



# CECOM DOTS and DASHES

- 6 Hail & Farewell
- 10 Function Analysis
- 14 History Quiz
- 15 CECOM 2015 in Review

## Chief Counsel, AMCLC-APG, Esparraguera joins Pentagon staff

Aberdeen Proving Ground (AMCLC-APG), Maria Esparraguera proved these wise words to be profoundly true. From meeting difficult challenges head on, to encouraging others to draw on their strengths, she executed her duties with the aplomb of a professional. A prominent figure throughout the CECOM community since early 2010, Esparraguera challenges herself yet again as she assumes her new role as Director of Civilian Personnel, Labor and Employment Law, at the Pentagon.



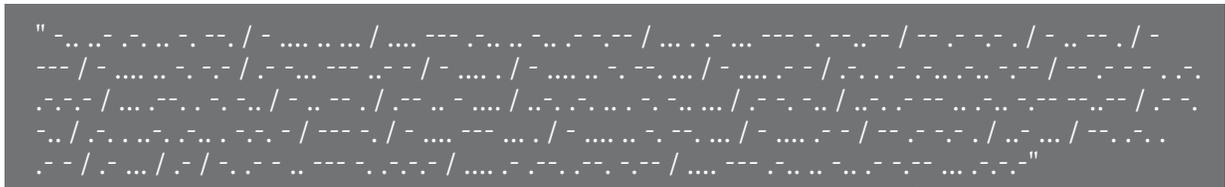
By Mary B. Grimes, CECOM Public Affairs

Someone once said, "Nothing liberates our greatness like the desire to help, the desire to serve." As Chief Counsel, Army Materiel Command Legal Center-

Expressing how her experiences with CECOM have added to her professional and personal growth and development, Esparraguera said, "In my 30-odd years with CECOM, I've met some of the best people I've ever known, and I've learned so much from them, both technically and personally. I've witnessed great compassion and courage. My closest friends are relationships developed from work; they are the people who have kept me strong and have supported me through my life."

.....> cover story continued on next page

Can you decode what's in this box?



To find the answer, go to page 24.



That support, no doubt played a pivotal role in her ability to successfully take on the demanding job as Chief Counsel. Asked about her most difficult challenge as counsel, she explained that the closing of Fort Monmouth -- the transition from New Jersey to APG was the most difficult for the legal office.

This, in addition to the magnitude of change for people individually, as well as the loss of expertise were huge. "For a long time, people didn't think the closure of Fort Monmouth would happen. Then, as realization dawned, people were angry and sad. I can recall some of the final Fort Monmouth Town Hall meetings and then the flag casing where coworkers, with their young children, were in tears," stated Esparraguera.

Further addressing the challenge associated with the transition, Esparraguera went on to say that from the announcement in 2005, there was a constant flow of departures. She added, "In 2009, the early moves started in temporary facilities in Edgewood, 143 miles away; we had a split base of operations. We had to establish ways of maintaining expertise, training new personnel, collaborating within the office and establishing new relationships outside of our office. I emphasized constant communication to the office about the changes, pushed for lots of training and collaborative work within the office, as well as closer supervision with more guidance and sharing of information as much as possible. I stressed consistency within the office, allowed more telework, and established relationships with other significant organizations here at APG."

Esparraguera's contributions did not stop there. Always aware of the hard work rendered by others, she highlighted accomplishments and celebrated mission success with all in the office -- never failing to emphasize that while everyone makes mistakes, there is the ongoing need to always be learning and improving.

While it goes without saying that Esparraguera will be missed, it shouldn't go without saying that making a difference is something that she always takes quite seriously. Asked what she thought her greatest contribution to

the Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) mission was, she said, "Establishing a top quality legal office here at APG—one that provides excellent legal advice in ways that are effective for the Army. I've emphasized working together, professionally and respectfully, with our serviced organizations, while still being strong in litigation."

Esparraguera believes that as she departs APG, she leaves it in good standing. Describing just what that means she said, "The support to the soldier that is given by our community and all Command elements worldwide is huge. During the war, we've had many amazing accomplishments in C4ISR, as well as the Chemical and Biological defense area. Our systems have reduced wartime dangers immeasurably, and we've implemented innovative technology for destruction of chemical weapons that has impacted the world. I think APG is well-situated to continue to lead in these areas. We still need to attract our youth to Science, Technology, Engineering and Mathematics (STEM) career fields and we need to retain the great talent that we have."

The reference to STEM opened the door to the question of the impact women have made on the workplace and her career field. Esparraguera was both proud and firm in her response stating, "My parents were Mexican and Spanish, and they came to the United States for postgraduate education. They emphasized education to me, knowing that it would make me independent. They supported me in my choices. When I joined the office in 1984, there were more women in law school and going into legal careers than before. The Army C4ISR community was, and still is, predominantly male, although diversity is increasing. In 1984, there were still gender-based job ads in classified sections of newspapers. My best friend in high school went to a prestigious university, but later married a lawyer rather than become one. In 1984, sexual harassment in the workplace was fairly common and sexual innuendos in language were prevalent."

Acknowledging that over the past 30 years, things have changed, Esparraguera said, "We have increased diversity in the workplace and have eliminated many overtly discriminatory practices nationally. But we aren't there yet. We need to continue to educate our workforce and to emphasize the benefits of a diverse workforce. Empathy and compassion, as well as equal treatment, should prevail for all."

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*Such a response makes it easy to understand why selfless service is so much a part of her design. Commenting on the elements of selfless service – strength, compassion and determination, Esparraguera said, "I've always tried to be approachable, looking to build people up and allow them a space to grow. Lawyering is a field that doesn't necessarily lend itself to group accomplishments, but I let everyone know that I wanted them to quietly and professionally leverage each other's strengths and work together to accomplish the mission."*

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In her new position, the Oil City, Pennsylvania native will yet again have the opportunity to continue to use her commitment to service to help in accomplishing the mission. As the new Director of Civilian Personnel, Labor and Employment Law at the Pentagon, Esparraguera will provide legal advice to the Army Staff and Secretariat on Civilian personnel policy and other matters affecting Army Civilian employees, including labor relations and civil rights. "I will oversee the Army Labor Counselor Program which provides

advice and representation within Commands Army-wide, and will lead a division of senior attorneys and paraprofessionals that advise and represent the Army's most senior leaders in employment matters and litigation," she said. Additionally, she will provide legal advice to The Judge Advocate General on all matters related to the JAG Corps' Civilian employees, and oversee the professional development of over 630 Civilian attorneys and 750 Civilian paraprofessionals in the Judge Advocate Legal Service (JALS).

On Nov. 23, 2015, a myriad of leaders joined the APG and CECOM community at Myer Auditorium to bid Esparraguera a fond farewell. The event provided individuals the opportunity to share some of their personal experiences, as well highlight some invaluable lessons learned while working with her. Esparraguera, in turn, acknowledged a number of individuals she said inspired her and believed in her. In her final statement she said, "It's hard to leave CECOM and AMC because my life has been a huge part of APG. What I truly wanted was the office to work together as a team, and with other organizations to get things done. I want our civilians to know that we are here supporting people that are willing to give their lives for us."

Unable to attend the event, Maj. Gen. Bruce T. Crawford, APG Senior Mission Commander, and Commanding General, U.S. Army Communications-Electronics Command, had communicated a message that praised Esparraguera's "strength, grace, and dignity," and thanked her for truly making a difference.



# Message from THE COMMANDER



**Maj. Gen. Bruce T. Crawford**

## Winter Holiday MESSAGE

As the winter holidays approach to close out this year, I wanted to take the opportunity to first thank everyone on Team APG for everything you've accomplished in 2015. You truly are a world class workforce and should be proud of all you have done over the past twelve months.

We in the Army belong to the most special family, a family in the most respected profession on Earth. You can all be proud of the work you are doing for your Nation and I will be the first to say you all deserve as much time off as necessary to spend time with friends, family and loved ones.

In this festive time, I also hope you find a moment to remember those who cannot be with their significant others during the holidays. For every smile we share, there is a Soldier or civilian looking left and right on our behalf. With that said, in our many toasts of thanks, please extend a toast to those who sacrifice so that we may have the opportunity to celebrate.

Whether home or deployed, we have an obligation to look out for one another and keep each other safe. With a higher calling of service comes more responsibility. As trusted professionals, it is our duty to be there for not only our family and friends, but also for our brothers and sisters in the Profession of Arms.

Finally, it cannot be said enough how much I respect what all of you do on a daily basis. Your efforts are known around the Army as the standard of excellence for others to emulate. Thank you for helping Defend and Support the Homeland.

My wife, Dianne, and I wish everyone the happiest of holidays and a wonderful New Year.

**Trusted Professionals Always,  
Army Strong!**

**Bruce T. Crawford  
Major General, USA  
Commanding**





**Command Sgt. Maj. William G. Bruns**

Farewells? I don't like them. I'd rather just allow everyone to continue focusing on the mission. I've had a very privileged year here at CECOM and feel I would be remiss to depart without acknowledging the lessons learned during my tenure.

Upon arrival to the installation, MG Crawford greeted me with the welcoming words that would shape, and eventually define, my tour here: "Build Readiness," he said. So, like any good senior enlisted advisor, I saluted, turned and set out to move mountains and make "readiness" happen.

And then I waited.

And then I continued to wait.

And wait.

And then slowly, yet methodically, things started to work.

Internally, my "get it done quickly" drill sergeant persona was tripping over the cautiousness of the process. However, it didn't take me long to realize that I was unwittingly receiving one of the most valuable periods of instruction of my Army career: How to take a step back and let the experts take over. I truly believe that CECOM's greatest asset is you, our civilian workforce. Whether here at APG or out in the field, the absolute wealth of institutional knowledge within our ranks is unparalleled and should be applauded. Your systematic approach to tackling requests are continually mindful of those you work with and whom you're working for – the Warfighter.

# COMMAND SERGEANT MAJOR'S PERSPECTIVE

## You're never too old to learn

By CSM William G. Bruns, CECOM Command Sergeant Major

You're forever cognizant of the American taxpayer's dollar and are true stewards of the environment. The deliberate pace of operations is a testament to your willingness to not just do the job, but to do the job correctly. Your level of dedication is what makes you such valued trusted professionals and masters of your field. As such, it has been my privilege to serve alongside you.

My second CECOM lesson was grasping the scope of what you do and the impact you have on the entire Army, heck in some respects the entire Department of Defense (DoD). Before I came on board my only association to CECOM was primarily through our CFE (CECOM Field Elements) out in the field. I had no concept of the behind the scenes work that CECOM provides to the global force. Throughout my travels, my eyes have been opened to supporting elements of our organization that, if they're not operating effectively, could hobble the C4ISR machine dramatically. The level of impact your work has is something I'll continue to educate my fellow Soldiers on during my NCO Professional Development sessions. From the Organic Industrial Base of Tobyhanna Army Depot to the systems engineering support that ISEC offers, the jobs you do are vitally important to our nation and worthy of recognition. I'd like to help continue to spread that message as I move forward to the next venture of my career.

Next month, I'll be departing Communications-Electronics Command for my next assignment as the Command Sergeant Major for Army Cyber Command (ARCYBER.) Although I'm excited for the new opportunity, I was honored to be selected to serve here at CECOM. You warmly welcomed the Bruns family into your community and allowed us to belong; we'll miss

being part of it. On behalf of my wife, Robin, and our children, it's been a privilege to have worked and lived alongside you all. Thank you and I most assuredly hope that our paths cross again.

So as my parting shot, to truly finalize my task to "build readiness" within our organization, I offer the following thought: When an American Soldier is called to the field of battle we do so proudly wearing the colors of our Nation on our right shoulder. Our dominance while standing in that breach comes from our ability to communicate across echelons, to accurately fuse data in near real-time, and having the ability to neutralize those threats through means of precision fires. Make no mistake, every member of the CECOM team plays a vital part in making this to happen. I can recall vivid memories from Afghanistan where it was the C4ISR network that provided us the ability to clear and hold battle space – little did I know, at the time, that that spelled "Mission Success" for CECOM. In closing, good units never finish "building readiness." In order to continue providing effects on the battlefield we must ensure complacency within our cubical remain a foreign word and this can be accomplished through constant self/directorate assessments. Streamlining our work and reporting processes when requirements change, our process has to match. The staff works for, and must be responsive to, our field elements – not the other way around. Our training programs must be formalized, accountable and modernized. People are the centerpiece of any unit – take care of your people and they will take care of the mission. Remain creative, agile and responsive this will afford you to always improve, we owe it to our customer - The Warfighter!

**Trusted Professional, CSM b**

# HAIL & Farewell

The CECOM family would like to welcome our new Military service members that have come on board. Let us greet them with open arms and warm smiles!

*CPT Matthew J. Barnes*  
Assistant S3  
ISEC, Ft Huachuca, AZ

After years of dedicated federal service, some of our beloved CECOM family members are heading into the wonderful world of retirement. It is sad to see them go, but let us all wish the following employees a happy and healthy retirement!

*Patricia L. O'Connor*  
G6, APG, MD  
01 December 2015

*Dennis L. Christensen*  
ISEC, Ft. Detrick, MD  
31 December 2015

*Paul Salvagni*  
ISEC, Ft. Detrick, MD  
31 December 2015

*Jane M. Wettig*  
G5, APG, MD  
31 December 2015

*Allen L. Wintters*  
LRC, APG  
31 December 2015

*Krista G. Leggett*  
ISEC, Ft. Detrick, MD  
31 December 2015

*SGM Juan M. Rocha*  
TYAD, PA  
01 April 2016

*MSG Marlon Ames*  
LRC, APG, MD  
01 March 2016

*SSG Jerald T. Stapleton*  
LRC, APG, MD  
01 March 2016

## Setting Realistic Goals for the New Year



**Date:** January 14, 2016

**Time:** 1130-1230pm EST

**Location:** C4ISR Center of Excellence Campus, Building 6001, Fl 2, Room 224 (ACC Training Room)

Open to Installation Employees, Contractors, and Military

Non C4ISR Employees Must Register by Returning a Visitors' Form to the G1 POC by 8 JAN 2016

**Wellness Program POC:** Tiffany Grimes, 443-861-7901, [tiffany.l.grimes.civ@mail.mil](mailto:tiffany.l.grimes.civ@mail.mil)

# Awards

## Military Awards

### Meritorious Service Medal

**MSG Tara R. Widmer,**  
Command Group, APG, MD

### Army Commendation Medal

**SFC Rickie J. Allen,** LRC, APG, MD  
**SGT William A Tyson,** Command Group, APG, MD

## Civilian Awards

### Superior Civilian Service Award

**Dennis Christensen,** ISEC  
**Jeanne M. Wadle,** SEC

### Achievement Award for Civilian Service

**Maxwell Anum-Addo,** LRC  
**Jamal Gaskins,** LRC  
**JoAnn Lawson,** CSLA  
**Lauren LiPera,** LRC  
**Latoya Little,** LRC  
**Scott Mahoney,** LRC  
**Joseph Oslund,** CSLA

### Commander's Awards for Civilian Service

**Mark Cambrel,** SEC  
**Jane Wettig,** G5

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## CECOM G1 releases names of top C4ISR winners

The following personnel have been selected as **C4ISR Employees/Team of the Quarter** for the 4th Quarter/FY2015. Each will receive a **DA Achievement Medal for Civilian Service**.

*Congratulations go to:*

**C4ISR Employee - Senior Category** – John Antal, CECOM Logistics and Readiness Center

**C4ISR Employee - Mid-Level Category** – Kyle Swisher, CERDEC

**C4ISR Employee - Junior Category** – Brenda Thomas, CECOM Software Engineering Center

**C4ISR Team of the Quarter** – CECOM LRC's 1206 Team:

Team members: Carmen Wright, Team Leader | Teresa Farkas | Stacey Hill  
Debra Hood | Daniel Kim | Margaret Silvestro | Wilma Solivan | Manuel Soto

**Winners located at APG will be invited to a CECOM Awards Ceremony at a time to be determined.**

*Congratulations!!*

# Falls Do Kill... Tips to Help Keep Them from Happening!

A fall might not seem like the most serious kind of accident. Often, it is not. However, did you know the number one workplace killer is slips and falls? For FY15, Department of Army had three Army Team Members die because of a fall!



## The main causes of slips, trips, and falls in the workplace are:

- **Poor housekeeping:** Scrap on floors; spilled liquids; electrical, network or phone cords; equipment cluttering the aisles; all of these scenarios can lead to someone slipping and falling if we simply ignore these hazards. You may think someone else will take care of it, but that may not happen in time to prevent an accident.
- **Dangerous surface conditions:** Ice and snow, wet ground/floors, broken or cracked surfaces, protruding nails, different elevations which are unmarked, torn carpets, loose or curled mats and slippery finishes are all hazards.
- **Insufficient lighting:** Dim or incorrect lighting, glare in areas where it is dangerous or lights which flicker or "strobe" and cause perception difficulties.
- **Inattention to tasks:** Carelessness brought on by inexperience, horseplay, fatigue, or personal problems.
- **Not Heeding Warning Signs:** Hazard Warning signs are posted to protect personnel from injury. Look for these signs and follow their instruction! EX: WET FLOOR – Stop look closely at the surface: If WET, DO NOT ENTER; If DRY, PUT THE SIGN TO THE SIDE and enter the area.
- **Improper footwear:** Shoes which are not properly fastened, are too big, too small, have slippery bottoms or oversized heels.
- **Failing to follow prescribed procedures:** Not wearing proper protective equipment or using fall protection when or working on surfaces greater than 4 feet above the ground and keeping three points of contact working on ladders. When taking the stairs choosing not to hold the rail. CECOM has had FOUR falls on stairs since August (2 – fell only 2-3 steps, 1 tripped and fell up the steps and 1 fell down 9 stairs). Things in common with these falls: All FOUR were in a hurry; Three were not using the stair rail; Three had heels greater than one inch.

## Here are some ways to prevent this common but sometimes deadly kind of accident:

- Conduct regular safety inspections of your work area to identify and remove slipping and tripping hazards.
- Keep your work area and traffic areas free of tripping hazards such as stored materials, scrap, cables, cords and unnecessary equipment or tools. Tool boxes are common tripping hazards, so keep them out of the way.
- Close drawers and cabinet doors to prevent someone from falling over them.
- Promptly clean up all spills. Rainwater in a doorway, coffee on a hall floor or on stairs, or oil leaking from machinery are all common slipping hazards. Help keep the floors dry in lunchrooms and washrooms, too...IF YOU SPILL, take a minute to clean YOUR mess up.
- Watch where you are going. Don't try to walk while focusing on your smart phone (PUT THE PHONE AWAY), reading something, or carrying an object you can't see over.
- Don't walk backwards. Many tripping accidents occur when a person backs up and trips over something.
- Take your time; don't run or rush. It is especially important to slow down on wet floors, icy pavement, and sloped surfaces.
- Make sure the lighting is good in your work and traffic areas. Many accidents involving falls occur in dark storerooms and dim hallways.
- Have your vision checked regularly and change your prescription eyewear as required.
- Wear footwear that helps you to stay on your feet. Shoes should be well-fitting with low heels. Soles should be made of a non-slip material for most work situations. Footwear with treads or cleats may be called for in some jobs and weather condition.
- Wear low heels, slow down and hold onto the handrail when going up or down the stairs!

**REMINDER:** Check your work area and your work habits frequently to make sure you are doing all you can to prevent slips, trips, and falls. Practice good worksite housekeeping, wear well-fitting shoes, pay attention to where you are stepping, heed warning signs, clean up spills and use handrails when using the stairs.

# Tune Yourself Up for Winter Walking

Courtesy CECOM Directorate for Safety

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You wake up one morning to the heaviest snowfall of the season. You have to shovel the car out of the driveway. When you arrive at work, you realize no one has even cleared the snow away from the parking lot, walkways, or even building entrances. It's then that you realize that you should have worn snow boots.

With the impending onset of winter, many of us are focused on getting vehicles and driving habits tuned up for the next few months of snow, slush, and ice. That's great, but many people forget that they have to walk from public transportation or their cars to work and often as part of their job, too. Those who aren't prepared can put themselves at risk for not only hypothermia, but also nasty falls and other injuries.

## Ensure you are aware of these winter walking hazards...

- Reduced hours of daylight make it much more difficult for drivers to see pedestrians.
- Even though they are called winter boots, some products are much more about fashion than safety. A boot with a smooth sole will increase the hazard of slipping on ice or snow.
- In areas that lack sidewalks, plowed roads are often much narrower in winter. That means approaching drivers have less room to maneuver around pedestrians.
- Many sidewalks aren't cleared of snow, which then hardens into ice and makes walking dangerous.
- If someone is underdressed for weather conditions and it's so cold that all he or she can think of is getting inside a warm building, that person's eyes might be averted to the ground instead of watching for traffic.

- When road conditions get treacherous - especially in a hilly city or town, pedestrians and drivers alike may find themselves unable to stop. Imagine a pedestrian sliding into a busy intersection.
- Avoid exhaustion or fatigue because energy is needed to keep muscles warm.

## These winter walking tips can help keep you on your feet...

- Dress for the conditions. Ensure you are warm and visible to traffic.
- Wear footwear with slip-resistant soles. It may not be sexy, but it can help keep you upright.
- If sidewalks are impassible or there are not any, walk facing traffic as close as possible to the curb.
- Try not to carry heavy packages, which can affect your balance on slippery streets/sidewalks.
- Just because you have the right of way doesn't mean that traffic will be able to stop in slippery conditions. Don't step onto a crosswalk until traffic has stopped.
- Taking shorter steps and bending your knees slightly will reduce your chances of falling.
- Wear bright clothing or reflective gear at night.

Be prepared before you go to work in the cold. That's the key to meeting the challenges of winter work.

# "Function Analysis"

## The Core of Value Engineering

Article/photo courtesy CECOM Logistics and Readiness Center (LRC)

*Value Engineering (VE) is defined as an "organized/systematic approach to analyzing the function of systems, equipment, facilities, services, and supplies, etc. to ensure they achieve their essential functions at the lowest life cycle cost consistent with required performance, reliability, quality, safety, durability, effectiveness, or other desirable characteristics".*

**CECOM FY 15 VE goal is \$13.17M of cost savings or cost avoidance**

CECOM's Value Concepts Office (VCO) and AMCOM's Command Value Engineering (VE) & Life Cycle Cost Reduction team members Nancy Sims, AVS and Toni Hamilton, AVS, partnered to provide a SAVE International certified MOD I Value Engineering Workshop for CECOM VE point of contacts (POC) and other CECOM affiliates. The resources, provided by AMCOM and the training facilitated by John Sloggy, CVS, PE from Value Based Design, LLC, led to an enhanced knowledge of function analysis – The core of Value Engineering. The workshop, a 40 hours session was held April 27 – May 1, 2015 at the Mallette Training Facility on Aberdeen Proving Ground, Maryland.

The MOD I Workshop training objective introduced the concept of Value Management; as well as, practical applications and techniques to problem solving. During the week long training, the participants learned that value methodology can be a powerful problem-solving tool, when applied appropriately, that can reduce costs while maintaining or improving performance and quality requirements. The methodology can improve the value of a project, system, facility, process, or equipment through the analysis of functions. Some participants acknowledged that this methodology can currently be applied within their organization to areas that are in need of enhancements or improvement as well as cost reductions.

**The Value Methodology is applied using the process known as the "Job Plan"**



**One common matrix used in the function analysis phase to study process flow is the "Function Analysis Systems Technique (FAST) Model)**

Function Analysis is the foundation of the VE methodology and it is what separates VE from all other problem-solving and/or improvement processes/practices. Value methodology places emphasis on the function analysis by using two words, an active verb partnered with a measurable noun, to describe the function. For example, one function of a CECOM generator is to “transmit energy”. Determining a function may appear easy, but as many of the VE POCs and Integrated Logistics Support Managers (ILSM) concluded, it took some thought in identifying the actual function of a project. Once the main functions of a VE project are determined, a VE study team reviews the previously developed functions to determine which of them could potentially lead to an improvement. “It may be project functions that seem to have performed inefficiently or with more than expected cost.” Functions become the focus of the value methodology team in their quest for improvement.

During the creative phase of the job plan, the team identifies other ways to perform the project’s function(s). Next, the team evaluates the process to select those specific ideas that offer the potential for value improvement in conjunction with delivering the project’s function(s). Following with the development phase, the team develops selected alternative for consideration. Finally, the team is ready to present to leadership their value engineering proposal for approval. Each phase, except the information phase, focuses on functions.

The target audience of VE workshop was the Logistics Readiness Center (LRC) Weapon System Directorates (WSDs) VE POCs, select Integrated Logistics Support Managers, recently assigned VE POCs for Communications Security Logistics Activity (CSLA) and Software Engineering Center (SEC), two representatives from the CECOM G-8 staff, and VCO team.

This is the first year that ILSMs and the G8 staff participated in the workshop. ILSMs were selected based on their expertise and knowledge, as well as their position to identify potential VE opportunities; whereas the G-8 staff attended because of their role in validating CECOM’s VE cost savings/cost avoidance proposals at the completion of each project. VE POCs had an advantage going into the workshop, their familiarity with VE. As

CERDEC Product Realization Directorate (PRD) embedded engineers, they are responsible for assisting the workforce in identifying VE opportunities, and completing and submitting Value Engineering Proposals (VEPs) to the VCO. The overall learning experience and practical exercises for both VE POCs and ILSMs were positive. A couple of the attendees stated that VE could be a valuable tool used within their work area.

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*As fiscal year 2015 progresses, it is important for members of the CECOM community to continuously think about applying VE to their work. VE can be a valuable tool that could potentially save time and money if applied using the principles of function analysis.*

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If anyone has any further questions regarding Value Engineering or potential projects contact the CECOM Value Concepts Office (Joyce Jamison, joyce.a.jamison.civ@mail.mil or Amanda Kerchevale, amanda.n.kerchevale.civ@mail.mil).



**Core of Value Engineering workshop attendees, and their facilitator, proudly display the certificates they earned during their 40-hour workshop training session.**

# Innovation system links Army networks with allies, agencies



**Joe Marinich, participating in the Joint Users Interoperability Communications Exercise at Aberdeen Proving Ground, Md., June 24, 2015, uses a Multimedia Gateway to allow the Federal Emergency Management Agency to communicate with various Army National Guard units and the Marines at Camp Pendleton, Calif.**

**By David Vergun**

ABERDEEN PROVING GROUND, Md. (Army News Service, June 25, 2015) -- An orchestra sounds better if everyone's on the same sheet of music. Having everyone on the same sheet of music also applies to all participants in a military operation or homeland security emergency response.

Trouble is, the Department of Defense, Department of Homeland Security, first responders like the National Guard and State Police, as well as partner-nation militaries, are all on different sheets of music, since each developed its own unique network, which may or may not communicate well with the others, John Kahler said.

Rather than rebuild a new, compatible network for everyone from scratch - an undertaking

that would be prohibitively expensive and time-consuming - a bridging capability called Multimedia Gateway, or MMG, was developed to facilitate cross-talk between existing networks, even legacy ones, he said.

Kahler, an Army civilian, is chief of the Joint On-demand Interoperability Network, or JOIN. He and cyber warriors from every military branch and 11 partner nations, including Poland, were here participating in the 22nd annual Joint Users Interoperability Communications Exercise, or JUICE, a U.S. Army Communications-Electronics Command event sponsored by the U.S. Strategic Command.

This was the first year MMG was incorporated into JUICE, with the Federal Emergency Management Agency, or FEMA, participating in a successful validation process, he said.

Validation means that MMG was rigorously tested to ensure FEMA communications flowed smoothly across the Department of Defense and other agencies. All of the testing took place in a hostile, real-world, real-time environment, he said. There was nothing academic about it.

It was considered hostile because state and non-state actors were actively trying to hack into the system. The Army shared its tactics, techniques and procedures, or TTPs, with FEMA for dealing with all the mischief, he added.

It's a big deal that FEMA and DHS are actively participating in JUICE this year and are adopting MMG, Kahler said, because of Executive Order 13618 of July 6, 2012, "Assignment of National Security and Emergency Preparedness Communications Functions."



*Now, besides just the military having secure communications during an emergency, other agencies have developed "new, out-of-band communications capability for continuity of government and state communications in the event we lose current communications infrastructure," he said. "When you start supporting executive orders, that's pretty significant."*



Executive Order 13618 was predated by the original order going back to President Abraham Lincoln, authorizing the Army to take over commercial communications in advent of an emergency, Kahler said, noting that the telegraph was the Internet of those times.

Bruce Oehler, a contractor for MMG, explained that continuity of government doesn't just include people in data centers. Anyone with a phone, iPad, radio or laptop anywhere could be authenticated and log onto the secure network. So DHS drone images, for example, could be shared with the Guard and the Guard could share its imagery or other content.

Even hospitals and fire stations are using MMG, he said, since they're also an integral part of the first responders.

Besides using MMG to communicate with the Department of Defense at JUICE, DHS is learning to monitor its network for attacks by reviewing logs to find peculiar patterns, Oehler said. Attacks can even come from addresses or countries considered normally safe, he said. "We know what networks are supposed to be doing so we can detect differences" in normal traffic and pick out anomalies.

Should an anomaly occur, DHS personnel are learning how to isolate that portion of the network so possible infections don't spread. Rules or protocols are used to contain any damage. Protocols are continually updated and revised as new threats emerge.

Kahler said that a Red Team or opponent force doesn't need to be created at Aberdeen or within the Department of Defense, because it's under continual attack.

He added that it's a lot better getting all the communication pieces in place now, rather than in a time of war or national emergency.

“The CECOM Connection”

# History Quiz

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*How much do you think you know about the U.S. Army CECOM Life Cycle Management Command? Test your awareness. Read Column A, then place the correct numerical response in the appropriate blank in Column B.*

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## Column A

1. MG Edwin H. Armstrong
2. Dr. Walter McAfee
3. BG Dawson Olmstead
4. MG John K. Stoner, Jr.
5. COL Arthur S. Cowan
6. MG Donald M. Babers
7. MG Robert L. Nabors
8. MG Stuart S. Hoff
9. MG William H. Russ
10. MAJ George E. Mitchell

## Column B

- \_\_\_a. “The first responsibility of a leader is to prove himself to his followers.”
- \_\_\_b. First Commanding General of ECOM
- \_\_\_c. Participated in the “Diana Project” that resulted in our first contact with the moon
- \_\_\_d. Held 42 patents, allowed the free use of them by the U.S. Army during WWII
- \_\_\_e. First Commanding General of CECOM
- \_\_\_f. Led CECOM through the tragic events of September 11, 2001
- \_\_\_g. First African American Commanding Officer of Fort Monmouth
- \_\_\_h. Served as the 3rd & 8th commander of Fort Monmouth
- \_\_\_i. Served in the Spanish-American War, and graduated from the Army Signal School
- \_\_\_j. First General Officer to command Fort Monmouth

**Answer Key:** 1.(d), 2.(c), 3.(i), 4.(a), 5.(h), 6.(e), 7.(g), 8.(b), 9.(f), 10.(i).

# CECOM 2015 in Review

This year found CECOM involved in a number of projects and events. Take the quiz below and test your memory and awareness of what went on. Circle your answer, then check the answer key to see how well you've done.

- 1. In June, CECOM launched the Cyber Battleground Range to provide Soldiers**
  - a. Opportunities to try out for the ranger badge in a more appropriate setting
  - b. A realistic environment to test and apply skills reinforced by classroom training
  - c. More career choices in tomorrow's cyber-focused Army
  - d. A means of zeroing their weapon without using paper targets
- 2. Who became the new Executive Deputy to the CG of the Army Materiel Command?**
  - a. Sandra Landbeck
  - b. Ms. Lisha Adams
  - c. Stephanie Rawlings-Blake
  - d. Ms. Candace Burnette
- 3. Which is NOT a reason why you should participate in AEOP?**
  - a. Mentoring allows for setting and gaining actual research experience.
  - b. National competitions offer opportunities to compete for scholarships.
  - c. STEM students rarely require much time and instruction.
  - d. Real-world research opportunities will open the door to more creative thinking.
- 4. To whom did Gen. Dennis L. Via present a Hall of Fame award in November?**
  - a. Mr. Fred Clas
  - b. Mrs. Jackie Robinson
  - c. Mr. Charles Ainsworth
  - d. Sen. Barbara Mikulski
- 5. This organization was reaccredited as a top education, care facility.**
  - a. Karing For Kids Learning Center, Aberdeen
  - b. Tobyhanna Child Development Center
  - c. Sierra Summit Academy, Ft. Huachuca
  - d. Forest Glenn Annex Child Development Center
- 6. The CHP groundbreaking ceremony held at APG South in May was for what?**
  - a. A new combined heat and power plant
  - b. More parking spaces and a break area
  - c. An electronic marquee display tower
  - d. The planting of cherry blossom trees for area beautification
- 7. Which set of CECOM leaders departed APG in recent weeks?**
  - a. Rivers and Abuhantash
  - b. Miranda and Peterson
  - c. Vetter and Etheridge
  - d. Esparraguera and O'Connor
- 8. Joint Land Attack Cruise Missile Defense System (JLENS) is designed to**
  - a. Guide ground troops through tough terrain at night
  - b. Act as an alert system that includes all branches of service during emergencies
  - c. Provide persistent, line-of-sight radar surveillance and precision track quality data
  - d. Reduce the amount of time needed to process missile reports
- 9. In October, members of the Maryland General Assembly met with CECOM leaders to**
  - a. Discuss making bus service available from APG to Bel Air
  - b. Review APG's impact on military cyberspace operations
  - c. Lay out government housing and highway infrastructure challenges
  - d. Focus on employment opportunities for local community residents
- 10. Who was the guest speaker for this year's "Why We Serve" event?**
  - a. Sgt. Maj. of the Army Daniel A. Dailey
  - b. Col. Federica King
  - c. Pfc. Martha McGinnis
  - d. Maj. Gen. Linda L. Singh

**Answer Key:** 1(B), 2(B), 3(C), 4(A), 5(B), 6(A), 7(D), 8(C), 9(B), 10(D)

# Scholarships for Military Children

Commissaries accepting applications starting Dec. 15

By Mike Perron, DeCA public affairs specialist

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**Note:** Previous version had an error in the instructions for submitting an application for the scholarship program. Applications may not be submitted online.

For a video related to this release, click on <https://www.youtube.com/watch?v=JoC4Zknn114>.

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FORT LEE, Va. – Now entering its 16th year, the Scholarships for Military Children Program will be accepting applications from eligible students beginning Dec. 15 at commissaries worldwide.

A total of 700 scholarship grants, each worth \$2,000, will be awarded for the 2016-17 school year. Those students selected for the honor will join nearly 9,000 who've been awarded more than \$13.9 million in scholarship grants over the last 15 years.

At least one scholarship will be awarded at every commissary location where qualified applications are received. Additional recipients will be selected based on a prorated basis, so more scholarships will be awarded at those commissaries with larger numbers of applicants.

To qualify for consideration, applicants must be a dependent, unmarried child, younger than 21 — or 23, if enrolled as a full-time student at a college or university — of a service member on active duty, a Reserve or Guard member, retiree or survivor of a military member who died while on active duty, or survivor of a retiree.

Applications must be hand-delivered or shipped via U.S. Postal Service or other delivery methods to the commissary where the applicant's family normally shops by close of business Friday, Feb. 12, 2016. Applications cannot be emailed or faxed.

Applicants should ensure that they and their sponsor are enrolled in the Defense Enrollment Eligibility Reporting System database and have a military ID card. The applicant must attend or plan to attend an accredited college or university, full time, in the fall of 2016 or be enrolled in studies designed to transfer to a four-year program.

Students who are awarded a full scholarship or receive an appointment to one of the military academies or affiliated preparatory schools are not eligible to receive funds from this program. A full scholarship is usually defined as one that provides for payment of tuition, books, lab fees and other expenses.

Fisher House Foundation, a nonprofit organization that helps service members and their families, administers the program. Scholarship Managers, a national, nonprofit, scholarship management services organization, manages and awards the scholarships.

The commissary's industry partners — vendors, suppliers and manufacturers — and the general public donate money to the program, and every dollar donated goes directly toward funding the scholarships.

For more information, students or sponsors can visit [www.militaryscholar.org](http://www.militaryscholar.org). You can also call Scholarship Managers at 856-616-9311 or email them at [militaryscholar@scholarshipmanagers.com](mailto:militaryscholar@scholarshipmanagers.com).

**About DeCA:** The Defense Commissary Agency operates a worldwide chain of commissaries providing groceries to military personnel, retirees and their families in a safe and secure shopping environment. Commissaries provide a military benefit and make no profit on the sale of merchandise. Authorized patrons purchase items at cost plus a 5-percent surcharge, which covers the costs of building new commissaries and modernizing existing ones.

By shopping regularly in the commissary, patrons save an average of 30 percent or more on their purchases compared to commercial prices – savings amounting to thousands of dollars annually. A core military family support element, and a valued part of military pay and benefits, commissaries contribute to family readiness, enhance the quality of life for America's military and their families, and help recruit and retain the best and brightest men and women to serve their country.

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## Stay Connected to Your Commissary Benefit

**COMMISSARIES.COM:** Visit [www.commissaries.com](http://www.commissaries.com) to learn more about the Defense Commissary Agency: check out the latest news, find a store near you, see what's on sale, create a shopping list, learn of food and product recalls, scan employment opportunities, read frequently asked questions, submit a customer comment form online through DeCA's Your Action Line and more.

**COMMISSARY CONNECTION:** Stay connected with the latest news about your most valued benefit, Hot Links to additional savings, shopping sprees, contests, commissary promotions, events and more, go to [www.commissaries.com/subscribe.cfm](http://www.commissaries.com/subscribe.cfm) and subscribe to the Commissary Connection newsletter.

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**YOUTUBE:** To see DeCA's latest videos, visit [www.youtube.com/DefenseCommissary](http://www.youtube.com/DefenseCommissary).

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### NEWS RELEASE

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# Wellness

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## Setting Realistic Goals for the New Year:

14 JAN 2016 (1130-1230) ACC Training Room, Building 6001, Floor 2, Room 224, VTC available The C4ISR Wellness Committee invites you to attend our Setting Realistic Goals for the New Year Informational Session where the speaker will discuss how to create realistic weight loss goals for the New Year, as well as how to make healthier eating choices and the importance of portion control.

## New Year-Improve Your Credit Score:

21 JAN 2016 (1130-1230) ACC Training Room, Building 6001, Floor 2, Room 224, VTC available The C4ISR Wellness Committee invites you to attend our New Year-Improve Your Credit Score Informational Session where Susan Manning, Freedom Federal Credit Union, will share tips on understanding what your credit score means, why it is important, how credit scores are weighted, ways to improve your credit score, and how to maintain an excellent score!

## Vision Screenings (APG ONLY):

28 JAN 2016 (1100-1300) Myer Auditorium, Building 6000. The C4ISR Wellness Committee invites you to attend our Free Vision Screenings and Eye Health and Wellness Education Booths.

The vision screening consists of 3 painless tests that will assess your color perception, visual acuity, and peripheral vision.

The participants will receive an Amsler Grid and instructions on how to test your vision at home. The Amsler Grid is a useful tool to detect certain visual disorders such as macular degeneration and glaucoma.

### Additional Eye Health and Wellness information offered will include:

- At Risk Assessment Evaluation – Are you at Risk for Eye Disease?
- Simple Tips for Healthy Eyes
- Computer Vision Syndrome
- Heart Disease and Eyes
- Diabetes and Eyes
- Glaucoma
- UV Radiation and Your Eyes



### **Please Note:**

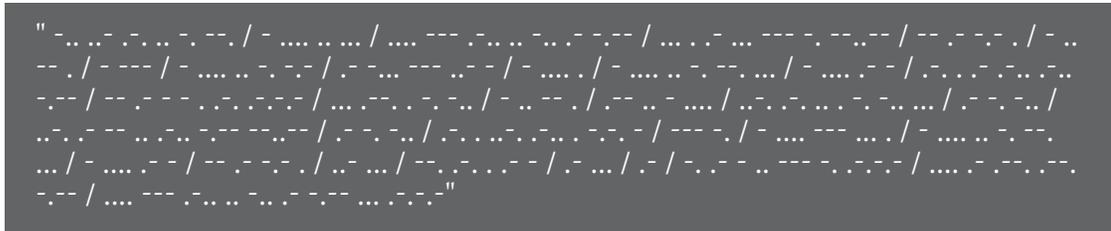
*These vision screening procedures are NOT a complete professional examination and should not be taken as such.*

*Only a comprehensive eye and vision examination can evaluate your overall eye health and vision status.*

*The American Optometric Association recommends a dilated eye exam every two years for adults under 60 years of age; adults 61 and older, every year.*



# CECOM DOTS and DASHES



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

**Morse code for - "During this holiday season, make time to think about the things that really matter. Spend time with friends and family, and reflect on those things that make us great as a nation. Happy holidays."**

DISCLAIMER: Dots and Dashes is an authorized CECOM publication for the CECOM workforce. This publication focuses on awards, achievements, people and events internal to CECOM as well as topical and policy updates from staff. Contents of Dots and Dashes are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of the Army, or CECOM. The content of the publication is the responsibility of the U.S. Army CECOM Chief of Public Affairs, Gregory Mahall. The newsletter is published monthly and distributed electronically via email. It is posted to the CECOM SharePoint site at: <https://cecom.aep.army.mil/cecom/home/default.aspx>

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