

THE OUTPOST

U.S. Army Yuma Proving Ground, Yuma, Arizona 85365

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YPG remains Army's busiest test center

By Mark Schauer

U.S. Army Yuma Proving Ground was the Army's busiest test center for the third consecutive year.

The proving ground racked up nearly 2.3 million direct labor hours in fiscal year 2012, accounting for more than a fourth of the Army Test and Evaluation Command's total test workload. The feat was accomplished while scrupulously maintaining the safety and test quality standards for which the proving ground has long been renowned.

"YPG has a great workforce and environment," said Lt. Col. Chad Harris, Yuma Test Center commander. "Our people are dedicated to the mission. Our customers get testing performed quickly and receive accurate reports. That is why they keep coming back."

Though the total number of labor hours was down from its 2011 peak of nearly 2.8 million, it is virtually equivalent to the number posted in 2009, or about twice as high as the average year prior to the beginning of military operations in



Though the proving ground's overall workload was down from its all-time high in 2011, the Munitions and Weapons Division's workload increased by about 5 percent this fiscal year. Included in this workload was the proving ground's acceptance testing of every M777 155 mm lightweight howitzer (seen here) produced prior to its being fielded to troops.

PHOTO BY MARK SCHAUER

Southwest Asia early in the last decade. The proving ground also expanded its training operations, sometimes in connection with operational testing of equipment that underwent developmental testing here.

"We perform many tasks that consume capacity that we don't use a lot of direct labor hours on, but that are

tremendously valuable to the Army," said Col. Reed Young, YPG commander. "If you're talking about the overall value that YPG has to the Department of Defense, there are many ways other than direct labor hours to articulate it."

Ground Combat

Though the test vehicle mission has slowed from its

dramatic ramp up during the wars in Southwest Asia, the Ground Combat directorate still boasts a robust workload accounting for about 60 percent of the proving ground's total labor hours.

"Our workload is down about 15 percent from the previous fiscal year, but it is still historically high and overall we are staying busy,"

said Larry Bracamonte, Ground Combat director.

The directorate wrapped up a rapid testing initiative of the Stryker combat vehicle with a MRAP-inspired double-V hull early in the fiscal year, and was busy preparing for the comprehensive evaluation of the dramatically updated Paladin self-propelled howitzer. Radar systems such as the Lightweight Counter Mortar Radar and the TPQ-53 were also notable projects. Testing of the Excalibur guided munition continued, contributing to the Munitions and Weapons Division's workload increasing about 5 percent over the previous year.

In the new fiscal year, ground combat will continue production acceptance testing of every new M777 155mm lightweight howitzer, M119A2 105mm howitzer, and individual lots of mortar and artillery rounds. On the vehicle side of the house, the return of the Joint Lightweight Tactical Vehicle for further testing is expected to be a large driver of workload.

"YPG is vital to the nation and there will always be a need for test," said

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Best thing you ever bought on Black Fri
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YPG's world renowned working dog facility
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Technical Director achieves Black Belt
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TEST

FROM COVER



Testing of the Advanced Ram Air Parachute (ARAPS) seen here was an important part of the air delivery branch's workload. The ARAPS can support almost 100 pounds more weight than its predecessor, and also boasts a higher glide ratio, which means Soldiers can stay aloft longer and jump further away from the intended target.

LOANED PHOTO

Bracamonte. "Customers always tell me they come back here because of our responsiveness and flexibility. That reflects very positively on the YPG workforce. Everyone here wants to achieve the goal of getting the best equipment possible to Soldiers."

Air Combat

Air combat testing makes up about a third of YPG's total workload under the new organizational structure that absorbed the former National Counterterrorism Counterinsurgency Integrated Test and Evaluation Center (NACCITEC) along with some workload formerly conducted by the Electronic Proving Ground at Fort Huachuca, Ariz. Despite the restructuring, YPG remains the premier test center for testing electronic warfare and counter-IED technology, boasting infrastructure and expertise not available elsewhere.

"Electronic warfare work for the counter-improvised explosive devices (IED) went down dramatically, which is why we merged that work into Air Combat to increase efficiencies," said

Grant Ware, Air Combat director. "Electronic warfare is a sustaining mission. It is important work and has a lot of requirements out there. At some point it could ramp back up."

On a divisional basis, Ware said air delivery's workload increased compared to the previous fiscal year, while aviation's workload was down very slightly and sensor work grew fairly dramatically.

Last fiscal year the directorate wrapped up multi-year testing of the Block III Apache attack helicopter, and continued testing a variety of unmanned aircraft and sensors. Going forward, these are expected to remain significant growth areas. Personnel parachutes like the Advanced Ram Air Parachute System (ARAPS) and cargo parachutes like the Joint Precision Air Drop System (JPADS) will see an increased amount of testing. NASA will also continue testing relating to the parachute system of the Orion space capsule, though this testing is a small fraction of the directorate's overall workload. Ware predicts all divisions within the directorate except electronic warfare will see workload increases in the new fiscal year, which he credits in large part to the excellence of the directorate's workforce.

"We saw a 20 to 25 percent increase in workload for five years straight," said Ware. "Much can be attributed to the war, but a lot of it was getting repeat and word-of-mouth business. We are more than just a range: our personnel try to address customer needs."

CRTC and TRTC

The Cold Regions Test Center's workload dipped from the five year high it experienced in fiscal year 2011, but the test center was still busy conducting nine cold weather storage tests, as well as extensive evaluations of the M1A2 Abrams tank and the Load Handling System Compatible Water Tank Rack.

The Tropic Regions Test Center's labor hours, meanwhile, were about the same as the previous fiscal year. In addition to large-scale testing of three Mine Resistant Ambush Protected (MRAP) vehicles in the South



For the third consecutive year YPG was the Army's busiest test center, accumulating almost 2.3 million direct labor hours in conducting tests on such systems as the Stryker Mortar Carrier seen here. Though the number of labor hours was down from its 2011 peak of nearly 2.8 million, last fiscal year's figure was nearly twice as high as the average year prior to the beginning of military operations in Iraq and Afghanistan. PHOTO BY MARK SCHAUER

American nation of Suriname early in the fiscal year, tropic testers put an upgraded helmet through its paces in the jungles of Panama and continued various storage tests. The test center is also planning another major vehicle test in Suriname slated for late next year.

Looking forward

Though test budgets are expected to decline in coming years, YPG senior leaders are confident customers will continue to seek out the proving ground for its technical expertise, highly instrumented ranges, and customer-focused culture.

"There are programs that need to conduct environmental and developmental testing, and YPG is a great place to do it," said Harris. "We have a great reputation both in the United States and among our partner nations. YPG's work is critical to the defense of the nation."

"There is almost unlimited potential here in terms of what we can do," added Young. "I'm confident that as long as we have the right mentality and maintain flexibility, modularity and adaptability, we are going to survive extremely well."



Aviation testers in FY 12 wrapped up evaluations on the extensive Block III improvements to the Apache attack helicopter that have been taking place at the proving ground since 2009. YPG testers expect an extensive new round of updates to the venerable attack helicopter to take place within the next two to three years, all of which will require careful evaluation prior to fielding it to troops.

PHOTO BY MARK SCHAUER

Technical Director a Black Belt achiever

By Chuck Wullenjohn

Everyone at YPG knows the Lean Six Sigma (LSS) continuous process improvement program has been an important part of YPG and the entire command for several years. During this time, many processes have been improved and tens of thousands of dollars were saved, with more to come in the future.

Julio Dominguez, YPG technical director, has been personally involved in LSS for over three years, but his interest in improving YPG processes goes back well before.

“In the late 1990’s, I and several others worked to improve various processes we had inherited,” he said. “Some of the processes were probably fine when they were first implemented, but they needed to be looked at from efficiency and quality perspectives.”

The timeliness of our test reports is one example of something improved in the Munitions and Weapons Division long before higher headquarters mandated that test centers improve timeliness, he said.

What the LSS process provides now that was lacking then is a structured tool for studying and improving processes, with an eye to saving effort and money, as well as improving safety in some cases, said Dominguez. “Using LSS techniques, you start out defining and measuring a process to make sure you really have a problem and, if you do, you find the root cause and correct it,” he explained. “If you don’t do that, you may wind up fixing symptoms instead of correcting the problem.”

Dominguez began his LSS Black Belt training over one year ago, with the classroom phase taking several months. Much of his time during the first half of this year revolved around completing his project, which was to reduce the number of GSA vehicles in one of the mission areas at YPG. “We



Julio Dominguez, YPG Technical Director, proudly display his LSS Black Belt certification after one year of training.

PHOTO BY CHUCK WULLENJOHN

accomplished it,” he said.

Maj. Gen. Genaro Dellarocco, ATEC commander, has been a strong promoter of LSS both within the command and the entire Army. He personally presented the Black Belt certificate to Dominguez at YPG early this month.

Dominguez points out that many people at YPG have received LSS training, including instruction at the Green Belt, Black Belt, Master Black Belt, and Project Sponsor levels. “Even if LSS was to go away tomorrow as an Army program, we would continue to employ continuous process improvement processes at YPG. They really work,” he said.

As a certified Black Belt, he says his in-depth LSS knowledge will enable him to lead the process better than before.

THE OUTPOST

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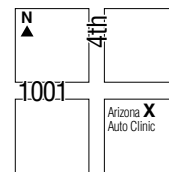
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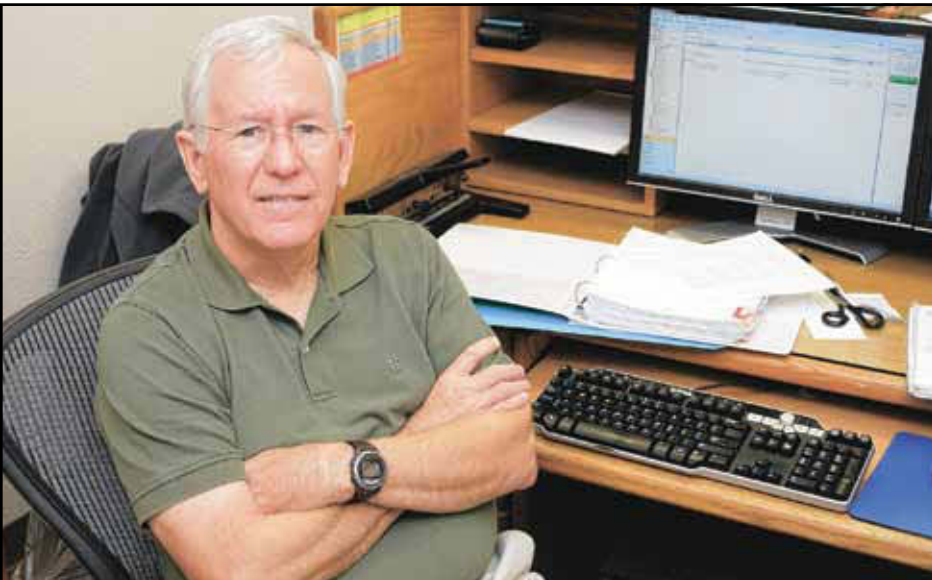
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Former Army officer, banker has second career at Yuma Proving Ground



Steve Alexander, budget analyst for the Garrison Resource Management office, talks about the billions of dollars in securities he handled during his tenure at the 10th largest American bank during a recent interview.

PHOTO BY MARK SCHAUER

Managed a \$13 billion securities portfolio for 10th largest bank in U.S.

By Mark Schauer

Steve Alexander brings a wealth of experience to his budgeting job.

A three-year veteran of YPG, the budget analyst for the Garrison Resource Management office came to the proving ground after a long career in high finance and a memorable stint as project manager for an early incarnation of the aerostat balloons familiar to YPG personnel while he served as an Army officer in the late 1960s and early 1970s.

A native of Trenton, Tenn., Alexander grew up on a small cotton farm and attended Mississippi State University and Memphis State University in the late 1960s. It was the height of the Vietnam War, and Alexander got a draft notice shortly after graduating. His college degree made him eligible to apply for Officer Candidates School, and he was accepted. After basic training at Fort Dix, N.J., he was sent to engineering school at Fort Belvoir, Va., from which he graduated in the summer of 1969. He then received additional schooling in military intelligence and electronic warfare at Fort Devins, Mass., after which he and his fellow students were given their next duty stations.

"Most got assigned to very remote locations," he said. "We had some of the worst locations in the world."

Unlike his classmates who were sent to Vietnam, the frigid north or rural locations in other far-off foreign lands, Alexander was assigned to the Naval Security Group at the Air Force base in Homestead, Fla. The duty station wasn't without excitement, though: being stationed there less than 10 years after the Bay of Pigs invasion,

Alexander found a base constantly ready for possible war with the Soviet Union, complete with Hawk surface-to-air missile batteries at the ready to intercept incoming aircraft or missiles from Cuba. The base was also a hub for presidential visits, with then-president Nixon landing at Homestead to visit his Key Biscayne residence, something that occurred more than 50 times. Alexander recalls the relaxed, vacation-bound Nixon taking time to work the crowds that inevitably showed up for his landings.

"I shook his hand once, but I didn't talk to him," Alexander recalled. "I didn't know what to ask the president."

His new job at Homestead was project manager for developmental testing of a large aerostat equipped with then-state of the art transistors. Though surveillance aerostats are a common sight today, whether flying over forward operating bases overseas, or, closer to home, being tested at YPG, at the time the program was highly classified.

"At the time I was project manager, the classification of the program was classified," recalled Alexander. "You couldn't even talk about the classification of the program."

Alexander first saw the large, Army green aerostat inside a large blimp hangar. Though it seems hard to believe now, testers were extremely cautious to fly the aerostat exclusively at night, and then only from an uninhabited key south of the Florida mainland. The Army had already determined that aerostats were useful as a platform for things like radio relays and couldn't be shot down easily, and thus the project had lots of high level attention from

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Social Security Column

New hours of operation for Yuma Social Security Office

Effective November 19, the Yuma Social Security office will be open to the public Monday through Friday from 9 a.m. to 3 p.m. - a reduction of 30 minutes each weekday. In addition, beginning January 2, 2013, the office will close to the public at noon every Wednesday.

While agency employees will continue to work their regular hours, this shorter public window will allow them to complete face-to-face interviews and process claims work without incurring the cost of overtime. The significantly reduced funding provided by Congress under the continuing resolution for the first six months of the fiscal year makes it impossible for the agency to provide

the overtime needed to handle service to the public as it has done in the past.

Most Social Security services do not require a visit to a local office. Many services, including applying for retirement, disability or Medicare benefits, signing up for direct deposit, replacing a Medicare card, obtaining a proof of income letter or informing us of a change of address or telephone number are conveniently available at www.socialsecurity.gov or by dialing our toll-free number, 1-800-772-1213. People who are deaf or hard of hearing may call our TTY number, 1-800-325-0778. Many of our online services also are available in Spanish at www.segurosocial.gov.

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Yuma Proving Ground's working dog training facility world renowned

By Mark Schauer

Most military installations focus on training combat forces, but U.S. Army Yuma Proving Ground is primarily known as one of the Department of Defense's premier test and evaluation sites. In addition to boasting one of the longest overland artillery ranges, virtually everything in the Army's ground combat arsenal undergoes testing here.

Yet, nearly 100 units from all branches of the armed forces visit YPG annually to train in its harsh desert environment. The most renowned of these training missions, are the nine unique working dog training courses conducted at the proving ground's realistic training villages.

"Unlike traditional military working dog facilities which are in a garrison-type environment, the specific purpose here is to have expeditionary-type living conditions," said Luis Arroyo, Training Exercise Management Office chief. "In addition to the training they get in the natural environment, teams get the added value of preparing to operate in any theater of operations under austere, less-than-fully-resourced conditions."

YPG's reputation in the military

working dog world is well known both at home and abroad, and has garnered visitors from such partner nations as the United Kingdom, Israel, Australia, and New Zealand. Recently, the Marine Corp's Inter-service Advanced K9 Skills course was observed by members of the Royal Air Force of Denmark, which has jurisdiction over all of that nation's military working dogs.

"We look to improve all the time in our deployment training, and the climate in Denmark is not very similar to the climate of Afghanistan," said Capt. Jimmy Helsinghoff of the Danish Royal Air Force. "This facility gives the environment: the heat, the way the ground is built, and the way odors work."

A veteran of multiple deployments to Afghanistan, Helsinghoff says the rigorous Danish military working dog handler training requires participants to complete a two-year training program prior to deployment and keep their working dogs with them at all times, at home and in the field. Helsinghoff represents Denmark on a North Atlantic Treaty Organization (NATO) working group concerned with military working dog training throughout the alliance, and it was through his American colleagues

on this panel that he was invited to visit American military working dog training facilities.

"Within a NATO context, why not learn from each other?" said Helsinghoff. "If American forces have already invented the wheel, why should I invent it in Denmark?"

Helsinghoff, who was accompanied by a kennel master from the Royal Air Force, saw 17 students pass the intense pre-deployment training, progressing from basics like first aid and improvised explosive device identification to intense tactical searches in YPG's various simulated urban area compounds and overland across rugged terrain. They had particular praise for Gunnery Sgt. Kristopher Knight, course chief, and the instructors from multiple services that led the students.

"Gunny Knight and his staff have been superb in showing us around and explaining what they are trying to accomplish," said Helsinghoff. "They do a very good course here with very realistic set-ups. Training-wise, this is the best facility I've seen: if you removed the cactus, I would think I was in Afghanistan. I would definitely love to have my dog handlers come here."



Working dogs at Yuma Proving Ground's K9 training facility get the natural environment with the heat, the way the ground is built and the way odors work as seen in this photo.



At the end of a training day, dog handlers continue to spend quality time with their dogs by praising them. Here, Gunnery Sgt. Kristopher Knight, course chief, checks in on one of the working dogs.

PHOTO BY MARK SCHAUER

Newest benefit tool : eRetirement

We understand that retirement is an important milestone in your life. The ABC-C is excited to offer the new eRetirement web application located in the Employee Benefits Information System (EBIS). This tool will allow you to fill out your retirement application with ease!

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Once you have accessed the EBIS website, click on the eRetirement button. You will need to complete all the forms listed. Once you have finished, simply print off each form individually, review closely, and sign

any applicable forms. Lastly, send it off to the ABC-C at 301 Marshall Avenue, Fort Riley, Kansas 66442. We will review your application closely and send you a letter stating we have received your application.

If you have any questions on eRetirement, please contact a benefits counselor at 1-877-276-9287 from 6 a.m. to 6 p.m. Central time.

On behalf of the ABC-C, we want to congratulate you on your pending retirement!

9/11 inspires YPG's Karen Werner to Antiterrorism Field

By Yolie Canales

With only two months at Yuma Proving Ground, Karen Werner, antiterrorism officer in the Plans and Operations Directorate, finds her job quite unique, for she has the opportunity to coordinate with many different counterparts in the antiterrorism community to ensure that measures are in place to protect the YPG population and to prevent terrorism.

Hailing to YPG from Washington, D.C. where she was a communications analyst for the Government Accountability Office on the Defense Capabilities and Management Team, from January 2008 to September 2012, Werner was looking for a job that would allow her to work with antiterrorism and operations and found exactly what she wanted to be doing.

Why would she want this kind of a job, Werner was asked.

"On the worst day of the U.S. history, September 11, 2001, I was near the Pentagon in Crystal City and felt the plane hit the Pentagon. This was the day I decided to join the National Guard and then the Reserve as a military police officer," said Werner. "What took place on that date is what inspired me to follow in this type of work. My interest in antiterrorism stems from that, and I still serve as a Reservist in a military police battalion."

Werner says that what she likes most about her job is that she doesn't always sit behind a desk and do paper work. "I get the opportunity to get out and meet people outside of my realm," said Werner.

"My job is a very interesting field," says Werner, who also worked in the Antiterrorism Division in

Europe for one year.

Werner said that the most rewarding experience in her military career has been when she served a one year tour of duty in Baghdad, Iraq, as a military police where her unit mission was to protect senior leaders in theater.

A dedicated employee in the antiterrorism field, Werner's inspiration to succeed in the workforce comes stems from the time she spent overseas. "I learned there are forces and individuals that oppose our country's way of life and that's why it is important that we work hard to ensure that we prevail against them," said Werner.

Although the "antiterrorism field" is an extremely influential part of her



Karen Werner, antiterrorism officer for the Plans and Operations Directorate is enjoying her job at Yuma Proving Ground.

life, Werner does take time out to enjoy life by taking in long distance running and exploring the genealogy topic in her spare time.

Safety Corner

It won't happen to me

Most of us probably don't give much thought to slip, trip, and fall hazards, but they pose a danger as we go about our daily routines. Perhaps you've seen someone at a store stretching for an item on the top shelf that's just out of reach. The next thing you hear is a loud crash.

Most people have an "it won't happen to me" mindset when it comes to slips, trips and falls. The potential for these types of accidents around the house are avoidable if individuals take the time to identify and fix hazards. The same goes for the workplace. Soldiers, civilians, supervisors and subordinates alike should be cognizant of their surroundings and take ownership of their personal safety.

Did You Know? In FY 2011,

Department of the Army civilian slip, trip and fall accidents, cost the Army \$47,860,176. From FY 2006 - FY2011, there were seven reported slip, trip and fall accidents involving Soldiers. Of those, three resulted in fatal injuries. For more information on workplace hazards and how to reduce the risk of work-related injuries, visit https://safety.army.mil/soh/INDUSTRIAL_SAFETY/tabid/369/Default.aspx.

Although we have challenges on YPG, the Safety Office thanks you for your effort in helping to reduce slips, trips and falls. In FY11, the installation experienced 15 slips, trips and falls and in FY12, the number was down to six. A big reduction! Please remember NOBODY GETS HURT!

The Safety Office has resources i.e., pamphlets, videos, posters regarding slips, trips and falls.

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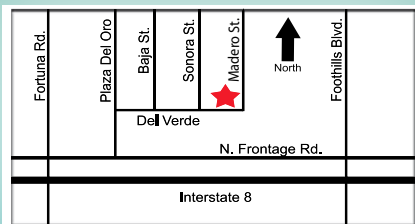
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VIEWPOINTS

The Christmas shopping season officially begins the day after Thanksgiving, popularly known as Black Friday, and stores rarely bustle more than during this free-for-all for holiday bargains. For this viewpoint, we asked members of the workforce, "What was the best thing you ever bought on Black Friday?"



Quang Ho
Test Officer

Back in college, I waited from midnight to six at Best Buy in Tucson to buy my dad a high resolution TV. It was worth standing in line for back then, but I don't do it anymore.



Becky Montgomery
Supply Technician

When Circuit City first opened in Yuma, my son and I took turns sitting in line to get a Nintendo Wii for my younger sons. My son was standing outside in line to be first when they called the police and said he was loitering. We got the Wii for a good price, but Black Friday is insanity, so I don't do it anymore.

Kelly Brunswick
Gunner

I got a \$2300 washer and dryer set for \$900. I stood in line for three hours at Sears before realizing it was the wrong door. I did a little pre-shopping and had my little slip all ready because I knew what I wanted.



Leonard Gomez
Test Vehicle Operator

Wal-Mart had a sale on LCD TVs and laptops for \$200 apiece, so we bought two of each. We took lawn chairs and sat in line for five hours right by where the product was going to be: I was in the frozen food aisle, and my wife was about five aisles down. The laptops were for my stepson and son, and one of the TVs went in my stepson's bedroom, so we all benefitted from it.



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BANKER

FROM PAGE 4

senior officers, to whom Alexander frequently gave classified briefings. A major concern for testers at the time was finding mooring lines strong enough to hold the lighter-than-air craft aloft without being heavy enough to drag it down, and evaluators were confident they had found a solution with a relatively new material called Kevlar.

After leaving the Army as a captain in 1972, Alexander worked in the financial and insurance industries, culminating in two decades as a financial analyst managing a \$13 billion securities portfolio for the former AmSouth Bank in Birmingham, Ala., then ranked the 10th largest bank in the United States. The securities industry is high stakes and relies on careful analysis, and multi-million dollar transactions were commonplace for Alexander.

"The biggest was the time we sold \$4 billion in one 30 day period," he

said. "Selling \$4 billion worth of securities isn't like calling up a buyer on the phone. We sold 200 or 300 groups of securities, and they changed value every day, so we were dealing with that."

He retired from the bank in 2007, but quickly grew restless. When two of his three children happened to transfer to jobs in Yuma, Alexander and his wife were eager to relocate to the desert southwest to be closer to their grandchildren.

"I was bored not working and knew I had a skill set, so why not use it," he said. "I had high offers to stay in Birmingham, but came here for my family."

These days, he and his wife of 45 years enjoy travelling on weekends, making brief excursions to places like Winslow, Az. The couple enjoys the desert Southwest and intends to stay.

"I like working at YPG," said Alexander. "I have no plans to leave."

— Chaplain's Corner —

Run to the battle



By Chaplin Loren (Maj.) Hutsell

I have always been fascinated with the biblical story of David and Goliath. In this story, a nine foot Philistine giant named Goliath taunted the armies of Israel for 40 days. Twice each day he walked out to the area between the two armies and challenged anyone to confront him mano-a-mano. He was a formidable opponent. His armor weighed 125 lbs. and the tip of his spear weighed 15 lbs. None dared face him, except a shepherd boy named David. He accepted the challenge despite being advised not to by his family and Israel's king. Although most didn't believe he could win, David was full of confidence. He pressed on and insisted on the fight. When the time for the battle came, scripture tells us that David ran to face his opponent. I Samuel 17:48, 49 records that as the Philistine moved closer to attack him, David ran quickly toward the battle line to meet him. Reaching into his bag and taking out a stone, he slung it and struck the Philistine on the forehead. The stone sank into his forehead, and he fell face down on the ground.

David defeated the great enemy of Israel. How was that possible? How did David have the fortitude

and confidence to face such an opponent? I believe his victory was born of three aspects of his life. First, David's confidence stemmed from his relationship with God. He had absolute faith and trust that God would be with him during battle. He wasn't merely fighting with his own strength. In fact, he told the king that God would deliver him from the power of Goliath. Second, he had skills. He had become battle-ready by killing a bear and a lion that attacked the sheep he was entrusted to protect. He already had experience challenging his own fears. He didn't run from smaller challenges in his life but used his victories in those areas to prepare himself for larger conflicts. Third, he was able to stand alone. Although others were afraid, he kept the faith in victory. He was able to see beyond the conflict of the moment to a better and brighter tomorrow. Trusting in God's strength, he ran to the battle and killed Goliath.

What are the "Goliaths" in your own life that need to be overcome? What are the problems that you face that seem to have gotten the best of you and make it difficult to see a positive outcome? Is it a relationship problem, an addiction, a character flaw or habitual sin? Maybe the Goliath in your life is the need to go back to school, or find new employment, or to set healthy boundaries for unhealthy relationships. Maybe your Goliath is the need to renew your devotion to God as the primary action of your life. By trusting in God's strength, you, too, can press forward with confidence and expect to be victorious. Take small steps of engagement, keep moving forward, and place your trust and faith in God through prayer. Be hopeful and expectant of a future day of victory over your situation. In full confidence, run to the battle!

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