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# GLOBE



*Serving the military and civilian community for the Defense Language Institute Foreign Language Center and the Presidio of Monterey*



**CSM Patton retires**





Incoming installation command sergeant major, Command Sgt. Maj. Michael Shaughnessy (left), stands at attention with Staff Sgt. Jason Kennington (Marine Corps Detachment), Master Sgt. John Holsonback (Air Force Element), CTIC Carlos Febus (Center of Cryptology Detachment Monterey), and Sgt. 1st Class Albert Armstrong (229th Military Intelligence Battalion) during the ceremony. (Photo by Petty Officer 2nd Class Grant Probst)

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mother, thank you for supporting me throughout my Army career.”

Patton also praised the senior NCO Corps at DLI for keeping him informed and supporting the best Better Opportunities for Single Service Members, or BOSS, program in the Army. The BOSS program won first place this year in the small installation category for its recreational programs supporting single service members. He also mentioned that we have the best drill sergeants in the Army.

Patton also thanked two outstanding civilian leaders, Rep. Sam Farr, D-Carmel, and DLI Provost Dr. Ray Clifford, for supporting DLI through the years.

“Thank you Representative Sam Farr for your DLI support and the many new buildings you helped fund,” said Patton. “Dr. Ray Clifford, you are the DLI ‘God’

with what you did for DLI, and you helped us maintain great relations with local communities.”

Command Sgt. Maj. Shaughnessy addressed the audience and asked everyone for the same support that they had given to Patton.

Shaughnessy came into the Army in 1977 and completed the DLI Basic Arabic Course in 1978 and follow-on military intelligence training at Goodfellow Air Force Base, Texas. Later on, he took some language refresher courses and served as the DLIFLC career manager for military language instructors. He served in different NCO leadership positions from squad leader up to senior instructor. He worked as an electronic warfare/signals intelligence voice interceptor and instructor.





**Command Sgt. Major Eugene Patton III stands with his wife Christina and family before the change of responsibility and retirement ceremony Nov. 19. (Photo by Petty Officer 2nd Class Grant Probst)**

Shaughnessy's assignments took him to Fort Campbell, Ky.; Germany and Greece; Fort Devens, Mass.; Fort Meade, Md.; the Presidio of Monterey and Fort Gordon, Ga. He also deployed overseas supporting Operations Desert Shield/Storm, Restore Hope, Uphold Democracy and Operations Enduring Freedom and Iraqi Freedom.

Command Sgt. Maj. Shaughnessy graduated from the University of Pittsburgh with a bachelor's degree in economics and political science. He has a master's degree in international relations from Troy State University. His military education includes the DLI Arabic course, 98G voice interceptor training, air assault course, the Basic Technical Course for 98G, Primary Leadership Development Course, Basic Instructor/Trainer Course and the Anti-Terrorism Instructor Course. Shaughnessy also graduated from

the Advanced Noncommissioned Officer Course for 98G, the Department of Defense Strategic Debriefing and Interrogation Course and the Command Sergeants Major Course at the Sergeants Major Academy, Fort Bliss, Texas.

His awards and decorations include the Bronze Star Medal, the Meritorious Service Medal with two oak leaf clusters; the Joint Service Commendation Medal, the Army Commendation Medal with oak leaf cluster, the Southwest Asia Service Medal, the Liberation of Kuwait Medal, the Liberation of Kuwait Medal for service in Saudi Arabia and the Global War on Terrorism Expeditionary Medal.

Shaughnessy is married to the former Dr. Kathleen Warthan. He has two married daughters from a previous marriage and four grandchildren.



# Senior enlisted advisor reflects on Institute's changes

BY BOB BRITTON

Command Sgt. Maj. Eugene Patton III, the senior enlisted advisor for the Defense Language Institute Foreign Language Center for the past four years, had noticed several improvements on the Presidio of Monterey campus. He retired with 30 years of Army service on Nov. 19.

Changes included an increase in student populations and proficiency levels, and more languages, classrooms and barracks facilities. The military language instructor positions were upgraded to noncommissioned officers instead of lower ranking enlisted people. Another improvement was the Better Opportunities for Single Service Members or BOSS program for junior enlisted members.

## BOSS program

One of his proudest accomplishments was starting the BOSS program for single junior enlisted people living in the barracks. These service members have a direct link to the Institute's command group to air their grievances or recommend changes to help the single people improve their quality of life. One of their suggestions recommended that a coffee shop be built within the Presidio of Monterey campus. This will happen sometime in the future.

"Once I got involved with setting up the BOSS program, I loved the program," said Patton. "It meant so much to me, especially since about three-quarters of our students were single service members. We needed to allow them to have a voice in some way, shape or form."

Terry Siegrist and his Outdoor Recreation staff worked closely with the BOSS program to give single service members adequate recreational opportunities. These included snow skiing trips to Lake Tahoe, local scuba diving, hang gliding, paintball and

other activities. These events allowed the barracks occupants to get away from the stressful classrooms and studying for weekends of relaxation and recreation.

"The DLI BOSS program had won several awards since I had been here," said Patton. "We sent four or five people to the annual BOSS competition in Washington, D.C. Our BOSS program competed against worldwide chapters for BOSS awards and money. We had won \$1,000 three years in a row. The first time we competed, we won a third place and the second time we got two second places. The third time we got a first place for best small installation BOSS program and a second place for best event for a small installation. Last year they won another first-place award and money."

BOSS competition judges looked for three things in the annual event: community activities and volunteerism, working with quality of life issues with the command group, and involvement with installation recreational activities where they could spend the money the BOSS members earned from the competition. During each annual competition, all BOSS chapters submitted a two-minute or less videotape or similar package highlighting their installation programs.

## Military Language Instructors

Besides the BOSS program, Patton helped improve the military language instructors program, started the military and Defense Department linguist of the year recognition, originated the linguist creed and brought back a World War II motto. "Before I got here, we had some E-4s filling military language instructor positions," said Patton. "I changed that back to E-6s and E-7s. That's what MLIs are now. We needed the Training and Doctrine Command's or TRADOC's help to get more MLIs on board. Civilian instructors rely heavily on the MLIs not

only for teaching about military subjects and talking about their own field experiences, but also they realized the importance of the military topics to the students. The MLIs have a wealth of experience with the language and are excellent linguists in their own right. MLIs helped the civilian instructors with mentoring, counseling, and other things they needed to do as noncommissioned officers."

## Linguist of the Year program

Patton and others recognized the value of military linguists, so he inaugurated an Army Linguist of the Year program. This was successful and evolved into the present day Defense Department Linguist of the Year competition for all four services.

"In 2003, an Army staff sergeant Arabic linguist won the DoD Linguist of the Year honors," said Patton. "He was an Arabic linguist who learned Pashtu on his own in the deserts of Afghanistan and saved many lives. In 2004 a Marine linguist won the award. We have linguists all over the world doing great things.

"Our linguist of the year competition board, consisting of all E-9s on post from the different services, decided that the Marine was the winner," said Patton. "Everybody had a chance to win, and we don't have to be at war for the linguist to win. We had some great peacekeeping missions out there."

## Language Creed/Motto

Patton created the DLIFLC linguists' creed, where none existed before; and he brought back a World War II motto, "Yankee Samurai," that Nisei soldiers used to describe themselves and their jobs as linguists.

"Yankee Samurai means great studied warrior, so we have warriors for peace and warriors for war," said Patton. "Linguists are great people who have done great things. They could be native linguists and still do great



things. General Joseph W. Stilwell was a great linguist who never studied a language at DLI, but he learned Chinese through his assignments to China.”

### DLI Improvements

DLI started its own associate’s degree program a few years ago. Now the students can receive their AA degree either through the Institute or through Monterey Peninsula College.

Recently, the federal government approved \$6 million for the Presidio to build a separate dental clinic next to the health clinic. This will increase the capacity at the dental clinic and the medical clinic. Both clinics serve

military people at DLI, the Naval Postgraduate School, Camp Roberts, Fort Hunter Liggett and other eligible personnel in the region.

“Since I had been here, we stood up an Asian School, a task force for the Global War on Terrorism and a School for Continuing Education,” said Patton. “We took the positions out of hide, but we needed more funds for admin and MLI support for the new schools.”

After Sept. 11, 2001, the Institute started a task force preparing linguists for unknown Middle Eastern languages to help fight the global war on terrorism. The Air Force was the first service to recognize the importance of learning the languages of Dari, Pashtu and Uzbek for Afghanistan and other area

countries. Shortly thereafter, the DLI command group convinced higher headquarters in the Pentagon about the importance of teaching these new languages at DLIFLC.

Command Sgt. Maj. Patton credited Dr. Ray Clifford, the DLI chancellor, with better quality teachers and improved student proficiency levels in their language. Many of these changes happened within the past 20 years.

“Dr. Clifford had been a huge influence at DLI within the past 25 years in the changes that have gone on,” said Patton. “In 1984-1985, we didn’t put an emphasis on language proficiency levels. Now, our feet are

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(Left to Right) Command Sgt. Maj. Eugene Patton III, the former senior enlisted advisor for the Defense Language Institute Foreign Language Center, gives a DLI Certificate to Chief Master Sgt. of the Air Force Gerald Murray. Patton retired on Soldier Field Nov. 19. (Photo by PHAN Bryan Taylor)





Command Sgt. Maj. Eugene Patton III stands with Defense Department linguists of the year at the conclusion of the Command Language Program Managers conference held at the Hyatt Regency Hotel on Oct. 21. Top linguists of the year (from L-R) included Navy Petty Officer 2nd Class Luis Aguilar-Figueroa; Army Spc. Joseph Drown; and Air Force Staff Sgt. Kelly Bales. Marine Gunnery Sgt. Donovan Martinez, a Korean linguist from the 1st Radio Battalion, stood in for Marine Staff Sgt. Scott Strykowski, who was voted the DoD Military Linguist of the Year. (Photo by Petty Officer 2nd Class Grant Probst)

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put to the fire and our hands are tied. Our linguists must have proficiency levels of 2 in listening, 2 in reading and 1+ in speaking in the Defense Language Proficiency Test or DLPT to graduate.”

Future plans might call for 2+/2+/2 levels for the field linguists, but not all services agree with that assessment. The Navy, where linguists are mostly cryptologists, wants all Sailors to reach 3/3/3 levels. However, the Marines and Army don't think that all linguists need to reach 2+/2+/2, let alone reach for the 3 levels.

The Department of the Army funds DLI programs, mostly for the basic language courses.

“In 2004, we were planning out for

fiscal year 2007,” said Patton. “The services took a wild guess and said we needed this many seats in certain languages in intermediate and advanced. Later on, the services will come back in two years and say we didn't need extra seats for the intermediate and advanced courses, but we needed more seats for the basic courses or more seats in certain languages.”

### More languages, more students

When Patton arrived at DLI four years ago, the Institute taught 21 languages, and now that total is up to 26 languages. Some languages, like Polish and Vietnamese have been

dropped and replaced with other languages. Some low-volume languages with few students are being taught by contract service in the Washington, D.C. area, at DLI Washington through six contracted language schools in that area.

Within the past four years, the DLI student population increased from 1,900 up to 3,600 students. That meant more barracks, more classrooms and more administrative spaces.

“It's hard to learn a language, its culture and its customs,” said Patton. “We were not used to the cultures of the different countries we went into, such as the Middle East. We wanted to share our way of life, especially freedom for people in other countries like the Middle East. We needed to



learn more about other cultures and customs and understand people from other countries.

"Now field commanders want a linguist assigned to every patrol in the Middle East, doing other things besides civil affairs or psychological operations or military intelligence," said Patton. "Commanders need linguists on patrols who understand the people, their culture and customs and who can communicate with the people. That also applies to supply sergeants getting beans and bullets to the troops. That's where we want to be in the future."

### Future space requirements

The Institute is tight on space now for students and classrooms. However, future plans call for more buildings to be constructed on the Presidio, including two instructional facilities and more barracks. Another 88-person barracks was opened in December. Other alternatives include leasing two recently closed schools of the Monterey Peninsula Unified School District that are close to DLI.

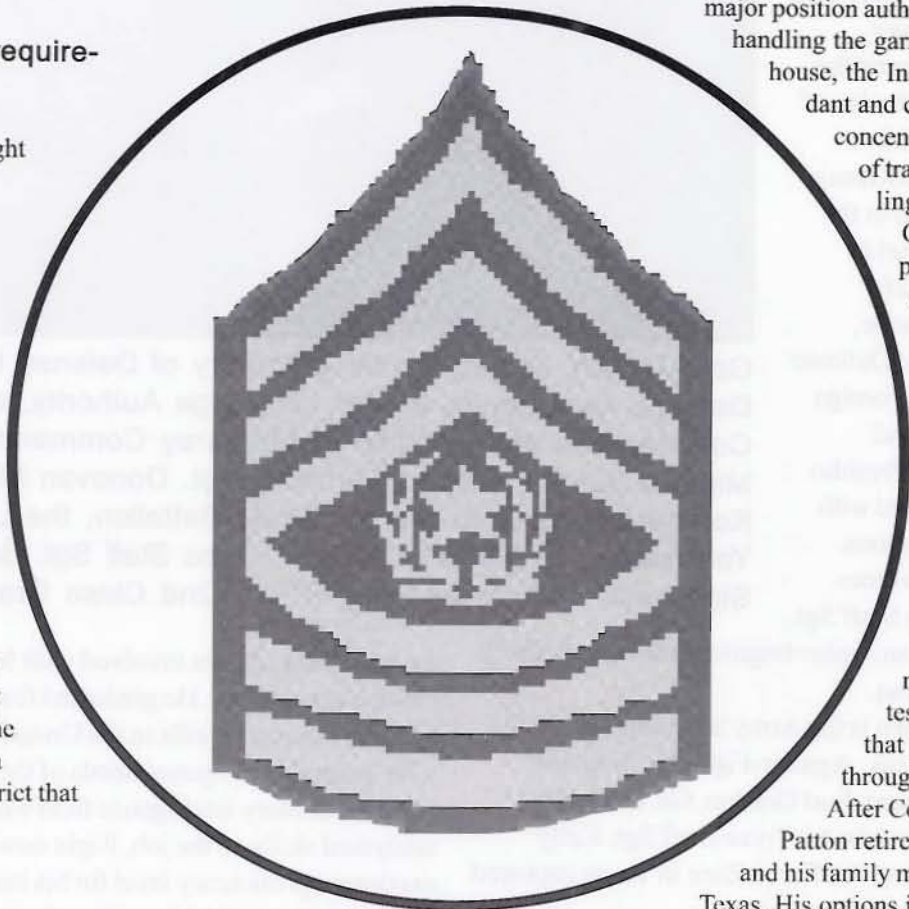
### Pet peeves

Command Sgt. Maj. Patton had two pet peeves, which had given him the most heartache.

"I would say the lack of an adequate club, like the Edge Club, had been a great disappointment for me," said Patton. "I thought it was important that service members had a place they can call their own. They haven't had that since I've been here. I tried my best to get MWR to open the club during the week for the service members, but that didn't happen. Troops say they want to have a place of their own to spend their money on post.

"The other big disappointment is that

we had close to \$8 million in escrow from selling the two Fort Ord golf courses," said Patton. "We spent some of that money on the two tracks at Price Fitness Center and the Hilltop track by the Post Exchange. At one point, that gym at Price Fitness Center had a design on it to build out even further than it is now to include a swimming pool. The pool never came to fruition because we ran out of money when Price was built. We needed to put some of that escrow



money into a swimming pool for nighttime use, especially for the Navy and Marines who had a requirement to be able to swim.

"Navy SEALs and other sailors and Marines used the Monterey Sports Center, but they had to pay to use the facilities," said Patton. "If we had a swimming pool, people would use it.

"That escrow money from the golf courses was taken away and given to the Installation Management Agency or IMA for garrison use," said Patton. "IMA came in, said the Institute wasn't using the money, wanted that money

and took it from us. Now, we were getting some of it back to build the proposed cafe in the middle of the quadrangle area. We could have used some of that escrow money to invest in a club or swimming pool, and we would be better off for it."

### Satisfaction and retirement

Several things had given Patton the most satisfaction during his four-year tour. These included granting the AA degree and starting up IMA and getting an IMA command sergeant major position authorized. With IMA handling the garrison side of the house, the Institute's commandant and commander can concentrate on the mission of training military linguists.

Other DLI accomplishments include: starting a new Military Occupational Specialty of 09L or translator/interpreter for Reserve forces, tapping into Heritage or native-born speakers of the different languages and experimenting with making the DLPT test into a digital test that people can take through a computer.

After Command Sgt. Maj.

Patton retired on Nov. 19, he and his family moved to Dallas, Texas. His options included using his top-secret military clearance in a civilian capacity, using his linguist ability in a civilian business, working with veterans, or using his GI Bill for some vocational training. Another option would be studying something in the medical field, such as in physical therapy. His ultimate goal was returning to his native Tennessee and building a log cabin on a lake near a golf course.



# DLI announces linguists of the year

BY BOB BRITTON

The Defense Language Institute's senior enlisted noncommissioned officers have announced the winners in the 2<sup>nd</sup> Annual Defense Department Linguist of the Year competition. Command Sgt. Maj. Eugene Patton III, the former DLI senior enlisted advisor, named the winners at the conclusion of last year's Command Language Program Managers conference held at the Hyatt Regency Hotel in Monterey on Oct. 21.

Col. Michael Simone, commandant of the Defense Language Institute Foreign Language Center and commander of the Presidio of Monterey, assisted with the award presentations.

This year's top winner was Marine Corps Staff Sgt.

Scott Strykowski, an Arabic linguist who served in both Afghanistan and Iraq.

Spc. Joseph Drown is the Army's top linguist. Petty Officer 2<sup>nd</sup> Class Luis Aguilar-Figueroa, from the Naval Security Group, Fort Gordon, Ga. earned the Navy's top honor, while Air Force Staff Sgt. Kelly Bales from Lackland Air Force Base in Texas captured his service's honors as best linguist.

"The DLI Linguist of the Year selection board selected the four finalists out of tens of thousands of Defense Department linguists," said Patton. "Nominees were selected based on their accomplishments, on their devotion to duty, on their linguistic ability and supporting the war fighters."

Staff Sgt. Strykowski had back-to-back-to-back deployments to Afghanistan, Iraq and back again to Iraq. He wasn't at the ceremony because he had just returned from an overseas deployment and needed to spend some time with his family. Gunnery Sgt. Donovan Martinez accepted his award on his behalf.

Staff Sgt. Bales has been an Air Force linguist for



**Gail McGinn, Deputy Under Secretary of Defense for Plans, Defense Department Senior Language Authority, and DLIFLC Commandant and Presidio of Monterey Commander Col. Michael Simone present Gunnery Sgt. Donovan Martinez, a Korean linguist from the 1st Radio Battalion, the Linguist of the Year award on behalf of Marine Corps Staff Sgt. Scott Strykowski. (Photo by Petty Officer 2nd Class Grant Probst)**

several years and got involved with his Air Force and civilian community. He graduated from DLI in 2001 and used his language skills in the United States. He works with general intelligence needs of the Air Force. Bales likes the military intelligence field where he uses his analytical skills on the job. Right now he is at the maximum proficiency level for his language and doesn't need to return to DLI for either the intermediate or advanced course. Later on, he would consider returning as a military language instructor.

"I'm very privileged to earn this honor as there are a lot of people out there who deserve this award," said Aguilar-Figueroa. "I enlisted in 1999 and went through the DLI Hebrew basic course and also am qualified in Spanish. I work in the Regional Signals Operations Center at Fort Gordon, Ga. I've been stationed at Fort Gordon for four years, but the first two years, I was teaching at the language center there. I like being stationed at an Army post as we have a small Navy detachment there. In the future I would like to return to DLI and maybe study Persian Farsi."



# Worldwide language managers attend conference

BY BOB BRITTON

Military linguists from the field and Defense Language Institute staff and faculty want the Institute to increase student proficiency levels in the future. Command Language Program Managers attended the annual CLPM conference at the Hyatt Regency Hotel the week of Oct. 18. "Language is our Weapon" was the theme of the conference, which drew military linguists from around the country.

Col. Michael Simone, the DLI commandant and Presidio of Monterey commander, mentioned that DLI's mission is training and producing proficient military linguists to prepare them for operational assignments. DLI focuses on education and training, sustainment and support, assessment and language research and evaluation.

Col. Simone listed current data on DLI on students, courses and other facts. DLI teaches about 3,200 student linguists with 2,900 of them being basic language students. Our Institute offers 22 courses, while DLI-Washington has another 55 languages there. Ninety-four percent of our linguists study Category III and IV languages. Right now we have 1,840 linguists studying Arabic, Chinese-Mandarin and Korean, while Persian Farsi, and Serbian/Croatian are the Category III languages with the most students.

Sixteen civilian colleges and universities offer degrees in the Arabic language, but they have limited enrollments. In 2002, DLI graduated 360 Arabic student linguists compared to 22 from all civilian universities combined.

Right now, the Institute's faculty consists of 1,100 teachers from 40 different countries. However, that number is expected to increase to 1,350 by next year. For the basic language courses, DLI has 800 teachers and other faculty members in support roles. DLI has 100 military language instructors, but could use twice as many, mentioned Simone.

During the Cold War, linguists had proficiency levels of 1 or 1+ in listening and reading. Now DLI graduates must pass the courses with proficiency levels of 2

in listening, 2 in reading and 1+ in speaking. A future goal is having linguists graduate with 2+/2+/2 levels and reducing class sizes from 10 students per teacher to six students.

Col. Simone wants field linguists and managers to retain top quality linguists beyond their first enlistment. With the global war on terrorism, field commands need future linguists in combat roles at platoons, companies, and battalions.

Dr. Thomas Parry, the vice chancellor of the Directorate of Continuing Education or DCE, spoke about his directorate's role supporting nonresident linguists in the field and teaching resident intermediate and advanced courses. Different directorates were consolidated from the original School for Continuing Education into DCE. DCE consists of divisions for distance learning, training and field support, extension programs and field support.

DCE teaches eight advanced languages, has 43 faculty members and 164 students enrolled in resident courses and graduated 113 linguists last fiscal year. Intermediate students graduate with proficiency levels of 2+/2+/2.

The Distance Learning Division offers refresher, sustainment and enhancement training through Video TeleTraining, mobile training teams and on-line learning. In the future, VTT will be replaced by broadband training and the VTT facility will be relocated to the DCE facility in the former Fort Ord hospital. Also, future hybrid technology will have VTT merge with on line and broadband capabilities. Last year, DLI taught 12,000 hours in nine languages through VTT and MTT, and there were 1,000 students in 180 separate classes, mentioned Parry.

Staff and faculty of the Extension Programs Division work with CLPM programs co-located with Regional Signals Operations Centers or RSOCs. Presently, there are nine locations, and the DLI faculty members serve one to three years at these sites for language training detachments.

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The DCE Training and Field Support Division provides pre-deployment familiarization language training to support the war fighters. Since January of last year, the staff has trained 6,000 of these Reserve Component personnel.

Staff and faculty in the Field Support Division support 267 command language program managers in the field. The division runs the annual Worldwide Language Competition, and manages the linguist of the year and command language program manager of the year competitions.

Some people are unaware of what capabilities the DLI-Washington branch features. Lt. Col. Zsolt Szentiralyi manages the East Coast branch, which contracts language-teaching out to six private civilian contractors. DLI-Washington teaches languages not offered at the Presidio and trains linguists for the advanced Russian language training for staffing the Washington-Moscow hot line.

Dr. Martha Herzog is the vice chancellor of the Evaluation and Standards Directorate, which is responsible for student proficiency testing and revising the DLPT tests. Generations of the DLPT test started in the 1950s and 1960 from DLPT I up to the projected DLPT V tests.

ES also includes DLI certified oral proficiency interview, or OPI testers. The OPI tests, which are part of DLI graduation requirements, evaluate linguists' speaking proficiency.

CLPM managers from the different services also addressed the attendees. Mark Overton, the CLPM at the Naval Special Warfare Group in San Diego, mentioned his group manages language training for special operations. NSWG trains Navy SEALs for long-term use in a tactical environment. Languages include Arabic, Persian Farsi, Tagalog, Korean, Indonesian and French.

Overton's language group hired one DLI Arabic language training detachment and taught 900 hours last year. The NSWG encourages students attend evening

language classes at local colleges, it established one-on-one training and small group tutoring and puts out a language website and has a bi-monthly newsletter. Overton recommends CLPMs think outside the box, identify real needs of students, share information, solicit feedback and use task-based instruction.

Joni Pruitt is the dean for the Center for Language at the National Cryptologic School or NCS, which identifies language missions and defines skill levels. NCS requires linguist proficiency levels of 3/3 in listening and reading. The school plans to expand its training capacity, hire more people and get more facilities. The Military Cryptologic Center Education Program or MCCEP currently has 2,700 students enrolled in the program.

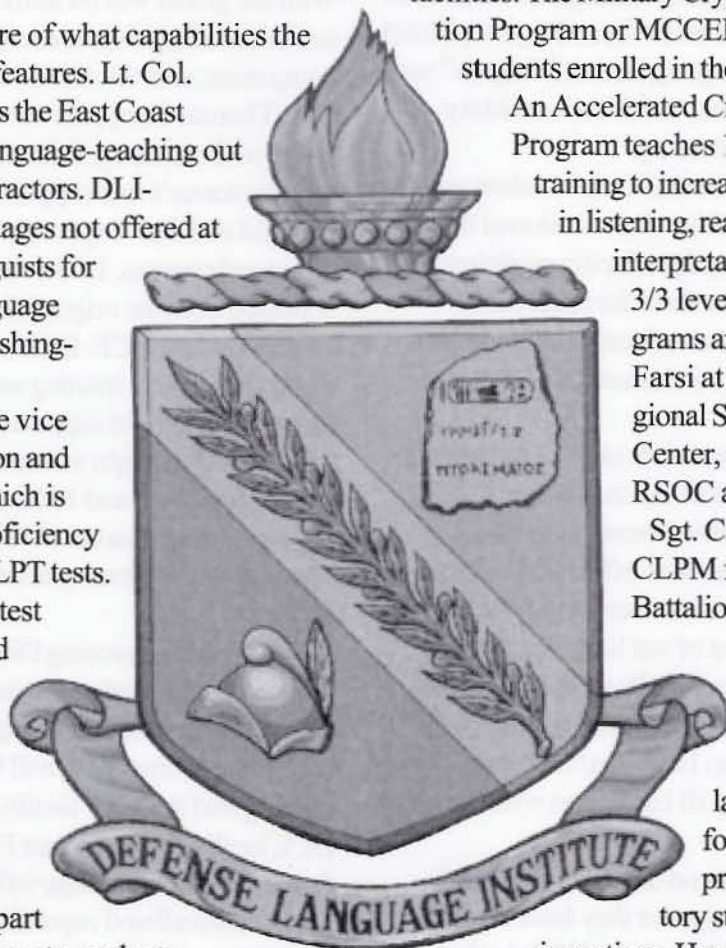
An Accelerated Cryptologic Language Program teaches 19 weeks of cryptologic training to increase proficiency level skills in listening, reading in translation and interpretation to have students get 3/3 levels. These ACLP programs are available with Persian Farsi at the Fort Gordon Regional Signals Operations Center, in Spanish at the Medina RSOC and Russian at NCS.

Sgt. Carriejean Buckles, the CLPM from the 2<sup>nd</sup> Radio Battalion at Camp Lejuene, North Carolina, talked about her program for the Marine linguists. Buckles is flexible in her language program and focuses on increased proficiency levels, mandatory study time, offering

incentives. Her program uses VTT,

immersions, conversions and deployment preparations. The Marines are converting Russian linguists to Serbian/Croatian and Spanish to French.

The Marine facilities include improvements for VTT study groups, a Morse code lab, using the new Robotell SMART board systems and separate study areas for linguists and analysts. For additional training, the Marines sent Arabic linguists for dialect training at Fort Gordon and converted Spanish and Russian linguists into analysts. Also, some linguists have been sent to Fort Meade and the Foreign Language Training Center Europe for extra training.





Tech. Sgt. William Brockmiller represented the Air Force CLPM from Hurlburt Field, Fla. CLPM training is integrated into regular unit training. His goals include having 100 percent of his linguists tested and 100 percent reach 2/2 in listening and reading or above. So, far about 97 percent have reached those goals. Air Force cryptologists receive external training at Fort Gordon and in Utah. Internal training consists of 12 hours of monthly training and tracking the training and using mentors.

Brockmiller recommends that all linguists should be tested the same, and pointed out that DLPT scores affect careers and FLPP. He thinks Reservists should receive FLPP for the entire month and not just two days a month for drills. Linguists should take advantage of training opportunities such as with the Joint Language Centers, MTT, VTT, Army or other services Knowledge on line or AKO websites, SCOLA,

the National Security Agency web site, attend conferences and use other services' training. Linguists and CLPMs should communicate with commanders, operations, CLP and Subject Matter Experts. Commanders should recognize troops, DLPT scores, duty accomplishments, and linguists should be flexible, resourceful and think outside of the box.

Sgt. 1<sup>st</sup> Class Roberto Jacquez is the CLPM for the Kunia Station RSOC in Hawaii. Linguists stationed in Hawaii use Chinese-Mandarin, Korean, Russian, Thai and Tagalog. He recommends linguists attend a major event before they take their DLPTs, and participate in the DLI Worldwide Language Competition, the Defense Department linguist of the year program and the CLPMs should compete as the CLP of the year. Kunia linguists use their languages daily and work with classrooms, which have laptop computers, SMART boards and various audiovisual equipment.

## Leadership Teamwork Drills!



Sgt. Theodore McDowell supports Sgt. Ronnie Bowen as he places a 12-foot plank on top of the next concrete pylon during a task on the Leadership Reaction Course at the field training exercise held at Camp Parks Reserve Forces Training Area Jan 14. Both soldiers are from Charlie Company, 229th Military Intelligence Battalion. (Photo by Petty Officer 2nd Class Grant Probst)



# Civilian contractors provide modern technology

BY BOB BRITTON

Civilian contract technicians at Trofholz Technologies Inc., are modernizing the Defense Language Institute's classrooms from the analog age to the digital age. This contract firm provides modern technology to the classrooms.

"Trofholz Technologies Inc., or TTI contractors are here to support all the technology II and multimedia labs that DLI has on base," said Kevin Hayashi. "Support ranges from training documentation, desktop support to fixing and maintaining computers. A lot of equipment installed recently is what we call Tech II classrooms. This technology, which enhances classrooms, consists of an interactive light board or SMART board, videocassette recorders or VCRs, and a computer. This system enhances the instructor's ability to teach to the students. TTI has installed about 350-400 Tech II classrooms themselves, and there were about 100 Tech II systems installed before. Now, we actually have about 550 Tech II classrooms installed."

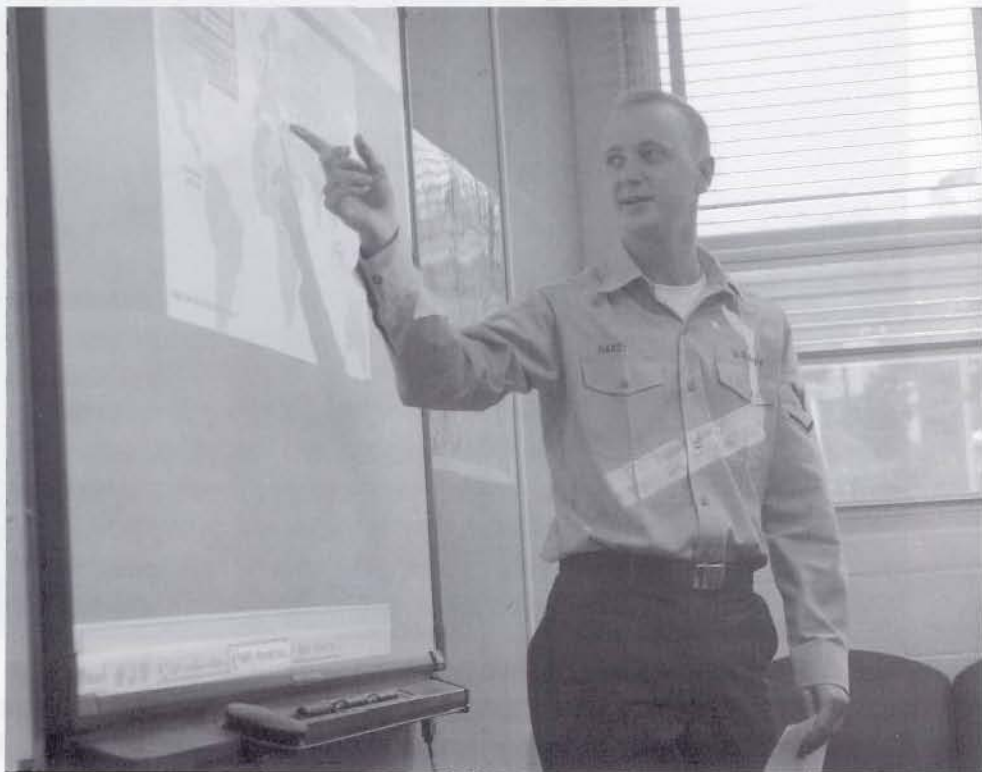
The electronic SMART board is like an electronic chalkboard that has many different functions.

"When you hook a SMART board up to a PC or personal computer, you are hooking up a projector that projects the desktop image onto a 72-inch diagonal interactive white board," said Hayashi, "The SMART board allows you to use a digital pen to control the computer just like a computer mouse on the keyboard right from the screen, or it allows you to

use the digital pen to write on the white screen or into documents. It also uses text recognition so that anything that you write can be converted into regular text."

SMART boards are used in conjunction with overhead projectors and other things, but the entire system functions perfectly with each component.

"A lot of the instruction that is done here, we've moved from an analog age to a digital age, but there still is a transition going on," said Hayashi. "Some instructors will bring in a VHS videotape to be played in the classroom. Then they use the computer or SMART board to project that image from the VCR. Or, they can also play it through the computer and record the segments from the VHS tapes and edit it as they go along."



CTI3 Joshua Hardy, Center of Cryptology Detachment Monterey, points to a map on a SMART board. (Photo by Petty Officer 2nd Class Grant Probst)



# Field training exercises sharpen soldiers' skills

BY BOB BRITTON

Soldiers received realistic field training during two exercises at the Military Operations in an Urban Terrain or MOUT site on the former Fort Ord on Oct. 8. Initial Entry Trainee soldiers from Company B, 229<sup>th</sup> Military Intelligence Battalion, practiced their common skills training, while other soldiers worked with security entry checkpoints, perimeter security and questioning civilians in a mock village.

Drill sergeants led Company B soldiers through common task training such as urban operations, land navigation and patrolling techniques. Bravo Company soldiers are fresh out of basic combat training; they learn basic soldiering skills and discipline and have 12 weeks of classes before they go to their permanent company for language training.

"We were doing some common task training for the soldiers to get them out of classrooms and into the field," said 1<sup>st</sup> Sgt. Chris Raines, Company B first sergeant. "I had 130 students and 10 cadre members from Bravo Company participating. Soldiers trained on map reading, land navigation, took an azimuth reading with a compass, did basic patrolling, learned reac-



Soldiers from Company B, 229<sup>th</sup> Military Intelligence Battalion, patrol the MOUT site during a field training exercise Oct. 8. (Photo by Petty Officer 2nd Class Grant Probst)

tion to contact and learned to navigate in open terrain. Soldiers liked this outdoor training and couldn't get enough of it."

The second exercise featured more advanced language students, who gave up their evenings and weekends for extra field training. These volunteer soldiers were part of the Junior Enlisted Trainer School or JETS, who received this field training from noncommissioned officer students and cadre from different units. JETS are required to keep their grades up, must have approval of their unit commanders, and volunteered for this extra training. JETS volunteers practiced their language skills in

Arabic, Serbian/Croatian and Russian at the MOUT site.

Sgt. 1<sup>st</sup> Class Timothy Carr, an Arabic military language instructor or MLI, wore an Arabic costume near the checkpoint to add realism to the exercise. He had been an Arabic linguist for seven years and recently returned from duty in Iraq.

"I helped send the soldiers in the right direction to learn the basic language so that they can perform in Arabic at their next duty station," said Carr. "I taught new soldiers about military terms and what they can expect in the field."

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Spc. Chase Lubbeck aims his weapon during the realistic field training exercise at the Fort Ord MOUT site. (Photo by Petty Officer 2nd Class Grant Probst)

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“I just got back from Iraq about six months ago,” said Carr. “At DLI you learned to speak Modern Standard Arabic, but in the field it was different dialects. When I was in Iraq, I was and am a 98G linguist. I was in a regiment using language skills at checkpoints, city council meetings, interrogations, and anything else I could do with the language, I did over there. I was in Iraq for one year.”

Pfc. Blake Corbitt, an Arabic student from Company C, was a JETS volunteer who manned a checkpoint at the MOUT site. He graduates in March.

“Right now my job was operating the security gate at the entranceway,” said Corbitt. “I

stopped people who didn’t need to come in and inspected vehicles at the checkpoint. I was in a sand-bagged protected area ready to provide weapon security if necessary. This was the first time for me at the MOUT site, and it helped me practice my soldierization skills.”

Staff Sgt. Daniel Hefele works in the battalion S-3 shop and was the coordinator for the JETS program, which had 47 soldiers participating in the exercise. Some role players for the exercise were civilian instructors, while others were more advanced student linguists or MLIs.

“Volunteer soldiers, called JETS, were learning different languages at DLI,” said Hefele. “All of these soldiers were exceptional soldiers

who learned the extra training on evenings and weekends. Before this MOUT training, the students went through classroom and movement training. We said they were mimicking the way the Army operates now. It was a requirement for us as noncommissioned officers to get the young soldiers trained up as much as possible.

“We had about 100 soldiers enrolled in the JETS program,” said Hefele. “If they met academic requirements and military training in their unit and wanted the extra training, they were more than welcome to volunteer for the JETS program. The JETS program was established about a year and a half ago to do two things: train the soldiers and to assist them to become trainers and instructors



themselves. This was like train the trainers.”

Command Sgt. Maj. Robert Edwards, the 229<sup>th</sup> MI Battalion’s senior enlisted advisor, mentioned the JETS training helped give soldiers familiarization of what they could expect in the field in an overseas theater of operations. In today’s operation the soldiers learned how to secure buildings and checkpoints and dealt with civilians on the battlefield.

“We were doing MOUT site training, and I was pulling security guard,” said Pfc. John Blessing, a Company D Chinese-Mandarin student on perimeter security. “This reinforced my common skills task training and prepared us for what we’ll be doing further down the road. The scenario of this exercise was we’re trying to root out insurgents in this town. Our specific tasks were patrolling for medium and high level threats, maintaining traffic control points and gathering intelligence.”

Army Capt. Shawn Leonard was the officer in charge of the JETS program and an Arabic student in the Foreign Area Officer program.

“These military intelligence NCOs today were teaching the soldiers leadership skills, common task training skills and teaching them how to be proactive and flexible, especially considering today’s environment,” said Leonard. “JETS students were practicing military intelligence language skills with reading documents, listening to tapes, transcribing or writing information and speaking to native speakers. Team members had to be able to interrogate, read authentic

materials on the spot and figure out how to get that information if they didn’t have any interpreters within their squads. Team members pooled their resources so one member might translate, another might read, another might speak, and another might write down that information.

“During the exercise, soldiers switched off on leadership and military intelligence interrogator roles,” said Leonard. “We had three platoons out here with about 18-20 soldiers in each platoon. A staff sergeant, who was also studying a language at DLI, led

each platoon. These platoon sergeants were in an advisory or observer/controller role to the young soldiers to make sure the soldiers didn’t get hurt and practiced safety. After each rotation, we did an immediate ‘hot wash’ or after action report, where we discussed the strengths and weaknesses of each platoon.”

Capt. Leonard has been in the Army about 10 years and found it

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Pfc. Blake Corbitt, Company C, 229th Military Intelligence Battalion, receives treatment for a mock wound during the exercise. (Photo by Petty Officer 2nd Class Grant Probst)



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difficult keeping up with the younger students. He's already been a company commander and has his master's degree, so he doesn't need follow-on training at the Naval Postgraduate School.

"It was difficult for me in terms of language studying competing with the younger soldiers," said Leonard. "Younger students did much better, maybe because their minds were fresher and less stressed out compared to me. Physically, I tried to keep myself in top shape, and I tried to stay on top of tactics and techniques procedures. It was a great opportunity for me and helped me stay 'green.'"

After Leonard graduates from DLI as an FAO, he will spend one-year of immersion training in an American Embassy in the Middle East to improve his language skills.

He would also learn about Middle Eastern armies and military forces in general.

Sgt. 1<sup>st</sup> Class Prasard Huddleston, another Arabic student, was dressed in an Arabic costume to add realism for the JETS soldiers.

"I was out here playing the role of an Imam or Muslim or Arabic religious spiritual leader in one of the villages," said Huddleston. "To give the younger soldiers some sense of reality, we dressed up like this to give them a taste of reality when they go over to the Middle East. Speaking Arabic was one of the hardest parts of the language to learn.

"Scenarios included villagers angry at American soldiers for wounding a village woman, and the Americans promising but failing to deliver water and food to the village," said Huddleston. "The

village elder wanted to be taken to the American commander, but the American soldiers had not reacted to this so far.

"Other scenarios had the students looking for weapons caches, checking vehicles and people at entry checkpoints and gathering information on the general atmosphere in the village," said Huddleston.

Huddleston previously was a Russian linguist and taught that language at Goodfellow Air Force Base in Texas. Now that he was studying Arabic, he found it difficult to retain the language compared with younger soldiers. He spends extra time on homework and practicing the language. Now, he enjoys the Arabic language and learning from the native instructors about the people and their culture and customs.



Pfc. Jason Scaroni and his squad hit the dirt after being fired upon while they were going through land navigation training. (Photo by Petty Officer 2nd Class Grant Probst)



# How the Army, DLI, and Vietnam taught me to succeed

By Ben De La Selva  
Dean, European/Latin American School,  
and President, DLI Alumni Association

I was born and raised in the town of Somoto, Nicaragua, a town of about 2,000 souls with one of the worst school systems in the world, and so insignificant it did not appear on maps. The town had no college, high school, or library, and was located practically in the middle of nowhere. Sometimes I think that my last name, De La Selva (from the Jungle), was made up to fit that reality. I came to the United States in my early twenties, and six months later joined the U.S. Army. What follows is my personal story.

Last year, I was a DLI school dean and ready to retire after 40 years of federal service. However, my first contact with the Institute dates back to 1965 when as a soldier I arrived at the Presidio of Monterey to take the French basic course. The French department was then situated in Nisei Hall and was directed by a former diplomat by the name of Piccard. Among the instructors were Messrs. Lubomirski, Bouassu, Courreal, Villani, and Ceriez; and also Mesdames Low, Redmon, Nguyen, and Tournier. My barracks were located within walking distance, where the Navy Detachment is presently located.

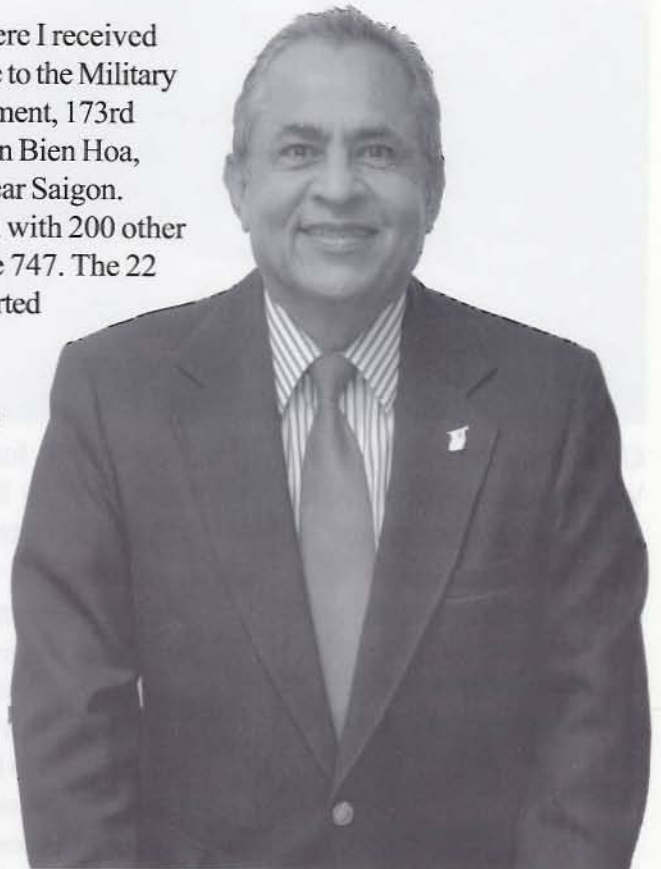
After 24 weeks of French, I attended the Army Prisoners of War Interrogator's course in Fort

Holabird, Md., where I received orders assigning me to the Military Intelligence detachment, 173rd Airborne Brigade, in Bien Hoa, Vietnam, a camp near Saigon.

I flew to Vietnam with 200 other soldiers on a purple 747. The 22 hours long flight started at Travis Air Force Base, Calif., and made only one stop in the Philippines. Shortly before arriving at Tan Son Nhut Airport, the announcement came from the pilot that we would be landing in a few minutes. I had traveled by air many times but this time the jerky twists

and turns of the airplane and a sudden dive made me and everyone else very nervous. Someone on my left knelt down and began praying until he was forced to buckle up. Another soldier threw up, missing the paper bag.

Once the airplane landed and the door was opened, a gust of hot air hit my face and a strange smell hit my nostrils. To this day I still remember that smell when I use weed killer in my garden. It was the smell of defoliant used by the military to kill vegetation. The exit



from that airplane was the entrance to Hell for many on the airplane. At that moment, I wondered how many of us on that airplane would be returning home to the United States of America a year later.

Not long after a short drive to the 90<sup>th</sup> Replacement Detachment, we got in line to get a pair of sheets for the night they did not issue blankets in Vietnam. The soldier issuing the sheets said that there had been a mortar attack the night

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**On Duty:** Ben De La Selva stands in his foxhole on guard duty during his tour in Vietnam. De La Selva served as a French linguist and has since served a stint as the dean of every school at the Institute. (Photo courtesy of Ben De La Selva)

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before and that he had only three days left in Vietnam. Jokingly, I volunteered to exchange places with him.

The following day a paratrooper picked me up and I was on my way to join the 173rd Airborne Brigade, an infantry unit whose main mission was to guard the Bien Hoa Air Base. Soon I was initiated in the Prisoner of War Interrogation Section. I spent a few days watching American soldiers questioning suspects and refugees through Vietnamese interpreters.

With the MI detachment I accompanied the brigade headquarters on nearly every "Search and Destroy" operation from August 1966 to August 1967. Most members in the Prisoner of

War Section interrogated in English through Vietnamese interpreters. However, as there was usually a French priest in most villages, my DLI training in French came in handy. Additionally, most middle class Vietnamese spoke French since the French had been in Vietnam nearly 150 years and had only left after the battle of Dien Bien Phu, in 1954.

My Vietnam tour was a mix of fear and boredom. During the first two weeks, I was unable to sleep, such was the noise from artillery fire and helicopters leaving and arriving 24 hours a day. In the base camp, or rear area, we were exposed to claymore mines that unexpectedly exploded while driving to the nearby villages. In bars frequented by our troops, the Vietcong, also given the friendly

name of Charlie, would throw grenades inside the bars and then take off, leaving dozens of dead and wounded GIs. Soldiers who spent the night with bar girls often were brought back wrapped in mattress covers, dead. And religiously, every day at 7 a.m., the Armed Forces radio began its morning broadcasting with someone bellowing: "Good Morning, Vietnam"

During Search and Destroy operations we would approach a town where all the young men had been kidnapped by Charlie and were forced to join its ranks. All day, our detachment would interrogate every adult male in what was called a County Fair. When not interrogating, members of the detachment processed captured enemy documents, weapons.



A couple of times we had to undress dead enemy soldiers to forward their uniforms to Saigon.

There was a certain pattern to the interrogation of the Vietcong that were caught in firefights. An infantry soldier or guard would bring the enemy soldier to the interrogation tent, often blindfolded and with an ID tag hanging from his neck. First, we would question the guard. What was the prisoner doing when he was captured? Where and when was he captured? What was his attitude? Was he cocky, timid, talkative, helpful, etc?

Normally, infantry grunts were never that well informed and could not tell the interrogator much about the prisoner. They were usually rough with the prisoner and that put

the interrogators at a disadvantage. After the interrogator exhausted a checklist with all possible questions, he would prepare a report using a portable typewriter. That report would accompany the prisoner to higher headquarters for strategic interrogation.

For an entire year we performed endless interrogations, filled thousands of sandbags for shelters, dug holes for protection, became experts in putting up and disassembling tents, and watched the sick and dead being evacuated. The oddest interrogation took place inside of a field hospital, where a prisoner was sedated and his arm was being amputated.

Near the end of my tour, in July 1967, I received rotation orders

assigning me back to the continental United States. That day, under a prisoner's tent in the Central Highlands, shirtless and sweaty after a long day of interrogation, I found out that I was going back to DLI. My orders read in part: "... report to Company B, Defense Language Institute, West Coast Branch, for training in the Polish language."

The Polish department was then located in Building 274, on the north side of Soldier Field. Its chairperson was Dr. Stefan Kaminski. Among its instructors were Messrs. Haska, Truskolaski, Wolfe, Palucki, Radzivil, Shumelda, Bevensee, and KasperekObst. Also, my

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**Taking a Break:** Ben De La Selva and a fellow soldier enjoy a break after guard duty in Vietnam. (Photo courtesy of Ben De La Selva)



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homeroom teacher and only female in the department, Mrs. Gabrielle Lubomirski, was part of the faculty.

In 1968 I left the Army, moved to San Jose and subsequently took advantage of the GI Bill by obtaining degrees in psychology, computer science, Spanish literature, and curriculum and instruction.

In 1972 DLI hired me as a Spanish course writer, from where I moved to the Spanish department as instructor and supervisor. In 1976 my career took off swiftly, when I moved to the Instructional Technology Division, Faculty Development, and course development coordinator for the Asian and Middle East languages. In 1981, I served as project manager for the DLI provost, from where I moved to the Curriculum Division, and then as Department chair, Middle East Course development department. Last, and most importantly for my career, I served as dean of all the major DLI schools. In the following order, I supervised the Asian, Korean, Middle East, Slavic, and Romance languages.

What did I learn in the Army? What did I learn in Vietnam? What did I learn at DLI?

First of all, in the Army I learned discipline. The Army turned the amateur that I was into a professional. An amateur does what he or she likes to do and that's what I did before I joined the Army. Then, the Army forced me to do many things I did not want to do or like to do. First, I fought it, but when I knew I had no other alternative, I forced myself to enjoy whatever I was doing. Now, after an initial dislike, I enjoy everything I do. Except, of course, for illegal or improper activities.

In Vietnam I learned to appreciate many things I had taken for granted before. After Vietnam, I thank God everyday that I can take a hot shower, drink a cold beer, read without interruption, and no matter how onerous my job may become, it has little stress.

In Vietnam I also learned to get high without drugs, by doing activities that took me away from the stark reality to daydreaming. Filling sand bags was one of those activities. Now, I find therapy in walking alone, and playing with computers.

Also in Vietnam I discovered that only in the presence of serious conflict one can find the true nature of some people. In a war zone, individuals who look strong turn out to be weak and some who look weak act with courage. Now, long after Vietnam, I realize that I have to observe people under conflict before they can show me who they are. Life is the presence of conflicts and I welcome them. Only dead people have no problems.

As a DLI student, I became the best in my French and Polish courses. In the middle of the course I was better than the students who were graduating. The secret I learned and I don't know how is contained in three A's, which I now give our new students in their orientation. It is called the Ben De La Selva triple "A" way to learn anything and it is contained in the words: Attendance, Attention, and Application. That is, come to class everyday, pay attention in class, and apply pluck and hard work.

At DLI I learned how to understand and motivate people of all cultures. Early in my civilian career

I noticed that people of different nationalities and cultures were only different at the surface (formal level). Deep down (at the informal level) they were all the same. With that knowledge I tried to remove formality from all interchanges, and the real human being came up to meet me. I also learned that awards are only meaningful rewards in the eyes of the beholder, and not to make the giver feel good. In short, the Army, Vietnam, and DLI gave me the formula for success.

However I would be remiss if I failed to mention that regardless of my mental and physical efforts, I would not be who I am today, and would not have the job I have, without the United States of America. Besides the gains I mentioned, I took advantage of the GI bill to obtain an education.

What I have offered is a glimpse of one man's success story. Only in America, a man from the jungle can have the opportunity to succeed and become a dean in the best language school in the world. Only in America.



# DLI icon Ben De La Selva retires

BY BOB BRITTON

Defense Language Institute Foreign Language Center icon Ben De La Selva was given a retirement party at the Weckerling Center on Dec. 2. More than 260 of Ben's DLI colleagues packed the building to pay tribute to the Nicaraguan-born educator. Natela Cutter, the DLI Alumni Association coordinator, planned the retirement party.

Ben De La Selva has 40 years of federal service, including 32 years at DLI – 20 of those years as dean of the different resident schools – and six and one half years in the military. Since 1972 he saved more than 3,100 hours of sick leave, adding a year and a half to his federal service.

"Ben is DLI." "He has been dean of all schools (except for the newly formed School for Continuing Education)," said Col. Michael Simone, DLI commandant and commander of the Presidio of Monterey. "Ben was a Vietnam combat interpreter, and his legacy will continue forever. For the past 20 years, Ben has been a dean, teacher and mentor to many teachers and other deans."

"We owe Ben much and we owe him tons of thanks," said Command Sgt. Maj. Jackie Moore, the garrison's senior enlisted advisor. "He always volun-

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DLIFLC Commandant and Presidio of Monterey Commander Col. Michael Simone presents Ben De La Selva with a civilian award during his retirement party Dec. 2 at the Weckerling Center. (Photo by Sal Marullo)



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teered for different ethnic events. Ben is a great innovator and a mentor to others.”

“As a linguist, educator and mentor, he supported the founding and mission of the International Language and Cultural Foundation or ICLF, and he encouraged other faculty members to join the association,” said ILCA president Jim Broz.

During the Vietnam War in the 1960s, De La Selva was in the Army and studied French at DLI and served as an Army prisoner of war interrogator with the 173<sup>rd</sup> Airborne Brigade. After his Vietnam tour, he returned to DLI to study Polish. With his language training, he is fluent in Spanish, French, Polish and English.

He was honorably discharged from the Army in 1968, and used his GI Bill to pursue his education at San Jose State University. He earned degrees in psychology, computer science, Spanish literature, and curriculum and instruction.

De La Selva returned to the Presidio as a civilian employee in 1972. He held positions as a Spanish course writer, Spanish instructor and supervisor, course development coordinator for the Asian and Middle East languages, project manager for the provost and as department chair, Middle East Course development department. In the early 1980s, De La Selva supervised the development of the Chinese and Korean basic courses, as well as the Egyptian, Syrian and Iraqi dialect courses. For the past 20 years, he has been dean of all the DLI resident schools. He is the only educator who has been

dean of all the existing DLI schools. He also mentored current deans of the different schools.

Although he is retiring after 32 years of federal civilian service, he plans to remain active as the president of the DLI Alumni Association, a non-profit organization he founded in 2001 that works in support of the Defense Language Institute, alongside the Alumni Relations Office, a DLI-based government organization attached to the schools.



Mr. Ousama Akkad presents an Arabic head scarf as a gift to Ben De La Selva from the Middle East I school. (Photo by Sal Marullo)



# DLI honors military veterans, retirees for Veterans Day

BY BOB BRITTON

The Defense Language Institute Foreign Language Center honored military veterans and retirees during a Veterans Day ceremony at Price Fitness Center on Nov. 10. Chet McAndrews, an Air Force veteran from the Vietnam War, was guest speaker.

“A generation of men and women from the ‘greatest generation’ took up arms to protect the country and the Constitution during World War II,” said Col. Michael Simone, DLIFLC commandant and installation commander.

Narrator Sgt. 1<sup>st</sup> Class Scott Brokaw, the chief military language instructor for Asian School I, men-

tioned that more than 400,000 Americans died during that war. He also said that Armistice Day at first honored veterans of World War I on the 11<sup>th</sup> hour of the 11<sup>th</sup> day of the 11<sup>th</sup> month as the official end of that war. After World War II, the name of the special day changed to Veterans Day to honor veterans from all wars.

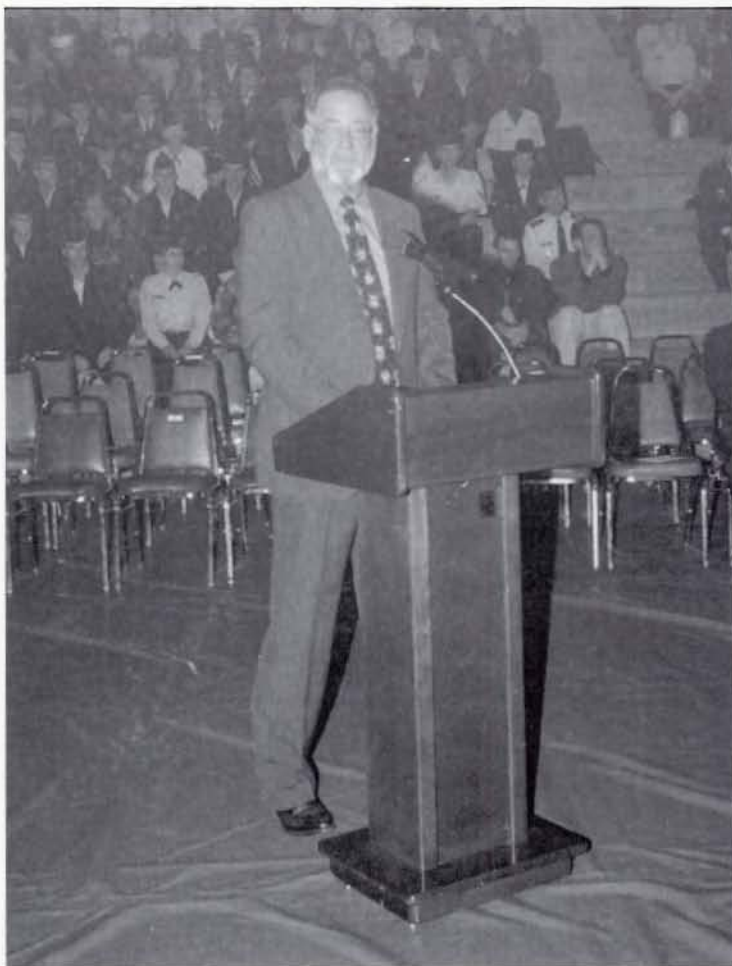
During the Vietnam War, McAndrews served as a crew chief and mechanic with the 535<sup>th</sup> Tactical Air Support Squadron. He logged more than 4,500 hours of mission flight time during his tour from 1967 to 1968.

“People who completed six to eight weeks of basic training are considered as veterans,” said McAndrews as he addressed the service members in the bleachers. “If people don’t have a Defense Department Form 214 for honorable service and separation, they are not veterans. In all wars, veterans served their country and gave America its freedoms.”

McAndrews is co-founder and past president of the Vietnam Veterans of Monterey County and the Monterey Bay Veterans Wheelchair Salmon Derby, Inc. Monterey County honored him as the 2003 Veteran of the Year, because of his continued support for veterans and the community over the years.

During the indoor ceremony, Lt. Col. Michael Chinn, the commander of the 229<sup>th</sup> Military Intelligence Battalion, served as commander of troops. His staff consisted of Army Capt. Robert Fields as the S-1; Marine Corps Chief Warrant Officer 3 Eldon Boone as the S-2; Navy Cmdr. Andre Merrill as the S-3; and 1<sup>st</sup> Lt. Randy Sharp as the S-4. Chaplain (Maj.) Patrick Bailey gave the invocation. The formation of troops consisted of service members from all four services.

Spc. Jonathan Taylor was the bugler, and the Joint Service Color Guard presented and retired the colors for the ceremony.



Chet McAndrews, an Air Force Vietnam veteran, addresses the audience during the Veterans Day Ceremony. (Photo by Petty Officer 2nd Class Grant Probst)



# Dignitaries speak; cut ribbon to open Hayes Park housing area

BY BOB BRITTON

The new and improved Hayes Park housing area formally opened with a ribbon-cutting ceremony on Dec. 9. Military and civilian leaders spoke about the joint partnership between the Army, Navy and the civilian joint firm of Clark Pinnacle under the Residential Communities Initiative project.

The Honorable Bill Armbruster, the deputy assistant secretary of

the Army for installations and environment, was the main keynote speaker. He is responsible for the Army's privatization program. Eventually, there will be 45 Army installations involved with the RCI privatization construction project.

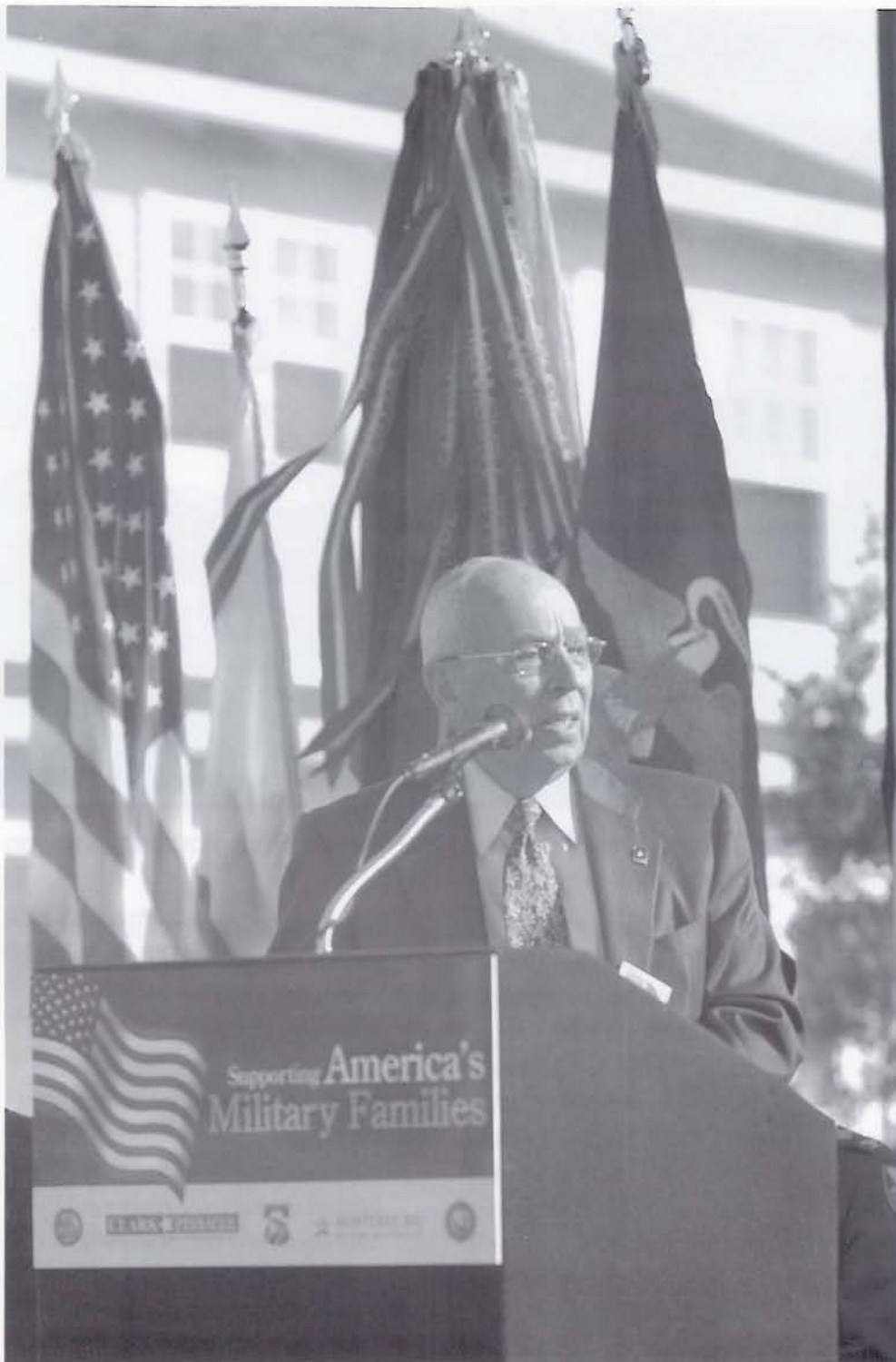
"The Army is committed to privatizing their family housing at virtually all of our installations," said Armbruster. "Most of our housing is for the enlisted ranks, but there is

a mix at each installation for service members of all ranks. We go in and do a market analysis in each area to determine what the local market has in the way of housing available for all levels of military ranks. We still rely on the local communities to provide most of the housing. We can't do it all on the military installations. Local communities still handle about 75 percent of our local requirements. It is a process we follow at each installation."



Staff Sgt. Richard Dixon and his wife Chandra watch their children Roland and Emily cut the ribbon officially opening the Hayes Park housing area, as Col. Jeffrey Cairns, Presidio of Monterey Garrison Commander (far right), looks on. Staff Sgt. Dixon is a platoon sergeant with the 229th Military Intelligence Battalion. (Photo by David Valdez)





The Honorable Bill Armbruster, the deputy assistant secretary of the Army for installations and environment, was the main keynote speaker at the ribbon cutting ceremony . (Photo by David Valdez)

The Presidio of Monterey and the Naval Postgraduate School are the first joint service ventures to build new military housing. Other joint operations are planned between the Army and Air Force at Fort Dix and its adjacent Maguire

Air Force Base in New Jersey. The Army will also provide housing for the Coast Guard in Hawaii.

“Newer houses fit right in with local civilian communities,” said Armbruster. “We’re letting the

private developer work with the military residents to determine what their housing needs are. Civilian developers will be competing with the community at large to attract the Army family. Our civilian partner has to be competitive, and Clark Pinnacle is certainly competitive with the Monterey Bay area when you look at the new housing at Hayes Park.”

Hayes Park will offer 42 different designs and floor plans. Homes will be energy-efficient, have three or four bedrooms, a study, have high technology wiring for the Internet and have two-car garages. Housing communities will also contain green areas, recreation areas, community town halls or other meeting places and have other amenities.

“We have such a high percentage of students out here in Monterey that it made sense to have the extra study room,” said Armbruster. “The idea was worked out with the focus groups between the developer and potential military occupants of the housing. The study group was important to the needs of military families. That’s the advantage of working with the private sector.

They can be innovative and bring complete communities and not just housing. That is a big difference in our traditional way of

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Shown here are three of the 42 models of new homes in the Hayes Park housing area on the Ord Military Community. (Photo by David Valdez)

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doing military construction.”

The Monterey RCI projects at Ord Military Community, the Presidio, the NPS and the Navy’s La Mesa Housing Village will have a 10-year construction phase, and the civilian developer will lease the federal property for 50 years. Other bases will have different arrangements for building new houses and renovations.

“Fort Carson, Colo., has completed all of their new reconstruction and renovation,” said Armbruster. “They were one of the first RCI projects. Other early projects included Fort Hood, Texas, Fort Lewis, Wash., and Fort Meade, Md. All are on schedule to meet their development goals in that initial development

period. We’ve actually completed over 1,900 new homes in the last four years, and renovated upwards of 3,000 homes. In the past, it was too costly for the Army to maintain the existing homes. We could build homes before, but we couldn’t maintain them over the years.”

Command Sgt. Maj. Jackie Moore, the Presidio garrison’s senior enlisted advisor, narrated the ribbon-cutting ceremony. She mentioned that these new homes in Hayes Park and La Mesa Village are the first new military housing in more than 25 years.

“These new houses are the result of a partnership called Monterey Bay Military Housing LLC,” said Moore. “Monterey Bay Military Housing or MBMH is a unique partnership between the Army, Navy and Clark Pinnacle Family Communities. It was created to

improve the quality of life for our service members and their families who work and live on the Monterey Peninsula.

“The federal government is making no monetary investment in the project,” said Moore. “One hundred percent of the project is funded through the rents paid by military family members who reside in the military housing neighborhoods. MBMH started managing the existing military housing on the Peninsula on Oct. 1, 2003. The Army and Navy conveyed 2,268 existing housing units to the partnership and leased the underlying federal properties to the partnership for 50 years. Over the next 10 years, on a rolling neighborhood-by-neighborhood basis, the partnership will replace and renovate the existing housing units at OMC, the Presidio, La Mesa Village and



NPS.”

Armbruster mentioned he met earlier in the week with Dr. Francis Hardy, the new secretary of the Army. Dr. Hardy told him one of his top priorities was taking care of soldiers and their families and improving their quality of life.

“That’s what this project is all about,” said Armbruster. “Today’s event marks a significant milestone with this joint service project, which is planned for a 10-year initial development period worth over \$540 million and ultimately over \$1.6 billion to be dedicated to this project over the next 50 years.

“All partners worked closely to develop a community management plan for not only the new construction and renovation of our houses, but also for quality operations and management of these two communities in a sustained manner for the next 50 years,” said Armbruster. “Together they are working to make sure that these installations have not just housing, but we also have a residential community. That’s a big difference in the military construction of the past with a community that is comparable with civilian communities outside the gate. What you see here is a result of the residents’ input on the required things military families wanted for their homes.”

Clark Pinnacle has worked on two other RCI projects, and the Clark Pinnacle team traveled to Fort Benning, Ga., to sign paperwork to begin an RCI project at the home of the infantry. The civilian construction and management firm receives most of its financing from General Motors Acceptance Corp or GMAC.

Congress and the Pentagon put a spending ceiling or cap on the total RCI projects at Army installations

a few years ago. However, that limited some of the projects’ building capabilities. That original cap was reached earlier this year because some construction was going faster than originally planned. Rep. Sam Farr, D-California, serves on the House Appropriations Committee and Subcommittee on Military Housing and helped eliminate the construction cap. Now all projects can move forward.

“Under privatization, we started out with a goal of privatizing about 72,000 family housing units,” said Armbruster. “The success of this program encouraged Army leaders to privatize all military housing. We’re looking at an ambitious program of 45 installations comprising over 82,000 Army housing units. We’ve already passed the 50,000 mark of transferring these houses to our partners.”

Wayne Army, the acting assistant secretary of the Navy for installations and environment, is Armbruster’s Navy counterpart. Army has responsibility for the Navy’s family and unaccompanied housing and improving living conditions for Navy and Marine Corps families.

“The most important people gathered here today are the military families who will use this housing,” said Army. “We’ve finally succeeded in getting the military out of the military housing business and putting it in a partnership with civilian companies in the private sector. Together with Clark Pinnacle Family Communities, we share a goal of improving the quality of life for our military members. Now the Navy is involved with privatization projects in the Norfolk, Va., area, in San Diego and around Puget Sound

Naval Shipyard to do privatization for bachelor housing. I’ve visited other installations around the country, and I am amazed at the quality of homes and amenities that I see. The quality of this modern military housing far surpasses the military housing that I was accustomed to when I was on active duty with the Navy.”

Rep. Sam Farr, has been a driving force behind the RCI privatization projects. He sits on the House subcommittee, which funds military construction projects such as for classrooms, barracks, office buildings and other types of construction. He mentioned that he attended the dedication of the President Clinton Library in Little Rock, Ark., about a month ago. The Clark Company built that facility.

“Because this is a special day, there are lots of lessons to be learned here,” said Farr. “The big lesson is the U.S. Government and Congress ‘got it’ a few years ago after this base was closed. We started thinking of why we go through this process of building military housing based on some formula we originally developed with the Army Corps of Engineers. We had some people in the Pentagon design the houses, and we had the taxpayers build it. Then we got complaints about living in shoddy housing not lasting long, and the soldiers were not very satisfied with the military housing.”

So, Congress and the Pentagon changed the rules and tried something different. Private contracts are investing money in buildings, but the occupancy rate in commercial buildings is uncertain. However,

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with military housing, there is 100 percent occupancy.

"We started the Residential Communities Initiative where Congress asked the Pentagon to come back with ways to improve the situation," said Farr. All of Fort Ord is public land until it is sold. The government told the private sector and took the responsibility on how to build the housing. We told the private sector to build quality homes with different architectural designs. In this housing area, no two homes are alike.

"We have 42 different architectural designs with 42 separate interiors to make this area look just like a community and not just similar houses," said Farr. "Interiors of houses are different to accommodate handicapped family members. Clark Pinnacle upped us one and put all infrastructure and wires underground and put in all the latest high technology. This is the first housing development in the United States to be Internet wired. This is better than the private sector.

"The lesson learned is that when you have leadership, you have results," said Farr. "The military leaders told the private contractors that they wanted the houses built for people who are going to be living here, for our workforce. These people are going to be living and working here. That's the kind of houses we want. If you can build quality homes for the work force on military public lands, you can do the same thing for the civilian workforce on private lands. Well, troops, you and your spouses have responded to your needs of improved housing. We built it and

hope you will come."

Cleve Johnson represented Clark Reality Corp as its managing director. He has spearheaded Clark's military housing efforts since the start of the privatization initiatives. In this partnership, Clark Reality oversees development and construction of homes in the joint partnership.

"We hope the completed project will be a tremendous asset to the Monterey Bay community," said Johnson. "We provide world-class affordable housing for our military families. Along the way, we will provide competitive jobs with good wages for our local contractors and subcontractors. Today, about 70 percent of our funds that we spend have gone to local companies. That's poured more than \$4 million into the local economy. Our goal is to build enduring homes with a good quality for the next 50 years of this partnership.

"I'm proud of our Clark Pinnacle team," said Johnson. "These homes are being delivered two months early in time for the holidays. We care for the homes and we care for the families. Our architectural firm really put quality designs into these homes. They have been the heart and soul of these homes in the community, and they put enduring qualities into these homes. I also want to thank GMAC for providing us with \$330 million to fuel this project. All utility providers worked hard to keep up with our aggressive schedule. Our mission is not just to build homes, but to build a community where military families can be proud to raise their families."

Stan Harrelson is the president and chief executive officer of Pinnacle. This company represented one of the largest third party

property management firms in the country. Seattle-based Pinnacle manages thousands of military homes across the country and provides property management and maintenance services for this partnership.

"There are transforming events in everyone's lives," said Harrelson. "The first was a phone call I received early in 2002 from Glen Ferguson and then another from Cleve Johnson at Clark. They told me their plans and asked me if I wanted to be a part of it. I said absolutely.

"The second transforming event was being honored to receive the award for this assignment," said Harrelson. "We had the opportunity to meet with Pat Kelly, the POM RCI director, and Pete Dausen, the executive director at NPS. These two men had visions for this project for years before we started this RCI project.

"I was also privileged to meet Col. Kevin Rice and Col. Mike Dietrich, former commanders at DLI and the Presidio," said Harrelson. "They provided the early and necessary support to get the project through its difficult planning process to start the project. Our architects were visionaries from an architectural standpoint. They think about streetscapes, entire communities and about families."

Col. Jeffrey Cairns, the Presidio garrison commander, looks out for service members from all services. He was the final speaker at the ceremony and gave a brief history lesson about the housing area.

"Today, we recognize the impact of first line leaders who listen to the needs of our troops," said Cairns. "Our military leaders and Congress recognize the need to improve the





Pictured here is a new three bedroom, plus study home in the Hayes Park housing area. All of the new homes come with high technology wiring for the Internet and have two-car garages. (Photo by David Valdez)

quality of life for our service members and their families. For your orientation, you are sitting on Buna Loop. It was named after the World War II battle of Buna in Papua, New Guinea, in November 1942-1943. This was the first Allied victory in the Pacific in World War II. This battle was proof that the Americans and Allies could defeat the invincible Japanese forces in the jungle.

“We are also sitting in a neighborhood called Hayes Park,” said Cairns. “This was named after Brig. Gen. Thomas Hayes, the chief of staff for the U.S. Army Training Center at Fort Ord. He was killed in a tragic aircraft accident on Sept. 30, 1960.”

After the speakers finished, Cairns introduced Staff Sgt.

Richard Dixon, his wife, Chandra, and children, Emily and Roland. Housing managers selected this family to officially cut the ribbon. Before the ribbon cutting, Cairns led the speakers and the Dixon family to the porch of the adjacent home to officially open the Hayes Park housing area. Staff Sgt. Dixon entered the Army in 1997, studied Arabic at DLI and later became a military interrogator. He has a bachelor’s and master’s degree in international relations and used his Arabic language skills in Kosovo and in Iraq. He is now a platoon sergeant with the 229<sup>th</sup> Military Intelligence Battalion at the Presidio.

Planners from the RCI office, Clark Pinnacle, Armenasco Public Relations, and military leaders

coordinated this ribbon-cutting event. Steve Koppany and his “Extra Curriculum” band entertained the audience before and after the ceremony.



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