

Angry, distraught workers can pose a serious security threat, warns AT awareness expert

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FORT LEE TRAVELLER

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Martin Moment

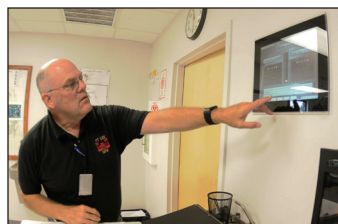
Kansas-born colonel ready to grow 'no place like home' roots at Fort Lee

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HIGH-TECH HVAC SYSTEM YIELDS HEFTY COST SAVINGS

Key advocate for installation reform shows great interest in DPW-operated facility monitoring network during recent Fort Lee visit

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SHAPING THE FUTURE FORCE

Old terminology can restrict thinking says commanding general for TRADOC

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CELEBRATION FOR SPOUSES

FLASC Super Sign-Up event will feature prizes, shopping vendors, info tables and more

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OPPORTUNITY FOR EXPLORATION

Fire department provides action-packed program for Fort Lee Youth Symposium participants

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Gen. Perkins seeks understanding, buy-in with Multi-Domain Operations discussion

“Multi-Domain Battle” has a clear origin.

Stemming from the idea that disruptive technologies will change the character of warfare, it recognizes the way armies will fight and win conflicts also will change. Furthermore, it reflects the desire to replicate the success of AirLand Battle, which is arguably the most significant case of developing a concept and then materializing capabilities across the DOTMLPF spectrum (Doctrine, Organization, Training, Material, Leadership Education, Personnel and Facilities).

Origin stories establish the foundation from which lasting ideas emerge. However, for ideas to have a lasting impact they must evolve.

For Multi-Domain Battle, there are two things driving the need to grow the concept. First, ideas must evolve to ensure alignment with the strategic direction of the enterprise they serve. The 2018 National Defense Strategy lays out the missions, emerging operational environments, advances in technology, and anticipated enemy, threat and adversary capabilities the DOD envisions for the foreseeable future. It provides direction for how the joint force must evolve to compete, deter and win in future armed conflict. To this end, Multi-Domain Battle must reflect this strategy.

Second, when I took the reins of Training and Doctrine Command, I was specifically directed to “operationalize Multi-Domain Battle” by building upon the foundation created by my predecessor and accelerating its application. Fortunately, I inherited an incredible foundation. Gen. Dave Perkins brought together partners across the joint force, driving development of the concept to an articulated idea and a vision of how the Army fits into it. The key players are all here and are committed to building and improving the concept and finding real solutions. The concept is ready



Photo by Robert Timmons, IMCOM

Gen. Stephen Townsend, TRADOC commanding general, and Maj. Gen. Pete Johnson, senior commander at Fort Jackson, S.C., chat during a recent tour of the 3rd Battalion, 60th Infantry Regiment, where they learned about the “safe and secure” information sharing system.

to grow.

For that to happen, however, we need to confront some of the problems others have noted. Over the last 18 months that Multi-Domain Battle has been out there for debate, there have been four consistent critiques. Some noted the idea is “old wine in a new bottle.” I think the iPhone analogy articulates why that just isn’t true. What the original iPhone did wasn’t all that new, but how its creators promoted it fundamentally changed not just a market, but people’s behavior. This is exactly what we seek to achieve with this

new concept. Though the domains of warfare (air, land, sea, space and cyberspace) are not new, how the U.S. Armed Forces will rapidly and continuously integrate them in the future is new.

Another critique is this is an Army-only concept. However, the Air Force and Marine Corps have been part of MDB from the start, and recent reporting from numerous forums has made clear the Army’s desire to listen, learn and include our joint and multinational partners in the development of this idea. Recently, the Navy and the Joint Staff also have joined the discussion.

Albert Palazzo’s series of articles in the fall of 2017 laid out a clear argument. To be successful, Multi-Domain Battle must translate into radical effects on the U.S. military’s culture. The concept must force us to reconsider fundamental tenets, like our industrial-age means of promoting, training and educating leaders. It also must pull us from the comfort of our tactical-level trenches to develop capabilities that inform up to the strategic level of war. Putting “battle” into the name both confines the possibilities and limits the result.

In battles, combatants can win time and space, and they allow one side to take ground, but they do not win wars. The world we operate in today is not defined by battles, but by persistent competition that cycles through varying rates in and out of armed conflict. Winning in competition is not accomplished by winning battles, but through executing integrated operations and campaigning. Operations are more encompassing, bringing together varied tactical actions with a common purpose or unifying themes. They are the bridge between the tactical and the strategic.

In my first months of command at TRADOC, it became clear that the use of the word “battle” was stifling conversation and growth of the concept. There are three concrete reasons why Multi-Domain Battle evolved to Multi-Domain Operations.

First, if the concept is to be truly joint and multi-service,

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FORT LEE
TRAVELLER

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ON THE COVER



Amy Perry

Col. Hollie Martin takes the Fort Lee Garrison colors from Vincent E. Grewatz, director of IMCOM-Training, during a change of command ceremony Aug. 3 at the Lee Club. Martin replaced Col. Adam Butler whose time at the helm included oversight of Fort Lee’s 100th anniversary celebration in 2017. See Page 3.



H.S. Block



Amy Perry

(ABOVE, LEFT) Col. Adam W. Butler shares some of the highlights of his tenure as the garrison commander during an Aug. 3 change of command ceremony in the Lee Club. (ABOVE, RIGHT) While expressing her pride in becoming the Fort Lee garrison commander, Col. Hollie J. Martin holds up a pair of ruby red high heels as a visual reminder of her promise to make the installation "like no other home" in the Army.

Fort Lee welcomes Col. Martin at garrison change of command

Amy Perry

Production/News Assistant Editor

Col. Hollie J. Martin assumed leadership responsibility for the Fort Lee Army garrison during a change of command ceremony Aug. 3 at the Lee Club.

Vincent E. Grewatz, director of IMCOM-Training, lead the ceremony in which the command flag was retrieved from outgoing commander Col. Adam W. Butler and passed to Martin at the front of a filled-to-capacity Lee Club main ballroom. In the remarks that followed, Grewatz expressed thanks to the garrison team for its efforts during Butler's tenure.

"You guys are awesome," he said. "Thank you for being here to honor Colonel Butler as he leaves and welcome

Col. Martin. We've asked a lot of you over the years and given you tremendous challenges."

The demonstrated resiliency and success is the mark of a great leader, Grewatz continued.

"The Army develops leaders who are capable innovators and motivated to handle the challenges of command in a complex environment," he said. "Adam is that kind of leader. With the support of his battle buddy, Command Sgt. Maj. Vittorio DeSouza (garrison CSM), he led his garrison team and continued to build partnerships on and off the installation to make a positive difference in the lives of our Soldiers.

"Adam, you've done a lot over the

past couple of years for this installation," Grewatz acknowledged. "Your contributions are greatly appreciated, not only by IMCOM, but by the Army at large."

Martin most recently served as the assistant chief of staff for support operations, 19th Expeditionary Support Command, Eighth Army, Camp Henry, South Korea. Grewatz said she is the right person to pick up the garrison's mantle of leadership.

"Hollie brings to us a tremendous track record of excellence and commitment, punctuated by great achievement and passion for people," he said. "She is ready for this command, and I can't think of anyone I feel more confident to put this

garrison into the hands of than her."

Butler indicated he was equally excited to hand the reins over to Martin.

"Thank you, Col. Martin, for volunteering," he joked. "You've proven once again why the Army's all-volunteer force is the best."

After offering Martin best wishes for her new position, Butler encouraged the garrison team to support her.

"I charge the phenomenal garrison team of professionals to give Col. Martin the respect and support she needs to provide the services and infrastructure from IMCOM contribution to readiness," he said. "With that support, she can accomplish the most arduous task of caring for our communities."

Martin thanked Grewatz and Butler for the warm welcome and said she looks forward to leading excellence every day.

"I'm humbled and honored to be here today to serve as Fort Lee's garrison commander," she said. "I look forward to serving every day to make Fort Lee the best installation on the planet.

"It's an exciting time to serve in our Army," Martin further observed. "Our environment is full of volatility, uncertainty, complexity and ambiguity. The only thing that is certain is change. Regardless, I promise to lead and care for this community through this environment, seizing opportunities to meet CASCOM and IMCOM training priorities to continue to make this a world-class installation that we call home."

As she closed her remarks, Martin mentioned her Kansas roots and said she knew many would not remember the words she spoke during the ceremony, but she hoped to make an impact, nonetheless.

"Some say home is where the heart is," she said as she pulled a pair of ruby red high-heels out of the lectern. "Well, home is where the Army sends us, and the great thing about the Army is that everyone brings a piece of home wherever they go. I look forward to clicking our heels together so that we can say ... 'There's no place like home.'"



Contributed Photo

Fort Lee Area Spouses' Club members pose while participating in a Pop-Up Coffee Break at a popular Petersburg restaurant in July.

FLASC Super Sign-Up set for Sept. 6 at chapel

Patrick Buffett

Managing Editor

Prize raffles, shopping booths, travel and family support information tables, free refreshments and more are among the advertised offerings of the Fort Lee Area Spouses' Club Super Sign-Up event set for Sept. 6, 10 a.m. - 2 p.m., at Memorial Chapel.

All spouses of service members (active, reserve, retired or deceased), as well as government civilians and contractors are welcome. Bring the kids, offered organizers, as this is a family friendly event.

The FLASC is celebrating its 10th anniversary of service to the community, noted Jessica Porter, publicity chair. "We provide Fort Lee area spouses with a sense of belonging through social activities and peer-to-peer mentorship, and feelings of purpose through local volunteer projects and outreach programs," she added.

"One activity we're particularly proud of is the operation of the Fort Lee Thrift Shop, which generates a lot of the funds that enables the support of local organizations and allows us to award scholarships to local high school seniors and college students (to the tune of \$10,000 during its most-recent presentation in May)."

Further elaborating on FLASC's volunteer activities, Porter cited the group's annual support of the Holiday Helper program that provides free gifts for children of financially struggling military families, and the "Deck the Fort" event where members decorate the Lee Club for the holiday season.

"Some spouses are able to give back while broadening job skills as well," Porter continued. "Those serving as a volunteer board member can gain experience in project management, teambuilding, maintaining a budget, marketing and more. That could be a huge benefit to someone who is new to the job market or is amid an extended break from their career and needs current work experience for their resume."

The FLASC equally shines as a morale-building community socialization platform, Porter observed. The organization conducts monthly luncheons at the Lee Club, outings to nearby restaurants and events, and trips to local attractions. Highlights from the 2017-2018 club year include the Luau-themed kickoff luncheon last September when members took part in a dance lesson from a local Hawaiian instructor, and a Virginia Wine Tour where members were bussed to

SEE **FLASC**, page 10

NEWS BRIEFS

DMV Clarifies License Fee Requirements

The Virginia Department of Motor Vehicles notes there is no cost for a veteran indicator on a driver's license; however, people must still pay the standard fee for an original or replacement credential. A recent release may have confused some customers into thinking the licensing for veterans is free, which is not the case.

For additional details, visit dmvNOW.com/veteranindicator. Fort Lee community members also can take advantage of the on-post DMV facility across from the Lee Club on Battle Drive.

Backpack Giveaway at Exchange

The Fort Lee Alumni Chapter of Kappa Alpha Psi Fraternity will give away backpacks filled with school supplies Aug. 18, 9:30 a.m., at the Main Exchange. The event will continue until supplies are gone.

The annual program is for those attending kindergarten - 8th grades in the coming school year. The child must be present with the parent or guardian. For questions, email saburns70@yahoo.com.

CWF Accepting Award Nominations

The Fort Lee Civilian Welfare Fund is seeking nominations for its next Outstanding Civilian Service Awards presentation. The deadline to nominate a post employee is Sept. 11.

The awards recognize civilians who display an exemplary work ethic and take the time to get involved in the community with volunteer service or other philanthropic efforts. Any Fort Lee DOD Civilian employee may be nominated by any member of the workforce.

For nomination forms and other details, email caroline.williams@deca.mil.

HazMat Handling Procedures Reminder

Fort Lee's new Hazardous Materials Management Program requires all HazMat used or stored on base to be requested through the official inventory tracking software - Enterprise Environmental, Safety and Occupational Health Management Information System. All materials must be routed through the HMCC at building 6212 to have a unique bar code sticker placed on the container.

For details, visit the Garrison Hazardous Materials webpage at <http://www.lee.army.mil/dpw/emd/hazardous.materials.aspx>. To request training, call 804-734-5014.

Exchange creates online hub feature

To keep military members and their families connected to their communities, the Army and Air Force Exchange Service has debuted a resource page with up-to-date information on installation-wide events and programs. The Hub at www.ShopMyExchange.com/Community provides details on events and specials at the Exchange and Commissary as well as Family and MWR programs and activities.

DMV Troops to Trucks Program

Through its Troops to Trucks program, the Virginia Department of Motor Vehicles makes it easier for military members with experience in the operation of heavy vehicles to obtain a civilian commercial driver's license.

DMV will waive the skills test if an individual has at least two years military truck driving experience and a military CDL. For details, visit www.dmvNOW.com/T2T.

Energy Management System indicative of Installation of the Future possibilities

T. Anthony Bell

Senior Writer/Special Projects

“Installation of the Future” is among the oft-spoken terms within the walls of the Pentagon these days.

It is a fledgling project that encourages innovative thinking to meet the goal of helping installations tackle the challenges facing tomorrow’s Army. Within that realm of imagination is a Star Trek-like environment where facial recognition technology allows authorized personnel to drive on post without slowing down to show identification; or post leaders carry data assistant devices that feed them critical information about operations and activities around the clock; or high-efficiency energy management systems monitor and control interior temperatures and lighting based on occupancy.

Jordan Gillis, acting Secretary of the Army – Installations, Energy and Environment – laid out such a vision during his visit to Fort Lee July 19. The former Army officer and advocate for installation reform said the technological benefits will strongly complement Army readiness goals and bolster the capabilities of its power projection platforms.

“What we are trying to do with Installations of the Future is to (examine how and where) we can leverage smart city technologies on installations (to achieve) quality of life, operational efficiency and base funding improvements,” he said during a discussion with garrison leaders.

Later during his visit, Gillis was provided a glimpse of what the facility automation component of his vision might look like. He was briefed on the Energy Management Control System, a secure computer network-independent heating, ventilation and air conditioning setup that uses automation and sensors to individually regulate temperature, humidity and air flow within installation facilities.



T. Anthony Bell

David Foltyn, a systems integrator with Johnson Controls International, monitors the computer readouts of Fort Lee’s Energy Management Control System recently. EMCS manages the HVAC systems in roughly a third of the installation’s buildings and saves millions in annual costs.

EMCS, the current version of which came online in 2008, manages 120 of the more than 400 buildings here, to include several training facilities the size of football fields. Buildings not managed under EMCS are either World War II-era structures, which would be too expensive to upgrade or are too small for the retrofit, said Richard Rericha, garrison energy manager, Directorate of Public Works. All new construction on the installation, he added, includes specifications that accommodate EMCS.

Gary Ogden, chief of the DPW Energy and Utilities Branch, has witnessed many upgrades to building control systems and contrasts each one to the practices of a few decades ago when maintenance personnel were burdened with the task of physically visiting each building in the early morning hours to ensure systems were operational prior to employees arriving to work.

“It was very, very labor-intensive,” he said, also noting it was quite expensive.

Today, making daily HVAC maintenance calls to buildings is an ancient practice. “The

biggest thing (EMCS) does is bring all the data to a central location,” he said. “You no longer have to visit every building. We can sit in front of a computer screen, work through the graphics, and very quickly find where the problems are.”

When issues are found, maintenance personnel likely know exactly what to look for and are sent to the specified facility. EMCS’ ability to efficiently manage maintenance costs is where it has earned its stripes, said Ogden.

“In the area of labor for control technicians and mechanics, we’ve estimated a savings of about \$6 million per-year because, instead of having to come in early during the day, they can start at regular time and go out and make immediate repairs as needed versus roaming between buildings to see they are running OK,” he said.

Cutting energy costs is another area in which EMCS earns high marks.

“For example,” said Ogden, “with the old systems, there was something called automatic reset of hot water temperatures

based on outside air. When it was cold in the winter, the system would send a signal, and we would produce water at 180 degrees. Nowadays, we look at the interior building conditions, and we’ll reset the hot water based on what’s actually happening in the building because it could be 20 degrees outside, but if my building is at 75-80 degrees, I don’t need 180-degree water to keep it at that temperature. There is an energy savings there.”

“Somewhere around a million dollars” annually is Ogden’s estimate of EMCS savings during initial startup. “It would be closer to \$1.5 million today,” added Rericha.

Additional savings have come from a load-shedding, optimal start-stop program recently installed on the system. David Foltyn, a systems integrator with Johnson Controls International – the EMCS management company – said the advanced programming allows the installation to better manage its pocketbook when paying for mega-wattage by reducing energy use on peak days, which is how the electric utility sets rates.

“We look at the megawatt usage on the installation, and when it gets to a certain value, we will start changing temperature set points in the spaces to save energy,” he said. “We may turn equipment off just for a short period of time so we can bring our megawatt usage down. Consequently, that brings our peak megawatt usage down for the year, which we pay a fee to use so much power, and it brings our daily costs down as well.”

The load-shedding program is capable of producing \$200,000 in yearly savings, said Rericha, and that figure is likely to grow with the ongoing EMCS version upgrade that includes an enhanced operating system and new servers.

Eyeing potential EMCS functions in the future, the DPW team envisions utility additions such as lighting and other controls geared toward saving energy and reducing cost.

“The trend we’re going to be looking at is we want to be able to sense where people are in the building using motion detectors, and have that tied into the HVAC system,” he said. “Now, we can control lighting and HVAC with simple occupancy sensors.”

SEE **EMCS MONITORING**, page 11

AMERICA'S MILITARY | SPOTLIGHT

Pfc. Dakota Sudberry

Unit: 54th Quartermaster Company, 11th Transportation Battalion, 7th Trans. Brigade (Expeditionary)

MOS: 92G – culinary specialist

Age: 19

Time in service: 24 months

Marital status: married

Hometown: Kemper County, Miss.

Describe yourself: “Very outspoken, outgoing and energetic; very caring; and genuinely happy most of the time.”

Strengths: “Adapting to change.”

Weakness: “Self-esteem – that is something I could work on, especially in the military.

At first, I didn't have much confidence, but since I joined it honestly has helped a lot with my confidence. I've been in situations where I had to speak in front of a whole bunch of people and getting to know different types of people.”

Pastimes: “I go to work, work out and go to sleep. That's about it. On the weekends, I go to Virginia Beach, go shopping, etc.”



T. Anthony Bell

Worst fear: “Failing at something I really wanted to do.”

Favorite book: “‘It's a book called ‘A Psalm for Us.’ It's by Reyna Bidy, and she's a really good poetry writer. In the book, she opens up about her past. When she was struggling, she couldn't go on anymore, but she found the courage to keep pushing.”

One person you admire: “My mom. She

has to be the strongest person I've ever met. She never gives up. My mom is my best friend. I can tell her anything, and she'll try her best to understand and be there for me no matter what. You just got to respect that.”

Talk about your upbringing: “I'm from Kemper County (Miss). Everybody calls it De Kalb. I have two sisters, two brothers – all older except for one. Growing up in Kemper was really, really ‘country.’ We stayed in the middle of the woods. No one was next door to us. Everybody knew everybody and everybody's business. Growing up was pretty easy. I wasn't a troubled child. I always wanted to be a doctor. I can't handle that now. When I see a little cut (grimace).”

If you won the lottery ... “I'd pay off my car and other bills; I would give some money to my mom; and the rest would go into savings.”

Your ideal life: “Having a successful marriage and family, having the career I want; being financially stable; and being happy.”

One life-changing moment: “Depression – I was about 14 when it first started. I didn't get diagnosed until I was about 15 or 16. With

that (depression), it's like everything is upside down, and you feel like you have nothing.”

Why were you depressed? “I couldn't tell you. I never had a specific reason why; I would just get down out of the blue, isolate myself and shut people out.”

How you overcame depression: “I was put on medication to control the mood swings, and everything is better now. I used to be ashamed of it, but it was nothing I could control. Now, I feel like it made me a stronger person. If I knew someone struggling with depression, I'd tell them to never give up, keep pushing and talk about your problems. You don't have to do it on your own.”

How you crossed paths with the Army: “I really wanted to join when I was 16. I think the uniform just caught my attention. I was like, ‘I would love to be just be in that one day.’ I talked to my mom about it, and on my 17th birthday, she said ‘If you're serious about it, we'll sign the papers for you to join.’ Why did she say that? As soon as she did, we went to sign the papers. I definitely

SEE **DAKOTA SUDBERRY**, page 11



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JAG Corps celebrates 243 years

The 243rd birthday of the Army Judge Advocate General Corps was recognized at a July 26 ceremony in the courthouse building here. The event featured remarks by Col. Jeffrey Miller, the installation's Staff Judge Advocate, and a cake cutting ceremony with youngest JAG Soldier – Pvt. Sincere Bahaghighat from Juliet Company, 262nd Quartermaster Battalion – and retired Col. Robert Burrell performing the honors. Bahaghighat is a recent graduate of the 27D Paralegal Course here and Burrell is a former JAG Corps officer. Miller underscored the significance of the JAG mission, noting its impact on the welfare of military personnel, veterans and their families. The colonel assumed his Fort Lee duties in June, coming here from the National War College at Fort Lesley J. McNair, Washington, D.C. The Army's JAG is the oldest among the services and was officially established July 29, 1775.



Photos by T. Anthony Bell



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Photos by Amy Perry

(CLOCKWISE FROM TOP LEFT) Ajaiya Williams and Ryan Pearce work together while competing in a firefighting challenge Aug. 3 where they had to put out a “fire” constructed of orange traffic cones. The two participated in an American Red Cross/Army Community Service Youth Leadership Program. The challenge concluded a weeklong program where youth learned about the fire department and their mission and received several certifications such as first aid and CPR. • India Richardson dumps a bucket of water into a large barrel during the ‘Bucket Challenge’ in the firefighter games. The challenge included having teams of six work together to move water from a large container to the barrel using a bucket. • Anthony Pendergast and Pearce work together to move a bucket down the line. • Teams compete to put out a fake fire.

Fight, flight, concert night among capstone JBLE centennial activities

Staff Sgt. Areca T. Bell

JBLE Public Affairs Office

JOINT BASE LANGLEY-EUSTIS – The original home of the Army Transportation Corps capped off its 100-year anniversary celebration with a weekend of public activities including a Legacy Fighting Alliance live broadcast, a carnival-style open house and a concert featuring Daughtry July 27-28.

“This weekend was all about commemorating Fort Eustis’ 100 years of service to our nation, and being able to invite local community members and partners to celebrate with us,” said Army Col. Jennifer S. Walkawicz, 733rd Mission Support Group commander. “Fort Eustis has such a rich history in defense of our nation – this was a premier opportunity to showcase our installation with the people we work to protect every day.”

The celebration began the night of July 27 with a live broadcast of LFA mixed martial arts fights, concluding with the welterweight world title match between James Nakashima, LFA welterweight title holder, and contender Kyle “Gunz Up” Stewart, a former Marine Corps gunner.

“I think it’s awesome being here, listening to everybody get loud and rowdy,” Stewart said prior to the martial arts broadcast. “It really reminds me of when I was in (the

Marine Corps); the roars and everything are pretty emotional and motivating. I enjoy being around these types of people.”

The July 28 Open House featured a variety of activities including base tours, a performance by the Army Special Operations Command Black Daggers Parachute Demonstration Team, carnival rides and more. The open house concluded with an evening concert headlined by Daughtry (fifth season “American Idol” finalist), and opening groups Flashback Heart Attack and the Masaharu Effect.

The base celebrated its centennial throughout the year with several events including Fort Eustis Night with the Norfolk Tides, an anniversary gala, a rededication ceremony for Seay Plaza, a time capsule ceremony and the anniversary Army Ball.

The installation grounds have a history dating back thousands of years as Mulberry Island, which was home to Native Americans before the English established a settlement in the area in 1618. First designated as Camp Eustis in 1918, the installation has served a number of purposes including as an Army training facility for artillery and artillery observation during World War I, a prison and a work camp.

Since the World War II era, its primary mission has been Army transportation



Air Force photo by Staff Sgt. Areca T. Bell

A U.S. Army Special Operations Command Black Daggers Parachute Demonstration Team member descends toward his drop zone target during the Joint Base Langley-Eustis 100th Anniversary Open House July 28. The team’s mission is to perform live aerial demonstrations in support of Army Special Operations community relations and recruiting.

– training, research and development, 7,800 acres with nearly 25 miles of railway engineering and operations, including and one active military seaport. JBLE also is home to the Army Training and Doctrine Command. Training units there include Echo Company, 266th Quartermaster Battalion, an element of the Fort Lee-based 23rd QM Brigade.

The installation encompasses more than 23rd QM Brigade.



Amy Perry

Helicopter movement

Joe Biero, a contractor with The Logistics Company, uses an electric forklift to place an OH-58A Kiowa helicopter into an exhibit space at the Army Women’s Museum. Soldiers on a work detail also assisted with the two-day project in which the helicopter had to be carefully moved a few hundred feet into the display area. The movement shows how the entire community is helping the AWM with its ongoing renovation, said Francoise Bonnell, director of the facility. Soldiers, civilians and contractors from organizations across the installation had a part in the movement. The piece is part of the complete renovation to the museum, set to hold its grand opening Nov. 2. The OH-58A represents the combat aviation field where the first combat jobs were opened to females in the military.

COMMAND SPOTLIGHT

continued from page 2

we need clarity and alignment in how we talk. The Air Force talks of Multi-Domain Operations and Multi-Domain Command and Control, while we talk of Multi-Domain Battle – often covering similar, if not the same, ideas and capabilities. To this point, none of the many people I have talked to, including my predecessor, are wedded to the use of “battle” – it was what fit best in time, place and circumstances. What they are committed to are the ideas of converging capabilities across the joint force with continuous integration across multiple domains.

Second, we cannot do this alone. The armed services can win battles and campaigns, but winning wars takes the whole of government. It helps the entire effort if our interagency partners are comfortable with and conversant

in our warfighting concepts and doctrine. As highlighted to me by a former ambassador at a recent forum, talking in terms of operations instead of battles brings together those who want to get things done – whether they are civilians or the military.

Third, it is never just about the fight. When it comes to combat, there is no one better than the combined weight of the U.S. military and our allies and partners. However, the operating environment is evolving and nation-state-level competition has re-emerged, as evidenced by recent actions by both Russia and China. Our National Defense Strategy highlights the importance of winning the “competition” that precedes and follows conflict. However, our use of “Multi-Domain Battle” seemed to indicate our concept was only for the conflict phase.

While there are battles within competition, winning them is pointless if they are in

isolation to the larger context of deliberate operations supporting national strategy.

Multi-Domain Battle served its purpose – it sparked thinking and debate, and it created a foundation. What we need now is Multi-Domain Operations, and the next revision of the concept to be released this fall will reflect this change.

Language is important. It conveys meaning. This change is not cosmetic – it is about growing an idea to its greatest potential in order to change the way we fight today and

ensure overmatch against our adversaries of tomorrow. To do this, we need clarity and alignment across the joint force, whole-of-government inclusion, and perspective that reinforces our need to compete effectively outside periods of armed conflict. Changing the name does not do this by itself, but it communicates a clear vision of what we need to accomplish and where we are headed.

– Gen. Stephen Townsend, commanding general, U.S. Army Training and Doctrine Command.

FLASC

continued from page 4

Charlottesville for sightseeing and wine tastings.

“An additional FLASC feature that has really grown in popularity over the past year is what we refer to as our ‘sub clubs’ – groups who get together to enjoy shared interests like reading, crafts or food,” Porter said. “The list of those activities includes our Bunco group, the Book Club, Epicurious (dinner) Club, Lunch Bunch, Chatter and Scatter (children’s playgroup), River City Explorers (Richmond social events), Click and Sip (photography), BYOC (a crafting club), and Outdoor Adventures (a group for walkers/hikers).

“It’s that breadth of activities – everything I’ve talked about so far – that should be the attention-getter for community spouses who haven’t considered joining the spouses’ club or the selling point for those on the fence about becoming a member,” Porter continued. “People tend to have this idea that spouses’ clubs are stuffy and boring, but this group is anything but that. Everything I have witnessed seems to be centered on the overarching message that no military spouse, male or female, should be sitting

home alone feeling frustrated by, or alienated from, the community in which they live. The club also promotes a sense of involvement; opportunities to make new friends and take an active role in making the community better.”

Club member Michelle Daniels echoed the thought. “I never thought I would want to belong to something like a spouses’ club until I moved for the first time with my military husband,” she said. “My kids were grown, I knew no one and felt very alone. Then I joined the spouses’ club. It instantly opened up a whole world. Now I can’t imagine not ever joining!”

Porter offered a final plug for the signup event, noting how its no-pressure environment allows spouses to check out the club offerings without immediate membership commitments. She also hopes male spouses will feel just as welcome as their female counterparts. She thanked the Association of the U.S. Army for its support of the event.

Those who would like to learn more about FLASC activities or establish contact with its members should visit www.fortleearaspousesclub.com or www.facebook.com/fortleearaspousesclub.



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EMCS MONITORING,

continued from page 5

That's probably the way things are going to go."

In terms of upkeep, a fulltime systems integrator is critical, said Ogden, noting some installations are without one.

"There's a real loss there because if you have somebody watching the system, they can work with your maintenance department and get quicker response times when people are calling in problems," he said.

Additionally, EMCS must be continuously updated, said Rericha.

"Just like any other computer program, it needs to be maintained," he said. "If you don't install the updates, you can lose functionality – that ability to make things easier."

All told, EMCS is efficient and cost effective. While it is not quite the innovation of facial recognition, which could be years away, it is a technology that is making a difference today and quite possibly the closest link to the Installation of the Future to date.

Sustainment history print price reduction



Fort Lee Family and MWR has reduced the price of the official 100 years of sustainment history print, which pays tribute to the installation's 2017 centennial celebration. The original cost of \$95 has been slashed to \$50, and all proceeds benefit morale, welfare and recreation programs here.

The print – titled "Centuries of Sustaining Freedom" – was drawn by artist Larry Selman. It depicts sustainment professionals and equipment predating World War I to modern day. It also honors the significant contributions of the Women's Army Corps and its special place within the post's history and legacy. In tandem, the characterization is a tribute to Sustainment Warriors supporting the war-fighter at the tip of the spear for more than a century.

A certificate of authenticity accompanies each purchase. The \$50 cost is for the 22-inch-by-31-inch piece of art itself. The Picture Perfect Frame Shop where the print is available has numerous options for framing at reasonable prices.

This one-of-a-kind tribute to the centennial can be ordered online at lee.armymwr.com/promos/sustainment-print. For further information, call 804-734-6137.

DAKOTA SADBERRY,

continued from page 6

wanted to travel and definitely get away from Mississippi."

Talk your job as a culinary specialist: "I enjoy cooking. When I first started, I couldn't cook, but the more I did it, I started catching on more."

Did the Army fulfill your expectations? "Yes and no. I knew in the long run it would make me a stronger person, but I didn't know I would be cutting grass and pulling weeds out of the rocks (this is called a 'work detail'

in the Army and something most enlisted Soldiers will do at some point). I didn't sign up for that part."

Your thoughts about the Army now: "It's definitely life-changing. It can help you career-wise in so many ways and as a person as well, but it's not for everybody. It's not something that makes me genuinely happy. I would much rather be in school for something I want to go the school for."

What it means to wear the uniform: "So much pride comes with this uniform, regardless of whether I reenlist or not. When

you wear, you can't help but feel a sense of achievement. Not many people can join the Army and wear the uniform, so to be able to wear it and wear it proudly – although there are people who get on my nerves – it says a lot."

Best thing about the Army: "The people you meet along the way."

Worst thing about the Army: "The people you meet along the way."

Future plans: "To be in school and become a registered nurse."

- Compiled by T. Anthony Bell



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Awareness key to exposing dangerous 'Insider Threats'

Citing a recent report in the national news about an incident in which a terminated employee threatened to cause “mass violence” at a military base, an official from the Directorate of Plans, Training, Mobilization and Security here said it’s a clear indicator of why the topic of “Insider Threats” needs to remain at the forefront of security and anti-terrorism awareness discussions.

“After termination, the employee left the base and texted his supervisor that he was abandoning his apartment and wanted to ‘win out as the deadliest mass murderer in history,’” the DPTMS official elaborated. “He also wrote that he needed ‘time to plot,’ and he was ‘done with people’ and ‘done with rules.’ He was terminated because he threatened a co-worker. He claimed he suffered from past mental health issues, and it’s clear he had become a ticking bomb.”

The August observance of Antiterrorism Awareness Month is meant to bring discussions like these to the forefront of communication campaigns within military communities. By educating itself on important topics like Insider Threats, the Army team is empowered to recognize, react and/or report; hopefully, long before a crisis incident occurs.

Understanding the full scope of who can become an Insider Threat – any service member, government civilian or contractor with access to military facilities – and what types of damage that can be done is the first step of the education process. These individuals, often knowingly and sometimes unknowingly, do harm to the security of the United States in the form of espionage, support of terrorism, threats or actual acts of violence, unauthorized disclosure of confidential or classified information, or degradation of Army resources or capabilities.

Most individuals do not set out to become an Insider Threat. A combination of factors including personal predisposition, community climate and life stressors in the home or at the workplace can put people on the pathway to detrimental behavior. Signs of trouble, or what security experts call “Potential Risk



Indicators,” could include one or any combination of the following (list is not comprehensive)

- Encouraging disruptive behavior or disobedience to lawful orders.
- Expressing hatred or intolerance of American society or culture.
- Expressing sympathy for organizations that promote violence.
- Expressing extreme anxiety about or refusing a deployment.
- Associating with or expressing support for terrorists.
- Browsing websites that promote or advocate violence against the U.S., or distributing terrorist literature or propaganda via the Internet.
- Expressing extreme outrage against U.S. military operations.
- Advocating violence to achieve political, religious or ideological goals.
- Seeking spiritual sanctioning for, or voicing an obligation to engage in, violence in support of a radical or extremist organization or cause.
- Membership in a violent, extremist or terrorist group, or adopting an ideology that advocates violence, extremism or radicalism.
- Purchasing bomb-making materials or obtaining information on bomb construction and use.
- Engaging in paramilitary training with radical or extremist organizations, either at home or abroad.
- Having ties to known or suspected international terrorists, extremists, radicals or

their supporters.

- Being repeatedly unwilling to comply with rules and regulations, or to cooperate with information security requirements, or appearing disgruntled and violent.

The potential of the Insider Threat to cause serious damage to national security underscores the necessity for a focused and effective Threat and Reporting Program, per AR 381-12.

“We spend a lot of time and resources focusing on outside threats, but it is important we take a look inward and evaluate threats that may reside within our units and organizations,” said the DPTMS official.

Army leaders can help by facilitating Insider Threat efforts within existing organizational and command protection forums (e.g., Protection Executive Committee); ensuring compliance with Army information assurance, security and threat awareness training requirements; following Army policies for incident reporting; and assessing insider threat response and mitigation policies and procedures within protection elements of command inspection programs.

What can individual members of the workforce do?

First, attend annual TARP briefings (Aug. 23, 9 a.m. and 1 p.m.) so they understand the scope of the insider threat indicators. Second, pay attention to fellow Soldiers, contractors and DA Civilians in the workplace for suspicious behaviors including, but not limited to, the following:

- A pattern of security violations

- Working hours inconsistent with job assignment
- Foreign contacts
- Unexplained Affluence
- Threats of physical violence or harm

Use your best judgement in this area. One or two areas of questionable behavior do not necessarily indicate an individual is on the path to being an inside threat – life happens and we all have to deal with it – but certainly, three or more suspicious behavior patterns should be a red flag that something bad might be going on. Report your observations to your supervisor.

Remember also that a significant life crisis can be a motivating factor for adverse behavior. Hard blows like financial failure, feelings of romantic rejection or divorce, drug or alcohol dependence, failure to advance at work as expected, anger at perceived gossip, loss of position or being admonished by supervisors, bullying, or other difficult setbacks have the potential of making individuals lash out in frustration or anger.

Furthermore, keep in mind that you too are being looked at by others, and any actions undertaken that could put your loyalty or personal intentions into question need to be reported. This includes travel to foreign countries, contact with individuals from countries with adversarial intent toward the U.S., legal trouble that could jeopardize security clearance authorization, encounters in which individuals are attempting to retrieve sensitive information, and more. The best practice is report it even if it seems insignificant, rather than dismiss it and risk punishment under the UCMJ or comparable civilian legal statutes.

The topic of next week’s Antiterrorism Awareness Month column will be Unmanned Aircraft Systems, or “aerial drones.” The article will include important information about what is and isn’t allowed at Fort Lee and owner responsibilities when using the equipment in authorized areas. Please plan to read this information and become better informed about the guidelines that are designed to protect security and personal privacy.

CALENDAR

LOCAL ACTIVITIES FOR THE FORT LEE COMMUNITY

Toys, Games of Past | Aug. 11

The Chesterfield Historical Society of Virginia will host a free old-world toys and games interactive event Aug. 11, 11 a.m. - 1 p.m., at the county museum, 6813 Mimms Loop.

For details, call 804-768-7311.

FMWR Outdoor Adventure Day | Aug. 11

Family and MWR Outdoor Recreation is organizing an Outdoor Adventure Day Aug. 11, 8:30 a.m., at Pocahontas State Park, 10301 State Park Road, Chesterfield.

The outing will feature mountain biking, kayaking, hiking and more. All equipment will be provided. The cost is \$20 for either biking or kayaking or \$35 for both. Limited transportation is available. Paid registration is required by 4 p.m., Aug. 9.

For details, call 804-765-2065.

Lee Playhouse Auditions | Aug. 13-14

The Theater Company at Fort Lee will hold auditions for "The Sound of Music" Aug. 13-14, 7 p.m., at the Lee Theater, 4300 Mahone Ave.

Director Frank Foster seeks women and men for a variety of adult roles. Those auditioning should prepare a song, bring sheet music in the correct key (accompanist provided) and be prepared for movement. Readings will be from the script. No performers are paid. The rehearsal start date will be announced for a Nov. 2-25 production run.

For details, email info@playhouse.com or call the box office at 804-734-6629.

FMWR Right Arm Night | Aug. 15

Family and MWR's Right Arm Night takes place every third Wednesday of the month, starting at 4 p.m. at a new location – the Overtime Sports Bar in the Lee Club. The next date is Aug. 15.

The social event is a chance for bosses to bring their "right arm" out to relax and build camaraderie off duty. Drink specials, free snacks and pool will be available. It is open to all ranks and services – military or civilian.

Women's Equality Day Observance | Aug. 16

The installation's 2018 Women's Equality Day observance – marking the 98th anniversary of the passage of the 19th Amendment, Women's Right to Vote – is set for Aug. 16, 11:30 a.m. - 12:30 p.m., at the Lee Theater. The free event is open to all in the Fort Lee community.

The guest speaker will be Col. Beth Behn, commander of the 7th Transportation Brigade (Expeditionary) at Joint Base Langley-Eustis.

For more details, call 804-765-8131.

Chesterfield Museum Sailing Adventure | Aug. 16

Participants can learn what 18th century sailing was like in a family friendly event Aug. 16, 11 a.m. - noon, at Chesterfield County Museum, 6813 Mimms Loop.

The free event for individuals age 6 and older. It will include hands-on experience in using a knot log, depth finder, traverse board and more.

For other details, call 804-768-7311.

Discovery Day Registration Deadline | Aug. 18

Learn what life was like for the youngest English colonists during a Discovery Day program Aug. 23, 10 a.m. - 1 p.m., at Henricus Historical Park, 251 Henricus Park Road, Chester.

Activities include a story recital, an interactive tour of the recreated 17th century site, and a make-and-take craft. All children must be accompanied by an adult. Registration closes Aug. 18.

For further details, call 804-318-8797.

Exchange celebrates 123 years of service



Contributed photo

Getting set to cut the 123rd anniversary cake at the Fort Lee Main Exchange are, from left, General Manager Eric Desveaux, Main Store Manager Candace Ford, 1st Sgt. Larry Howard Jr., 832nd Ordnance Battalion, and an unidentified Soldier July 25. The daylong event featured a number of activities including a balloon drop at 1:23 p.m. with a \$123 Exchange Gift card on one balloon that was picked out of the air by a lucky shopper. In addition, representatives from the American Red Cross, Army Community Service and Fort Lee Fire and Emergency Services Department were on hand giving out "goodies" to the customers. In 1895, the War Department issued General Order 46 directing commanders to establish an exchange at every post.

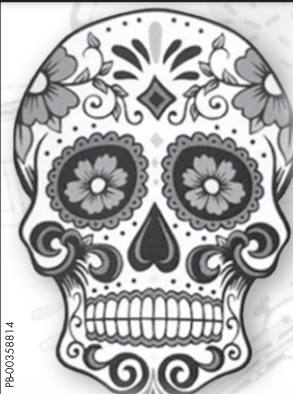
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For more installation and outside the gate events and activities, visit our online calendar at www.fortleetraveller.com/calendar



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