling one of my longtime dreams."

When not competing in triathlons, Plowman is the recreation director at the AFRC-Europe in Garmisch, Germany. The



Courtesy Leigh Plowman

AFRC-Europe's Leigh Plowman triumphantly completes the Ironman World Championship in Hawaii.

recreation programs under Plowman's direction include mountain biking, skiing and snowboarding, kayaking, golf, and hiking in the Alps. During the winter season, Plowman runs the largest ski and snowboard school in Germany.

"We promote a healthy lifestyle at AFRC, so my job is a perfect fit for my lifestyle," said Plowman. "I've worked here at AFRC for 19 years and can think of nothing better than what we do here for service members."

[From an AFRC-Europe release]



TRANSITIONS

(continued from back cover)

Stephanie Landis joined CFSC in October as a financial analyst for the Business Programs lodging division. She came from Fort Belvoir, Va., where she served as budget analyst since March 2001. She was an assistant financial officer and accounting supervisor at Fort Bragg, N.C., from October 1996 until March 2001. Landis was an accounting supervisor and accounts payable manager for European Stars & Stripes in Darmstadt, Germany, from December 1992 through July 1995. She received her bachelor's in business administration from Christopher Newport University with a concentration in management and minor in accounting. She has completed 24 hours for a major in accounting. Landis has been instrumental in developing, updating and implementing company-wide accounting procedures and employee training programs.

IN REMEMBRANCE

Bill Miller, manager of Sports USA at Fort Bragg, N.C., died suddenly at his home in Fayetteville Nov. 23. He was 67. Born in Raleigh County, W.Va., Miller served in the Marine Corps from 1955 to 1959. He served in Vietnam as a translator with the Central Intelligence Agency. Miller also played professional football for three years with the Houston Oilers and one season with the Denver Broncos. He moved to Fayetteville in 1998 and helped open the first NAF major construction Sports USA sports bar and nightclub. This unit, under Miller's leadership, won the Army's Best in Class Award for themed operations in 2000 and 2002. Miller is survived by wife Laura, six children and 13 grandchildren.

2003 Proved Another Important, Successful Year for MWR

(continued from page 3)

programs and resources to Soldiers and family members, work has begun on CFSC's *Survey of Army Families V*, scheduled to be fielded Army-wide in March 2004. Nine new NAF major construction projects and three new Army lodge projects will begin construction in 2004. We'll continue to offer support to OEF/OIF Soldiers and their families.

I want to thank all of you for helping make possible the many successes our Soldiers and families enjoyed in 2003. You did, and continue to do, incredibly important work. I know that through your dedicated efforts, 2004 will be yet another year full of promise and achievement as you continue to make an important difference for Soldiers, DA civilians, retirees and family members. I am proud and honored to serve in your ranks.

ROBERT L. DECKER
Brigadier General, USA
Commanding



Satisfying Demand Nourishes Revenue

(continued from page 11)

the numbers don't work for the investment, what they can do if they still want to upgrade their food program is use one of our Army branded theme restaurants. By doing so they assume the investment costs, but they get 100 percent of the return, as well as our corporate support, our marketing materials, our expertise, our follow up visits, our mystery shopper program. It's an option so we don't have to say to the commander, well, you didn't pan out for the name brand fast food, we're sorry, we can't service you, and walk away. We have something that we can offer.

FB: Do you play any continuing role after an NBFF outlet opens?

MA: Yes. By the MOA, once it's open it belongs to the commander and we have no official role. But we feel that when [CFSC Business Programs] puts our signature on something to the field that says this is a recommendation from AAFES and we concur, we believe we have an interest in ensuring that what we've said is going to happen is going to happen. So we track the numbers. We try to assist if any problems crop up, even though it's not technically our problem. We're going to do what we have to do to help every time one of these places opens.

[BP; milo.ambrose@cfsc.army.mil]

RecTrac Gives Installations Key to Recreational Utopia

(continued from page 13)

the swipe of one card and a head count.

"To make it work takes a combined effort from the installation commander, the DCA [director of community activities], people in recreation and people who open recreation doors on a regular basis," Reichert said. "I'll be the first to admit that the program isn't perfect. It takes a tremendous amount of effort to get this program up and running—to get everyone enrolled in the database and get the terminals on line—and a lot of people aren't willing to do that because they don't see the payoff."

Geneva Martin, the supervisor recreation specialist of Graves Fitness Center at Fort Belvoir, Va., says her programs reap many benefits from RecTrac. She's also responsible for scheduling and monitoring intramural leagues on post.

"It's a great tool for scheduling," Martin said. "I love it, I really do. To anyone who hasn't used RecTrac, I would say: 'Try it.' If you utilize it right, it can do anything for you."

[CR; marcy.stennes@cfsc.army.mil]

USACFSC

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is available online at
www.armymwr.com

Pass it on!



TRANSITIONS

Arrivals

Sandra Franzblau joined CFSC's Command Judge Advocate's office in November. She previously was assigned as an attorney advisor with the Office of the Staff Judge Advocate, V Corps, in Heidelberg, Germany, where she lived for the past six years. Franzblau also worked in the private sector and with the Social Security Administration's Office of Hearings and Appeals before working for the Army. She previously specialized in administrative, labor and employment issues, and will be focusing on administrative law issues at CFSC. She received the Commander's Award for Civilian Service in 2001. Franzblau holds a bachelor of science in communications from Florida State University and a law degree from Widener University School of Law, where she was a note and comment editor for the law review. She's still settling into the area with husband Jim, daughter Sophia, 2, and son Elliot, 5 months. Originally from Hollywood, Fla., Franzblau enjoys hiking, beachcombing and lounging in a hammock.

Jason Henderson joined CFSC in June as a food and beverage specialist for Business Programs' food services division. His office is located at the Culinary Research and Development Laboratory at Fort Lee, Va. He develops recipes for Army branded theme operation units and sources and tests all new products. Henderson has more than

10 years experience in the food and beverage industry. Prior to accepting the position with CFSC, he was an executive corporate chef for TMC Foods, LLC in Williamsburg, Va. He also worked as the kitchen manager at Provision's in Mannheim, Germany; restaurant and bar manager at Mountain Lake Hotel in Mountain Lake, Va.; and at Chefs de France, located in Epcot Center at Walt Disney World in Lake Buena Vista, Fla. Henderson attended the Culinary Institute of America at Hyde Park, N.Y., and received a bachelor of science degree from Virginia Tech. He is married to Elizabeth and they have three dogs.

Anthony (Tony) Marko joined CFSC in October as a food and beverage specialist for the Business Programs food services division. He has 27 years of experience in food service operations, 20 years as a certified executive chef and culinary educator, and 14 years as executive chef for Headquarters, U.S. Marine Corps' food and hospitality operations branch at Quantico, Va. He also was executive chef for the Washington, D.C., Convention Center and several upscale hotels, clubs, and restaurants. Marko has prepared and served meals for three U.S. Presidents at inaugural balls and fundraising events. He held the title of department chair and chef instructor for the American Culinary Federation's certified culinary program at University of Montana's vocational technical center in Missoula,

Mont. Tony holds a bachelor's degree from the University of Montana and an AOS degree from Culinary Institute of America. His significant other is Ms. Dannie Lee Michael, and he has two children, Cassandra, 23, and Anthony Jr., 21.

Harper Dickson joined CFSC in October as a program analyst and contracting officer's representative for the Business Programs lodging division. She came to CFSC from the International Military Community Executives Association, where she served as membership coordinator, distribution manager and administrative assistant from April 2002 until September 2003. Prior to working with IMCEA, she was the business manager for the Rod and Gun Club at Ft. Bragg, N.C., where she was instrumental in the development, coordination and design of McKellar's Lodge. From May 1997 through December 1998, she was a hospitality management trainee at the Armed Forces Recreation Center Shades of Green on Walt Disney World Resort. She also served as sales/marketing/conference coordinator at AFRC-Europe from January 1992 through December 1994. Dickson graduated from Southern Illinois University with a bachelor's in hotel, restaurant and travel administration. She is married to George Dickson. They have two sons, Trevor and Aidan, and are expecting a baby in April.

(continued on page 23)