



Service leaders testify on efforts to improve privatized housing

By David Vergun
Defense.gov

Service secretaries and chiefs testified at a Senate Armed Services Committee hearing Tuesday about efforts to improve privatized housing.

Army Progress

Army Secretary Ryan D. McCarthy said the Army is committed to providing safe, quality and affordable housing to all of its personnel and their Families.

“It is our responsibility to provide housing not simply to code, but also to quality,” he said.

Steps taken, he said, include:

- Installation commander-driven town hall meetings
- 24-hour helplines to hear feedback order process
- Developed new incentive fee metrics to measure work order response times, repair quality and resident satisfaction
- Assigned housing operations to a four-star commander who can withhold incentive fees from privatized housing providers, if necessary, based on the incentive fee metrics
- A tri-service resident bill of rights is being finalized to give



PHOTO BY SCOTT STURKOL

Homes are shown June 4 at the South Post Family Housing area at Fort McCoy, Wisconsin. Twenty-two homes are officer homes (nine three-bedroom and 13 four-bedroom), and 91 are enlisted homes (55 three-bedroom and 36 four-bedroom). The area doubled in size in 2017 after the completion of 57 new homes. Another seven homes are currently planned to be built in the area.

residents an active voice and avenues for recourse

- Designated \$1.1 billion in barracks sustainment this fiscal year, pending passage of the fiscal year 2020 appropriations bill

Navy Progress

Acting Navy Secretary Thomas B. Modly said no Sailor, Marine, civil servant

or their Families should ever have to contend with chronic maintenance issues such as mold and pests.

“This is commander’s business, and we are committed to empowering our leaders to assess, monitor and remediate issues of concern ... We can never rest in our determination to provide safe, secure

and comfortable housing for all Sailors, Marines and sea service Families,” Modly said.

The Navy, he said, has taken a three-pronged approach:

- Reestablishing active and engaged leaders on this issue
- Reinforcing Navy oversight
- Improving partnerships with privatized housing owners to help restore resident trust

Air Force Progress

Air Force Secretary Barbara M. Barrett said, “Our ability to provide safe and habitable housing for Airmen is a key part of their quality of life, strengthening our efforts to recruit and retain the people we need to lead the most powerful air, space and cyber force on the planet.”

Among the many steps being taken, she said, are:

- Implementing new systems to better identify and quickly resolve issues
- Conducting a thorough review of the Military Housing Privatization Program and identifying 35 recommended improvement areas
- Establishing a 24/7 toll-free call center to resolve issues
- Enabling work orders to be submitted electronically so residents can track progress

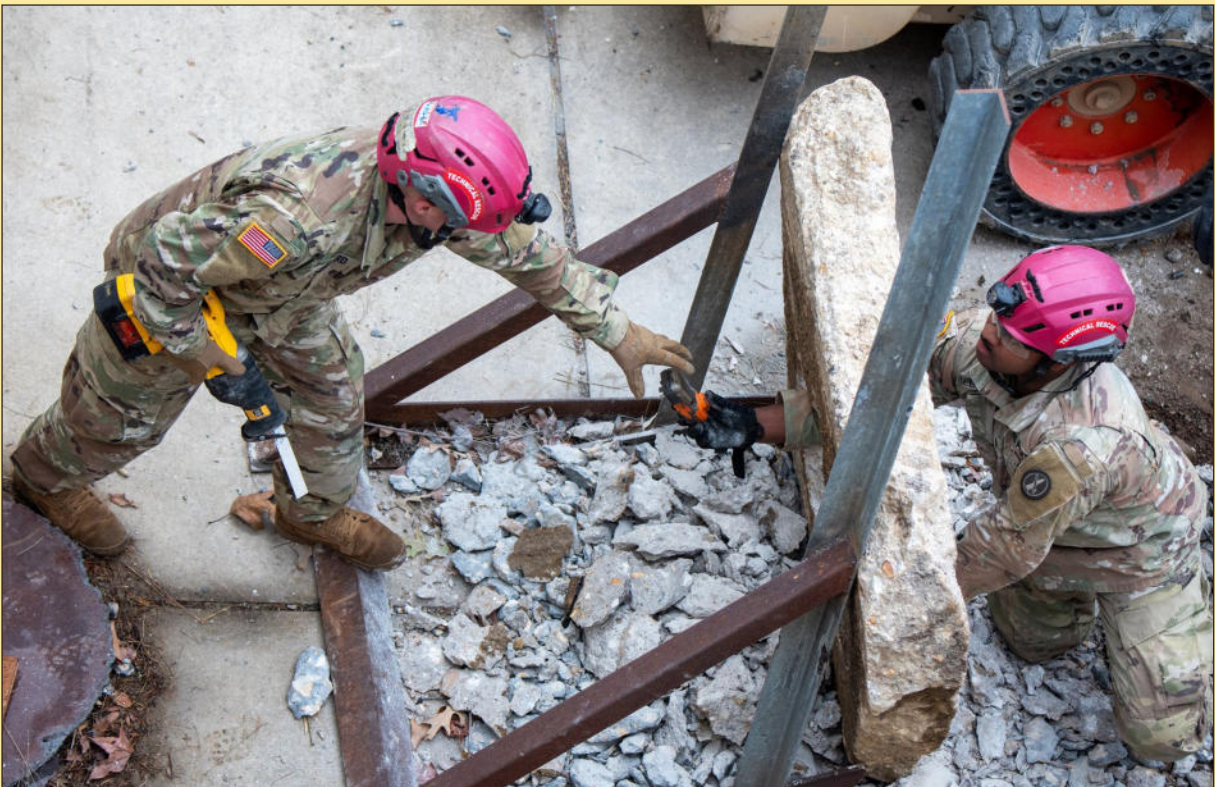
Emphasizing local commander responsibility in taking ownership of housing matters

Also testifying was Army Chief of Staff Gen. James C. McConville, Naval Operations Chief Adm. Michael M. Gil- day, Marine Corps Commandant Gen. David H. Berger and Air Force Chief of Staff Gen. David L. Goldfein.

Soldiers test teamwork, complete five-day validation

Soldiers assigned to the 911th Technical Rescue Engineer Company participate in Rescue Stakes 2019 at the Asymmetric Warfare Training Center on Fort A.P. Hill, Virginia, Nov. 19. Rescue Stakes is a five-day validation training exercise to test teamwork and proficiency in various rescue disciplines while squad leaders conduct troop leading procedures and exercise mission command. The training exercises included multiple scenarios of confined space, rope rescue, shoring, chemical readiness, sling load, medical, heavy lift and move, and metal and concrete breach. For more photos please see Page 4.

ARMY PHOTO BY STAFF SGT. MARYAM TREECE



What’s in your plan? Weather is only a leaf on the tree

By Malanya Westmoreland
JBM-HH Emergency Management Specialist

Editor’s note: This is part two of a three-part story series about preparedness during inclement weather.

Former Navy gunner’s mate and Department of Defense civilian Austin Chambers once said, “Not if ... but when.”

These past few weeks have caught the East Coast off guard with unusually low temperatures with multiple jets streams coming from the Midwest. Now is the time that we must begin preparing for the winter season at an accelerated pace.

The “Farmer’s Almanac” has predicted that this winter season will be busy within the north eastern portion of the United States.

The Department of Homeland Security’s Presidential Directive

Eight ensures that history does not repeat itself by the implementation of national preparedness, which covers the five phases of emergency management that are: prevention, protection, mitigation, response and recovery. These five phases allow the preservation of life, health and safety.

The best way to prepare for all hazards is to conduct a risk, threat, capability and vulnerability assessment to assist in proper planning. The local, state and federal plans assess hazards on a larger scale but still lend support to plans of individuals, Families, communities and businesses.

In building a plan, our nation’s ability to be prepared has come a long way; however, we have a long way to go trying to prepare for all hazards.

The prevention phase focuses on developing tangible plans, training, hazard response plans and exercises that are specific to avoid, deter or stop

a crime or threat.

The protection phase is to plan for securing against acts of violence, manmade and natural disasters.

The mitigation phase is to eliminate or reduce loss of life and property damage.

The response phase is to assist in stabilizing an emergency when it happens.

The recovery phase is to assist in restoring normality after an emergency.

All these phases inadvertently happen before, during and after an event.

The trifecta of knowledge, beliefs and behavior have produced roadblocks when it relates to how individuals prepare themselves for an emergency event.

One such emergency was Hurricane Katrina. Before and during the hurricane residents were asked to evacuate the area, but many chose to stay. Economics played a crucial part

as to why residents didn’t evacuate. Religious beliefs also played a part for residents because they believed everything would be OK during the storm because of their belief in God.

Some residents mentioned that there was conflicting information about the extent of the storm, which included emergency direction from officials. The clock was ticking and there was little time to seek clarification on what to do because the local government was caught off guard with mitigation and response capabilities.

During Hurricane Katrina communication horizontally and vertically was a challenge, which meant local and state communication was difficult. It caused delay in the preparation, protection, mitigation and response, which inevitably caused

see WEATHER page 7

Chaplain's Corner

Don't forget the best — thankfulness

By Retired Chaplain (Brig. Gen) Ray Bailey
Former Deputy Chief of Chaplains

Two men were walking through a field one day when they spotted an enraged bull. Instantly they darted toward the nearest fence. The storming bull followed in hot pursuit, and it was soon apparent they wouldn't make it. Terrified, the one shouted to the other, "Put up a prayer, John. We're in for it!"

John answered, "I can't. I've never made a public prayer in my life."

"But you must!" implored his companion. "The bull is catching up to us."

"All right," panted John, "I'll say the only prayer I know, the one my father used to repeat at the table: 'O Lord, for what we are about to receive, make us truly thankful.'"

It is the season for celebrations of all faiths and spiritual journeys. In all major religions, this is a special time of the year in which days and weeks are put aside to focus our attention on something special, something bigger than ourselves and to be thankful. It usually involves gifts, food and gatherings of special people to commemorate a religious event. Yes,



COURTESY PHOTO

commercialism has overridden much of that meaning, but it's not too late to rediscover where it all began and the true meaning.

We have a choice every day on how to approach these holiday events. We can either gripe or be grateful. I remember an ancient story about two traveling angels who stopped to spend the night in the home of a wealthy family. The family was rude and refused to let the angels stay in the mansion's guestroom. Instead the angels were given a space in the cold basement. As they made their bed on the hard floor, the older angel saw a

hole in the wall and repaired it. When the younger angel asked why, the older angel replied, "Things aren't always what they seem."

The next night the pair came to rest at the house of a very poor, but very hospitable farmer and his wife. After sharing what little food, they had, the couple let the angels sleep in their bed where they could have a good night's rest. When the sun came up the next morning the angels found the farmer and his wife in tears. Their only cow, whose milk had been their sole income, lay dead in the field.

The younger angel was

infuriated and asked the older angel "how could you have let this happen!? The first man had everything, yet you helped him," he accused. "The second family had little but was willing to share everything, and you let their cow die."

Things aren't always what they seem," the older angel replied. "When we stayed in the basement of the mansion, I noticed there was gold stored in that wall. Since the owner was so obsessed with greed and unwilling to share his good fortune, I sealed the wall so he wouldn't find it. Then last night as we slept in the farmer's bed, the angel


of death came for his wife. I gave her the cow instead. Things aren't always what they seem."

Sometimes this is exactly what happens when things don't turn out the way they should. If you have faith, you just need to trust that there are advantages to outcomes. You might not know it until sometime later.

I'm not saying it's easy to be thankful in a thankless moment. But, in all situations there are things to be thankful for that are far greater than the momentary problem. Now, here's the tip. When you intentionally take the time to be thankful, several things happen. One, the problem is lessened. Two, your life becomes bigger than the sum of your challenges. Third, you build up a habit and before long, your spirit becomes positive seeing life in brightness verses cynical seeing through a dark lens.

Thankfulness leaves no room for discouragement. The seeds of discouragement cannot grow in the heart of a grateful person. So, before you begin the griping about what you do not have, be grateful for all you don't have that you don't want.

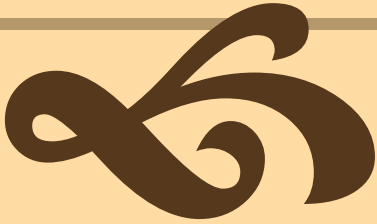
If you only had one prayer to pray, if it is a prayer of thankfulness, it will do.



Chapel services

Religious services will be held at Memorial Chapel at the below times.

Catholic Saturday Mass: 5 p.m., Sunday Mass: 9 a.m.	Protestant 7:45 and 10:30 a.m. (Sunday) Gospel service noon (Sunday) Samoan service 2:30 p.m. (Sunday)
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Preparation is the key to your success

"Do your planning and prepare your fields before building your house."
—Proverbs 24:27

By Chaplain (Col.) David M. Lockhart
Command Chaplain 7th SC (T)

In 1946, entertainer Ray Charles heard that Lucky Millinder's band was coming to town. Charles managed to arrange an audition, and that excited him. If he could get on with Millinder, he would be in the big time. When his opportunity came, the young musician played the piano and sang his heart out. Being blind, Charles couldn't see Millinder's reaction to his performance, so when he was finished, Charles waited patiently for his response. Finally, he heard the band leader say, "Ain't good enough, kid." Charles went back to his room and cried.

"It's not the will to win that matters everyone has that. It's the will to prepare to win that matters."

— Paul Bear Bryant

"That was the best thing that ever happened to me," Charles later recalled. "After I got over feeling sorry for myself, I went back and started practicing so nobody would ever say that to me again."

No one has. As the saying goes, "You can claim to be surprised once; after that, you're unprepared."

Charles's preparation paid him dividends for more than half a century, and he played with some of the most talented musicians in the world. Preparation may not

guarantee a win, but it sure puts you in position for one.

Application: Whatever it is we need to prepare for on a daily basis, whatever it is we need to excel at, may we be determined to be surprised only once if at all. I pray for foresight and sharpness of mind for each of us.

ACS Corner

All courses below are in the Joint Base Myer-Henderson Hall Army Community Service classroom, 202 Custer Rd. (Bldg.201), Fort Myer, VA 22211.

For more information on any course or to register, please call (703) 696-3512.

Registration is required. Army Community Service is open Monday through Friday 7:30 a.m. to 4 p.m.

1-2-3 Magic

The 1-2-3 Magic Parenting Program is Tuesday from 9:30 to 11:30 a.m. This is the No. 1 selling child discipline program in the United States. The parenting tips and resources help parents raise well-behaved, happy, competent kids. Registration is required.

Stress management

Stress management is Thursday from 9:30 to



11:30 a.m. Individuals will receive information on emotions management and the impact of unmanaged stress as well as the basics of identifying stressors in their life and how to create their own stress management plan. Registration is required.

Five love languages

The five love languages will be held Dec. 17 from 9:30 to 11:30 a.m. Individuals will learn about the five love languages and discuss ways to keep their partner's "love tank" full. Each participant will receive a copy of "The Five Love Languages" by Gary Chapman. Registration is required.

Happening at Henderson Hall

New Parents Support play morning

Join the JBM-HH New Parent Support Programs for play morning every Thursday during the school year from 10-11:30 a.m. at the Henderson Hall Chapel (adjacent to Navy Mutual Aid Association).

Play morning is open to parents with children ages newborn to 5 years old and includes a period of free play, followed by songs and stories. For more information, call (703) 614-7204 or (703) 696-3512.



The Washington D.C. Fireboat, the John H. Glenn, provides an official send-off for guests of the annual Patriot Thanksgiving Luncheon Cruise held Nov. 26 by shooting water 70 feet into the air while in the Washington Channel across from Fort McNair.

Single service members, veterans enjoy cruise for Thanksgiving

By Leah Rubalcaba
JBM-HH Community Relations Officer

Single service members from all branches of the armed forces from throughout the National Capital Region and veterans from the Armed Forces Retirement Home and Disabled American Veterans of Washington D.C., celebrated Thanksgiving onboard the Odyssey dinner ship Nov. 26 as they took part in the annual Patriot Thanksgiving Luncheon Cruise along the Potomac River. This marks the 18th year for the cruise hosted by Hornblower Cruises and Events.

Nearly 400 service members and veterans were greeted by Joint Base Myer-Henderson Hall Deputy Commander Marine Lt. Col. Mark Paolicelli and JBM-HH Command Sgt. Maj. Stephen Harris as they joined members of the ship's crew in welcoming the guests as they boarded the Odyssey.

Naval District of Washington Chaplain (Capt.) Judy Malana gave the invocation before an opening ceremony was held prior to the ship pushing back from the marina. A joint color guard presented the colors and the national anthem was sung by Musician First Class Danlie Cuenca, vocalist with the U.S. Navy Band.

Mary Rinaldo, the regional vice president for the Mid-Atlantic Region of Hornblower Cruises and Events, provided the official welcome.

"This is our way of thanking you for your service to our nation," said Rinaldo to the service members and veterans in attendance. "It is the least we can do for your service and sacrifices."

Rinaldo noted that everything about the cruise is donated — the ship, food and entertainment. Even



PHOTOS BY LEAH RUBALCABA

Service members from the Fort Meade BOSS Program take a moment to pose with members of the JBM-HH command team who welcomed them onboard the Odyssey dinner ship for the annual Patriot Thanksgiving Luncheon Cruise held Nov. 26 in Washington D.C., who (pictured in uniform) included Joint Base Myer-Henderson Hall Deputy Commander Marine Lt. Col. Mark Paolicelli (left), Naval District of Washington Chaplain, (Capt.) Judy Malana (second from left), and Joint Base Myer-Henderson Hall Command Sgt. Maj. Stephen Harris (right).

the ship's staff donate their time, with staff members from around the region, to include Baltimore, volunteering to work the cruise.

"This is our favorite event of the year," one Hornblower Cruises staff member said.

The president of Hornblower Cruises and Events, Kenneth Svendsen, was also on hand donning an apron and helping to serve the guests.

As the Odyssey made its way out

of the Washington Channel for the cruise up the Potomac River to Georgetown, the D.C. Fireboat John H. Glenn and its crew provided a grand send-off shooting water 70 feet into the air. Guests had the opportunity to walk around the ship's exterior deck to view the fireboat as well as take in the views of Washington's famous sites along the Potomac River.

The cruise included a three-course Thanksgiving meal, followed by mu-

sic courtesy of the ship's disc jockey in the Odyssey's two ballrooms. Service members and veterans alike joined on the dance floors.

The cruise targets single service members and geographical bachelors and bachelorettes from throughout the region and veterans from the Armed Forces Retirement Home and the Disabled American Veterans of Washington D.C. — those who might otherwise spend Thanksgiving alone.



Service members and veterans alike joined together on the dance floor to enjoy the dance music being played by the ship's DJs during the annual Patriot Thanksgiving Luncheon Cruise held Nov. 26 in Washington D.C. April Goodwin, with the Disabled American Veterans of Washington D.C., joins service members on the dance floor.



Joint Base Myer-Henderson Hall Deputy Commander Marine Lt. Col. Mark Paolicelli and Command Sgt. Maj. Stephen Harris talk with Hornblower Cruises and Events President Kenneth Svendsen during the annual Patriot Thanksgiving Luncheon Cruise held Nov. 26 in Washington D.C.



Soldiers move an obstacle to save an “injured person.”

Soldiers train to maintain company proficiency

Special to the Pentagram

The Old Guard’s Rescue Support Platoon trains alongside the 911th Technical Engineer Company and the

Army Aviation Brigade, maintaining proficiency in various rescue disciplines as guardians of the nation’s capital.



A helicopter moves a vehicle.



PHOTOS COURTESY OF TOG

A Soldier “rescues” an injured person while rappelling from a building.



Soldiers don their protective masks during training.

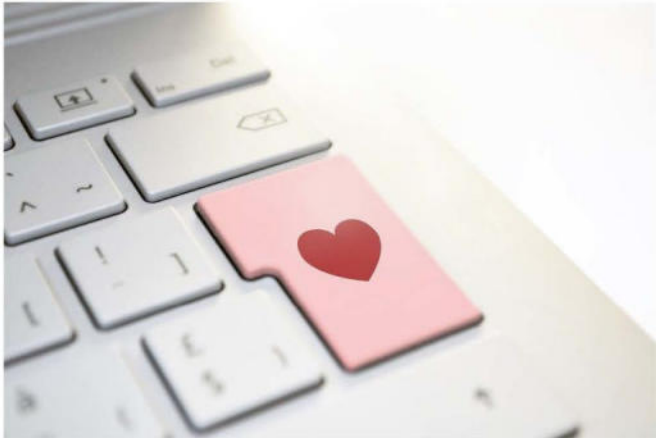


Photo Credit: Pixabay

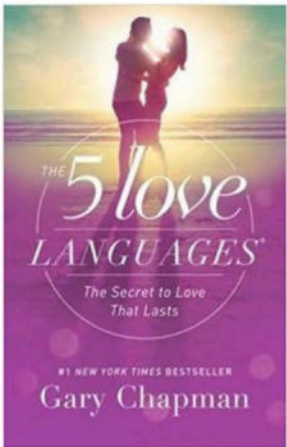
5 Love Languages

DEC. 17

9:30-11:30 a.m.

Army Community Center
202 Custer Rd.,
Fort Myer, VA 22211

Call to Register: 703-696-3512





Army Gen. Mark A. Milley, chairman of the Joint Chiefs of Staff, speaks to coalition service members at Operation Inherent Resolve headquarters in Baghdad, Nov. 27.

PHOTO BY NAVY PETTY OFFICER 1ST DOMINIQUE A. PINEIRO

Milley will use defense strategy to chart way ahead for joint force

By Jim Garamone
[Defense.gov](#)

The National Defense Strategy will continue to be the lens through which the chairman of the Joint Chiefs of Staff views the world, Army Gen. Mark A. Milley said.

Milley became the 20th chairman Sept. 30, succeeding Marine Corps Gen. Joe Dunford.

He has had a baptism by fire. Turkey, Syria, Iran, Saudi Arabia, North Korea, China, Russia, Japan and more have kept him busy during his time in the new job.

Still, the strategy will guide his decisions and the military advice that he gives to the president, vice president, defense secretary and secretary of state.

The goal of the strategy is to protect and sustain American ideals.

“American values have made us strong for two-and-a-half centuries, and we will never waver in our commitment to the U.S. Constitution,” the general said. “Our goal should be to sustain great power peace that has existed since World

War II and deal firmly with all those who might challenge us.”

With that as a base, the military must improve joint warfighting readiness.

“We must be ready 24/7 — that is our contract with the American people,” Milley said. “We will also continue to work closely with our allies and partners to improve our collective security and protect our common interests.”

Finally, Milley must ensure the force of the future has the capabilities and capacities to protect Americans, U.S. allies and U.S. interests around the world.

“We will modernize our military through innovative concept development, advanced technology and new capabilities,” he said.

Part and parcel of this is having leaders who understand the joint environment and how the land, sea, air, cyber and space domains affect that environment. Milley said he will work to ensure tomorrow’s joint leaders have the training and experience needed to succeed.

The chairman also emphasizes

the role of service members and their Families. He stressed that the Department of Defense must keep faith with military personnel and their Families.

Internationally, the chairman’s horizon is dominated by the return of great power competition. China and Russia are flexing their muscles economically, politically, diplomatically and in the military sphere. All this is tied together in hybrid conflict. China and Russia want to enhance their regional and global prestige, the chairman said. They will use this whole-of-government coercion to force a revision of the international order.

“Authoritarian actors are testing the limits of the international system and seeking regional dominance while challenging international norms and undermining U.S. interest,” he said.

The chairman said that long term, China is the only existential threat to the United States. Russia, with its nuclear arsenal, is the existential threat today.

The international order the United States championed

since the end of World War II has created an atmosphere where all nations may prosper, he said. This includes the nations involved in the great power competition. The United States cannot allow China and Russia to eclipse the United States.

“We must maintain peace through strength,” Milley said.

Added to this great power competition are other threats — North Korea, Iran and extremist groups.

The chairman of the Joint Chiefs of Staff is in a unique position to view the whole world. Combatant commanders look at their specific areas. Service chiefs look at the “man, train and equip” aspects of the military.

With his breadth of view, the chairman is now the global integrator for the joint force. It is a way “for the U.S. military to have a voice in strategic decision-making,” Milley said.

He wants to cement the global integration aspect into globally integrated exercises and war games.

“We have to consider the overall strategy for the two-

plus-three and give a top-down prioritization and allocation of resources against our strategic priorities with bottom-up refinement from the combatant commanders,” he said. “It’s my job to provide advice on the tough calls — giving resources in a global context at the speed of relevance.”

Since taking his position, Milley has been in constant contact with U.S. allies and partners around the world and visited the Indo-Pacific region to confer with Japanese and South Korean defense leaders.

“It is a dangerous world, and it is better with friends,” the chairman said.

The system of alliances and partners the United States maintains is the font of America’s asymmetric advantage.

“The strength of the United States is our network of allies and partners that we have,” the general said. “That’s why the U.S. can deal with any of the challenges we have in the world. I am very confident of our ability to deal with the challenges because of our network of allies and partners.”

US forces reset in Syria, ISIS struggles to re-form

By Jim Garamone
[Defense.gov](#)

U.S. forces are reset and repostured in Eastern Syria and have restarted operations with the Syrian Democratic Forces aimed at defeating ISIS, Army Lt. Gen. Robert White, the commander of Combined Joint Operation Inherent Resolve, said last week in Baghdad.

At an impromptu news conference outside his headquarters, the general said everything is going well.

U.S. forces withdrew from an area 10 kilometers deep on the Syrian-Turkish border. Turkey launched an incursion into the area in early October.

Already a complicated battlespace, the Turkish move made it even more chaotic, introducing Turkish-supported paramilitary groups, Russian forces and Syrian regime forces into the region, White said.

U.S. service members remain in Eastern Syria to ensure that ISIS doesn’t reemerge and get money from oil fields in that part of Syria.

White said the command will reduce the number of U.S. forces in the area to around 600.

“We are in the process of removing some of the Soldiers and service members (who) were there, (and that will) probably take about another week, based on the austere environment that’s there,” he said. “Most of them will return either to (the continental United States) or down into Kuwait.”

The U.S. and coalition effort is focused on the mission to defeat ISIS, said senior Operation Inherent Resolve officials. The coalition effort is aimed at helping Iraqi and Syrian forces take on the terror group. The physical caliphate that ISIS established has been destroyed, and the mission now is to prevent it from reconstituting itself.

“What we’re seeing from (ISIS) at the moment is a relatively low level of attacks being conducted against the Iraqi government security forces, etc., in certain ... more marginal parts of

the country,” the official said. “We’re not seeing a huge groundswell of support for them (among) the population. Nor are we seeing them being able to gather the momentum that they particularly would like to.”

Nor has the group been able to capitalize on the death of their leader Baghdadi, the confused situation in northeast Syria or the protests in Iraq, defense officials have said. Officials believe that the terror group wanted to take advantage of these opportunities, but can’t.

Officials said there are roughly 11,000 ISIS fighters in Syria and Iraq, but they are ineffectual. They are finding it difficult to move people and materiel around. They have been forced into marginal areas and cut off from sources of funding and recruiting.

Every time these small cells of terrorists try and pull together a larger group to launch attacks, “they’re either rumbled by somebody, or they don’t have enough material,” the official said.

The group is not entirely toothless and has launched some small-scale attacks. Officials have said the danger comes if the group is allowed to recover, so continuing pressure on ISIS is required to finally eliminate the group.

In Iraq, OIR officials are focusing on the capabilities security forces — defense and police — need to deal with the ISIS threat.

“It is a very different threat from the one that they defeated in the liberation of the northern areas and the west ... a couple of years ago, and they have to approach it differently,” the official said. “It’s almost back to a more standard Iraqi security approach — controlling movement around population areas, policing, the occasional operations to attack these pockets of (ISIS) wherever they are found. In broad terms, I think they’re doing that pretty well.”

There is room for improvement and Iraqi and coalition advisors are work-



A member of the U.S.-led coalition and a member of a local security force observe the destruction of a former fortification in northern Syria, Sept. 16 as part of a security mechanism zone agreement to keep northeast Syria stable and secure from ISIS.

PHOTO BY STAFF SGT. ANDREW GOEDL

ing together to improve capabilities like intelligence collection and dissemination, counterinsurgency operations, surveillance systems, the decision-making process and overall command and control.

This is a far cry from what the coalition did in the past. Coalition forces were training and outfitting large numbers of Soldiers to take on ISIS in Mosul and its surrounds. The coalition forces does not need to do that now, because the Iraqis can train their own soldiers now.

“We can slightly step back providing the advice for that sort of thing and focus on areas that no matter their air force capability, for example,” he said.

The coalition role has changed and will continue to change if conditions continue to improve, and there is a reduced threat from ISIS.

“I think you can see and expect to see that trend continuing,” he said. “Because what we don’t want to be doing is having our Soldiers here and teaching Iraqi soldiers how to shoot their rifles for forever.”

If the situation continues to improve, “we would expect to see some sort of continued reduction in our presence over time,” the official said.

“We want to continue to work with the multilateral institutions who are working here. So NATO has a mission here. The (European Union) has a mission here. They’re all involved in security sector reform. I think what you are likely to see is that clear distinction between our mission — OIR — focusing on that enduring defeat of (ISIS) and the other multilateral organizations doing longer term security sector reform.”

Organic Industrial Base, supply chain management help drive Army readiness

By Scott Wakefield

Army Materiel Command is dedicated to the synchronization, integration and operations of its major subordinate commands, like Tank-automotive and Armaments Command, to provide materiel readiness to today’s Army.

TACOM’s six manufacturing arsenals and maintenance depots contribute to that readiness as part of the Army’s Organic Industrial Base and TACOM’s Integrated Logistics Support Center contributes to that readiness by executing repair parts planning and supply chain management for more than 3,500 weapon systems that form the core of America’s ground combat capability.

In a quarterly update to AMC Nov. 21, TACOM leaders highlighted the command’s efforts to provide ground and Soldier systems readiness over the previous quarter.

“We are really ratcheting up our lean manufacturing,” said Maj. Gen. Dan Mitchell, TACOM commanding general. “Demand is up, but we are filling back orders, which is good ... it means we are buying the right stuff.”

“We have had nine straight months of declining back orders,” said Marion Whicker, ILSC executive director.

TACOM is meeting AMC’s goal of reforming and streamlining contracting processes to speed the pace of acquisition, eliminate redundancies, and increase efficiencies with improvements to its Performance to Promise.

Performance to Promise measures the OIB’s success meeting delivery projections.

While there is a focus on reducing costs in these processes, Gen. Gus Perna, AMC commanding general, reminded TACOM leaders that cost reductions should not hamper the Army’s capabilities to fight a war.



M1 Abrams tanks are loaded onto rail cars using the high capacity gantry crane at Sierra Army Depot, California.

U.S. ARMY PHOTOS

“We do not need to chase pennies, we need to chase readiness,” he said.

He reiterated that one of the ways that TACOM and AMC will be able to do their jobs better is by concentrating on the basics of standards and discipline.

“We have to keep our workforce steady, we have to keep our capabilities steady, it is about keeping a good foundation,” said Perna.

The Army is focused on maintaining the highest levels of readiness to provide lethal land power in large-scale combat operations. To do that, Perna said that the Army must get to the fight quick-

ly with a superior force and then maintain that force.

“We need predictable and consistent workload and a foundation ready to surge,” he said.

Perna reminded TACOM leaders

that “we need a cultural change” to meet the logistical demands of the Army.

“We can react, or we can be proactive,” he said. “I do not want to drift, I want to drive.”



A Red River Army Depot, Texas, employee repairs a truck inside the depot's maintenance facility.



After being heated to nearly 2000 degrees, an M1 Abrams tank 120mm cannon tube is formed with Watervliet Arsenal, New York's, rotary forge.



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JOINT BASE MYER - HENDERSON HALL

Play Morning

Hosted by The New Parent Support Program. Join us every Thursday morning for open play, structured activities, sing-along-songs with instruments, and story time for preschool children 0-5 years old. No registration necessary.

Every Thursday
10-11:30 a.m.

Henderson Hall Chapel
1555 Southgate Rd., Bldg. 29,
JBM-HH, Arlington, VA 22214
(Located next to Navy Mutual Aid Association)

For more information:
703-614-7204 or 703-696-3512
jbmhh.armymwr.com or
www.mccshh.com/npsp.html



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WHEN THE SNOW FALLS...



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WEATHER
from page 1

loss of lives. There were underlining variables that affected how individuals processed information to make an informed decision.

In January 2016, the Washington, D.C., Maryland and Virginia experienced a blizzard (Winter Storm Jonas) that left the region digging out of their homes. The roads were impassable, and citizens were asked to stay indoors.

Winter Storm Jonas, with the combination of strong winds, snow and high tide levels caused flooding along the Maryland coast and New Jersey.

Many citizens were asked to evacuate the area. Several states declared a state of emergency due to dangerous conditions. The weather service advised individuals not to travel, but if travel was necessary, they had to make sure a survival kit was in their possession.

Nature is continuously undefeated when it comes to exact predictability, that’s why the ready.gov website is an excellent source for information. This website gives detailed information on all types of incidents and a baseline of how to prepare for them. Plans can be customized for any size, environment and situation. It matters to have peace of mind, when disaster strikes it is too late for planning.

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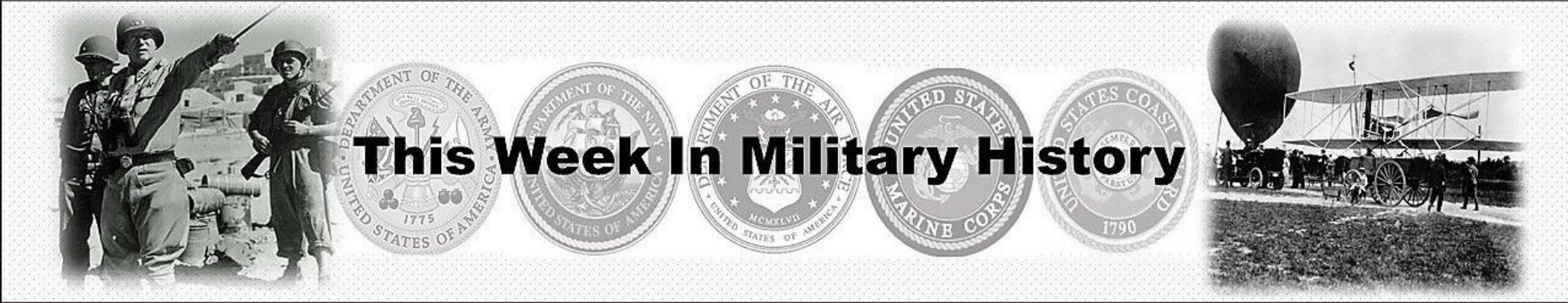
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USS Arizona (BB-39) sunk and burning furiously, Dec. 7, 1941. Its forward magazines exploded when it was hit by a Japanese bomb. Men on the stern of USS Tennessee (BB-43) are playing fire hoses on the water to force burning oil away from their ship

Dec. 5
In 1970, a North Vietnamese newspaper declared that the country wouldn't be intimidated by U.S. bombing threats. Earlier that week,

U.S. Secretary of Defense Melvin Laird warned that the U.S. would initiate new bombing raids on North Vietnam if the communists continued to fire on un-

armed reconnaissance aircraft, which flew over their air space. Responding to Laird's threats, North Vietnamese officials declared that any U.S. reconnais-

sance planes that flew over North Vietnam would be fired upon. This declaration implied that North Vietnam would not be forced into concessions and was pre-

pared to continue the war regardless of the cost.

Dec. 6
In 1884, the Washington Monument was complet-

see HISTORY page 9



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HISTORY

from page 8

ed by Army engineers 101 years after George Washington approved the location halfway between the proposed sites of the Capitol and the White House. Construction did not begin on the 555-foot Egyptian obelisk until July 4, 1848, when a private citizens’ group, the Washington National Monument Society, raised enough money to begin the project. The original design called for the familiar obelisk surrounded by a large building with a statue of Washington driving a Roman chariot on top. Construction was halted in 1854 when the money ran out, and for 22 years, the monument stood embarrassingly unfinished, looking as Mark Twain put it like, “a factory chimney with the top broken off.” In 1876, President Ulysses S. Grant authorized the funds to complete the construction — but without the ornate building and classical statue. When the final capstone and 9-inch aluminum pyramid were set in place in 1884, the Washington Monument was the tallest structure in the world.

Dec. 7
In 1941, at 7:55 a.m. Hawaii time, a Japanese dive bomber bearing the red symbol of the Rising Sun of Japan on its wings appeared out of the clouds above the island of Oahu. A swarm of 360 Japanese warplanes followed and descended on the U.S. naval base at Pearl Harbor in a ferocious assault. The surprise attack struck a critical blow against the U.S. Pacific fleet and drew the United States irrevocably into World War II. With diplomatic negotiations with Japan breaking down, President Franklin D. Roosevelt and his advisers knew that an imminent Japanese attack was prob-

able, but nothing had been done to increase security at the important naval base at Pearl Harbor. It was Sunday morning, and many military personnel were given passes to attend religious services off base. At 7:02 a.m., two radio operators spotted large groups of aircraft in flight toward the island from the north, but, with a flight of B-17s expected from the United States at the time, they were told to sound no alarm. Thus, the Japanese air assault came as a devastating surprise to the naval base. Much of the Pacific fleet was rendered useless: Five of eight battleships, three destroyers and seven other ships were sunk or severely damaged, and more than 200 aircraft were destroyed. A total of 2,400 Americans were killed and 1,200 wounded, many while valiantly attempting to repulse the attack. Japan’s losses were some 30 planes, five midget submarines and fewer than 100 men. Fortunately for the United States, all three Pacific fleet carriers were out at sea on training maneuvers. These giant aircraft carriers had their revenge against Japan six months later at the Battle of Midway, which reversed the tide against the previously invincible Japanese navy in a spectacular victory. U.S. Coast Guard patrol boat Tiger conducted anti-submarine sweeps outside of Pearl Harbor and another patrol boat Taney opened fire on Japanese aircraft that appeared over Honolulu Harbor during the attack. The Americans lost 188 aircraft; the Japanese 29. Japanese navy Adm. Chūichi Nagumo, despite the task forces’ capacity and against advice, didn’t send a third wave against the base. The three American aircraft carriers, which served in the Pacific weren’t in port and escaped unharmed as did much of the infra-

structure of the port, which included the oil storage tanks. However, the attack left the Allies with only the three U.S. carriers and two British battleships as active capital ships in the theater. The cruisers, destroyers and submarines available from the Dutch and Free French reduced the numerical inferiority against the Japanese navy. However, the Allied craft were widely dispersed under multiple commands. The day after Pearl Harbor was bombed, Roosevelt appeared before a joint session of Congress and declared, “Yesterday, Dec. 7, 1941 — a date which will live in infamy — the United States of America was suddenly and deliberately attacked by naval and air forces of the Empire of Japan.” After a brief and forceful speech, he asked Congress to approve a resolution recognizing the state of war between the United States and Japan. The Senate voted for war against Japan by 82 to 0, and the House of Representatives approved the resolution by a vote of 388 to 1. The sole dissenter was Rep. Jeannette Rankin of Montana, a devout pacifist who had also cast a dissenting vote against the U.S. entrance into World War I. Three days later, Germany and Italy declared war against the United States, and the U.S. government responded in kind. The American contribution to the successful Allied war effort spanned four long years and cost more than 400,000 American lives.

Dec. 8
In 1965, in some of the heaviest raids of the war, 150 U.S. Air Force and Navy planes launched “Operation Tiger Hound” to interdict the Ho Chi Minh Trail in the lower portion of the Laotian panhandle, from Route 9 west of the Demilitarized Zone, south to the Cambodian border.

The purpose of this operation, which lasted until 1968, was to reduce North Vietnamese infiltration down the trail into South Vietnam. After 1968, the Tiger Hound missions became part of a new operation called “Commando Hunt.”

Dec. 9
In 1775, American troops won their first land victory of the War for Independence at the Battle of Great Bridge, the British left Virginia soon afterward. The Battle of Great Bridge was fought in the area of Great Bridge, Virginia. The victory by Continental Army and militia forces led to the departure of Gov. Lord Dunmore and any remaining vestiges of British power from the Colony of Virginia during the early days of the conflict. Following increasing political and military tensions in early 1775, Dunmore and rebellious Whig leaders recruited troops and engaged in a struggle for available military supplies. The struggle eventually focused on Norfolk, where Dunmore took refuge aboard a Royal navy vessel. Dunmore’s forces fortified one side of a critical river crossing south of Norfolk at Great Bridge, while Whig forces occupied the other side. To break up the Whig gathering, Dunmore ordered an attack across the bridge, which, based on bad information on the Whig positions, was decisively repulsed. Shortly thereafter, Norfolk, at the time a Tory center, was abandoned by Dunmore and the Tories, who fled to navy ships in the harbor.

Dec. 10
In 1864, CSS Macon, Lt. Kennard, CSS Sampson, Lt. William W. Carnes, and CSS Resolute, acting Master’s Mate William D. Oliveira, under Flag Officer Hunter, took Union shore batteries under fire at

Tweedside on the Savannah River. Hunter attempted to run his gunboats downriver to join in the defense of Savannah, Georgia, but was unable to pass the strong Federal batteries. Resolute was disabled in this exchange of fire, Dec. 12, and abandoned and captured. Recognizing that he could not get his remaining two vessels to Savannah and having destroyed the railroad bridge over the Savannah River which he had been defending, Hunter took advantage of unusually high water to move upstream to Augusta.

Dec. 11
In 1969, paratroopers from the U.S. Third Brigade, 82nd Airborne Division, departed from Vietnam. The unit was sent to Vietnam in February 1968 as an emergency measure in response to the Communist 1968 Tet Offensive. The paratroopers landed at Chu Lai, the unit was attached to the 101st Airborne Division (Airmobile) and given the mission of protecting the ancient capital of Hue in the region just south of the Demilitarized Zone. In September 1968, the Third Brigade moved south to counter enemy forces around Saigon. It was assigned to the Capital Military Assistance Command and ordered to secure the western approaches to the city to prevent ground and rocket attacks against the Saigon-Tan Son Nhut airport complex. When the situation in South Vietnam stabilized, the Third Brigade withdrew as part of the second increment of U.S. troop withdrawals called for under President Richard Nixon’s Vietnamization program. The brigade returned to Fort Bragg, North Carolina, where it rejoined the 82nd Airborne Division as part of the United States Army strategic reserve.



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News Notes

Town Hall for JBM-HH residents Thursday
Joint Base Myer-Henderson Hall Joint Base Commander Col. Kimberly Peeples will host a quarterly town hall for joint base residents Thursday at 7 p.m. in the Patton Hall Koran Room. The town hall will help the joint base leadership gain perspective on the progress of housing improvements and allow residents the opportunity to voice their needs. Providing healthy and safe living conditions for Soldiers and Families is one of the top priorities of the command. As a reminder, JBM-HH residents are encouraged to fill out the 2019 Army Resident Satisfaction Survey. The survey, which seeks to provide Army leadership perspective on what Army housing is doing well and where improvement is needed, was launched Nov. 12. Residents should have received an email with the link to the survey from CEL & Associates, Inc. The survey is for all residents living in Army-owned and Army-leased Family housing. The deadline for completing the survey is Dec. 13. For questions, please contact Yvonne Brabham at yvonne.w.brabham.civ@mail.mil.

UFC fighters to visit JBM-HH
Representatives from Ultimate Fighting Championship will visit JBM-HH to meet and speak with service members. UFC event reporter Megan Olivi will moderate audience questions for athletes Justin Gaethje, Liz Carmouche, Neil Magny and Stipe Miocic. The hour and a half UFC meet and greet takes place at 1 p.m. in the Rosenthal Theater Thursday. Following the Q&A session, UFC athletes will be available for photos. The event is open to all ID cardholders.

Death notice
Anyone having claims against or indebtedness to the estate of Maj. Brandon Ueki, SAF/IARC, should contact Maj. Austin Emery, the summary courts officer, by email at austin.r.emery.mil@mail.mil or by calling (703) 695-2274.

Flu clinics are back
Rader Clinic has announced that they have received new shipments of the flu shot. The clinic has the adult and pediatric influenza vaccine. The clinic, however, will not be offering the 65 and older dose or flu mist this season. The clinics are for service members, retirees, beneficiaries and DOD civilians. For more information, call the Rader Clinic Flu Hotline at (703) 696-2994. Those veterans in need of the 65 and older dose are welcomed by the VA. The flu shot clinic in the D.C. VA Medical Center Atrium, 50 Irving St., NW Washington, D.C., is open Monday through Friday from 8 a.m. until 4 p.m. Veterans will need to bring their VA identification card. Military personnel can bring their DOD ID and just let their team know that they are with Joint Base Myer-Henderson Hall. Individuals should let the clinic know if they require paper documentation of those military personnel who receive the vaccination.

As part of VA’s Community Care program, veterans who are enrolled in VA health care can receive a free flu shot at any Walgreens. No appointment is necessary, but veterans will need to show their VA identification card and one other form of photo identification. More information can be obtained at <https://www.va.gov/COMMUNITYCARE/programs/veterans/immunization.asp?fbclid=IwAR-0GOzS3DGIKHr-BUOt07evD7mf2pttvjvgOvs-SuXTCJTz0-g8LU5zqNDgU>.

Advent concerts
The joint base community is welcomed to attend upcoming U.S. Army Band advent concerts at Fort Myer Memorial Chapel. The first concert is Dec. 12 and features the U.S. Army Band String Quartet. The second concert Dec. 17 and features the U.S. Army Band Voices. Both concerts begin at noon and are followed by a meal in the fellowship hall.

Mini education fair at dining facility Monday
The next mini-education Fair will take place Monday from 11:30 a.m. to 1 p.m. in the JBM-HH Dining Facility. Come meet the Fort Myer guidance counselor and on-site college representatives to learn more about the undergraduate and graduate programs that meet a person’s needs. **Functional academic skills training for Soldiers**
The Basic Skills Education Program provides Soldiers with on-duty instruction in reading, math and language skills. The goal of the course to improve job performance, prepare Soldiers for more advanced schooling, increase reenlistment options and enhance trainability. The FY20 schedule is now available. For more information, call the education center at (703) 696-3178.

Racquetball court closed
The Henderson Hall Smith Gym racquetball court will be closed weekdays through Dec. 18 for a Marine Corps Martial Arts Instruction Course. The racquetball court will be available on the weekend during the time frame. **Zembiec dome maintenance project complete**
Maintenance has been completed and the Zembiec pool is up and running for the start of the winter season. The Zembiec pool facility has reopened and is open Monday through Friday from 6 a.m. to 6 p.m. The facility is closed weekends and holidays. Updates will be provided in the following weeks with more information on upcoming winter classes and programming. **Fort McNair, Henderson Hall gate impacts**
Henderson Hall’s Gate 1 will close for security improvements Friday. On Friday, drivers may enter and exit Henderson Hall through Gate 3. This change may cause some traffic-related delays. Please plan accordingly. Any weather-related updates to the scheduled construction will be posted on the Joint Base Facebook page at <https://www.facebook.com/jbmhh/> and Twitter at <https://twitter.com/JBMHH>.

Brunch with Santa
Brunch with Santa at Patton Hall will be held Sunday from 10 a.m. to 2 p.m. For details, please call (703) 524-0200. **Ugly Sweater 5K race**
The Operation Santa Ugly Sweater 5K race is Friday at the Fort Myer Fitness Center. On-site registration at the fitness center is from 5:30 to 6:30 a.m., with the race starting at 6:45 a.m. **New from JBM-HH**

Community Activity Center
Looking for tickets to local attractions in D.C.? The JBM-HH Community Activity Center has tickets to many of these and invites individuals to compare prices. Included are tickets for the Kings Dominion Winterfest celebration through Jan. 1. Individuals can avoid the long lines at the movie theater and purchase their discounted movie tickets for AMC and Regal Cinemas. **Fort Myer Thrift Shop holiday schedule**
The Fort Myer Thrift Shop hours of operation are Tuesday through Thursday from 10 a.m. to 2:30 p.m. During the 2019 holiday season the shop will also open Saturday and Dec. 14. For the December holiday season, the store will close Dec. 18 through Jan. 2, reopening under normal hours Jan 4.

‘President’s Own’ performing Dec. 14
The Marine Corps Heritage Foundation will present a special, after-hours, free concert Dec. 14, at the National Museum of the Marine Corps, 18900 Jefferson Davis Highway, Triangle, Virginia, featuring “The Presidents Own” United States Marine Band as they fill the Leatherneck Gallery with the sounds of the season. The holiday concert will also feature a carol sing along. “The President’s Own” was founded in 1798, and is America’s oldest continuously active professional musical organization, performing for high profile events, ceremonies and receptions of national significance. **American holiday festival**
The annual kickoff concert for the Washington, D.C., holiday season begins with performances by the musicians of The U.S. Army Band “Pershing’s Own,” will be presented at DAR Constitution Hall Friday through Sunday. An annual tradition, the concert features The U.S. Army Orchestra, Herald Trumpets, and Army Band vocalists. The concert will be held the following dates and times: Friday at 8 p.m.; Saturday at 3 and 8 p.m. and Sunday at 3 p.m. All seating is general admission, which means that seating is not assigned. Patrons with tickets are seated on a first-come, first-served basis one hour prior to show time. While tickets online are sold out, no tickets are required at 15 minutes prior to advertised start times.

Federal benefits open season
The 2019 federal benefits open season for the Federal Employees Health Benefits Program, the Federal Flexible Spending Account Program, and the Federal Employees Dental and Vision Insurance Program through Monday. The Federal Employees’ Group Life Insurance Program and the Federal Long Term Care Insurance Program do not participate in the annual federal benefits open season. To review the listing of significant plan changes on the ABC-C Website visit https://portal.chra.army.mil/abc?id=kb_article&kb_number=KB0010717. **2019 Holiday Toy Program**
The JBM-HH Army Community Service Volun-

teer Association, a command-sanctioned non-Federal entity, will sponsor its 2019 Holiday Toy Program in conjunction with the Fort Myer Chapel Holiday Commissary gift card program. The last day to donate is Friday. Those who wish to donate to the toy program are encouraged to bring new unwrapped toys and/or \$25 store gift cards to Fort Myer Army Community Services, 202 Custer Rd., Bldg. 201, Fort Myer, VA 22211, through Friday, from 7:30 a.m. to 4 p.m., Monday to Friday except holidays. During toy distribution week, command referred service members, or their spouses will select toys for their children, newborn to 12 years and \$25 gift cards for children 14-17 years. For additional information, contact Marcia O’Connor, ACS Volunteer Association vice-president, by email at marcia.oconnor@cox.net or ACS Central Intake, (703) 696-3510.

Jump Mentor Program
Service members are invited to become a mentor to an elementary or middle school student. Volunteers are needed two to four hours per month from 12:30 to 1:30 p.m. Opportunities are available at Leckie Education Campus and Hart Middle School, each located within five minutes of Joint Base Anacostia-Bolling. For more information, contact JBM-HH school liaison officer Amy Fishman at (703) 693-8378 or by email at amy.fishman.usmc-mccs.org.

Arlington National Cemetery hours of operation change
Arlington National Cemetery hours of operation have changed to close two hours earlier each day. The cemetery will be open from 8 a.m. to 5 p.m. through the end of March. Changing of the Guard ceremonies will be held on the hour, every hour. The guard is changed every hour on the hour through March 31. From April 1 through Sept. 30, another change is added on the half hour and the cemetery closing time moves from 5 to 7 p.m. **Fooda at Exchange**
Fooda is now open at the Fort Myer food court. The new food service provider is open Monday through Friday from 11 a.m. to 1:30 p.m. Food selection will vary daily. Check out the menu daily at fooda.com/aafes-jbmeyer.

Car wash closed until further notice
The Henderson Hall car wash has announced that it will not be reopening in the foreseeable future. The infrastructure was found to need adjustments that must happen before the car wash can be opened. Updates will be posted as they become available. **Made-to-order-pasta**
Individuals can enjoy lunch made by the chef and featuring a person’s favorite toppings. Served every Monday in the Old Guard Lounge from 11 a.m. to 2 p.m. **Rock ‘n’ roll night**
Rock ‘n’ roll night is every first Saturday of the month. Doors open at 6 p.m., with music and dancing from 7 to 11 p.m. An a la carte menu and cash bar will be available.

Seafood dinner buffet
The seafood dinner buffet is the last Friday of the month in the Fife and Drum Dining Room. Doors open at 6 p.m. Cost is \$30.95 for member and \$35.95 for nonmembers. **Karaoke night**
Karaoke night is every first Friday of the month in the Old Guard Lounge, located on the lower level of Patton Hall. Karaoke happens from 6 to 10 p.m. **All-you-can-eat buffet lunch**
An all-you-can-eat buffet is served Tuesday through Friday from 11 a.m. to 2 p.m. in the Fife and Drum Room. Cost for members is \$11 and \$15 for non-members. **Sunday brunch**
Sunday brunch is served every Sunday from 10 a.m. to 2 p.m. in the Fife and Drum Dining Room. Cost for members is \$23, \$28 for nonmembers, \$10.95 for children (6-12) and children 6 years old and younger dine free.

Leisure Travel Service Office hours
The Leisure Travel Service Office hours of operation are as follows: Monday-Friday from 8 a.m. to 5 p.m. Saturday, from 10 a.m. to 5 p.m. and closed Sundays and holidays. **Join retiree council**
Retirees are welcome to become JBM-HH’s Retiree Council members. The executive committee of the retiree council meets quarterly the first Thursday

see NEWS NOTES page 12



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News Notes

NOTES
from page 11

in the months of February, May, August and November. General membership meetings occur quarterly on the second Thursday of the above months. The council is an opportunity for individuals to have their voice heard and to improve the retired military community. For more information, call or email Linda Hocking at (703) 696-5948, Linda.r.hocking.civ@mail.mil or at usarmy.jbmhh.asa.mbx.hrd-rso@mail.mil.

Capitol Deli

Capitol Deli, in the MCCC on Henderson Hall, now sells deli meats and cheeses by the pound. Hours are Mondays through Fridays from 7:30 a.m. to 4 p.m. and Saturdays from 9 a.m. to 4 p.m.

Automated installation entry changes

The newest iteration of the automated installation entry system is currently being installed at Joint Base Myer-Henderson Hall. AIE is the Army's electronic physical access control system that increases security for Soldiers, Family members, Department of Defense civilian workforce, military retirees, contrac-

tor employees and visitors by electronically vetting and validating an individual at JBM-HH gates. The latest AIE brings capabilities to ease visitor access. The website for the new passes is <https://pass.aie.army.mil/jbmhh/>. The new capabilities will allow for visitors to obtain installation access via a web-registration or at a kiosk in the JBM-HH Visitor Center. It can also vet and register visitors at designated lanes at the gate. The installation of the AIE upgrade is ongoing and will go live early May. The fielding does not affect normal traffic flow, but drivers should be aware that personnel will be at the entrance gates.



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