



# CECOM DOTS and DASHES

- 8 The Decisive Edge
- 17 Excellence in our Workplace
- 20 Around the Command
- 26 On the Horizon

## Matériel Enterprise Partnership Emphasized at JASR

By Ms. Kimberly Hanson (AMC)

ABERDEEN PROVING GROUND, Md. -- Top leaders from the U.S. Army Materiel Command and the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology stressed partnership and joint efforts to strengthen the matériel enterprise at a meeting Nov. 5.

Hon. Heidi Shyu, ASA (ALT), and Gen. Dennis L. Via, AMC commanding general, co-chaired the Joint Acquisition Sustainment Review at Aberdeen Proving Ground, Md. This was the first event designed to create a better partnership and increased synchronization between the two organizations.

Shyu began by emphasizing the importance of the relationship between AMC and ASA (ALT).

"There's no better partner than Gen. Via and AMC. We are absolutely dependent on each other for success," said Shyu. "We have to mutually increase collaboration and streamline operations, and determine how we're going to walk down this path together."

Via echoed Shyu's comments, stressing the need to align functions, roles, authorities and responsibilities, and work toward interdependent organizations.

"Today is the beginning of the most important meeting between our communities. In this room are the people who sustain and equip our Army," Via said.

"We have to build trust and transparency, and it starts with us here."

Neither leader minced words acknowledging the fiscal constraints and budget uncertainty, but focused instead on working together to face the challenges. Shyu shared her five priorities for ASA (ALT) during today's fiscally constrained environment. First and always, she said, is support to the Soldiers in the fight, and ensuring they have the matériel they need to accomplish the mission.

.....> cover story continued on page 5

Can you decode what's in this box?



To find the answer, go to page 31.



# *Message from* THE COMMANDER



MG Robert S. Ferrell

Given the extraordinarily challenging and uncertain environment we find ourselves in today, planning for our command's future is no simple or easy task. Our CECOM Team is working hard to build the kind of C4ISR sustainment capabilities we will need for the Army and Joint Force of 2020 and beyond, while at the same time addressing the fiscal demands presented by sequestration, furloughs and by operating under continuing resolutions.

To ensure CECOM is able to successfully navigate through the budgetary and resource difficulties we currently confront and remain 'The Critical Link' that integrates, sustains and maintains C4ISR readiness for a smaller, more agile and leaner Army, we released our comprehensive CECOM

Campaign Plan in July of this year. The plan, along with its supporting documents and our command video are available on our CECOM SharePoint portal at:

<https://sp4.kc.army.mil/cecom/home/default.aspx>.

Our entire CECOM Team should familiarize themselves with the Campaign Plan and our Command's vision, strategic goals and lines of effort as these provide a road map for all to follow as we build the CECOM of the coming years.

As we all also know, CECOM operates as part of the larger U.S. Army Materiel Command Team and, as a result, we rely on the support and direction we receive from our higher headquarters and the great partnership we have with our fellow AMC major subordinate commands. Just as CECOM has developed a plan to address our current environment and set the right conditions for the future, AMC has done the hard work and heavy lifting necessary to plan for and to help build the materiel enterprise our Army and Joint warfighters will require over the next decade.

To ensure AMC's global workforce operates from a unified vision – AMC's Commander, General Dennis L. Via has published a 'Commanding General's Azimuth Check' that highlights AMC's Strategic Priorities and a series of Supporting Priorities that are synchronized with our Army leadership and provide a common direction for AMC as we work together to sustain the readiness of the Joint Force. A copy of the AMC Commanding General's Azimuth Check is available at:

<https://sp4.kc.army.mil/cecom/home/CorpComm/External%20Documents/11-04%20Azimuth%20Book.pdf>

## The Azimuth Check identifies AMC's Strategic and Supporting Priorities as:

### Provide Army Materiel Readiness and Support United Land Operations

- Reshape AMC for the Future
- Support Brigade Combat Team (BCT) Restationing
- Optimize Army Contracting
- Leverage Security Assistance including Foreign Military Sales (FMS)

### Provide Responsive, Global Logistics, Acquisition Support, and Technology

- Provide Cradle-to-Grave Life-Cycle Management
- Expand Logistics Automation (LMP, GCSS-A)
- Maintain the Health of the Organic Industrial Base (OIB)
- Promote Public-Public and Public-Private Partnerships
- Ensure Stewardship and Auditability

### Assure the Army's Technological Advantage through Innovative Research and Development

- Focus S&T Investments on Leap-Ahead Technologies
- Enhance Cyber Security
- Focus Operational Energy Initiatives
- Synchronize S&T/R&D Efforts across All Army Stakeholders

### Optimize the Organic Industrial Base, Global Supply Chain, and Materiel Life-Cycle Support

- Provide Readiness to Support 2/2/2/1 plus Enablers
- Implement Logistics Readiness Center (LRC) Transition
- Transition from Combat to Sustainment
- Execute OEF Retrograde Operations

## Sustain a Ready and Resilient Workforce and Develop Adaptive Army Leaders

- SHARP Remains Our #1 Priority
- Maintain a Positive Command Climate
- Improve the Quality of Work Environment (QWE) across AMC
- Provide Professional Development Programs
- Champion the Ready and Resilient Campaign

Those familiar with our CECOM Campaign Plan will readily see that nearly all of the above priorities are also reflected in our own campaign plan's priorities, objectives and lines of effort. This synchronization shows how our C4ISR sustainment mission fits within the larger, global context of AMC's and the Army's efforts.

Overcoming the challenges we face today and taking advantage of the opportunities which a dynamic era offers, means it is absolutely vital for every member of our team to understand our collective 'way ahead' as a force. I know how busy we all are accomplishing our many difficult and demanding missions – however take a few minutes to read both the AMC Commanding General's Azimuth Check and our CECOM Campaign Plan. Understanding our 'road-map' to the future will help ensure each of us shares a single vision and remains focused on supporting our Warfighters.

Thanks for all you do each and every day –  
**Army Strong!**

MG Robert Ferrell

*Message from* **THE COMMANDER**



CSM Kennis J. Dent

## COMMAND SERGEANT MAJOR'S PERSPECTIVE

As we prepare for the upcoming holiday celebrations with friends and family, let us pause in appreciation of the brave men and women that have served and are now serving in defense of this country's values and freedoms. Let us also remember the families that help make our service members strong.

Veterans Day, of course, honors all the men and women in uniform, both past and present, from across all branches of the military. November 11, 1918, is generally considered the end of World War I, the Great War and the war to end all wars. Congress originally named the holiday Armistice Day in 1938 to honor WWI vets. In 1954, it was officially changed to Veterans Day and was expanded to commemorate all veterans.

However, our focus on veterans in November has expanded since that time. Now, we also observe Warrior Care Month and Military Family Appreciation Month in November. Warrior Care Month reaffirms our commitment to the care and support for wounded, ill, or injured

service members and their families. The theme for this year's observance is "Warrior Care – Building a Ready and Resilient Force." Warrior Care Month recognizes the resilience and strength that the wounded, ill, or injured Soldiers demonstrate every day, and this special emphasis encourages us to pay tribute to those who have sacrificed so much in the defense of the nation. Families play a vital part of the Army's ability to remain strong and resilient and therefore get special emphasis this month as well. With tens of thousands of Soldiers deployed, our families have never wavered in their support and patriotism, despite the many challenges they have faced. Strong and healthy families are a critical link to keeping a ready and resilient force.

Here at CECOM, we also provide the critical link to our service member's readiness. Your efforts and dedication enable the Soldier to be ready, resilient, and capable of facing any challenge or conflict our Army may face. Believe me; our Soldiers put their trust in you.

To all of you who are military veterans, currently serving in any part of our

Army, or supporting our Army in any way, I offer my gratitude and undying appreciation.

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**The Army is the strength of the Nation and you are the strength of our Army.**

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Your sacrifice, dedication, and courage embody the same patriotic spirit our forefathers shared when they first built the foundations of our country.

I know we live in times of fiscal uncertainty, and this year has been especially tough on our CECOM workforce. Yet, you have stood shoulder to shoulder to provide an unprecedented level of support to our troops that met every one of our missions. Therefore, I want to personally thank you for your service during a time of uncertainty and stress.

I wish each and every one of you a safe and Happy Thanksgiving. Despite the many challenges we have faced together this year, there are always many blessings for which we should be thankful.

Army Strong!



**Hon. Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics and Technology, and Gen. Dennis L. Via, Army Materiel Command commanding general, co-chaired the first Joint Acquisition Sustainment Review (JASR) with their deputies Gabe Camarillo and Lt. Gen. Patricia McQuiston at Aberdeen Proving Ground, Md., Nov. 5. The JASR was designed to create a stronger partnership and increased synchronization between AMC and ASA (AL&T).**



Second is the retrograde of equipment out of Afghanistan by December 2014, a “monumental task that makes the Iraq retrograde look easy,” she said. Third is resetting equipment so that units are prepared and ready for the next contingency.

Her fourth priority is modernization and incrementally upgrading current platforms. Shyu noted her focus on mission command and considering “what’s good enough,” recognizing the inability to afford everything that may be wanted.

She also highlighted the importance of continued investments in science and technology to enable the Army to develop next-generation technology.

Fifth is creating efficiencies and increasing collaboration between AMC and ASA (ALT). Shyu is working toward several initiatives, including synchronizing funding, strengthening the materiel enterprise’s better buying power, and consolidating Program Executive Offices, especially headquarters staff functions.

The Communications-Electronics Command hosted this first JASR. Leaders from CECOM, Research Development and Engineering Command, and related PEOs brought up several concerns and issues, and ways to bridge the gap and work closer together.

At the forefront of the conversation were manning and workforce during a period of reshaping. To best meet the needs of both commands, PEOs are working toward providing more predictability of matrix requirements. Leaders are also exploring options to transfer qualified employees between organizations when the skill sets and vacancies match. If a Life Cycle Management Command has to eliminate a position, but a PEO has a vacancy for a similar skill set, AMC and ASA (ALT) want the flexibility to allow employees to transfer.

The group also discussed program reviews and the lifecycle support process across the materiel enterprise. Shyu stressed the need to conduct routine Program Reviews, and include AMC representatives, for transparency and consistency, a process she said is widely used within industry. The reviews would give AMC a better timeline for when systems and programs would transition to sustainment. The end state is that both ASA (ALT) and AMC have visibility of programs through the entire lifecycle.

“Today’s meeting has given a better appreciation for the complexity facing us,” Via said. “We have a unique opportunity to shape our Army for our future. We won’t always agree, but we will rise above and determine what’s in the best interest of our Army, our Soldiers, and our materiel enterprise.”

While leadership had intended to host JASRs quarterly at each of the LCMCs, the conversation and discussion spurred Via and Shyu to speed up the timeline. They now intend to chair similar meetings at Redstone Arsenal focused on the Aviation community, Rock Island Arsenal focused on the Munitions community, and Warren, Mich., focused on the Tank and Automotive community -- in back-to-back months.

“We must work together to face challenges collectively. The Army will lose if we sub-optimize,” said Shyu. “We need to strategically position ourselves to come out as a stronger Army.”



## Senior Leaders Explain Mission Priorities in a Time of Budgetary Uncertainty

By Bob DiMichele, CECOM PAO

The two senior leaders from the Army's Materiel Enterprise held a town hall on Aberdeen Proving Ground after completing the Army's first-ever joint acquisition and sustainment review (JASR) for command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) systems on Nov. 5.

Gen. Dennis L. Via, commander of the U.S. Army Materiel Command, and Ms. Heidi Shyu, the Assistant Secretary of the Army for Acquisition, Logistics and Technology, spoke to more than 700 members of the Materiel Enterprise working on the post about mission priorities in a time of budgetary uncertainty.

The Materiel Enterprise is one of the Army's four core enterprises and is responsible for materiel management from concept to combat. It brings together all of the organizations involved in providing materiel solutions for Soldiers and incorporates all the materiel life cycle functions to include research, development, acquisition, testing, distribution, supply, maintenance, industrial base operations and disposal. In this case, the focus of the Army's Materiel Enterprise was on the joint acquisition issues and challenges of C4ISR systems to include transitioning them from production to sustainment.

Therefore, the town hall audience included

**Gen. Dennis L. Via, commanding general, U.S. Army Materiel Command, and Hon. Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics and Technology, hosted a joint town hall for the Aberdeen Proving Ground, Md., workforce.**

staff from the U.S. Army Communications-Electronics Command; the U.S. Army Research, Development and Engineering Command; the Program Executive Office for Command, Control, and Communications-Tactical; the Program Executive Office for Enterprise Information Systems; and the Program Executive Office for Intelligence, Electronic Warfare and Surveillance.

Shyu said the JASR was held due to budget pressures. She said the enterprise must garner greater efficiencies and that means that the Program Executive Offices must be tied to the life cycle management command (CECOM) and the research and development capability (RDECOM). C4ISR systems or “mission command” systems, she explained, are the Army’s second biggest budget portfolio, second only to aviation.

*“The best way to become more efficient is to work together collaboratively,” Shyu explained.*

Shyu identified four priorities during the town hall presentation. The number one priority is simply to continue to support the Soldiers in the on-going fight. The second priority is that of successfully returning equipment from Afghanistan by December 2014. The third priority was the “reset” of that equipment once it has returned to the Army’s home stations. Reset systematically restores redeployed units to a level of personnel and equipment readiness that permits resumption of training for future missions. And, the fourth priority is equipment modernization. She said that the Materiel Enterprise is committed to creating a stronger Army, even in the middle of “this fiscal morass.”

“We will continue to conduct spiral upgrades, incremental upgrades to bring about additional capabilities for our Soldiers,” she emphasized.

Via described the JASR as “hugely successful.” He said there were three overall takeaways from the one-day event. First, the great teaming that took place during the review made the event a success in and of itself. “There has been nothing like it in more than ten years,” he explained. Via said that for the Materiel Enterprise to be successful, the partners need to build relationships of trust and collaboration and the JASR showed that taking place. And, he said the review was so valuable that instead of it being a quarterly function, he would hold these monthly for the different commodities (tank-automotive, aviation, C4ISR, etc).

Via summed up the importance by saying, “As we transition out of war, we have to get it right and that means we can’t do it in a stovepipe approach.”



**AMC workforce from Aberdeen Proving Ground attend a joint town hall about the Materiel Enterprise hosted by Gen. Dennis L. Via, commanding general, U.S. Army Materiel Command, and Hon. Heidi Shyu, Assistant Secretary of the Army for Acquisition, Logistics and Technology.**

# THE DECISIVE EDGE

## Quick Response Keeps Black Hawk Fleet Airborne

By Jacqueline Boucher, Tobyhanna Army Depot



*TOBYHANNA ARMY DEPOT, Pa. — The Army turned to Tobyhanna Army Depot for help when a piece of faulty equipment grounded a number of UH-60 Black Hawk helicopters.*

Electronics Mechanic Pam Eisenhauer joins a cadre of Tobyhanna Army Depot technicians who are rebuilding and overhauling hundreds of legacy gyroscopes as part of a short-notice, short-term project for the U.S. Army Communications-Electronics Command. Eisenhauer works in the depot's Airborne Communications/Instrument Branch. (U.S. Army photo by Steve Grzedzinski)

To keep the fleet airborne, 20 depot technicians were tasked with rebuilding and overhauling hundreds of legacy CN-1314 Vertical Displacement Gyroscopes to replace the modern Fiber Optic Gyroscopes (FOG) that weren't functioning properly. The U.S. Army Communications-Electronics Command's (CECOM) Enterprise Soldier Aviation Directorate, at Aberdeen Proving Ground, Md., funded the short-notice, high-priority project in June.

Less than 100 gyros remain of the 426 increase the depot received just a few months ago, according to Sam Capizzi, Airborne Communications/Instrument Branch chief. The team is scheduled to finish the job by the end of November.

A Black Hawk Safety of Flight memo was issued by the Aviation and Missile Command, headquartered at Redstone Arsenal, Ala., restricting all Instrument Meteorological Conditions (IMC) flights for the helicopters with the FOG system installed.

“By acting quickly and being proactive, Tobyhanna Army Depot has helped reduce the Safety of Flight impact not only for CECOM, but most importantly the Soldiers who need to fly in IMC conditions,” said John Watson, inventory management specialist, Enterprise Soldier Aviation. “The success of this project is a true testament to teamwork.” Watson is the item manager for the CN-1314 gyroscope.

What makes this situation unique is that the CN-1314 is an older asset that is being phased out (but still in the inventory) and replaced by the fiber optic gyroscopes, Capizzi explained. Tobyhanna works on both models of the legacy gyroscope.

To meet customer requirements, the branch needed to overcome a few obstacles. CECOM worked with Tobyhanna controllers and promptly came up with solutions to handle the increased workload with additional manpower and by starting a new production line, according to Watson.

“These employees have surpassed all expectations,” said George Bellas, director of the Command, Control, Computers / Avionics Directorate. “I’m extremely proud

of the quality and quantity of work they’ve accomplished in such a short period of time.”

On average, nine employees complete about 60 vertical displacement gyros a month for CECOM. This short-term increase in fiscal year 2013 operations necessitated a third shift and required training new employees to support the workload.

“Volunteers from other avionics shops stepped up to help with this project,” Capizzi said. “It took about a month to get everyone trained and up to speed. Steadily and surely, they started to produce gyros.” Employees are sorted into four areas — builders, calibrators, rotor buildup and banders/debanders.

Bellas mentioned that the gyro work is “micro-mechanical” and requires highly-skilled technicians with a steady hand, patience and good eyesight. The two shifts have a mix of experienced and inexperienced employees working together, he said.

It takes nearly 30 hours to disassemble, overhaul and rebuild, then test the asset, according to Electronics Mechanic Pam Eisenhower, who has worked on gyros for about seven years.

“Different people have different responsibilities,” Eisenhower noted. “It’s been a lot of hard work and we’re getting the job done — as a team.”

# “State of C4ISR” Explains **Priorities** and **Challenges** for Center of Excellence

Story & Photo by Bob DiMichele, CECOM PAO



**Mr. Bryon Young, executive director of the Army Contracting Command at Aberdeen Proving Ground, speaks to 400 business, industry, and economic development stakeholders during the “State of C4ISR.” The presentation took place at the monthly meeting of the Aberdeen Chapter of the Armed Forces Communications-Electronics Association (AFCEA) on Oct. 28 as part of an effort to answer questions about mission priorities and needs in this time of defense budget uncertainty and Better Buying Power mandates.**

**The panel of speakers included the leaders from each of the partner organizations from the Center of Excellence for Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) : Maj. Gen. Robert S. Ferrell, commander of the U.S. Army Communications-Electronics Command (CECOM); Mr. Henry Muller, the director of the Intelligence and Information Warfare Directorate of the U.S. Army Communications-Electronics Research, Development and Engineering Center; Mr. Stephen Kreider, the Program Executive Officer for Intelligence, Electronic Warfare and Sensors; and Brig. Gen. Daniel P. Hughes, the Program Executive Officer for Command, Control and Communications-Tactical, in addition to Young.**

Aberdeen Proving Ground, Md. —In an effort to answer questions about mission priorities and needs in this time of defense budget uncertainty and Better Buying Power mandates, the leaders of the Center of Excellence for Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) provided the first “State of C4ISR” presentation to almost 400 business, industry, and economic development stakeholders.

The presentation took place at the monthly meeting of the Aberdeen Chapter of the

Armed Forces Communications-Electronics Association (AFCEA) on Oct. 28.

Maj. Gen. Robert S. Ferrell, commander of the U.S. Army Communications-Electronics Command (CECOM), led off the event by focusing the audience on the need for teaming and information sharing as well as the value of transparency. “We must team together and stay connected. We have to share what we can and be transparent to move forward successfully.”

He summarized the major challenges the

Center of Excellence and the rest of the Army faced in fiscal 2013: modernization, end strength reductions, new capabilities coming out of the Army's Network Integration Events, and, of course, the budget. He said that despite the challenging fiscal conditions the command confronted, the talented and dedicated CECOM professionals, operating at locations all across the globe, were able to accomplish their mission while also building the CECOM of the future that will sustain the Army and Joint Force of 2020 and beyond.

In fiscal 2014, Ferrell anticipates a continuing resolution in addition to the challenging impacts of budgetary sequestration. Yet, he said, Team C4ISR will continue the mission to support the Warfighter. "Although, resources and budgets will remain limited, and tough choices will have to be made in FY 14, given all we have accomplished, we can be confident our command is on the right track and that we will have the capabilities we need to remain the 'Critical Link' in C4ISR sustainment."

One of the key areas of information exchange was that of command priorities. Ferrell highlighted four enduring priorities through this time of budget uncertainty.

The first priority he highlighted was the Army's transition to sustainment. He said that the C4ISR partnership of government and the private sector must enhance the lifecycle management of C4ISR Systems. "What is really key is that the equipment will transition to units at the posts, camps and stations." Therefore, readiness rates within units will be a major focus. Ferrell said, "Each percentage point of a readiness rate equals a dollar amount. So, what is the right readiness rate?"

A second CECOM priority is to reinvest in Soldiers. "We will need to teach them (the Soldiers) to install, operate and maintain their equipment. We will have to enhance those skills." That will require the C4ISR team to come up with a new consolidated package for training, he explained.

The third priority highlighted was to create a new manpower strategy for fiscal 2014 and beyond. "We are changing how we are

organized and managed in the field. We have to organize better at the edge and be less stove-piped. We are going to create a common CECOM face to the field." Those changes will entail a new regional alignment, managed by CECOM's Logistics and Readiness Center, with focal points in Europe, Korea, Joint Base Lewis-McCord, Wash; Fort Bragg, N.C.; and Fort Hood, Texas. This regional approach will incorporate five fundamental missions: C4ISR new equipment and sustainment training; maintenance, engineering and installation support to posts camps and stations; fielding; and technical assistance consisting of logistical assistance, hardware and software assistance, and communications security assistance. With this strategy, Ferrell explained that CECOM would reduce its reliance on contractor support in the field.

Ferrell's fourth priority is to consolidate the management of command resources, which comprise internal initiatives in the personnel, information technology and resource management offices to create better innovation and flexibility.

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**"This is how we are shaping the command for the future,"** *Ferrell stated.*

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The next presenter, Mr. Bryon Young, executive director of the Army Contracting Command at Aberdeen Proving Ground, emphasized the concept of better buying power, which he described as "more important than ever." Better Buying Power calls for the defense acquisition community to make a cultural change by valuing affordability and becoming a more cost conscious workforce. He said that during the war years there was willingness in the acquisition community to trade price for capability or schedule. "We have been a responsive sustainment community, but not an efficient one," he stated.

Young said that concept is reversing because

Team C4ISR is looking to combine efficiency with a more affordable capability. “Now,” Young said, “our focus is on total cost reductions to DoD.” He went on to say that Team C4ISR isn’t trying to reduce profit margins for companies but instead reduce costs for the government. He explained that the best way to do that is through a bona fide competitive environment. “We are looking to shape requirements so companies can truly compete.”

In addition, Young stated that the Army’s small business emphasis remains strong and that organizational conflict of interest has a renewed emphasis.

Mr. Henry Muller, the director of the Intelligence and Information Warfare Directorate of the U.S. Army Communications-Electronics Research, Development and Engineering Center, discussed priorities from a science and technology perspective.

**Muller identified three high priority initiatives: cyber security; position, navigation and timing; and the degraded visual environment.**

He also identified several challenges facing CERDEC ranging from uncertainty of the budget to the loss of intellectual capital and support to the acquisition and sustainment communities.

The Program Executive Officer for Intelligence, Electronic Warfare and Sensors, Mr. Stephen Kreider, discussed a number of challenges facing the PEO side of the C4ISR Center of Excellence. He said the post-conflict transition will not be just about saving dollars but also about managing the huge amounts of data now available to Soldiers. As an example of current technology capability, he related that one particular type of sensor can generate a terabyte of data every 30 minutes. Kreider also said that one of the key challenges is the ease of use of C4ISR systems for the Soldier. “Soldiers simply need a less complex interface,” he explained. “They can be overwhelming.” Better training was also one of the challenges he described.

“We need to train the 21st Century Soldier with 21st Century technology. Soldiers today learn differently.” Kreider also invited industry to make use of the C4ISR Center of Excellence laboratory facilities. “Let’s use those labs for looking at great ideas from industry.”

Brig. Gen. Daniel P. Hughes, the Program Executive Officer for Command, Control and Communications-Tactical, said, “We have great results in building the network and are making it better every day.” He said that instead of unit commanders getting individual systems and “stitching them together,” Team C4ISR is providing fully networked capability sets to those commanders. “It is a critical change in how we are getting equipment to our Soldiers,” Hughes said.

Hughes also echoed the need for increased simplicity of systems. “We equip Soldiers; we don’t man equipment,” he emphasized. Hughes challenged the industry partners to “drive simplicity into the network at every level.”

In summing up, Ferrell said that Team C4ISR expressed appreciation to the audience for their partnership during very challenging times and ended by affirming the mutual commitment to working together.

AFCEA Chapter President Mike Bowen ended the State of C4ISR event by saying, “In these peculiar times, the AFCEA Aberdeen Chapter intends to fulfill its chartered purpose as the ethical forum for discussion on needs, challenges and strategies among C4ISR government, contractor and academic parties. We must also ensure increased participation on the part of our engineers and scientists, as well as our young professionals.”

AFCEA is a non-profit membership association serving the military, government, industry and academia in the fields of communications, information technology, intelligence, and global security. The Aberdeen Chapter is one of 145 chapters worldwide.



# SENIOR MANAGEMENT ASSOCIATION

The APG Senior Management Association (SMA) provides a forum for GS14/15 (and equivalents) at APG to exchange ideas, collaborate for mutual benefit and efficiency, facilitate brain-storming solution sessions, and other manager and leader issues facing APG.



## VISION

Develop influential leadership networks within the APG community

## MISSION

To develop an integrated leadership organization to learn, develop and solve the challenges of the Army and APG community.

## Membership Benefits:

- Meet counterparts at APG (approx 80 APG tenant organizations)
  - Obtain alternative solutions to on-the-job challenges
  - Share best practices within APG – tools/facilities
  - Discuss issues and ideas to improve APG and the surrounding community
  - Support fellow managers and leaders
  - Career development
- ▶ VOLUNTEER PARTICIPATION
- ▶ NO MEMBERSHIP DUES

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Website: <https://www.milsuite.mil/book/groups/apg-sr-manager-group>





## PROVIDING THE CRITICAL LINK

Mike Johnson, a 404th Army Field Support Brigade LOGCAP planner, provides a logistics assessment to the staff of the 593rd Expeditionary Sustainment Command at Joint Base Lewis-McChord, Wash., during the planning phase of its role in Exercise Yama Sakura 65 Oct. 23. (Photo by Greg Alderete, 404th AFSB Public Affairs)

**SEC is supporting I Corps, US Army Pacific, and the 25th Infantry Division** with C4ISR support as they begin their preparations for exercise Yama Sakura 65, a joint, multi-national exercise across a distributed network in the Pacific Command area of responsibility. Yama Sakura is an annual bilateral Command Post Exercise between the Japanese Ground Self-Defense Force and U.S. military forces to enhance U.S. and Japanese readiness and interoperability. SEC support setting up mission command systems for these ramp-up exercises enhances successful unit training teaching soldiers to operate in a multinational environment and enables staffs to exercise policies and procedures before deploying for Yama Sakura.

**SEC provided Field Software Engineer (FSE) support** for the 1st Infantry Division (ID) and the 2nd Brigade /1st Armored Division during the Pilot phase of the NIE 21 - 27 October at Fort Bliss, TX and Ft Riley, KS. The support package includes Advanced

Field Artillery Tactical Data System, Distributed Common Ground System-Army, Tactical Ground System, and Tactical Mission Command FSEs, ensuring that the systems remained functional and that data bases were cleared prior to Pilot week.

**SEC deployed an engineer to provide onsite radio hardware and Capability Set 13 equipment troubleshooting** assisting with Lower Tactical Internet (LTI) validation and providing our deployed Warfighters battlefield situational awareness and superior communications in the challenging urban and mountainous terrain. Capability set 13 improves communications by providing an enhanced ad-hoc networking capability down to the individual Warfighter. SEC onsite support provided an immediate response to any complications hindering successful network validation, ensuring we got this critical capability into our Warfighters hands as soon as possible.

SEC's Joint Tactical Terminal (JTT) team responded to a support request from a JTT user deployed with a Patriot unit in Turkey who had multiple critical issues causing his radio to fail. The SEC team walked him through a series of corrective actions enabling him to successfully sign onto the network and restoring radio functionality. When the radio continued to experience problems after all possible software problems were eliminated, SEC coordinated with the PM to ship a replacement JTT. JTT is a family of software-programmable intelligence radios that can operate at security levels above 'Secret' to create a joint common operating picture which aids in the prevention of fratricide as well as combat search and rescue operations to rescue stranded Warfighters.



CECOM Software Engineers update a Joint Tactical Terminal. (Photo by U.S. Army)

SEC responded to a request for assistance from the Wahaiwa Wideband SATCOM Operations Center operations team, researched and identified the problem and then developed and applied the solution, restoring their ability to continue SATCOM operations within the region. SEC's support team identified the problem causing satellite uplink and downlink commands to time-out, preventing the WSOC from establishing SATCOM for its AOR. By working together with on-site engineers, SEC returned the WSOC to normal operations with no impact to operations.



Mine-resistant, ambush-protected all-terrain vehicles integrated with Capability Set 13 components are positioned at Bagram Airfield, Afghanistan, for delivery to 4th Brigade Combat Team, 10th Mountain Division (LI), earlier this summer. (Photo by U.S. Army)



A Soldier from 2nd Brigade Combat Team, 1st Armored Division, operates a generator mounted on a tactical vehicle. (Photo by Claire Heining, ASA (ALT))



Members of the 53rd Signal Brigade Delta Company work in the Wideband Satellite Operations facility in Wahaiwa, Hawaii. (Photo By D.J. Montoya, 1st Space Brigade Public Affairs)



# Diabetes Prevention Month

The Thanksgiving holiday can be a time of great anxiety for people with diabetes because the main focus is on food. Don't let this holiday season be a time where you question what to eat, and how much to eat ruin your holiday. This is a holiday to celebrate with family and friends. Plan in advance, so you can enjoy the day and keep your diabetes management on track.

Here are some tips for making this holiday memorable without compromising your health:

- Plan your meals times accordingly. Timing is an important component for diabetics when regulating sugar levels. Some diabetes may need to have an allowed snack prior to the big dinner.
- Do not skip meals to compensate for a big dinner. Diabetics who skip meals will find it extremely difficult to regulate blood sugar throughout the day.
- Watch those carbs. Be mindful of foods high in carbohydrates. Choose your favorite and skip all the others. Remember to keep your portions small.
- Eat a well-balanced breakfast. A well-balanced breakfast to start the day will make for a more stable blood sugar levels throughout the day.



- Limit grains and starches. Keep grains and starches to only one quarter of your thanksgiving dinner.
- Stick to calorie-free drinks. Drinking water or calorie-free drinks will help balance out sugars throughout the day.
- Eat slowly. Eating slowly prevents overeating.
- Avoid Alcohol. Consuming alcohol will increase calories to your meal and increase your appetite. If you still want to consume an alcoholic beverage limit it to one serving and drink while you eat.
- Be careful with the desserts. Opt for sugar-free or low-sugar desserts.

## TURKEY TIPS

- Turkey is good for you. Have a serving of about 3 ounces (size of a deck of cards). Have your turkey without any skin to make it low in fat and high in protein.
- Prefer roasting over frying.
- Skip the gravy. Replace with a low-fat, reduced-sodium chicken broth, and thicken it with a bit of flour.

For more information on the CECOM wellness program, contact the program POCs: Keosha Pointer, 443-861-7915 (DSN: 848-7915); Tiffany Grimes, 443-861-7910 (DSN: 848-7910).



## *Supporting Readiness*

As the CECOM logistics assistance representative and master technician for logistics information technology for the 403rd Army Field Support Brigade, Todd McCliment is responsible for all the logistics assistance support in Korea for logistics information technology systems. He also serves as the liaison between CECOM's Logistics and Readiness Center and all of the supported logistics information systems customers in Korea.

It is a high profile job that has that has lots of complexity and challenges. It is the kind of job that requires excellence in all facets of service to serve as a critical link between the warfighter and his unit readiness. During 2013, Todd McCliment's diligence and dedication in his support to the warfighter earned him many accolades that showed him to be that Critical Link to mission success.

For example, Chief Warrant Officer 3 William F. Ayotte, a maintenance control officer in Korea, said that McCliment was "often called upon do to the complexity of issues the battalion's Sustainment Automation Support Management Office was unable to fix." He noted that McCliment's "ability to stay cool and help all customers is well respected in the Theater," and also noted that his expertise "sets him apart from his peers" on the Korean Peninsula.



**Logistics Assistance Representative Todd McCliment**

Jesus M. Palomino, maintenance deputy for the 501st Military Intelligence Brigade described McCliment as "renowned senior logistics assistance professional" in the Korea Theater. He said McCliment "gave all customer units the ability to perform their mission on a constant basis with minimum to no degradation to readiness. His contributions to the warfighters were monumental as he demonstrated a total commitment to accomplishment of the mission."

SFC Christopher Hehl, of the 2d Combat Aviation Brigade summed up McCliment's contributions in simple terms. He was "an absolute force multiplier."

**Todd McCliment...  
He is "The Critical Link."**

*ISEC's military team serve up burgers, smiles for*

# Civilian Appreciation Lunch

Story and photos by Ronald Turnidge, ISEC

FORT HUACHUCA, Ariz. — Despite the recent government shutdown, which forced Civilian furloughs, moral and smiles were plentiful on Oct. 17, because the civilian employees of the U.S. Army Information Systems Engineering Command (ISEC) at Fort Huachuca, Ariz., were treated to a barbecue lunch, free of charge, courtesy of ISEC's military team.

According to ISEC Command Sgt. Maj. Brenda Kadet, the "Civilian Appreciation Lunch" was a small token of appreciation for the employees' professionalism and contributions to ISEC's mission. Army officers and noncommissioned officers (NCOs) prepared, cooked, and served the food to ISEC's civilian workforce.

"We [military members] fully understand how vital each civilian is to our ISEC family, our mission, and our customers," Kadet said. "Their absence reinforced the tremendous work each of them performs. We truly missed them."

Barbara King, ISEC activity security manager, said it made her feel very much appreciated.

"I thought it was very kind of the military to do this; something like this has never been done here in ISEC before," King said. "It made me feel like the military really cared about us. To me, that was really special



(From top left): Capt. Adrian Watts, ISEC program manager, serves a Civilian employee during ISEC's Civilian Appreciation Lunch, as Capt. Scott Smith, telecommunications systems engineer, looks on.

that they cared that much for the civilians."

The idea for the lunch, according to ISEC S-3 Operations NCO, Master Sgt. Christopher Paluzzi, was to show appreciation to the civilian workforce for what they do for ISEC, and in lieu of ISEC's Organization Day, which was scheduled for the same day.

"The show didn't stop after the civilians left on furlough, but it was very painful because the military had to somewhat pick up the pieces and some of the civilians' work," Paluzzi explained. "In light of postponing Org. Day, because it couldn't take place with just military and essential personnel, we decided to do something for the civilians just to say 'thank you' for what they do for us each day."

Kadet said that the lunch was a huge success. She has received a lot of positive feedback from ISEC's civilians, saying that they really appreciated what the military members had done for them.

"Our civilians are a critical element to our mission," Kadet said. "The furlough emphasized that without our civilian teammates ISEC simply cannot exist or function."

# SUPPLY CHAIN MANAGEMENT MASTERS COHORT DEVELOP LOGISTICS CAREER FIELDS

**By Logistics and Readiness Center**

In these challenging times where furloughs and budget issues have dominated the headlines, nurturing and retaining a highly skilled workforce remains a priority for CECOM. The Supply Chain Management Masters Certificate Program, offered to employees within the Logistics and Readiness Center (LRC) is a professional development tool geared for advancement in the logistics career field.

In September 2012, the LRC launched two cohorts of the Supply Chain Management Masters Certificate Program through Towson University. A total of 53 students participated in the preliminary offering of the program, with classes being held on Aberdeen Proving Ground at the Mission Training Facility (MTF), building 6008, on Tuesday and Wednesday afternoons. Entrance into the program is conditional upon successful completion of a Bachelors degree from an accredited college or university as well as a GMAT/GRE score that is no more than five years old

A total of five classes comprise the Masters Certificate, which is the only one offered in the state. Courses include Introduction to Supply Chain Management, Operations Management, Procurement and Sourcing, Logistics and Distribution and Supply

Chain Technologies. By completing an additional four courses and a capstone project, students can obtain the full Master of Science degree. According to Towson University's Graduate Programs overview, both the certificate and the degree program are "designed to develop professionals who can manage, analyze and control activities across the entire supply chain from upstream procurement and logistics to downstream distribution channels."

Randy Burton from the Wednesday cohort shares "The program is going well and has presented a good mix of theory and application of supply chain management. For me the fun part is applying these concepts to our business and seeing how they provided different results from the "old" Army way."

"I'm glad I decided to take advantage of the SCM program." said Kari West, a participant in the course. "It's great to be able to learn about topics relevant to our careers with the Army."

For further information on this program, contact Ms. Jennifer Thomas in the LRC HQ Training Office at 443-861-6258 or by email at [jennifer.l.thomas165.civ@mail.mil](mailto:jennifer.l.thomas165.civ@mail.mil).

# AROUND *the* COMMAND



The “Leaning Forward” CECOM Lean Six Sigma /Process Improvement Branch Leadership Workshop was held on 14 November at APG for senior leaders from across the command. The goals of the workshop included seeking efficiencies and maximizing resources throughout CECOM. Brad Jones, director of Productivity Improvement and Innovation at CECOM Tobyhanna Army Depot, was among the workshop briefers.



## TEAM BUILDING

CECOM’s Software Engineering Center (SEC) hosted the CECOM Teambuilding and Hail and Farewell event at the Top of the Bay on October 24, 2013. To foster a spirit of competition, the NASCAR themed event required teams to design, build, and then race their car against other teams. With over 100 people represented from SEC, the Logistics and Readiness Center and CECOM’s G-Staff competing, the action quickly got intense! Participants were assigned to teams prior to arriving, and had to quickly learn to work together with the other members of their respective teams as they tried to design a vehicle that would beat all competitors using only the tools and materials at their tables or the “Tobyhanna Auto Depot”. SEC Director Larry Muzzelo and Chief Warrant Officer Howard Phillips acted as track officials, calling race after race. The excitement built as heat after heat progressed, peaking as the two final contenders fought it out to a literal “photo finish”. MG Ferrell’s objectives were soundly met by all in attendance: work as a team, have fun and meet a new person. Fun was had by all!



(L-R) Josalyn Gregory, CECOM G3/5 and Lt. Gen. Patricia McQuiston, deputy commanding general AMC paused for a photo during the AMC Fall Commanders' Forum held at APG this month.



Gen. Via and Michael Vetter, director CECOM G4 discuss facilities issues after the town hall held at Aberdeen Proving Ground on Nov. 5. The town hall took place at the conclusion of the Joint Acquisition and Sustainment Review for C4ISR systems.



Tobyhanna Army Depot employees spoke to students in grades K-6 at Riverside Elementary School about Veterans Day and the branches of the military. Students were also able to try on a variety of military gear during the event.



## ISEC RISING STAR CONTESTANT

Master Sgt. Christopher Paluzzi, senior signal operations noncommissioned officer in charge, Information Systems Engineering Command, puts passion into his performance singing "Far Away" by Fuel. Paluzzi was one of seven contestants to recently compete Friday in the 2013 Rising Star competition in Sierra Vista, Ariz. The local Rising Star competition contributes to Operation Rising Star's ninth season. The contest, based off of American Idol, is hosted by Army Entertainment, and open to active duty military, National Guard and Reserve personnel and their 18-and-older Family members. The Army-wide final competition begins in December. (Courtesy of The Fort Huachuca Scout)



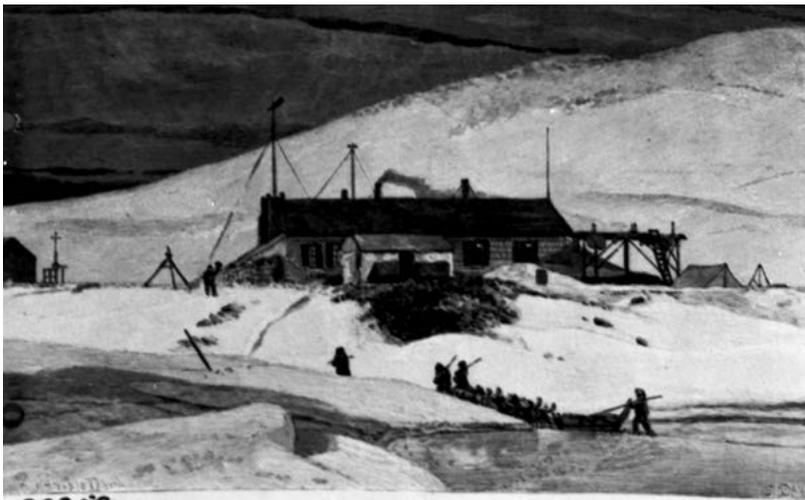
(L-R) CECOM Inspector General Phillip Pierson, Dominic D'Orazio director CECOM Internal Review, and his wife Cynthia, enjoy lunch at the recent C4ISR prayer luncheon.

# PIONEERING IN TIMES OF AUSTERITY

LEADERSHIP LESSONS FROM THE PAST: PART 3 OF 4

By: Susan Thompson, Chrissie Reilly, and Andricka Thomas

## History Highlights



The base camp at Fort Conger, May 1883.



"Floeberg" at Breakwater Point, Lady Franklin Bay, June 1882.

*"The task of the leader is to get his people from where they are to where they have not been." – Henry Kissinger*

Major General Adolphus Greely was a visionary during a time of restricted resources. His career success was based on his physical ability to survive, his personal ability to inspire, and his professional capability as a strategist. Any of these factors alone would have made Greely a great man. All together, they made Greely a leader.

Greely began the Signal Corps research mission by leading a scientific exploration to Ellesmere Island as part of the First International Polar year in 1881. President Garfield had just been

assassinated and the Signal Corps was still struggling to prove its value to the Army and the nation. In this political atmosphere, Greely, as a First Lieutenant, was

tasked with leading the Lady Franklin Bay Expedition to the North Pole.

The goals of this mission were to record geological measurements, meteorological information, and biological specimens. The goals of the mission were never compromised despite hardships, and the team continued to record information until their rescue. The Greely expedition data is extraordinarily valuable to scientists researching magnetism at the poles, climate studies, polar ice, and Arctic biology. The planned 2-year mission exacted a heavy toll for the honors won and data collected.

After an inexperienced team botched the first retrieval missions, the crew of 25 was essentially abandoned to their fate by the Army, until public outcry demanded the final rescue attempt. By comparison, those men on Ellesmere Island were further removed from civilization than the men on the lunar landing missions. Only six men survived, including Greely, to be rescued in July 1884.

Adolphus Greely would go on to serve as the Chief Signal Officer for 19 years (1887-1906), directing the construction, operation and maintenance of thousands of miles of military telegraph lines during the Spanish American War and Philippine Insurrection. He brought the Signal Corps into the age of “modern” technology. During his tenure as Chief Signal Officer Greely introduced the radio, automobile and the airplane into military use.

There are many lessons to be gained about leadership, dedication to mission, the value of scientific exploration, and service to country to be gained by studying the history of Major General Greely. He wrote in his memoirs that his most important peacetime act was spending \$50,000 in 1898 to convince Samuel P. Langley to produce a flying machine for the military. Although Langley was unsuccessful, his work encouraged the Wright brothers whose invention the corps purchased in 1908.

Politically astute as well as an efficient administrator, Greely was instrumental in the survival of the signal corps in an era when congress almost abolished it. Under Greely’s command, the Corps strengthened its organizational structure and adapted the technology of the 19th century.

Greely’s contributions to the signal corps were numerous. Most of all Greely’s vision and courage made the Signal Corps an efficient, scientific arm of the United States Army. Again, CECOM’s history and heritage came out of a Corps that evolved its outlooks and purpose to meet the growing information needs of the Army.

Greely set the stage for the Signal Corps to evolve to meet the coming needs of the country in the 20th century – as the Signal Corps took on the development and execution of the Army’s aviation program, and the purchase of first aircraft from the Wright brothers. CECOM’s predecessor organizations rose to meet the challenges of WWI , as the “radio labs” were created at what would go on to become Fort Monmouth, the home of the Signal Corps.

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## STAY TUNED to Dots and Dashes for Part 4!

*In the final installment of the leadership series, we’ll bring you the lessons learned from Colonel William Blair and Dr. Walter McAfee, both technological pioneers. From Army radar during WWII to bouncing a satellite signal off the surface of the moon during the Cold War, each of these men achieved lasting greatness by their dedication and selfless service to the Army.*



Portrait of Greely during the Spanish American War.



Lt. Greely’s corner at Fort Conger on Ellesmere Island, taken October 5, 1881. It was the last time the expedition would see the sun until the spring the following year.



The six survivors of the Greely expedition. Greely is seated, on the right, wearing the fur-lined coat.



By CH (MAJ) Young D. Kim,  
CECOM Command Chaplain

## CHAPLAIN'S CORNER

# Corrie's story

This month, I'd like to share this encouraging Corrie ten Boom story with the workforce.

Corrie ten Boom was born on April 15, 1892, in Haarlem, Holland, and lived there in a wonderful old house called the Beje most of her life. After an early disappointment in love, she chose to never marry. This seemed to be a part of God's plan for her as she became a minister of His Word after spending a year in Nazi controlled prisons and in Ravensbruck, the infamous concentration camp that was responsible for the deaths of about 95,000 women. Corrie's experiences in these prisons are the basis for her well-known autobiography, *The Hiding Place*, written with the help of John and Elizabeth Sherrill.

Here is one of her stories: "Corrie and her sister, Betsie were arrested on the account that they had helped some Jewish people flee from Nizi; they were sent to a concentration camp in Ravensbruck and put into a building equipped with wooden beds for hundreds of prisoners. They were horrified by the dirtiness and the foul smell of the building. When they sat down on one of those filthy beds, they soon realized the bed was heavily infested

with flees. Sobbing, Corrie complained, "How are we supposed to live in a place like this?" Betsie replied, "God told us to give thanks in all circumstances," and encouraged Corrie. So they thanked God that they were together, had a Bible, and were surrounded by people to whom they could preach the Gospel. After a long time, they learned the reason why the guards did not stop them from teaching Bible. They didn't come into the building because they were afraid of becoming infected by the flees."

Like Corrie, we should give thanks for everything God has given us and believe that He always gives us the best even in suffering. No matter what happens to us, we have this assurance: "God is our refuge and strength, a very present help in trouble" (Psalm 46:1). And Deuteronomy 31:6 says, "He will not leave you nor forsake you." That means we can face any fear when we know the Lord is near.

**May the Lord bless you and protect you with His Almighty Hands!**

# FACTS

## About Facility Clearances

By James Scroggins, CECOM G2

### What is a facility clearance?

A Facility Clearance (FC) is an administrative determination made by the Defense Security Service (DSS) that a company is eligible for access to classified information on award of a classified contract.

### When is a facility clearance required?

The FC request to clear the prospective bidder is initiated by the procuring activity or cleared prime contractor only if the bid or potential subcontract involves access to classified information. The FC requirement for a prime contractor includes those instances in which classified access will be limited to subcontractors. Companies are eligible to store classified material if they have a FC and storage capability approved by the Cognizant Security Agency.

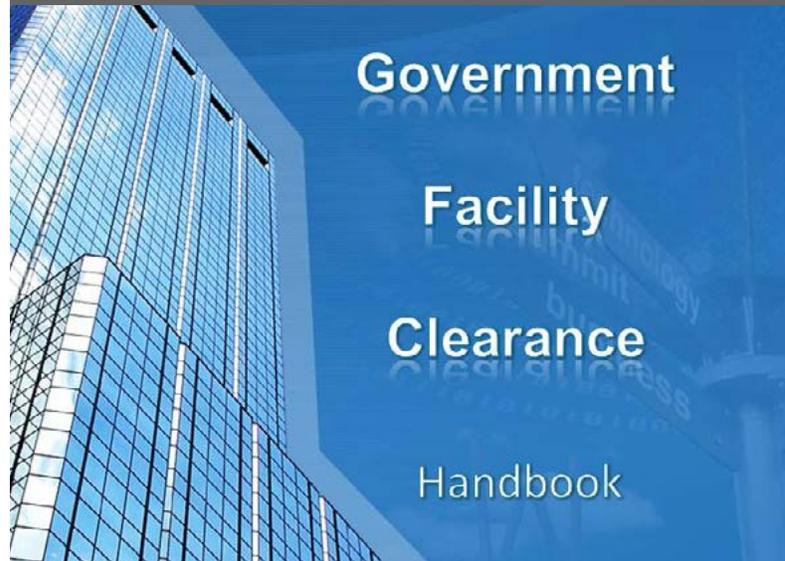
### Can a company have access to classified information without a FC?

A contract may be awarded prior to the issuance of a FC in which case, the company will be processed for a FC at the appropriate level. However, the company will not be provided access to classified information until the FC is granted. The FC does not by itself allow a company to hold classified at their facility. The facility must first be granted safeguarding at the appropriate level. Keep in mind the contractor must also meet eligibility requirements for access to classified information.

### What is involved in getting a facility clearance?

After receiving the FC request, the Facility Clearance Branch at DSS will determine if the request is valid. Validation involves confirming the facility has a reputation for integrity and lawful conduct in its business dealings. In addition, the contractor and its key managers must not be in a "barred" status from participating in Government contracts. After validation, the facility is assigned a DSS Industrial Security Representative (IS Rep). The IS Rep will provide the facility with instructions on completing the necessary forms and provide information about the National Industrial Security Program (NISP).

# VIGILANCE



### What does the facility clearance cost the company?

There is no direct charge to the company for processing a facility clearance. However, the contractor is responsible for security costs associated with participation in the NISP (such as classified storage containers, etc.). Accordingly, contractors should determine their security requirements and related costs and consider such costs when submitting a bid. The IS Rep can assist the facility in determining the necessary security requirements.

### How do personnel security clearances affect FCs?

One of the requirements for a company to obtain a FC is to have cleared Key Management Personnel (KMP). Specified KMP must be cleared and possess an equivalent or higher level security clearance than the FC being requested. If a company does not have cleared KMP employed, a FC can't be granted. Your DSS IS Rep will help you identify KMP who must be cleared and those who may be excluded.

### For more Information see the DSS Facility Clearance Branch (FCB) websites at:

Facility Clearance Branch (FCB)

[http://www.dss.mil/isp/fac\\_clear/fac\\_clear.html](http://www.dss.mil/isp/fac_clear/fac_clear.html)

[http://www.dss.mil/isp/fac\\_clear/per\\_sec\\_clear\\_proc\\_faqs.html](http://www.dss.mil/isp/fac_clear/per_sec_clear_proc_faqs.html)

For all FC requests and questions please submit inquires to: [occ.facilities@dss.mil](mailto:occ.facilities@dss.mil).

Checklist for a New Facility Clearance

[http://www.dss.mil/isp/fac\\_clear/fac\\_clear\\_check.html](http://www.dss.mil/isp/fac_clear/fac_clear_check.html)

## Budget Problems Are Not All Resolved

By Larry Main, CECOM G3/5

Now the furloughs are over and everyone is promising that will not happen again. And we have heard that before. So what do we need to watch? First, the continuing resolution that ended the shutdown furlough funds agencies through Jan 15, 2014. We will see what happens from there.

In the meantime, there are many discussions concerning future funding of the Army and the Department of Defense. The Secretary of the Army and the Chief of Staff of the Army have revised respective priorities, to reflect political realities and the financial environment.

The Secretary of the Army's first priority is to Prevent Sexual Assault; number two is Balance and Transition the Army, with the expectation that the current budgetary condition is likely to continue for the foreseeable future. The Chief of Staff of the Army's priorities include "Adaptive Army Leaders..." and "A Ready and Modern Army." Both of these documents address fiscal and political realities, and impacts on the Army.

You will see an increased emphasis on Acquisition Reform. Lawmakers are once again officially pursuing reforming decades-old problems of waste and cost overruns in defense acquisitions. The House Armed Services Committee (HASC) intends to establish a new long-term reform strategy. As Congress does, they held meetings to discuss "Twenty-five Years of Acquisition Reform: Where Do We Go from Here?" The experts had a lot to say, especially about the 2,000 pages of regulations and the requirement for career development for acquisition personnel. They noted that logistics contracts are the prime areas of waste.

Army leadership is outlining a challenging future. In September testimony before the HASC, GEN Odierno told House Members, "By the end of fiscal year 2014, 85 percent of our Active and Reserve brigade combat teams will not be prepared for contingency requirements. We will be required to end, restructure or delay over 100 acquisition programs. The national security impacts of reducing the size of our civilian workforce, the Ph.D.s, the scientists, the engineers, the logisticians that support us, we are going to lose that capability. And once you lose it, it is very difficult to get it back."

The Congressional Budget Office (CBO) had some good news in their 2013 Long Term Budget Outlook. "The economy's gradual recovery from the 2007–2009 recession, the waning budgetary effects of policies enacted in response to the weak economy, and other changes to tax and spending policies have caused the deficit to shrink this year to its smallest size since 2008: roughly 4 percent of the Gross Domestic Product (GDP), compared with a peak of almost 10 percent in 2009. If current laws governing taxes and spending were generally unchanged—an assumption that underlies CBO's 10-year baseline budget projections—the deficit would continue to drop over the next few years, falling to 2 percent of GDP by 2015. As a result, by 2018, federal debt held by the public would decline to 68 percent of GDP."

The next ten years will be different from the last ten years. The challenges will still exist, and there will be opportunities to excel. If you look where you are going, you will have a lower risk of hitting an obstacle. Keep your eyes open.

### LINKS TO RELATED INFORMATION ABOUT THIS TOPIC:

[Secretary of the Army Priorities](http://www.army.mil/article/113353/)  
<http://www.army.mil/article/113353/>

[CSA Strategic Priorities](http://www.army.mil/article/113256/)  
<http://www.army.mil/article/113256/>  
<http://usarmy.vo.llnwd.net/e2/c/downloads/316390.pdf>

[Budget Cuts and Acquisition Reform](http://www.defenseone.com/management/2013/10/budget-cuts-put-acquisition-reform-back-in-spotlight/72950/?oref=defenseone_today_nl)  
[http://www.defenseone.com/management/2013/10/budget-cuts-put-acquisition-reform-back-in-spotlight/72950/?oref=defenseone\\_today\\_nl](http://www.defenseone.com/management/2013/10/budget-cuts-put-acquisition-reform-back-in-spotlight/72950/?oref=defenseone_today_nl)

[Twenty-five Years of Acquisition Reform: Where Do We Go from Here?](http://docs.house.gov/Committee/Calendar/ByEvent.aspx?EventID=101414)  
<http://docs.house.gov/Committee/Calendar/ByEvent.aspx?EventID=101414>

[Planning for Sequestration in Fiscal Year 2014 and Perspectives of the Military Services on the Strategic Choices and Management Review](http://docs.house.gov/meetings/AS/AS00/20130918/101291/HHRG-113-AS00-Wstate-OdiernoUSAR-20130918.pdf)  
<http://docs.house.gov/meetings/AS/AS00/20130918/101291/HHRG-113-AS00-Wstate-OdiernoUSAR-20130918.pdf>

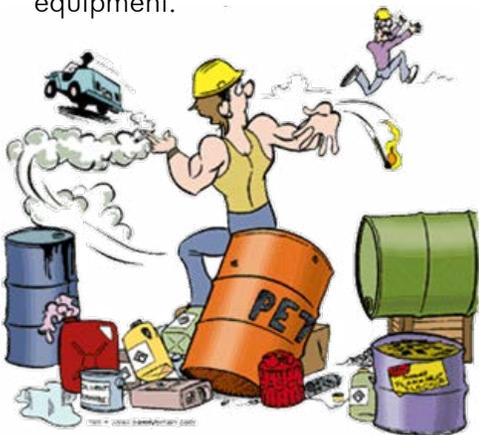
[Congressional Budget Office - The 2013 Long-Term Budget Outlook](http://www.cbo.gov/publication/44521)  
<http://www.cbo.gov/publication/44521>

# At Work Fire Safety

Each year fires strike a devastating blow, destroying homes, office buildings, warehouses, factories, and lives! Almost 17,000 fires occur annually in industrial and manufacturing facilities across the United States. Losses to property and human life vary widely from fire to fire, as do the reasons behind them. That's why it is important to be aware of the fire hazards in your surroundings and eliminate them before they cause serious or even fatal damage.

## 7 Ways to PREVENT workplace fires

- 1 Practice good worksite housekeeping habits. Do not let trash and waste material accumulate. Empty trash bins regularly. Oily rags must be stored and disposed of in covered metal containers, according to organizational policy.
- 2 Do not store materials or allow clutter to accumulate around exits and stairways. Fire doors should be kept closed as directed. Fire exits should always remain free and accessible.
- 3 A common cause of workplace fires is machinery or equipment that becomes overheated. Be sure to follow operating guidelines to prevent overloading. Follow manufacturer's instructions in using and maintaining equipment.



- 4 Electrical malfunctions are also a major contributor to fires in the workplace. Electrical equipment should be checked regularly for signs of trouble such as damaged cords or worn insulation. Never overload circuits, and never force circuit breakers to remain in the "on" position. Only qualified and authorized personnel should carry out electrical repairs and maintenance, but everyone is responsible for being alert to the signs of electrical malfunction.
- 5 It is important to understand the fire hazards of the materials with which you work. They may be combustible, flammable, explosive, or reactive. Read the labels and know where to locate the Material Safety Data Sheet for further information. Carefully follow any instructions when you are using any materials that might pose hazards.
- 6 Be sure to observe any smoking restrictions. Smoke only in designated areas. Smoking in unauthorized areas such as storage rooms has resulted in serious fires. Do not empty ashtrays until smoking materials are cold.
- 7 Observe security policies and be alert to any suspicious persons or activities. Many workplace fires are set by arsonists; do your part to prevent these incidents.

Are you ready to deal with a possible workplace fire? Make sure your safety training answers these questions:

- What is your responsibility in case of fire - to report the fire, fight it or leave the building?
- Where is the fire alarm located?
- Where are the fire extinguishers located?
- Do you know how to use them, and on what kinds of fires?
- Do you know how to use other fire emergency equipment such as fire blankets, hoses, and sprinklers?
- What safety procedures should you carry out in case of a fire? Are you responsible for shutting down equipment or operations before you leave?
- Do you know where you and your co-workers are supposed to meet for a head count after leaving the plant?

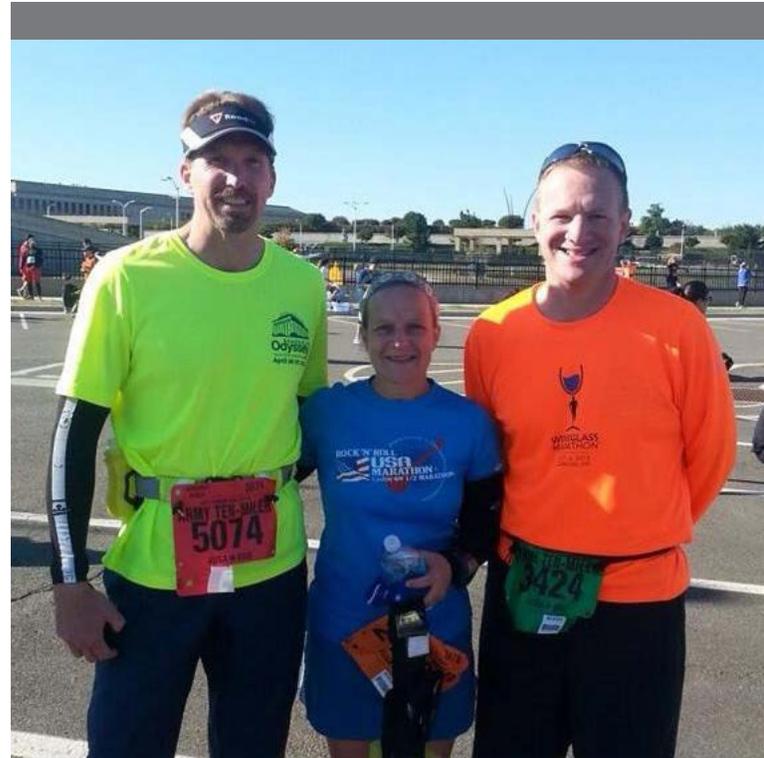
**The best way to fight a fire is to prevent it from happening in the first place. Do your part to stop fires before they start.**

Do you know what to do?

# SAFETY FIRST



Bill Rinker running during the race.



(Left) Fred Skroban, with his wife, Beth, and Raymond Brosius, running club member, at the finish line.

# ISEC Engineers Participate in the 29TH ARMY TEN-MILER

By Fred Skroban, CECOM ISEC

WASHINGTON, D.C. — In 1993, Bill Rinker, a telecommunications specialist with the U.S. Army Information Systems Engineering Command (ISEC), Fort Detrick Engineering Directorate, ran his first Army Ten-Miler race. Twenty years later, on Oct. 20, Rinker joined a team of fellow employees for the 29th Army Ten-Miler race.

The Army Ten-Miler, touted as being the second largest 10 mile race in the United States, sold out in nine hours during general registration with over 25,800 participants. The course runs throughout Washington, D.C. Runners included both military and civilian

personnel from the United States and overseas. It is sponsored by the U.S. Military District of Washington with all proceeds going to support the Soldiers and their Family Members.

The group of runners for the 29th Army Ten-Miler included ISEC members Larry Poole, a subject-matter expert for implementation engineering; Jeff Piper, a telecommunications specialist; Rinker; and Fred Skroban, senior systems engineer along with his spouse, Beth.

Throughout the months leading up to the Army Ten-Miler, the group of runners gathered to discuss training plans, gear, nutrition and

hydration, race day logistics, and even clothing. Each of the runners came to the meetings with varying levels of experience and goals.

Poole joined after being convinced by fellow runners that 10 miles was achievable. He was not a runner, and in preparation, he successfully completed a couch-to-5K running plan before the Army Ten-Miler registration date.

Poole said that one of his most memorable experiences in the Army Ten-Miler was the camaraderie at the race, especially on Independence Avenue. At that location, runners head up Independence Avenue, loop around a city block, and then head back down. He said

*“It’s an amazing opportunity to see other runners, hand out high-fives, and cheer on friends and strangers.”*

For Piper, this was his first Army Ten-Miler, and first 10mile race. “I joined because it sounded interesting and he had never done that race before,” said Piper. For many days he trained from his hotel while on temporary duty. He too enjoyed the run up Independence Avenue, and the band that was out playing for the runners.

For Rinker, this was a chance to start training again and be part of his second Army Ten-Miler. Leading up to the day of the race, Rinker ran in a number of recreational 5K runs, and in a local half marathon. Gearing up for the 29th Army Ten-Miler, Rinker wore his T-shirt from the 1993 Army Ten-Miler race that he completed.

**The finish times of the runners, in ascending order, are:**

- Fred Skroban: 1:20:17
- Larry Poole: 1:34:49
- Beth Skroban (spouse): 1:40:08
- Jeff Piper: 1:54:54
- Bill Rinker: 2:12:58



Jeff Piper at the finish line.



Larry Poole at the start line.

# SLIDE LIBRARIES

A **SharePoint slide library** serves as a central location for saving, storing, and sharing PowerPoint slides. When you publish a slide to a slide library, you make it available to be reused in any presentation by anyone who can access the slide library. The library is especially useful when a group of individuals needs to regularly update a group of slides for presentation and reporting purposes.

Anyone with access can add slides to the library, insert slides from the library into a presentation, make changes to the slides in the library, track changes that have been made to a slide, and locate the latest version of a slide.

When a presentation is published to a slide library, the slides upload as individual files, so they can be modified and tracked independently. The library allows you to sort slides, check them out, and can help keep track of history.

List properties, such as a thumbnail image of the slide, the name of the presentation it is part of, and a description of the slide, make it easy to find slides and view the list.

Not everyone can create a slide library. Check with your organizational SharePoint administrator if you would like to establish one but don't have the permissions level to do so.

For some individuals, it may take a few times working with a slide library to become comfortable with it. But, the advantages are evident in terms of time savings, easy access to information, and ease maintaining multiple versions of slides and presentations.

**Step by step instructions for using slide libraries may be found at**

milUniversity

<https://www.milsuite.mil/learn/capability/sharepoint/>

as well as other sites such as Microsoft Office support

<http://office.microsoft.com/en-us/powerpoint-help/use-slide-libraries-to-share-and-reuse-powerpoint-slides-HA010338394.aspx>.

**Send questions and comments to**

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Corporate Communications





# CECOM DOTS and DASHES



The answer to "What's in the box?" is:

**Morse code for - Use Resources Effectively (CECOM's Line of Effort 1 from the Campaign Plan is to Allocate and Apply Resources Efficiently and Effectively)**

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