

Kid games, carols, Santa visit among planned activities for Dec. 6 Grand Illumination event

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FORT LEE TRAVELLER

SERVING THE COMMUNITY OF FORT LEE, VIRGINIA, SINCE 1941

November 15, 2018 | Vol. 78, No. 39

COMMAND CONFERENCE

Extracting lessons learned from his 36-year career, Gen. Stephen Townsend shares his views on Soldiering, training, leadership

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POST BAND TO PRESENT 'SIMPLE GIFT' OF MUSIC

The annual holiday concert lineup in early December will feature a matinee performance for post workers and added talent from the TRADOC Army Band

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EMPLOYEE RECOGNITION

Seven receive special awards for on-the-job professionalism and off-duty philanthropy

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THERE'S AN APP FOR THAT

New technology out of Natick labs could help trainers reduce heat injuries among troops

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COMMUNITY CONTRIBUTION

Shortage in Special Olympics volunteers compels Team Lee couple to pitch in

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Troop empowerment, better communication key to combatting sexual crimes in the ranks

Combatting sexual assault and sexual harassment is the responsibility of every military and civilian member of Team Lee.

Annual training encourages each of us to report issues and intervene if necessary, but organization leaders also play a key role in promoting positive environments for all members. During my 24 years in the Army, the feedback channeled up from subordinates and across from peers has been invaluable.

It has been through experience, leadership examples and feedback of others that I have learned how to be a better, more self-aware leader. The best leaders I have had the privilege to serve with would tell me what I needed to do and not how to do it. I consider this a power-down approach where “powering down” means empowering others, not telling them how to do something, rather asking them to provide the best solution.

Powering down requires open, two-way communication between leaders and subordinates and must be built on a foundation of trust.

Leaders must remember trust is not a given. It requires faith in one another and reinforcement through actions, frequent interaction and commitment to common goals. To build a foundation of trust,

subordinates must believe their leader cares. Drawing input from Soldiers and junior officers brings fresh perspective and promotes the power down approach to establish that foundation of trust.

Trust can be hard to build if the unit doesn’t have a proper communication mindset.

It’s important that people communicate professionally within the work environment, regardless of setting, because dignity and respect link directly with manner of communication. If we are not communicating professionally through verbal and sometimes non-verbal language, we are not reinforcing a culture of dignity and respect.

Communication is a critical element in how we interact and build professional relationships to accomplish tasks and complete the mission. If we are not clearly and professionally communicating in interactions with all members of our team, we may give the perception that a positive, respectful work climate is not of the utmost importance.

It’s about creating and reinforcing a command climate and organizational culture that allows for open, two-way communication. As the Garrison Commander, I try to ask for feedback, solutions and options from those I lead, and

reinforce hearing others rather than talking at them.

Throughout the organization, where most of the employees are civilians, I try to empower everyone to provide feedback and recommend alternate options. This approach requires a participative leadership approach. I also try to look for opportunities at training events to generate interaction throughout the audience and across the garrison.

As a leader, I believe it is important to provide honest feedback and make sure subordinates understand personal strengths and areas that could use some improvement. My goal is to remain engaged with subordinates through frequent interactions, counseling and coaching sessions. I encourage leaders at all levels to find ways to remain engaged with your troops.

Open, two-way communication reinforces professional and personal development and allows subordinates to give feedback so we can help each other accomplish goals and become the best leaders and communicators possible.

Once your troops know you are empowering them to make a difference and they trust you to make the right decisions, it’s far easier to create an environment where junior Soldiers – officer and enlisted – and



U.S. Army Photo

civilians know they can stop sexual assault in its tracks.

We can implement these types of goals primarily through expectation management, goal setting and counseling. By setting clear expectations through initial counseling and reinforcing through face-to-face interactions, time is given to develop subordinates and reinforce the power-down mindset.

If the leader establishes a culture that allows the empowerment of others from the beginning, Soldiers and civilians will begin to ask for guidance when needed and take the initiative to accomplish the task at hand required to complete the mission. The best initiatives and ideas for change usually

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ON THE COVER



Dani Johnson, CASCOM Public Affairs Officer

Gen. Stephen Townsend, TRADOC commanding general, talks with Army Logistics University Basic Officer Leader Course lieutenants at a field training site while touring Fort Lee in May. These interactions, he notes in an article presented on Pages 8-9, are an opportunity to underscore conduct and capability expectations.



File Photo

Children from the Battle Drive Child Development Center sing holiday carols during the 2017 Grand Illumination celebration on the Lee Club lawn.

Grand Illumination festivities set for December 6, Lee Club lawn

Fort Lee community members are cordially invited to the installation's tree-lighting ceremony Dec. 6, 4:15 - 6 p.m., on the Lee Club lawn.

The annual Grand Illumination will feature music by guest carolers and Fort Lee's audiovisual staff, free hot chocolate and cookies, train rides, pictures with Santa, and activities for children such as letters to Santa and a penguin fling game.

"The illumination is a great time for the whole family," said Darrell Clay, Family and

MWR director here. "There is music and holiday treats, and the children really get excited when Santa arrives in one of our post fire trucks."

The Girl Scouts will place final decorations on the Fort Lee holiday tree before Maj. Gen. Rodney D. Fogg, CASCOC and Fort Lee commanding general, and his wife Jani flip the switch to officially light the festive evergreen. Following that, Santa will arrive promptly at 5 p.m.

"Out of all the events throughout the year, I find this one really brings Fort Lee families and the community together," said Don Houchins, FMWR special events manager. "It's rewarding to see the faces of military and family members, civilians, contractors and volunteers as they share their holiday spirit. There is so much joy. Team Lee is truly visible during this celebration."

Admission to the Grand Illumination is free and open to the public. The Lee Club lawn is located on the corner of Mahone Avenue and Battle Drive. Off-post individuals who do not have a DOD identification card or valid Fort Lee access pass will need to stop at the Visitor Control Center adjacent to the Lee Avenue Gate for background screening. Read more about this requirement at <https://home.army.mil/lee/index.php?cID=514>. Additional info about this and other Fort Lee FMWR activities, to include last-minute schedule changes or weather announcements, can be found at www.facebook.com/fortleemwr.

— Staff Reports



Contributed Photo

First ALU officer earns Army Instructor Badge

Capt. Travis H. Rogillio proudly accepts his Basic Army Instructor Badge award certificate from Michael K. Williams, Army Logistics University president, at a Nov. 6 ceremony here. According to university administrators, Rogillio is the first officer on their staff, and possibly the logistics training community here, to earn the badge after a revision to TRADOC Regulation 600-21 in May opened the award program from noncommissioned officers only to acceptance of officer and DA Civilian instructors. Under the program, three instructor badges – basic, senior and master – are available. In order to be awarded the BAIB, candidates must undergo a rigorous certification program that includes requirements at the TRADOC and local command levels. Among them are completion of a basic instructor course, accumulation of at least 80 hours of platform time as a primary instructor and two favorable classroom evaluations 30 days apart. The criteria are greater for earning the senior and master badges, including facilitation of course improvements and revising lesson plans. Rogillio, a Captain Career Training Department instructor, has accumulated over 1,300 hours of platform time as well as near-perfect assessments by university leaders.

Holiday concerts set for Dec. 6-7 at Lee Theater

Ray Kozakewicz

Production Assistant

Fort Lee community members will have their choice of two 392nd Army Band holiday concerts this year – a Dec. 6 event at 7:30 p.m., and a matinee show Dec. 7, 11:30 a.m., in the Lee Theater.

Admission is free and both concerts are open to the public. No tickets are required. Seating is first-come, first-served.

“Our evening concert is planned so people can attend the Grand Illumination and have time to get dinner and then come over to the theater to have hot chocolate and sit and enjoy our performance,” said Chief Warrant Officer 2 James Landrum, commander and bandmaster. “We hope people will make a whole evening of it.”

The first event is seen as a community gathering for families while the midday show is being presented at a time that’s more convenient to the Fort Lee workforce, he said. “We wanted very much to give our civilian employees an opportunity to attend. The approximate 65-minute shows are identical and open to all.”

A theme of “Simple Gifts” was selected this year. “All of the music and programming that go into the show are reflective of the most meaningful elements of the season. These include generosity, togetherness, giving the gift of love, relationships and the common military themes of sacrifice and separation from family.”

Musicians from the 392nd Band will be joined in both concerts by members of the TRADOC Band based at Joint Base Langley-Eustis. The Lee band will be going through a transition over the next year, and in the fall of 2019, the 392nd will deactivate and become the TRADOC Band, Landrum noted.

“We will have a much larger mission when this happens,” he said. “So, we thought this holiday concert would be a great opportunity to join forces with the TRADOC musicians and present these concerts together as a starting point.”



File Photo

Soldiers of Fort Lee’s 392nd Army Band perform at a previous holiday concert at the Lee Theater before roughly 500 people. This year’s concerts are set for Dec. 6, 7:30 p.m., and Dec. 7, 11:30 a.m., at the same location.

The bandmaster also reflected on how the holiday concerts are viewed by his musician-Soldiers. “In these concerts, we will see all the band members flexing their creative muscles and showing something different from the more-regimented protocol and ceremonial support they provide all year,” he said. “The concerts will have a true thematic flow. Everybody has ownership of the creative process. They will play music they have elected to play and love, using their wider and greater skillsets for the concerts.”

The performances will feature traditional and contemporary holiday songs performed by the full band as well as spotlight moments featuring the 392nd’s rock band, jazz combo, and traditional brass and woodwind ensembles. There also will be solos, duets and more.

“We are still fine tuning the full concert, but look forward to entertaining and delighting our guests,” Landrum said.

The combined bands also will perform concerts Dec. 11, 7:30 p.m. at Regent University, Virginia Beach, and Dec. 15, 7:30 p.m., at JBLE. The TRADOC Band has traditionally performed at both sites. The concerts will be similar to the Lee shows.

NEWS BRIEFS

Strength Performance Center Extends Hours

The Strength Performance Center will be open on weekends, from 8 a.m. - 4 p.m., starting Nov 17. This includes federal holidays except Thanksgiving, Christmas Day and New Year’s Day.

Located on the corner of 16th Street and A Avenue, the center is open to all DOD ID cardholders. Daily-use lockers and shower facilities are available, but patrons must provide their own locks and towels.

For details, call 804-734-5979.

Tickets Available for Holiday Reception

Ticket sales continue through Nov. 20 for the CASCOM 2018 Holiday Reception. The event is set for Dec. 7, 5 p.m., at the Lee Club, 9009 Battle Dr.

The celebration will include entertainment from the 392nd Army Band, an Ugly Sweater Contest, command team video skits and more. The cost is \$20 per person.

For reservations, contact the ticket sales reps for the following organizations: CASCOM, 512-981-1844; Garrison, 804-734-7188; ALU, 804-765-8121; Ordnance, 804-765-9275; Quartermaster, 804-926-0314; and Transportation Corps, 931-644-0148.

Clinic Sets Thanksgiving Holiday Hours

Kenner Army Health Clinic and Troop Medical Clinic 2 will be open Nov. 23 (training holiday) for patient care. Mosier Consolidated Troop Medical Clinic 1 will be closed that day. All clinic facilities and services will be closed Nov. 22 in observance of Thanksgiving.

To schedule appointments, call the Kenner appointment line at 1-866-533-5242. To request an authorization to visit an urgent care center after-hours or when the clinic is closed, call the nurse advice line at 1-800-TRICARE and choose option 1. For an emergency, dial 911 or go to the nearest emergency room.

PX Launches Extended Return Program

To help its shoppers during the holidays, the Army and Air Force Exchange Service has extended its return policy for items purchased between Nov. 1 and Dec. 24.

The Exchange standard policy allows returns from 15-90 days after purchase with a sales receipt or online order confirmation depending on the item. The extension allows returns through Jan. 31.

For details, visit the customer service counter at the Exchange. Online shoppers can call 1-800-527-2345 for assistance.

Input Sought for Petersburg Transit Survey

Fort Lee community members are encouraged to participate in an online survey supporting the Petersburg Area Transit development plan.

The city is considering ways to enhance PAT services over the next 10 years. The input from the survey will help the city better understand the priorities of Petersburg-area commuters. Individuals who complete the 5-minute questionnaire and provide their email address will be entered into a drawing for a \$5 Walmart gift card.

To take the survey, visit <https://PATsurvey.metroquest.com>.

Army Digital Photo Contest Underway

The 2018 Army Digital Photography Contest is open for submissions until Jan. 20.

There are two divisions – active duty military and other. Participants can enter their work in one-of-seven categories including animals, design elements, digital darkroom, military life, nature/landscapes, people and still life. Monetary prizes are awarded to first, second and third place winners in each category.

For submission details, email the IMCOM G-9 Arts and Crafts program at usarmy.jbsa.imcom-hq.mbx.army-arts-auto-crafts@mail.mil.



Susan Garling

The latest recipients of the Outstanding Civilian Service Award – recognizing superior job performance and volunteerism in the local community – pose with John E. Hall, deputy to the CASCOT and Fort Lee commanding general, and Barbara Vonada, chairwoman of the Civilian Welfare Fund, during the Nov. 7 awards ceremony at Mifflin Hall.

Command honors seven civilians for job performance, volunteerism

Carrie Williams

CWF Secretary

Seven civilian employees representing various organizations across the installation were recognized for their superior job performance and volunteerism in the local community during a Nov. 7 awards ceremony at Mifflin Hall.

John E. Hall, deputy to the commanding general, presided over the formalities in the James Madison Room of the CASCOT headquarters. All honorees received a certificate of appreciation, a civilian employee pin and a one-of-a-kind Outstanding Civilian Service Award coin in a mahogany commemorative box.

The Fort Lee Civilian Welfare Fund sponsors the bi-annual recognition program and the awards presented. Anyone can nominate a post employee for recognition. A judging panel rates recommended candidates on their civilian service and, more importantly, their contributions to the community.

“I don’t know of an award program like this on any other installation,” Hall remarked before the presentation. “It’s unique to Fort Lee in that these civilians were nominated by their peers for volunteering in their

communities.”

In her remarks, CWF Chairwoman Barbara Vonada said, “the charitable work these seven civilians do reflects positively on Fort Lee and the Department of Defense, and they are great people to befriend and know because of their willingness to give of themselves.”

The list of award recipients and highlights of their exceptional service follows:

Claudia Brickhouse, a 35-year employee described as the “heartbeat” of CASCOT’s G3/5/7 Training Development Directorate. She has provided outstanding support to the director, proponent schools, directors of training and newly arrived interns. Brickhouse often oversees key taskings and initiatives with short suspenses that are beyond the scope of her required duties. Furthermore, she is an active member of the Holy Rosary Catholic Church in Richmond, where she teaches Sunday school and organizes welcome retreats that help members experience a renewal of faith and strengthened relationship with God. She also is the designated baker for most ministry events and functions.

James Cooper is an Advance Leader Course instructor at the Army Logistics

University. Annually, about 600 junior and mid-level noncommissioned officers benefit from his expertise in the basic principles of electrical troubleshooting on military vehicles. The 8-year civil service employee is often sought out by his supervisor to assist in various functions for ALU. He volunteers with the Logistics Noncommissioned Officer Academy as a flag football coach and a committee member for LNCOA functions. He is a member of the Fort Lee Retiree Council. He also serves as senior vice commander for VFW Hopewell Post 637, and as its maintenance and property chairman. For the past five years on Memorial Day, he has honored thousands of veterans by laying flags on their graves at Hopewell National Cemetery. He conducts bingo at the VA hospital for disabled veterans. He has raised more than \$3,000 for the Central Virginia Junior Bass Anglers for tri-city high schools and serves as a board advisor with more than 150 volunteer hours.

William Dial is a business analyst with the Defense Commissary Agency Headquarters. He has 13 years of civilian service. He eagerly accepts challenges, embraces training requirements and performs his job with distinction. As one-of-two file

maintenance assistants for Health and Beauty Care product lines, Dial is responsible for keypunch entries for more than 5,000 items in excess of \$300,000 in sales annually. In his personal time, Dial can be found in his church performing usher duties, distributing school supplies, and collecting and distributing food. He also sings in the male chorus and is a cast member in his church’s annual Easter play. He recently organized a fishing trip for more than 20 church youth, many of whom had never done so before.

Michael Parker is deputy chief of staff, G-1, for human resources, CASCOT. He has been part of the government workforce for 17-years and serves as the command’s single point of contact across seven installations for all civilian matters related to organizational structure, recruitment strategies, labor and employee relations, and workforce planning. In his personal time, Parker volunteers with fraternity programs that help boys grow into responsible young men – devoting his time and energy to mentoring them and promoting a fatherhood ethos to underscore the importance of positive male role models. Over the past six years, Parker has collected, reviewed and delivered more than \$50,000 in scholarships on behalf of his fraternity. He spends time with residents at the Sitter and Barfoot Veterans Care Facility, playing board games, serving refreshments, and actively listening to their war stories.

Courtney Varner, an Army veteran with 13 years of service, is a civilian supervisory police officer and a member of the Special Reactionary Team in the Provost Marshal Office. He is noted for his initiative, hard work and loyalty to the organization. SRT members have an additional duty to teach and mentor patrol officers on processing critical emergencies, and provide the latest training with respect to new and changing laws. Noting a difference in military and civilian training and experience, Varner enlisted in the Army National Guard so he could receive their military police officer training, which he then used to improve civilian SRT instruction and communication. As a health and fitness guru, Varner participates in off-post events like the Mud Run, law enforcement fitness

SEE **SERVICE AWARD**, page 10

RECOGNIZING CIVILIANS | SPOTLIGHT

Ron Sutton

Job title: Training Technology Division chief

Prior service: “Retired officer. I spent 22 years in the Army.”

Responsibilities: “Our mission is to support the command with the integration of technology into training courses, including its use in lesson plans or how it’s taught in the schoolhouses. We are responsible for reviewing policies for training and development for the senior leaders and instructors. We develop mobile apps for our classrooms to enhance training.

Time at Fort Lee: “Nine years. Around the time CASCOT moved into this building, I came to work here.”

There’s been a lot of technological advances in the last decade – during your tenure – what’s something you’re particularly proud of? “With the advent of technology like mobile phones or iPads, Soldiers can continue training from their barracks or while on vacation; that is amazing. With some of our apps, the Soldiers can reach back to their instructors and get additional assistance if needed. They can learn anywhere. It’s tremendous. It’s also amazing that we can put entire technical manuals on a single device. Previously, they had to carry around these huge manuals on deployments. When I was a company commander, I remember carrying around all the tech manuals, almost putting bookcases in a van for movements. You would grab the manuals and that would be greasy and dirty.”

How does your job help Soldiers? “Of all the things I do here, I have a great team. There’s a lot of smart people. They are very bright, energetic and enthusiastic. My job is to make sure they have the guidance and resources they need. We get to experiment with new technologies. That’s the beauty of this job. We get to do things that a lot of people don’t get to do – but we are doing all of this for the benefit of the Soldier. How we train now, we didn’t train 5, 10 or 15 years ago. My team works with all the schools and we leverage the technology to show them



Amy Perry

how we can integrate and improve their training.”

How did you get started at this job? “When I retired, I went to work for a school district where I was in charge of all bus maintenance and staff development. After that, I went to work for the state’s education department on the standards of learning program. I developed the first online application for teachers to get involved in SOL. We were doing it on paper. I always liked the technology aspect of training. I’ve only been doing this job for the last two years – I started as a branch chief. I had a background in contracting, technology and staff development – this was a good fit for me.”

You were recently selected for an Outstanding Civilian Service Award for your volunteerism – was that a surprise? “Sort of. One of my branch chiefs kept asking me to submit for the award, and I kept saying no. He went to my director and asked about it. She told me to give him the information to write it up.”

What do you as a volunteer? “I’m a deacon at my church (in Petersburg). We have a lot of outreach. I mentor young men – freshmen and sophomores – at Virginia State University. We have a scouting program at my church, and I help with that a lot. I also volunteer with my fraternity. We take part in the MLK program here every year and

give Thanksgiving and Christmas baskets to Soldiers in need.”

Why do you volunteer? “I look at life like this, the Scripture says, ‘To whom much is given, much is required.’ I believe we are all put on Earth for a reason. I believe mine is to help mankind and be an advocate for the downtrodden. My calling is to help and to be a supporter. Good things happen when you do that. I wake up every morning knowing I’ve done good things for mankind.”

Favorite place in the world: “I would love to live in Europe. I love Greece.”

A place you would love to go: “Hawaii. I’ve never been there.”

What’s something people don’t know about you: “I collect 1:18 (scale) model cars. I have about 150 in various places at my home.”

What’s a talent you wish you had? “I wish I could paint. I would love to do the detailed work. I think I have the patience for it.”

Future aspirations: “When I retire from here, I want to travel.”

– Compiled by Amy Perry

SUPPORTING SHARP,

continued from page 2

come from the mid- and lower-grade civilians and military personnel at brown bag luncheons or right arm nights.

As a leader with more than two decades in uniform, I believe we can sometimes miss opportunities to innovate and change for the better if we are listening and not hearing. We may miss something that could work better than current tactics, techniques and procedures.

It is the young Soldier or new lieutenant who brings the fresh perspective; questions outdated techniques; recommends upgrades and generates the feedback needed to change for the better among existing leaders. It is key that we listen and hear, consider new ideas and hold discussions to understand and make decisions on how our Army can do things better.

*Col. Hollie J. Martin,
Fort Lee Garrison Commander*

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USARIEM Public Affairs

NATICK, Mass. – There is a delicate balance between training Soldiers rigorously and training them safely.

Warfighters can lose valuable training days when unit leaders take overzealous safety precautions, and as a result, are hindered in achieving the necessary skills to become a ready and lethal force. However, rigorous training that forgoes safety can have disastrous consequences such as heat illness – also a detriment to valuable troop-development time and operational readiness on top of the expense of medical treatment.

Heat injury is a year-round concern. Military personnel are not out of those proverbial woods when the high temperatures and humidity of summer give way to the colder and drier days of fall and winter.

“Body heat production from physical activity is the main factor that causes core temperature to rise,” said Laurie Blanchard, a biomedical engineer from the U.S. Army Research Institute of Environmental Medicine. “Hot environments can contribute to that body heat gain, as will heavy clothing that makes it more difficult to shed the buildup. Put all those together, and you have a recipe for heat illness.”

To address this problem, Blanchard and other USARIEM researchers have been developing a mobile application that can help unit leaders understand how these factors affect military readiness so they can mitigate risk and optimize training.

The Heat Strain Decision Aid is a tablet- and computer-based app with which unit leaders and mission planners can quickly determine a Soldier’s risk of heat illness during training or operational scenarios. HSDA’s simulations of heat stress, according to Blanchard, support the safe work time tables found in Army heat injury prevention doctrine, Technical Bulletin Medical 507.

“HSDA contains equations that predict how body core temperature changes during and after training and how differences in clothing, activity and environment affect the specific rise and fall of body heat,” Blanchard said. “This mission planning tool gives unit leaders objective, science-based (heat illness

Researchers reveal cool features of Heat Strain Decision Aid app



U.S. Army photo by Sgt. 1st Class Vincent Abril

Soldiers of the 94th Military Police Battalion, 19th Expeditionary Sustainment Command, engage in an exercise to reinforce basic military police skills and tactics as part of the unit’s annual training requirement over the summer at Rodriguez Live Fire Complex, Pocheon, South Korea. U.S. Army Research Institute of Environment Medicine technicians have developed an app to help identify heat illness risks during high-tempo events of this nature.

and hydration) guidance that can be found in TB Med 507 in a way that is easy and useful for developing prevention and mitigation strategies.”

Additionally, the software gives unit leaders the ability to “cyber-adjust” the warfighters’ activities, clothing, environmental conditions, and the intensity and duration of the exercise simply by pressing a few buttons and toggling a few switches. HSDA does the rest of the work by displaying a chart to the user that estimates the likelihood of troops experiencing heat illness under the imputed conditions.

HSDA even shows when warfighters would be most likely to experience a heat illness during the span of an exercise. For example, a unit leader using the app could see that Soldiers would be most likely to overheat during the first hour of a three-hour loaded ruck march.

“One of the advantages in that regard is having a tool that helps them visualize how different mitigation strategies can affect their risks of heat illness,” Blanchard said. “Users can manipulate HSDA’s settings to see how changing uniforms, the length and pace of an exercise and the load carried can increase or decrease heat illness risk.

“Even in those cases where the distance, pace and load cannot be altered, such as for a required training event at a specialty school, HSDA can help users plan effective treatment strategies for expected heat casualties, like providing extra ice sheets, closely watching trainees and planning medical evacuations in advance.”

Over 30 years of research on heat illness, hydration and body core temperature is incorporated into the program, according to Blanchard. Researchers were able to build and validate the equations within HSDA

by conducting hundreds of field studies on thousands of subjects in a variety of environments.

Further laboratory studies were performed at the Natick Soldier Systems Center utilizing the Doriot Climatic Chambers, a facility that can simulate an extreme range of global weather conditions, Blanchard and other researchers measured Soldiers’ body core temperatures as they marched on treadmills while carrying external loads and wearing a wide range of clothing, including heavily insulated chemical, biological and ballistic protective gear.

Earlier this year, USARIEM briefed the HSDA app to TRADOC’s Heat Illness and Prevention Subcommittee. The agency is now working with the U.S. Army Medical Materiel Development Activity to make the program available for download.

The research institute also has transitioned the latest version of HSDA to the 1st Special Warfare Training Group (Airborne) at the John F. Kennedy Special Warfare Center and School and to the Air Force’s 352nd Battlefield Airmen Training Squadron. Both specifically requested the app to mitigate heat illness during their training exercises.

The U.K. Institute of Naval Medicine has been provided a version of the app as well in conjunction with an international agreement.

“Unit readiness is dependent on rigorous military training,” Blanchard said. “However, training without taking safety precautions, especially during warmer months, can lead to heat illness, heat stroke and even death. These injuries can have significant medical costs and long-term implications and can force lost training days, impacting unit readiness and individual Soldier careers.

“We have been able to design updated versions of HSDA for specific military groups at their sites. Transitioning the app to U.S. and international warfare training groups has allowed us to collect valuable feedback that we can incorporate into HSDA to make it a more robust app that all warfighters can use.”

More information about HSDA will be released in the near future. Army leaders and trainers can follow the progress of this project on the research institute’s website, www.usariem.army.mil.

Arpi Dilanian and Matthew Howard

Army G4 Logistics Initiatives Group

FORT EUSTIS – As the U.S. Army TRADOC commander, Gen. Stephen J. Townsend is leading the charge in building today’s Soldiers while changing the Army for the future.

He is well-equipped for the position he has held since March. In addition to his extensive military and civilian education, Townsend brings the experience of a career spanning more than 36 years and combat deployments at every rank from second lieutenant to general officer, as well as overseeing some of the Army’s most historic units.

Recognizing the magnitude of training more than 500,000 service members each year, the general makes a point to stay in touch with Soldiers at all levels and build the Army team from the ground up. During a recent interview, Townsend shared insights on teamwork and the role sustainers play in the success of the total Army.

Here’s what he had to say:

Q: How important has teamwork been throughout your career, and what role have sustainers played in the teams you’ve led?

A: Teamwork is the cornerstone of any organization, especially the Army. Whether you’re talking about a fellow Soldier or an allied nation, teamwork is always essential to mission success and goes hand-in-hand with leadership.

I have a long list of war stories about logisticians contributing to the team’s success. Broadly speaking, across my four tours in Afghanistan, I saw countless examples of sustainers on the ground and in the air coming through for our Soldiers in the fight. I couldn’t tell you how many times I saw pinnacle landings on mountaintop peaks, shoving out resupply, or convoys driving down IED-ridden roads, getting supplies through to the troops.

One specific instance that comes to mind occurred in Baghdad in January 2007. I was in a Stryker brigade at the time, and my mobile command group was struck by an IED. I noticed the device as my truck was driving by it, but it didn’t go off on us. I shouted a warning over the radio to the Stryker behind us, but it was too late; it hit them. Some of our Soldiers were wounded, and the Stryker was taken out of action.

We called for medevac, created a landing zone, and a little while later, called for recovery. We were prepared to self-recover the vehicle back, but my brigade support battalion had a recovery quick reaction force they had put together.

Pretty soon, a medevac aircraft showed up and took our wounded away, and literally about the time the aircraft was departing, up rolled a small convoy of Humvees and wreckers at high speed. They collected our damaged Stryker and departed, and we were able to continue on our mission. Our maintainers were then able to repair that Stryker and return it

(BELOW)

Gen. Stephen J. Townsend, TRADOC commanding general, speaks to basic training Soldiers during a tour of Fort Jackson, S.C., in March.

(RIGHT)

Townsend speaks with Officer Candidate School Soldiers from E. Company, 3rd Battalion, 111th Infantry Regiment, at Fort Benning, Ga., during an Aug. 15 visit.



U.S. Army photo by Robert Timmons



U.S. Army photo by Markeith Horace

(BELOW)

Earlier in his career, Lt. Gen. Stephen J. Townsend receives an operational brief at an undisclosed location in Iraq where he served as the commanding general of Combined Joint Task Force - Operation Inherent Resolve. A global coalition of more than 60 regional and international nations joined together to enable partner forces to defeat ISIS.

(UNDER TITLE)

Townsend looks under a Stryker fighting vehicle during a mid-May tour of the Ordnance School facility here where maintenance training for the vehicle takes place.



U.S. Army photo by Staff Sgt. Alex Manne

logistics.” Every leader I worked with in the XVIII Airborne Corps was intimately familiar with both the requirements of operations and the logistical demands to support them.

This pattern held true in other units, too. In addition to the XVIII Airborne Corps, in each of my three final operational units – the 101st Airborne Division (Air Assault), the 10th Mountain Division and Combined Joint Task Force-Operation Inherent Resolve – sustainment was absolutely critical to the success of all the operations we conducted. Sustainment leaders were completely integrated into everything we did.

About 14 years ago, we started modularizing our brigades into brigade combat teams. In my opinion, that initiative has better integrated sustainment into our operations at the brigade level and below. And I think brigade combat teams are more effective at sustainment than I was as a battalion commander in an Infantry-pure brigade as a result.

Q: How critical is effective training for building capable sustainment units?

A: Absolutely critical. German Field Marshal Erwin Rommel once said, “The best form of welfare for the troops is first-class training.” So, what does first-class training do? First-class training makes sure you apply combat service support and sustainment to training just as you would combat arms.

our joint and coalition partners, especially as we prepare for complex, multi-domain operations?

A: I don’t think building a team with our joint and multinational partners is really any more difficult than doing so with Army partners. From the very beginning, you first have to explain to them what we have to do; that’s the mission. Then you have to tell them what you want to accomplish; that’s commander’s intent.

Finally, you need to tell them that we’re all going to operate as one team; I don’t care what service or branch is above your pocket, what color your uniform is, or what the flag is on your shoulder. In the end, you just have to lead them from the front. And I’ve found Soldiers and leaders universally respond to this kind of leadership.

Q: Looking toward the future, how are we redeveloping the way the Army builds the greatest team in the world?

A: The Army is evolving at a number of different levels. At the organizational level, we just stood up the Army Futures Command, the first new major command since 1973, when TRADOC was created. Futures Command will be responsible for all things future, with a particular emphasis on materiel and how we’re going about equipping. We’ve activated six cross-functional teams that are looking at a range of the

BE THE LEADER YOU WANT TO BE LED BY

An interview with Gen. Stephen J. Townsend, TRADOC commanding general

to service a few days later.

That’s just one example of the kind of experience I’ve had with Army sustainers over the course of my career, and there are countless others. They always get the job done on time.

Q: What is the Army doing to develop the leaders we need to be successful on tomorrow’s battlefield?

A: At the institutional level, which TRADOC is responsible for, leader development is integrated everywhere. Each course a Soldier takes, from their Initial Entry and Basic Combat Training until the end of their career, whether that be three or 30 years, it’s all about leader development.

The Army also has created a talent management task force to review policies for leader development and assignments service-wide. It’s allowing us to see if we need to change some of our processes and really update the way we’re doing things.

At the operational level, our field units and the experience you get in the field Army are absolutely critical to leader development. There’s a lot that goes on out there, and we have a system of after action reviews to capture lessons learned from all across our Army. That information can be spread Army-wide so that leaders, Soldiers and units can learn from



Photo by Dani Johnson, CASCOM Public Affairs Officer

the experiences of others, not just their own.

The other pillar to that is self-development. It’s a way to increase your own repetitions because it’s not possible for you to fight enough battles in peacetime. So, you have to read those after action reviews from other people’s battles, and then you have to read history. I think that’s really an important part of leader development.

Q: When you commanded the XVIII Airborne Corps, also known as “America’s Contingency Corps,” how did you ensure sustainment units were incorporated into the team to maintain readiness for rapid deployment?

A: This really wasn’t as difficult as you might think. I’m reminded of an old saying sometimes attributed to Gen. Omar Bradley: “Amateurs talk about tactics, but professionals study

First-class training is relevant, it’s realistic and it’s tough. It improves and hones not only individual Soldier skills but also collective skills from smaller units all the way up to the BCT and beyond. It also strengthens resilience in individual Soldiers and units, making those entities tougher in facing the demands of the battlefield. When it comes to training, sustainers have to be just as involved as combat arms leaders for units to be successful.

I think the proof of training and the integration of sustainment is in the pudding. The last time I failed due to a lack of logistics or sustainment was in 1987; to this day, I can recall it instantly. My unit was on a training exercise, and we had expended our ammunition in an engagement with the opposing force. We were displaced on the battlefield and called for resupply, but it was many hours late in coming and arrived only after we had another engagement with the enemy while I was out of ammo.

Beyond that training experience, which is seared into my memory, I haven’t had another failure due to a lack of sustainment throughout the course of the rest of my career. So, I think we’ve done a pretty good job of integrating sustainment into our training and our operations.

Q: Can you discuss the importance of teambuilding with

Army’s highest priority materiel acquisition programs.

In the area of training, we’re improving the Initial Entry process for Soldiers. We’re making Basic Combat Training tougher, and we’re making One-Station Unit Training longer, starting with the Infantry course and moving on to other courses after that. In our units, we’re increasing the demands of home-station training because that is where we actually prepare and certify units for war. And at combat training centers, we’ve introduced a full-spectrum, hybrid, near-peer threat that is really stressing our units in their full-up collective training.

Lastly, we’re introducing the Army Combat Fitness Test. The new requirements will improve individual fitness and readiness for deployment, and it’s going to change the culture of the Army.

Q: Do you foresee innovation and emerging technologies impacting mission command?

A: I think innovation will play out in a lot of areas, but particularly when it comes to mission command. Innovation will improve not only our situational awareness at both the individual and team levels but also our common understanding between commanders and the whole team. It also will increase the speed and quality of our decision-making.

SEE **LEADERSHIP CONFERENCE**, page 14

SERVICE AWARD,

continued from page 5

competitions, Mothers Against Drunk Driving walks, and torch runs. He also gives talks for the Boy Scouts, National Nights Out events, and other community policing endeavors, sending a positive message to youth.

Steven Vaughan works for the Ordnance School and has 9 years of civilian service. He was chosen by the deputy to the commander to train and inform the workforce about the recently introduced Defense Performance Management and Appraisal Program. In addition to his regular duties, he provided initial training to the senior Ordnance leadership and additional professional development instruction to other departments. His commitment to excellence spread throughout his section, producing Civilian of the Quarter and Civilian of the Year awards. Vaughan has coached basketball, football, baseball, wrestling, track and soccer for ages 5-to-13, making a positive impact on the lives of hundreds of children in the Fort Lee community. He has received the Presidential

Lifetime Achievement Award for Volunteer Service, a prestigious award given to U.S. citizens who have accumulated more than 4,000 hours of volunteer service.

Larry Watson is a course director in ALU's College of Professional and Continuing Education. He has 11 years of civilian service. He has trained hundreds of students in his department's three primary courses, including the Installation Logistics Management Course. Watson has served on the scholarship committee of the Southside Virginia Chapter of the Military Officers Association of America, which has awarded nearly \$100,000 to local high school graduates. He has served as the Junior Reserve Officer Training Corps and ROTC coordinator for MOAA, acting as a mentor to students in Petersburg and Hopewell, as well as Greensville, Surry, Prince George, Brunswick, Dinwiddie and Sussex county high school JROTC programs. He played a direct role in selecting and presenting leadership awards to students entering their senior year of the JROTC programs. He is active in recognizing leadership in

ROTC students at Virginia State University, participating in their commissioning ceremonies. Several of these students have gone on to become Transportation and Quartermaster officers.

The Outstanding Civilian Service Awards program is the CWF's response to a 2014 survey of post employees in which the No. 1 request was more recognition for noteworthy achievements. The award honors DOD Civilians, nominated by their peers, who go above and beyond in their work on Fort Lee, and through volunteerism and charitable work within their communities. Six recipients—seven if there is a tie—are chosen twice a year, in March and October.

The March 2019 award program will kick off in January with an email from the CWF primaries and alternates calling for submissions. Those with questions about the award program should contact their agency representative or the CWF secretary at caroline.williams@deca.mil.

For more information about the CWF and how it supports DoD Civilians here, visit www.fortleecwf.com.





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Parent employees proud to support Virginia Special Olympics program

T. Anthony Bell

Senior Writer/Special Projects

They were settled on the assumption their son's enrollment in Special Olympics meant they could take on the role of spectators and watch others collectively develop his abilities in the athletic program for the intellectually or physically challenged.

They were wrong by the length of a metaphoric lap around the track.

"We took him to the first practice, and figured we'd put him out there and let them (the coaches) do their thing while we observed from the bleachers," said retired Staff Sgt. Andrew Webber, an Ordnance School wheeled vehicle instructor. "Yeah, right ... that wasn't going to happen."

The couple – his wife is J.D., a paralegal in the Office of the Staff Judge Advocate – were moved to action by the face-slapping realization that help was needed.

"You go out there and notice there are only three or four people coaching and taking care of them," Andrew observed, "And me, having a military mindset, I just couldn't sit back and watch. So both of us volunteered."

The Special Olympics includes roughly 30 sporting events for children and adults, with competitions at the local, regional, national and international level. Andrew and his wife support the Colonial Heights chapter that is among 17 locales falling under the James River Region, Special Olympics Virginia.

Once he began volunteering, Andrew gained a deeper appreciation for those who work with the athletes.

"It is an eye-opener to see just how much the coaches, assistant coaches and others put into it," he said.

Andrew launched his volunteer career with the Colonial Heights chapter roughly six years ago. His participation has grown to roughly 200 hours yearly, helping his autistic son and others develop as athletes and supporting them in other aspects of their lives.



Contributed Photo

Post employees, J.D. (left) and Andrew Webber (far right) pose with their son Alex at a past Special Olympics event. A Special Olympics coach for six years, Andrew Webber became one when he realized his son's team needed help.

"I think you can say we spend one half of our lives working and the other half on Special Olympics," said J.D., who contributes administrative and assistant coach services to the cause.

Most of Andrew's time is spent coaching bocce, a bowling game popular in Europe, but he also acts as an assistant in other sports such as basketball, soccer, bowling, and track and field. When he is not coaching, he and his wife are hosting other events for the athletes.

"Sometimes, we invite the athletes over for barbecue at the house," said Andrew. "We bring a lot of them over."

There are about 90 athletes participating in various sports administered by the Colonial Heights chapter.

What motivates Webber and his wife to sustain their participation with the special athletes?

"It's for him," said Andrew, referring to his son Alex. "We can do stuff, but they need

our help. Without us, (many special needs individuals) would be in group homes doing nothing. We do it for him. Our time is his time."

Andrew's commitment to Special Olympics leaves little room for other personal pursuits, but that doesn't seem to bother him in the least. The athletes, he asserted, fill the leisure-time void and give him the satisfaction of contributing to

community needs. The prize is the constant streams of gratification.

"You're seeing the athletes competing, having a good time, getting their ribbons (of participation) and thanking you," he said. "It's rewarding."

Throughout his time with Special Olympics, Andrew said he has learned a second-tier level of patience, noting he has "always been patient" with his son. He also has come to understand how to motivate the athletes as individuals.

"You learn what sets them off (special needs children are easily frustrated if pushed outside of their comfort zone)," he said. "One athlete can go off on something totally different than another athlete, so you always have to be careful."

In the vein of the type of community service he is performing, Andrew said he fully appreciates how difficult it is to attract volunteers, and he is grateful for the eager participation of advanced individual training Soldiers over the years.

"They're willing to give up their free time to run with the athletes, play bocce with them and provide motivational support," he said. "That (community-minded spirit) has just been great."

The Webbers said they will continue to volunteer with Special Olympics as long as their son shows interest, and they will always be a part of its community regardless.

For additional information about Special Olympics Virginia, to include announcements about upcoming events and support and contribution opportunities, visit specialolympicsva.org.

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Kenner receives 'Star Site' award after successful safety inspection

Lesley Atkinson

KAHC Public Affairs Officer

Kenner Army Health Clinic received recognition as an Army Safety and Occupational Health "Star Site" during a Nov. 8 commander's call session here.

Brig. Gen. Telita Crosland, commanding general of Regional Health Command-Atlantic, presented the award while making note of the clinic's stellar showing during its Army Safety and Health Management System inspection Sept. 11- 13. This award, she pointed out, demonstrates Kenner's commitment to safety from all levels and recognizes the organization as a leader in occupational safety and health.

Crosland made a special trip to present the award to the Kenner team assembled at the Lee Theater. She said she wanted to illustrate the recognition's importance by personally presenting the ASHMS star to Kenner – a move that would ensure it did not go unnoticed. She further shared that RHC-A, MEDCOM and the Army appreciate Kenner's level of commitment to safety.

"A tremendous amount of work and dedication goes into achieving star recognition," Crosland informed the assembled audience. "The criteria and effort is independent of the size of an organization. You accomplished the exact same things that a major medical center had to accomplish. This is the same standards, checklist, and most importantly, the exact same mindset culture that you had to demonstrate to be successful in getting the star recognition."

Passing the inspection was a total team effort with leader and employee involvement in a culture of safety, observed Lt. Col. Paul J. Kassebaum, KAHC commander. "Achieving the star of excellence is a milestone for us, not an endpoint, as (my staff) will continually seek to maximize safety for staff and patients.

"Safety is all about having the right attitude," he further noted. "The enthusiasm the whole staff shows is remarkable. Our Deputy Commander for Administration, Lt. Col. Dave Glad, led preparations by walking around and quizzing staff daily. At first, they

hid from these pop quizzes, but then they made it a game and even created jingles to help each other learn more about safety. Kenner would not have received this recognition if we did not have a true culture of safety."

ASHMS is a DOD safety and health management system that was adapted from the Occupational Safety and Health Administration's Voluntary Protection Program. The associated star award serves as a tool to recognize exemplary worksites with comprehensive, successful safety and health management systems.

Kenner was rated in 243 areas during the recent inspection, with taskings ranging from moderate to complex, according to Andrew Washko, KAHC safety manager. The inspection criteria was divided into four sections: management leadership and employee involvement, worksite analysis, hazard prevention and control, and safety and health training.

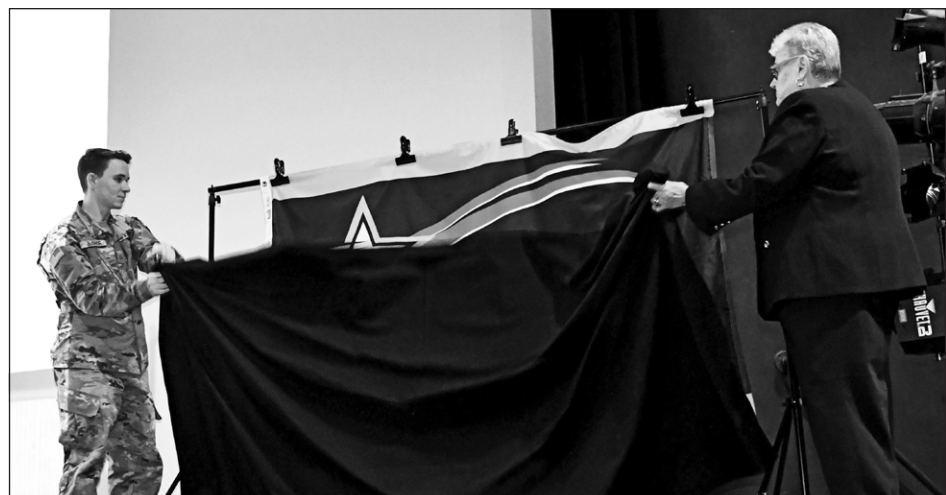
Washko, who joined the Kenner team earlier in the year, stressed he had never done an ASHMS inspection at his prior positions.

"Having worked for the Department of Veterans Affairs, the ASHMS program was completely new to me, however, safety is safety," said Washko. "Our biggest challenge was simply getting the staff to understand the importance and 'buying-in' to these processes."

Passing the ASHMS inspection was a success because, Washko said, the command group believes in the process enough to engage all levels of staff at 100 percent.

"They provided the time, tools and training needed so every member of the team understood their role and mission related to employee safety," said Washko.

Kenner plans to continue instilling safety in every area throughout the clinic. "We will continue to train our staff by educating, promoting and challenging them with safety topics," Washko said. "We will set a safety mindset that applies to work and home, and continue open discussions related to maintaining our safety culture here at KAHC."



Lesley Atkinson, KAHC Public Affairs Officer

An Army Safety and Occupational Health "Star Site" banner is unveiled at a Kenner Army Health Clinic commander's call session Nov. 8 in the Lee Theater. Doing the honors is Health Benefit Advisor Joyce Harris, the clinic's oldest civilian employee, and Pfc. Ian Bushor, its youngest military member.

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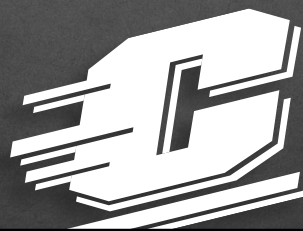
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CALENDAR

LOCAL ACTIVITIES FOR THE FORT LEE COMMUNITY

'Sound of Music' at Theater | Nov. 16-25

"The Sound of Music," presented by the Lee Playhouse theater group, continues this weekend at the Lee Theater.

Performances are set for Fridays and Saturdays, Nov. 16, 17, 23 and 24 at 8 p.m., and Sundays, Nov. 18 and 25 at 3 p.m. All shows are open to the public. Tickets are \$15 for adults and \$7 for youths.

For reservations, contact the box office at 804-734-6629.

'Stop the Bleed' Class Signup | Ongoing

Registration is underway for the next Fire and Emergency Services "Stop the Bleed" Training Workshop scheduled for Dec. 7, 8:30-11:30 a.m., at Fire Station No. 2, across from the Main Exchange. The class is free and open to the first 18 registrants.

Participants will learn how to provide lifesaving care in an emergency situation before professional help arrives, including bleeding control, CPR and more.

To register, email Assistant Chief Brian Harness at brian.d.harness.civ@mail.mil.

Fit for Duty Challenge | Ongoing

A Fit for Duty Competition is ongoing at the Army Wellness Center, Mahone Avenue.

Teams of 5-10 men and women – military and family members, retirees and DOD Civilians – are competing for points that can be earned through a variety of health improvement and health-conscious activities. The challenge closes Dec. 17.

For details, email william.r.jones779.civ@mail.mil.

Pamplin Historical Lecture | Nov. 17

Pamplin Historical Park & The National Museum of the Civil War Soldier will host a "Slavery and Freedom" lecture Nov. 17, 1 p.m., 6125 Boydton Plank Road, Petersburg.

Tim Talbott, director of education for the park, is the first speaker followed by author Eugene Meyer who will discuss his recently published book "Five for Freedom: The African-American Soldiers in John Brown's Army."

For details, call 804-861-2408 or visit www.pamplinpark.org.

Holiday Photos at Housing Office | Nov. 17

Free holiday photograph sessions for Fort Lee housing residents will be available Nov. 17, 9 a.m. - 1 p.m., at the Hunt Housing Community Center on Sisisky Boulevard. Refreshments will be offered at the event. Residents will receive the photos on holiday cards.

For details, call 804-733-1558.

Poplar Forest Wine Festival | Nov. 17

The 10th annual Thomas Jefferson Wine Festival is set for Nov. 17, 11 a.m. - 5 p.m., at Poplar Forest, 1542 Bateman Bridge Road, Forest.

The event includes wine tastings, music, a festival market and more. All activities take place in heated tents for participant comfort. Admission is \$25 in advance and \$30 at the door. Non-wine-tasting tickets are \$10 in advance or at the door.

For details, call 434-534-8120 or visit thomasjeffersonwinefestival.com.

PNB Bicycle Tour | Nov. 17

Petersburg National Battlefield will offer a ranger-led "Bike the Battlefield" 3-hour tour, Nov. 17, 9 a.m. - noon, starting at the Eastern Front Visitor Center parking lot, 5001 Siege Road, Petersburg.

The excursion will compare how battlefields look today next to images by Union Civil War photographer Matthew Brady and his staff. A safety briefing will take place before the tour for the riders who should wear proper cycling gear including helmets. This ride is geared toward riders comfortable cycling on paved surfaces with hilly terrains.

For details, email margaret_viboolsittiseri@nps.gov or call 804-732-3531 ext. 222.

Survivor of Suicide Program | Nov. 17

A suicide-loss survivors' group meeting is set for Nov. 17, 10 a.m. - 1 p.m., at St. Mark's United Methodist Church, 11551 Lucks Land, Midlothian. Any individual who has lost a loved one or friend to suicide is welcome to attend and share in this time of comfort and

understanding.

The free event will include speakers on grief and loss, a short film, and breakout sessions and fellowship.

For details, call 804-370-7081 or visit www.facesva.org.

Affairs of the Hearth | Nov. 17

A day-long family event will explore 17th-century cooking for English soldiers and middle-class colonists and Virginia Indians Nov. 17, 10 a.m. - 5 p.m., at Henricus Historical Park, 251 Henricus Park Road, Chester.

The event will include various demonstrations. Admission is \$9 for adults; \$7 for children, ages 6-12; and free to members.

For details, call 804-748-1611 or visit henricus.org.

Lewis Ginter Illumination | Nov. 23

Lewis Ginter Botanical Garden, Richmond, will launch its Dominion Energy Gardenfest of Lights holiday display during a special celebration set for Nov. 23, 4-10 p.m.

Scheduled activities include the opening ceremony at 5:30 p.m. when the giant showcase of more than a million lights comes to life. In the conservatory area, there will be performances by the Host of Sparrows Aerial Circus and the Circular Expressions LED hoop dancing group. An ensemble from the Henrico Pops Chorus will be singing seasonal favorites at various locations through the gardens.

For directions, admission costs and other information, visit www.lewisginter.org.

Resume Writing Workshop | Nov. 27

The Soldier for Life - Transition Assistance Program will host a free resume-writing workshop Nov. 27, 9 a.m. - noon, at the Soldier Support Center, building 3400, Room 126, 1401 B Ave.

Participants will receive tips on fine-tuning objectives, crafting work history, showcasing skills and more.

For registration, call 804-734-6612 or email army.lee.sftap@mail.mil.

Mentorship Training Event | Nov. 27-28

A two-day Army Family Team Building Leadership Development and Mentoring Training class – titled "To Lead or Not to Lead" – is set for Nov. 27-28, 9 a.m. - 3 p.m., at the Army Logistics University. The course is free.

The workshop will examine leadership styles and qualities. Registration is required.

For details, call 804-734-7979.

Prince George Tree Lighting | Nov. 28

The annual Prince George County Christmas Tree Lighting festivities will be held Nov. 28, 7 p.m., at the PGC Heritage Center, 6406 Courthouse Road.

The free event will include singing, refreshments and more. All community members are welcome.

For details, call 804- 863-0212.

Potomac Mills Trip | Dec. 1

Crater Community Hospice is sponsoring a motor coach day trip for shopping at Potomac Mills Dec. 1.

The bus leaves at 7 a.m. from the hospice building at 3916 S. Crater Road. It will return by 8 p.m. The cost is \$50 per person and space is limited to 55 people. The fee includes breakfast provided by Chick-fil-A, drinks and snacks during the ride to the mall.

To reserve a spot, visit the hospice administrative office or call 804-526-4300.

Berkeley Corn Maze | Thru Nov. 30

Colorful gardens, historic home tours and a corn maze are among the family friendly fall activities offered at Berkeley Plantation, 12602 Harrison Landing Rd., Charles City.

While walking off those holiday calories, visitors can learn about the first Thanksgiving meal and the birthplace of the solemn "Taps" bugle call. The corn maze is open through Nov. 30. The plantation launches its "Centuries of Christmas" holiday light and story displays on Dec. 1.

For directions, admission costs and other information, visit www.berkeleyplantation.com.

Lunch Buddy Learning Event



First Lt. Kevin McCann and Drill Sgt. Justin Solomon from Victor Company, 262nd Quartermaster Battalion, enjoy their time with students of Walnut Hill Elementary School, Petersburg, during a recent "Lunch Buddy" outreach event. The unit's Soldiers regularly visit their adopted school to assist with educational and extra-curricular activities and engage in conversation with the youngsters. The Lunch Buddy program promotes communication skills and positive attitudes toward learning. Drill Sgt. Tyrone Reed from the unit also participated in the October visit.

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LEADERSHIP CONFERENCE, continued from page 9

Now, all of that sounds really good; it sounds like we should have perfect information and make great decisions all the time. But the problem goes back to this near-peer, hybrid threat we train for and might have to operate against. That threat has the ability to deny our communications and degrade our understanding and situational awareness.

If our mission command system fails or is denied to us, we have to operate off of our philosophy of mission command: those in charge issuing mission orders with clear commander's intent, and subordinate leaders using their disciplined initiative to accomplish that intent. All of it is enabled by trust.

Q: You have commanded at every echelon. What advice would you give a Soldier entering the Army today to be a successful teammate?

A: First, keep your honor clean. Every decision you make and every action you take needs to be based on a foundation of our Army values, your service values, or your national values.

Second, live on amber; be ready. Ready for what? Ready for anything. You should be physically ready and mentally ready. Be ready as an individual Soldier and ready as a member of your Army unit. Be comfortable

with uncertainty, and expect the unexpected.

Third, act with disciplined initiative. Our Army has a philosophy of mission command. Leaders give mission orders with a clear commander's intent, which empowers subordinates to act with their disciplined initiative. Subordinates and subordinate leaders have to be smart enough to recognize when their plan is failing; they need to be smart enough to come up with a plan that will work, and then they need to have the guts to do it. And they need to have the trust and backing up and down the chain of command to empower that disciplined initiative.

Last, lead by example. That applies to junior Soldiers as well. Sometimes I'll say that, and privates will ask, "Sir, what do you mean by that? I'm not a leader." I believe every Soldier in the United States Army is a role model for somebody. Clearly, officers and noncommissioned officers are role models for their units, but even privates are a role model for somebody. It may be a teammate in their squad or section, or it may be a family member back home, but they are a role model nonetheless. So, to every Soldier: lead by example and model what you think a Soldier ought to be. In the end, be the leader you want to be led by.



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