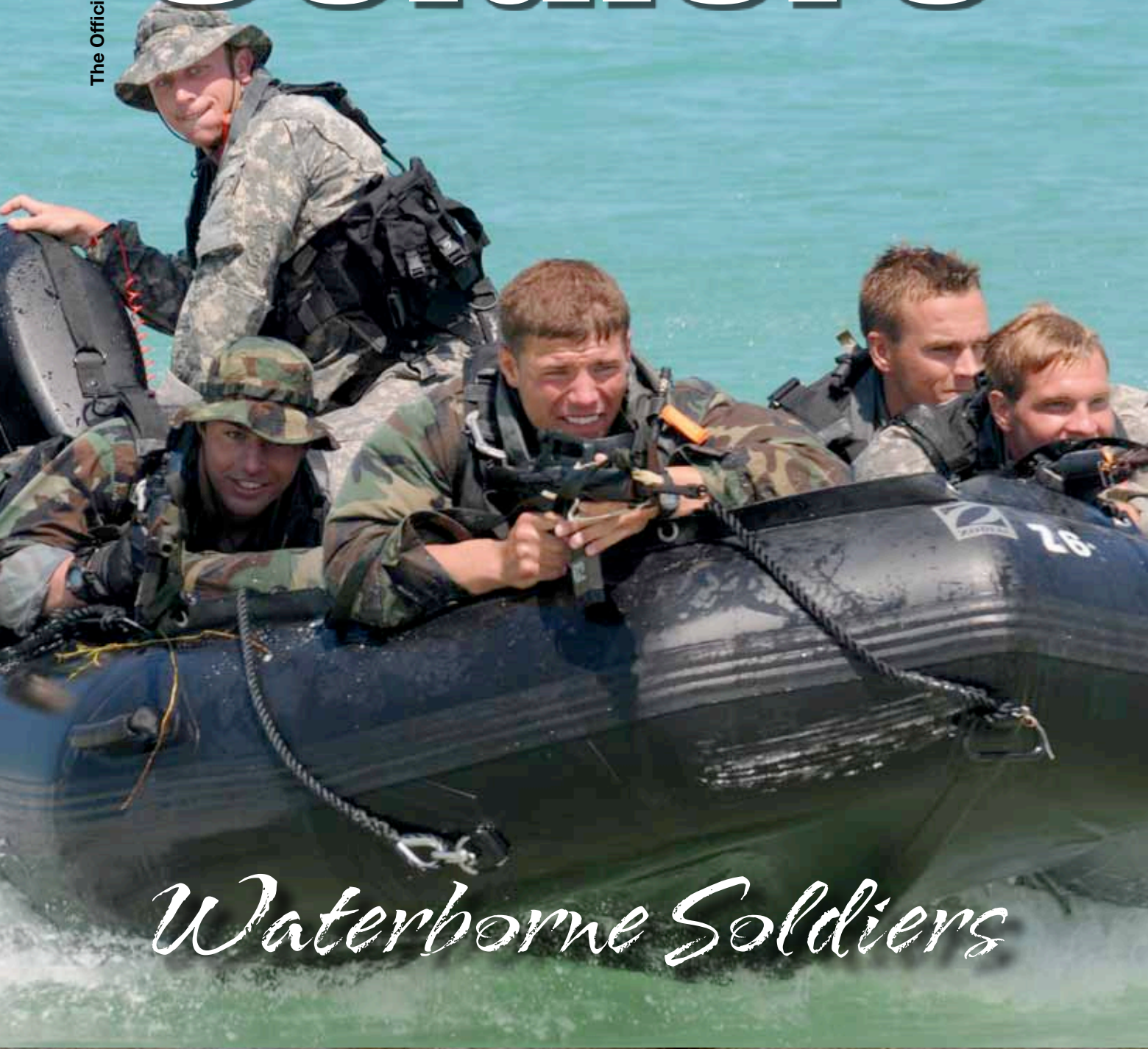


The Official U.S. Army Magazine

November 2010 • www.army.mil/soldiers

Soldiers



Waterborne Soldiers

Stories about veterans:

Inside:

**Veterans Curation Project • Hi-speed Soldier •
Music for the troops, by the 'Troops'**



Soldiers

November 2010 • VOLUME 65, NO. 11



Combat Diver Qualification Course students execute a beach landing assault, while conducting boat operations at the Special Forces Underwater Operations School in Key West, Fla. See story on page 18. (Photo by Staff Sgt. Marshall Pesta)



[On the Cover]

Soldiers go waterborne.
(Photo by Staff Sgt. Marshall Pesta)

[Coming Next Month]

December 2010 - What they take to war, Warrior Games.



Explosive ordnance disposal team members prepare to deploy a robot in a field during a combat patrol in Arghandab River Valley, Kandahar province, Afghanistan. The Army Test and Evaluation Command and its subordinate organizations have tested a variety of robotic systems, and many have undergone forward operational assessments in the combat theater. See story on page 40. (Photo by Air Force Master Sgt. Juan Valdes)

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November 2010

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Nov. 1, 2010

The November issue of *Soldiers* features a variety of stories, several highlighting former *Soldiers* in honor of Veterans Day.

This month, we tell the stories of *Soldiers*-turned-musicians; a recently retired general known to most as “Hondo;” veterans who have found their calling by sorting through historic artifacts; and a former gunner and vehicle commander, who doesn’t let his war wounds get in the way of his dreams.

You will also find out what life was like for the first women who graduated from West Point; how The Institute of Heraldry has evolved over the past 50 years; learn about the teams the Army sends to combat zones to solicit *Soldiers*’ input about the gear they use, and assess the equipment used in the fight; and discover that *Soldiers* operate not only in the air and on land, but also in the water.

On behalf of the *Soldiers* magazine staff, I hope you are enlightened and entertained by this month’s features. Thank you for your service, and for the sacrifices you make each and every day.

Sincerely,

A handwritten signature in black ink, reading "Carrie McLeroy".

Carrie McLeroy
Editor in chief
Soldiers magazine

Corrections:

In the September issue story “Surviving Sexual Assault,” it was incorrectly stated that Karlene HemerlyFluck-Kroll was in Afghanistan in 2001, and that her perpetrator was hiding in a shower stall. Kroll was actually in Afghanistan from 2002 to 2003, and her perpetrator was in a latrine stall.

Also in the September issue, on page 14 of “The green-gray line,” the caption should have read, “Now-2nd Lt. Tyler Gordy, cadet first captain for the 2009-2010 school year, stands in front of his staff during a 2009 fall review.” In addition, a caption on page 16 said the U.S. Military Academy Preparation School had already left Fort Monmouth, N.J. It remains at Fort Monmouth for the next school year.

Veterans

Story and photos by Alan Dooley

THERE is a link between mountains of prehistoric and historical artifacts, documents and records and Soldiers transitioning to civilian life.

The Veterans Curation Project, which helps Soldiers become successful civilians, while meeting the need to properly curate some of the nation's historical treasures, is that link.

Using \$3.5 million in seed money from the American Recovery and Reinvestment Act, the U.S. Army Corps of Engineers has established three pilot VCP projects in areas home to large numbers of wounded and other veterans. Centers have been established in Augusta, Ga., St. Louis and Washington. Additional funding in fiscal 2011 would allow the project to continue for at least one more year.

The project was conceived by Dr. Michael "Sonny" Trimble, director of the U.S. Army Corps of Engineers Center of Expertise for Curation and

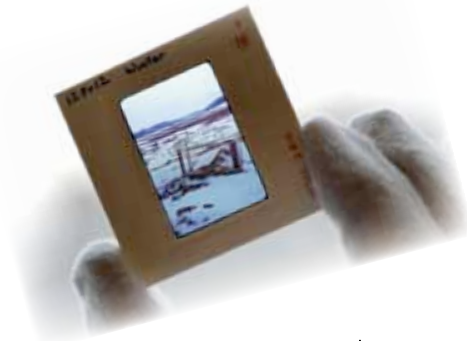
(Top) The St. Louis Veterans Curation Project lab is located on the sixth floor of the Robert A. Young Federal Building. Veterans acquire a multitude of archival skills as part of the U.S. Army Corps of Engineers-sponsored program. Trained archaeological laboratory specialists are on hand to help interpret objects and to learn how properly to preserve them for study by academics and other historians.

(Middle) Digital imagery skills are necessary to record accurate, properly lit photos of artifacts. The images become valuable records made available online to researchers and other interested parties. Here, contract photographer Dave Knoerlein (right), a professional forensic photographer hired for the program, discusses the details and nuances of properly photographing artifacts.

(Bottom) Army veteran Sean Box weighs archaeological materials, the first step in providing a complete and accurate description of the items. He will repackage them in a scientifically acceptable manner to best preserve them for future investigation. The data from his observations, in addition to accurate, well-lit photos, will be part of a total package that will then be made available online to researchers and historians.



Curation Project:



Those who make history help preserve it

Management of Archaeological Collections, located in St. Louis. It is being conducted with cooperation from the Department of Veterans Affairs and organizations such as the Central Savannah River Area Wounded Warrior Core Project. Project participants are employed, earning full-time or part-time salaries as they learn.

The VCP has two goals. First, veterans receive valuable training from professional archaeological laboratory management specialists in technical skills such as: digital photography, scanning, cataloging, database and records management, preserving historical documents and making all the information available to researchers and historians online.

Second, veterans are helping the Corps of Engineers work through a backlog of artifacts, images and records from decades of engineering projects. “We estimate there are materials, stored artifacts and other items, that would fill 30 semi-trailers—and this is in the U.S. Army Corps of Engineers alone,” Trimble said.

“This isn’t ‘make-work,’” he emphasized. “Properly documenting these items is required by the National Historical Preservation Act to preserve them, and their information, for study and educational purposes. It is unfinished business. It’s federal law and it is our responsibility.

“We aren’t trying to turn these Soldiers into archaeologists or anthropologists,” he added. “But the skills they are gaining, the processes they are learning, relate directly to the growing field of record keeping in medical, insurance, financial and other professions.”

Project participants in St. Louis praised the program.

“I have held a metate in my hands. That’s a stone Native Americans used to grind grain,” said eight-year Army veteran, Walter Sinnott IV. “When they ground the grain, tiny, abrasive flecks of stone would mix with the food.

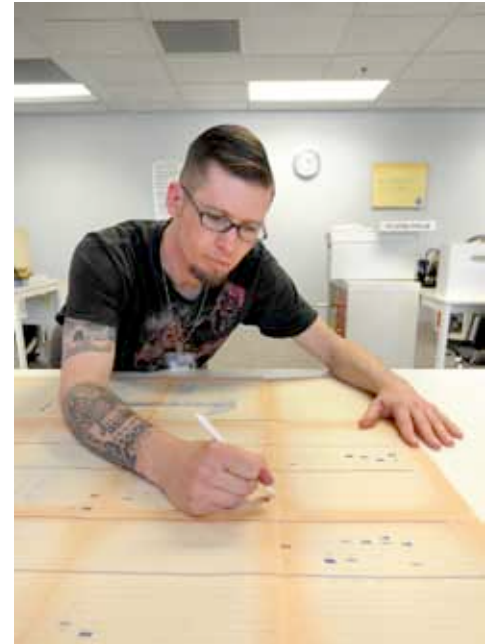
“I have also held the flattened teeth of the people who produced and ate these foods, which ground their teeth down over years. It all became very real—not just intellectual, like a picture or a text about prehistoric America. I felt the connection between their tools and their lives. I felt I was able to touch these people.”

Sinnott served four tours in Iraq and Afghanistan as a fire support specialist. He spoke as he carefully smoothed wrinkles in an aging table-sized chart and map that had been tightly folded for 40-plus years. “We humidified this chart with hot water vapor for an hour. Then we dried it between blotter paper and I manually smoothed the folds. I’ll repair any damage and then I have to figure out how best to preserve it for the future.”

Sinnott said that after being discharged three years ago he first studied to become a computer engineer, but realized he wasn’t suited for the work.

“I didn’t want to spend my life in a cubicle; I have always been fascinated by outdoor characters like Indiana Jones. This experience is showing me I can do anything I want to do. If I (had) to choose today, (I’d) say I want to be a geologist,” he said.

In a far corner of a room, Sean Box talked about how he wants to work with people as he stared at a computer



Army veteran Walter Sinnott smooths creases in a long-folded chart and map that contains details about where and at what depths specific artifacts were recovered at a U.S. Army Corps of Engineers construction site decades ago. Sinnott used accepted archiving and curation techniques to unfold the chart without further damaging it. He will also make necessary repairs to the document before deciding how best to curate and preserve it for future historians and researchers.

screen, trying to conjure up the precise word he needed to “nail” a carefully crafted technical report of a study he was wrapping up.

Box, who spent six years in the Army as an engineer and mechanic, is awaiting knee-replacement surgery for a service-related injury. He described what he has gained from the VCP.

“In addition to technical skills, I’m learning not to speak ‘Army,’” he said, referring to military jargon. “This isn’t just learning computer skills. This is very real.

“I have also gained a new apprecia-

tion for those who have gone before me,” Box mused. “They couldn’t read and write, and I thought that made them stupid.

“But listen, I’m learning people have always been smart, just knowing how to live and figure out how to do what they did” he said, grinning. “And this experience has taught me that there’s a lot more to life than TV. I read a lot more now and want to know more and more. We had a daughter a year ago, and I want her to be proud of me. I want to be her role model as a Daddy.”

Between Sinnott and Box, Trey Stone, who served five years in the Army, reviewed a collection of documents to confirm their proper disposition. “I am learning technical skills, like photography,” he said. “I am studying criminal justice at Kaplan University, and the photographic skills I have learned and used here may earn me college credits and help me complete my education sooner.”

Stone drew connections between forensic and documentation skills needed to curate materials and similar methodology in police work.

“This is giving me hands-on skills I can use in what I want to do in the future. Holding artifacts and imagining how someone might have used them a thousand years ago is something that will help me visualize a crime scene and how seemingly insignificant things may be keys to solving a crime.”

In addition to the technical skills, Stone said. “I’m gaining people skills. I’m getting help building a resume to tell potential employers about what I can do for them. They are helping me learn how to relate better to civilians. You cannot order them to do things like you could with Soldiers.”

“This is a win-win for America,” Dr. Trimble said after returning from opening the VCP in Washington. “Information on large amounts of materials that were undocumented and unavailable for study, are emerging to fill gaps in our historical knowledge.

“At the same time, veterans, to whom we owe a great deal for

their service and sacrifices, are being prepared for post-service civilian employment and lives,” he added. That will serve them today and in the future. This repays a debt to the past, the present and the future.”

In an unexpected way, Soldiers are finding connections and gaining wisdom from reaching across centuries to touch America’s earliest peoples.

“I never even dreamed this kind of work existed,” one veteran said as he looked at a pottery shard, turning it over carefully in white-gloved hands. “Wow, this is exciting,” for those who study history, and for the Soldiers who have made it. ❖



(Top) Trey Stone, a former Soldier, scans black and white negatives. The negatives document one of many archeological investigations conducted over decades of U.S. Army Corps of Engineers excavations, in connection with building a multitude of public works projects such as locks and dams, recreation and water resource projects. Stone scrutinizes each frame to best document its contents. This attention to detail will later help historians determine what might be available to them as they study a specific region or site’s history.



(Right) Photographing the artifacts is an exacting science if the resulting image is to be usable to scientists and historical researchers. Focus must be precise, lighting must reveal all of the features, and the image must show a proper measurement scale, to enable its viewers to place the artifact in proper perspective. Here a VCP trainee in St. Louis observes an artifact before “squeezing the shutter,” to ensure that all of the requirements will be met.

Alan Dooley is the chief of public affairs for the U.S. Army Corps of Engineers, St. Louis District.



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Hi-speed Soldier

Story by Jini Ryan

IT seemed unlikely, but there he was. The rearview mirror reflected the slightly vibrating image of Adam Poppenhouse's eagerness; the glint in his eyes, the small smile on his face. The Mitsubishi Evo MR shuddered as he flicked a switch to engage the paddle shifters. The engine revved and the car leaped forward. The 23-year-old Army veteran was right where he wanted to be: behind the wheel of a fast car.

"When I first bought it, it was really fast and then I got used to it, so I needed to make it go faster," Poppenhouse said.

Fast cars are his passion, one the mechanics at Atlantic Motor Sports share and indulge. The mechanics have upgraded

everything around the motor. They've put a big turbo on it, bigger camshafts, new cooling aspects for the transmission, and even tuned the onboard computers to make this vehicle racetrack-ready.

A stock Evo can push 163 mph; Poppenhouse's car is faster. In fact, when asked how fast he can go, he responded, "Crazy fast! I honestly don't even know."

Since he has unquestioning faith in the skills of the Atlantic Motor Sports mechanics, Poppenhouse makes the 322-mile drive from Stow, Ohio to Gaithersburg, Md., regularly so they can work on his car. While an average driver needs more than six hours to

cover that distance, Poppenhouse does it in less than five.

Poppenhouse was serving as a gunner and vehicle commander with the 3rd Stryker Brigade, 2nd Infantry Division in Iraq, when he found the car of his dreams. "I'd just got the latest Motor Trend in the mail from my wife and I was reading it and they did a story about this car and right then and there, I read the article and just told myself, if I made it back, I was going to buy myself one."

Pointing to the sleek front end, Atlantic Motor Sports shop foreman Cory Peterson described some of the tweaks they've made to the car. "Adam had the headlights tinted just to give it a little more...I believe he calls it the



storm trooper look.” Ducking under the hood of the car, Peterson tapped a key component. “We also upgraded the boost controller on it. We changed the stock boost solenoid to an after market electronic boost solenoid.”

“Adam was waiting for the MR version of this car to come out, which has the paddle shifters in it,” Peterson said, “and that allowed him to not have to deal with the clutch pedal.”

A traditional clutch pedal wouldn’t work for Poppenhouse; he lost both his legs in Iraq.

“We were leaving the area to go back to the FOB (forward operating base) to refit and refuel, and the insurgents they had some IEDs (improvised explosive devices) and an ambush waiting. So, they hit us on the way out.”

Poppenhouse was medically evacuated from Iraq to the Landstuhl Regional Medical Center in Germany, and then brought to Walter Reed Army Medical Center in Washington. He lost his right leg below the knee in the blast. Doctors tried to save his left leg, but eventually, he elected to have it amputated above the knee.

“My right leg, I lost it above the knee, so I have quite a long prosthetic, and I take that one off,” he explained as he detached the prosthetic limb. “I have a quick-release called a Ferrier coupler. I just take it off with a key and I drive with my left foot with my left prosthetic.”

“The transmission, it acts just like a manual,” Pop-



Former Sgt. Adam Poppenhouse is souping up his car to hit the race track. (Courtesy of Cory Peterson)

penhouse said as he gestured toward his legs. “In my situation, I can’t use a clutch, so it has paddle shifters on the steering wheel that I can shift gears with. When I want to drive aggressively I can still get the car to do what I want it to do without having to use the clutch.”

Peterson said it took him a couple

of months before he realized Poppenhouse didn’t have legs—he’d worn pants to most of their meetings.

“When I realized Adam’s situation, I just assumed the car had hand controls. One day I went to pull it in and I made a comment about it, and he said, ‘No, it’s a standard car—there’s nothing done to it whatsoever.’” With





Atlantic Motorsports shop foreman Cory Peterson and former Sgt. Adam Poppenhouse checks out the modifications they've made to the engine. (Courtesy of Adam Poppenhouse)

a chuckle, Peterson added, “I also give Adam kudos. He doesn’t put handicap tags on the car.”

Poppenhouse medically retired from the Army as a sergeant in July 2009. With Peterson’s help, Poppenhouse continues to soup up his car to accommodate both his love for speed and his injuries. “I have a problem when I can’t feel my feet obviously,” Poppenhouse explains. “So, in the boost controller that we put in, it has a throttle position reader that goes off the throttle position sensor in the car. It’ll show me exactly, on a bar graph, how much, in a percentage, how much throttle I’m actually giving it.”

One of the mechanics drove the vehicle up onto the shop’s dyno, to show off the improvements they’ve made. The engine purred as he accelerated—the noise so deafening, you

need earplugs. The exhaust pumped out black smoke, the air filled with the smell of fumes. Then suddenly, the engine backfired with a loud “pop.” A small burst of flames erupted from the tail pipe, engulfed in more black smoke. Poppenhouse and the mechanics grinned like boys with a new toy.

“On our dyno we’ve proven, at the wheel this car makes just shy of 400 horsepower,” Peterson explained. “So, pedal to the metal, 100 percent throttle, looking at that little gauge, he’s moving—he’s doing some damage.”

Poppenhouse said life after the Army has been a little crazy after heading back to Stow, Ohio. These days when he wakes up, it’s with a new mission: racing the Sports Car Club of America circuit. Another driver he met through Atlantic Motor Sports, who is

currently racing an Evo, put Poppenhouse on that track.

“I went to a track day with him and Cory (Peterson), and we worked on the car in the pits as it was racing and I just kind of fell in love with it. Been kind of steering toward that direction ever since.”

Poppenhouse wants to hit the racetrack next summer; that means completing a driving course, getting a racing license, and spending a lot of wheel time on a track to qualify as a competitor. While this soft-spoken young veteran takes quick glimpses in the rear view mirror from time to time, he’s focused on the road ahead.

“Maybe eventually, if I can’t do the race car thing, I’ll go back to school or something, but I’m pretty happy with where I am right now.”

Poppenhouse said there are times



Former Sgt. Adam Poppenhouse arrived in Iraq in August 2006. His convoy hit an improvised explosive device in December of that year.



(Above) Former Sgt. Adam Poppenhouse poses for a photo during his deployment to Iraq in 2006. (Courtesy of Adam Poppenhouse)

(Right) Former Sgt. Adam Poppenhouse served with the 3rd Stryker Brigade, 2nd Infantry Division, Fort Lewis, Wash. (Courtesy of Adam Poppenhouse)



(Below right) Adam Poppenhouse takes off his right prosthetic when he gets behind the wheel and drives with his left.

when he still wishes he wore the uniform. "I miss it every day. I miss the guys. I miss the brotherhood. I miss the purpose.

"I loved the Army, I really did and I can't do there what I want to do anymore. So, I just kind of made a promise to myself, you know, from this point on I'm going to do something I enjoy and it has to be cars. That's just what I have to do. It's my calling." ♦

Jini Ryan is the director of Soldiers Radio and Television, in Arlington, Va. Her video piece on Adam Poppenhouse can be seen at <http://www.army.mil/media/amp/?bctid=60263885001>.







Music for the troops, by the 'Troops'

Story by Jacqueline M. Hames

“SING?” Daniel Jens, member of the 4TROOPS musical group, asked the sound technician before bursting into a rap. His band mates, Meredith Melcher, Ron Henry and David Clemo shook their heads and laughed. Their energy and regard for one another was apparent while they warmed up onstage at Wallace Theater at Fort Belvoir, Va.

The band, together since December 2009, was at the theater to mentor the cast of the U.S. Army Soldier Show. Melcher, Henry, Clemo and Jens sang a few songs from their album (released May 11) for the cast and brought them all onstage for an impromptu meet-and-greet.

“Congratulations to all of you,” Henry said with a big smile as the Soldiers gathered around. “You’re doing something I never got the chance to do.”

(Left) The musical group 4TROOPS, made up of former Soldiers, pose during a photo shoot for their debut album, released in May.

Though Henry didn’t have the opportunity to be in the Soldier Show, the retired staff sergeant competed in “Operation Rising Star,” an annual singing contest sponsored by Army Family and Morale, Welfare and Recreation Command. There, he met Victor Hurtado, the current production director for the Soldier Show, who is also responsible for bringing 4TROOPS together.

“I had met Victor after I got off of ‘America’s Got Talent,’” Jens said. When the record label management approached Jens about forming a group, he immediately recommended Hurtado. “I trusted Victor with my life, and I knew that with his production background working with talented Soldiers, I trusted that they were going to be great.”

Hurtado pulled in Melcher and Clemo, whom he worked with in the 2004 production of the Soldiers Show, and contacted Henry last. He “brought us all together because he knew about our talents, and our consistency and our reliability,” Melcher said. She emphasized that reliability and accountability are important traits in the Army and the music industry.

The group imparted some valuable wisdom on the cast of Soldier Show: primarily to stay humble, appreciate



the backstage and tech crews, and of course, to share their gifts.

“Encourage one another, whatever dream you’ve got,” Jens said, “I don’t care how long it takes; fight. Fight for what you believe in, fight for your goals.”

4TROOPS has only been together as a group for a short time, but the band members work well together because they share a common background: all of them are combat veterans. Clemo and Jens are both former sergeants, and Melcher is a former captain.

The 4TROOPS members agreed that one of the most amazing things they experienced while deployed was



Tim Hipps

The cast of the U.S. Army Soldier Show performs an original song based on the principles of Comprehensive Soldier Fitness during a mentoring session with 4TROOPS in April.

performing for other Soldiers. Jens would use music to take his mind off things that worried him, and his friends would gather to hear him play guitar and sing.

“To see the war, so to speak, just melt off their faces, it was like we were back home around the campfire. And that’s when it really hit for me,” Jens said. “I can be doing something really important here. I can use my talent for something that’s bigger than me.”

Melcher sang for fellow Soldiers during a Fourth of July show and was touched by the reaction. “It’s a really good feeling to get them to smile, even just for a little bit,” she said.

Clemo served in Iraq and Afghanistan, Melcher in Iraq and Kuwait, and Jens and Henry served in Iraq. Their experiences as Soldiers and the ability to “adjust fire” quickly helped them in their transitions to musicians, Jens said.

“I think being a veteran gives us a unique perspective on life,” Clemo explained, “and especially on this opportunity we have right now, to really bring awareness of servicemembers’ lives.”

Regardless of their adaptability, 4TROOPS members still found some of the hectic schedule a bit of a struggle.

“The hardest part, I would say, (is) challenging each other to bring out the best we could in the album,” Henry said. “Every song, every lyric that we sung in the studio, that was really, really challenging because we had to do this very fast paced.”

“We definitely have detail things we need to work out, like cut-offs, and... working on notes, and things like that,” Clemo agreed. “We’re continually striving to perfect that.”

In addition to the musical adjust-

ments they made in studio, the group found being away from their Families especially difficult.

“It’s obviously worth it,” Melcher said, “but being away from Family members is the one struggle, I think.”

The 4TROOPS members are driven by the Soldiers and Families they perform for; they give their best to help make others feel better. The group wants to help bridge the gap between civilians who don’t understand military life and the Soldiers, Clemo explained. “Even though we only have one original song on the actual CD, every song is personal to us,” he said.

“This project is not about the war,” Jens said. “It’s about the warrior.” Their mission is to provide hope and inspiration through their talents, he added.

“If a song or something I can say



(Above) Members of the musical group 4TROOPS sing to the cast of the U.S. Army Soldier Show during a mentoring session at Fort Belvoir, Va., in April.

(Below) 4TROOPS member Meredith Melcher sings during a mentoring session with the U.S. Army Soldier Show.

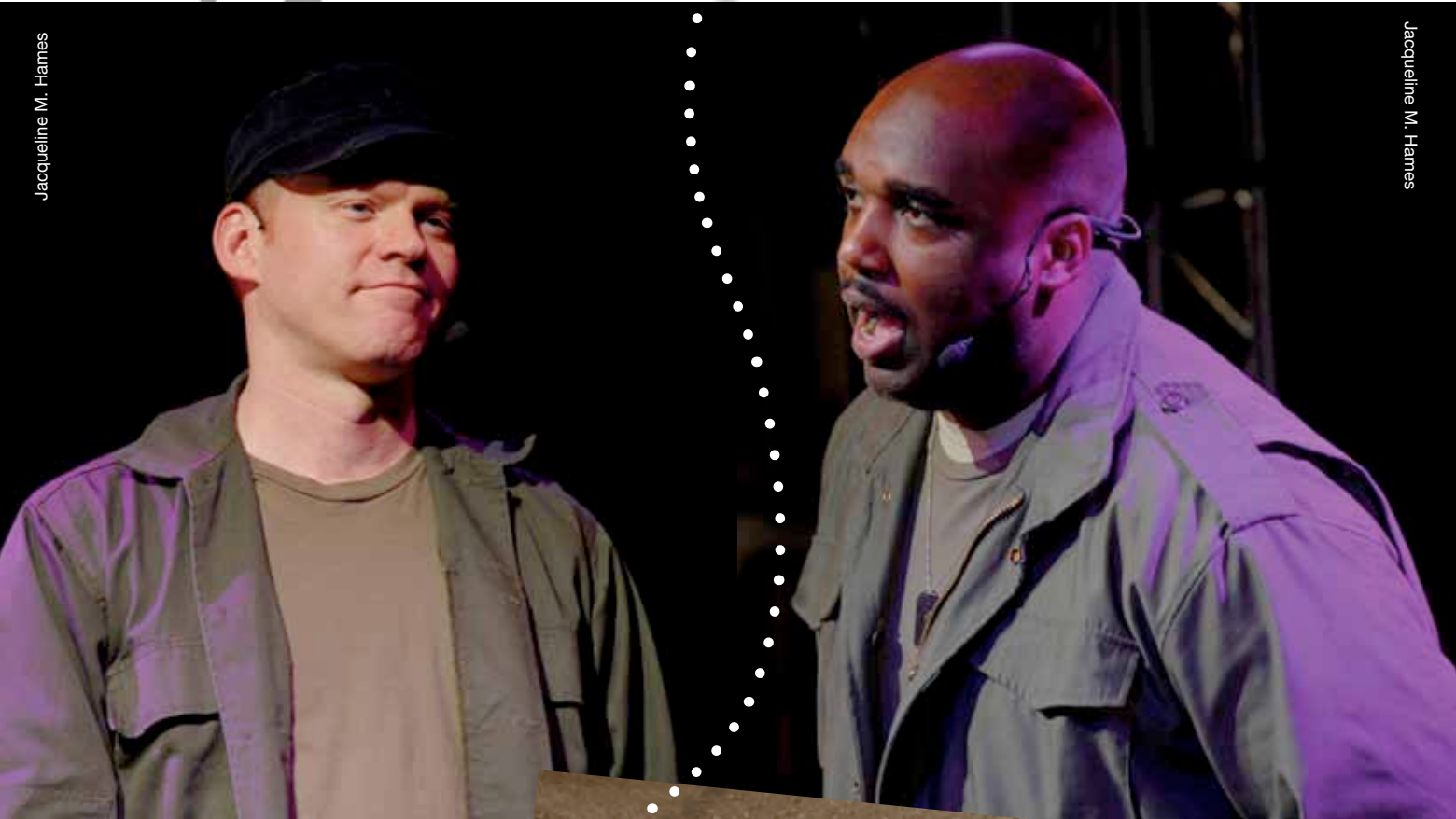
makes you have a brighter outlook on life and the goals you are trying to reach, I'm just humbled," Henry said, grateful to be a part of the group.

The Soldier Show cast performed an original song based on the principles of Comprehensive Soldier Fitness (the Army's program designed to enhance resilience and coping skills among Soldiers, Family members and civilians) for the members of 4TROOPS, and the band was amazed.

Melcher was especially excited to meet the cast. "It's so cool to be able to show them anything is possible," she said.

Jens encouraged the cast to remember the Soldiers and Families when performances get tough, and to learn as much as possible from the show. "I'm living my dream, I really am," he said. "I never thought in a million years that it would happen this way."





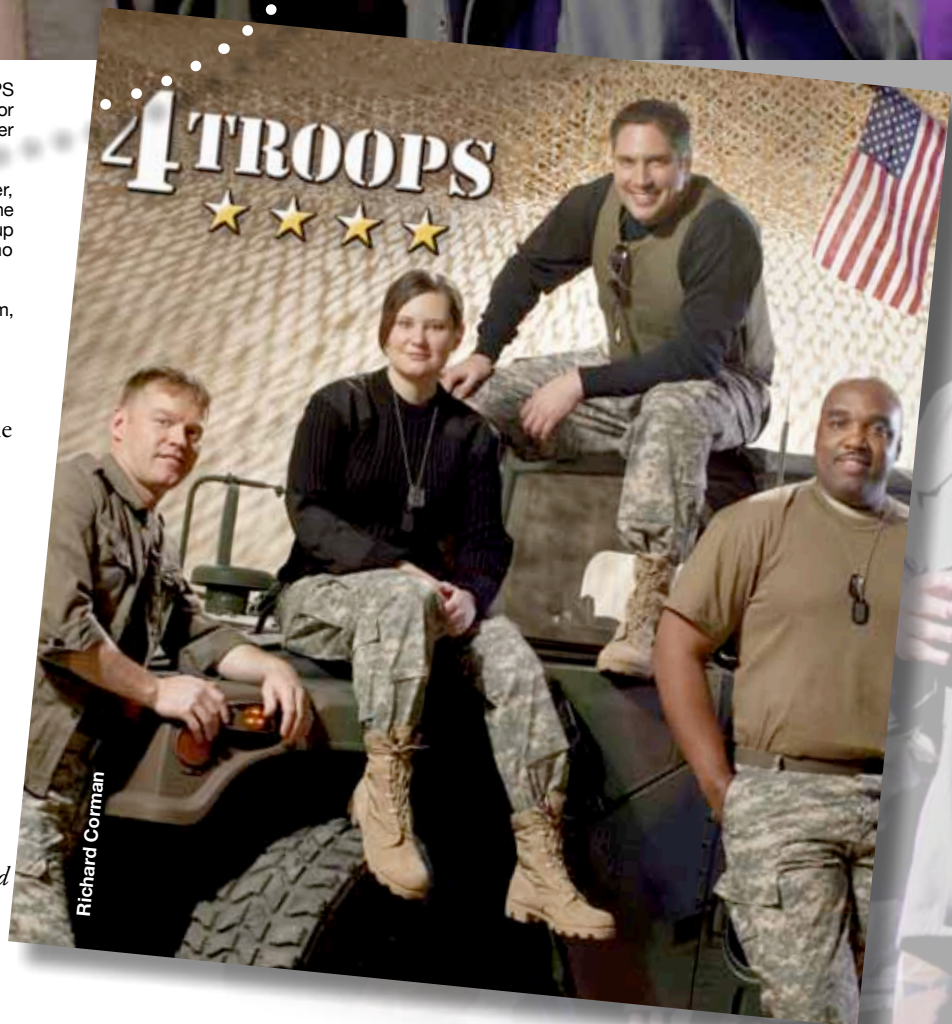
(Above left) Daniel Jens, member of the 4TROOPS musical group, prepares to sing during a mentor session with the cast of the U.S. Army Soldier Show.

(Above right) Ron Henry, 4TROOPS member, sings a song during a mentoring session with the cast of the U.S. Army Soldier Show. Fellow group members Meredith Melcher and David Clemo sing harmony.

(Right) Final cover for the 4TROOPS debut album, released in May.

“I just hope that we represent (the Soldiers) well,” Clemo said. ❖

Editor’s note: 4TROOPS released a book in September that chronicles how they came together, the start of their musical career, and fan reactions, called “4TROOPS: The Mission is Music.”



Richard Corman



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Candidates of the Combat Diver Qualification Course at the Special Forces Underwater Operations School in Key West, Fla., navigate their Zodiac assault craft through Fleming Bay.

The WATER sorts it out



A Combat Diver Qualification Course candidate gets some help donning his gear in preparation for a dive.



Story and photos by
Staff Sgt. Marshall Pesta

ON the southern tip of the Florida Keys, at what was a fallout shelter during the Cuban Missile Crisis era, is the Special Forces Underwater Operations School. It's where the military's elite special-operations forces train at some of the most physically demanding courses in the Army: the Combat Diver Qualification, Combat Diving Supervisor and Diving Medical Technician courses.

Soldiers of Company C, 2nd Battalion, 1st Special Forces Training Group, run the school as part of Fort Bragg's U.S. Army John F. Kennedy Special Warfare Center and School.

During the six-week qualification course, Special Forces Soldiers learn more than basic scuba diving—they learn a new method of transportation. Master Sgt. J.T. Reed, the operations sergeant for the school, said the schoolhouse focuses on more than the skill of diving; it also focuses on the overall spectrum of waterborne operations, to include tactical infiltration and search and recovery operations.

"To us, it's just another way of getting to work," Reed said. "Some teams can jump into an area using HALO (high-altitude, low-opening airborne operations); our teams use a variety of methods in the water to come in undetected. That gives the operational force a full set of capabilities."

Prior to reporting to Key West, candidates first complete a pre-scuba course with their own units to prepare them for the tasks they'll have to complete the first week at dive school.

Staff Sgt. Samuel Winslow, a dive school candidate from Norridge Wock, Maine, said the three-week train-up



Combat Diver Qualification Course instructors explain how to assemble the tactical kayak at the Special Forces Underwater Operations School in Key West, Fla.



was essential for him to be ready for the intensity of this course.

“For me, one of the hardest things was the underwater swim test,” Winslow said. “You build up your lung capacity, but it just comes down to being confident. You have to say, ‘I know I can do this!’”

For others, even after the pre-scuba course, CDQC was still one of the greatest challenges they’ve faced in their Special Forces training.

Sergeant Matthew Ruhnke, from Hattiesburg, Miss., said between the train-up and his off-time training, he

would spend hours a week swimming prior to arriving at Key West.

“We had to do the pre-scuba class, so we knew what to expect,” Ruhnke said. “However, that didn’t make it any less hard.”

The dive course begins with pool week, where individuals are evaluated on their ability to complete rigorous water testing to include: a 50-meter underwater swim, a 500-meter open water swim in uniform, as well as stress tests, where candidates are bound at the hands and feet and required to perform tasks in the water. This stress is

the most effective way to gauge a diver’s ability to remain calm while under pressure and underwater.

“It’s vital for them to not lose their cool when something goes wrong,” Reed said. “We put as much pressure as possible here, so they are prepared out there.”

“The ocean does not care, it will kill you.”

Once the candidates show their proficiency in the water, they move on to learn advanced military scuba-diving techniques. Scuba is the acronym for a self-contained underwater breathing

Combat Diver Qualification Course students approach a beach landing site while conducting boat operations at the Special Forces Underwater Operations School in Key West, Fla.



A Combat Diver Qualification Course candidate focuses on completing his mission.



Combat Diver Qualification Course students execute a tactical kayak navigation exercise around Key West, Fla.

apparatus, and candidates at the dive school learn to use both open- and closed-circuit dive systems. Open-circuit systems allow a diver to breathe through a tank, while a closed-circuit system recycles the diver's air through a rebreather.

Students also gain experience in search and recovery operations and deep-sea diving. After the first week, the dive candidates break into teams and focus on operational missions techniques, such as underwater navigation. They also learn to use diver propulsion systems—submersible vehicles that

move two divers and their equipment quickly and quietly through the water.

It is the time saved by having students attend pre-scuba courses that enables then students to get this advanced training, according to Reed.

Sergeant Michael Crotte, a dive school candidate from Redding, Calif., said he was glad the school returned to that requirement.

“Not all of the classes before us had time for all of this advanced training,” Crotte said. “Between the diver propulsion devices, airborne operations and helo-casting, I feel like our class

was trained in the best techniques out there.”

The final week of CDQC teaches the candidates tactical application of their skills. They conduct a water navigation course in portable kayaks, custom built for the school. This provides combat divers a quick and quiet way to travel without having to worry about mechanical problems.

The candidates also navigate open waters in a combat raiding rubber craft. These specialized watercrafts are made custom for special-operation forces, so that they are easily broken down and



Combat Diver Candidate Jeffrey Kennedy performs a beach landing site assault after the tactical kayak navigation exercise during the Combat Diver Qualification Course at the Special Forces Underwater Operations School in Key West, Fla.

easily deployable. The students also use the CRRC to conduct beach landing site assaults.

One of the final training exercises is performing an airborne operation into the open water. There are added risks when jumping into the water, as jumpers can be trapped in the parachute harness, or may have trouble escaping the parachute canopy. Each jumper is trained extensively on how to safely release the harness and swim upstream from the canopy prior to making the jump.

After the students complete their water jump, they begin planning for their final culmination exercise, where

Dive School candidates Samuel Winslow and Richard Donofrio execute a beach landing site assault in Key West, Fla.



they incorporate their six weeks of training into one complex training mission. Each team spends the day planning their route, while considering factors such as wind speeds, tide levels and their rate of oxygen usage while diving. As the sun sets, the teams don their scuba equipment and embark on their rafts to boat, dive and swim to their final targets.

Throughout the night, the students spend hours navigating the dark Key West waters. They combine their lessons in diving, open-water swimming and tactical boating, to quietly infiltrate a shoreline on their way to their final objective: securing sensitive

materials from an enemy safe-house.

The night enhances the uncertainty of what resistance the team will encounter as they assault the isolated building in the woods. All is clear and quiet as the team approaches to breach the door.

POP. POP. POP.

The team is ambushed by “enemy-fire”—opposition forces with paint ball guns. Despite the barrage of “bullets,” the team secures the sensitive material, and quickly escapes the objective.

They slip through the woods and return to their boats, finally completing their last training exercise to become combat divers.

Upon earning their Combat Diver Qualification Badge, these Special Forces Soldiers will return to their units as part of a dive team, and enhance the special operations community with one more way to get to work. ♦

Staff Sgt. Marshall Pesta is the public affairs noncommissioned officer in charge at the U.S. Army John F. Kennedy Special Warfare Center and School at Fort Bragg, N.C.

Candidates of the Combat Diver Qualification Course at the Special Forces Underwater Operations School in Key West, Fla., approach a cruise ship in their Zodiac assault raft while conducting boat operations.







Arlington National Cemetery, Va.

Soldiers with Caisson Platoon, 3rd U.S. Infantry Regiment (The Old Guard) lead the caisson of Air Force Maj. Perry Henry Jefferson to his final resting spot. Jefferson, who went missing in action in Vietnam 39 years ago, was an intelligence officer with the Colorado Air National Guard's 120th Tactical Fighter Squadron.

— Photo by Air Force Tech. Sgt. Wolfram M. Stumpf



Literacy key to Afghan security forces

THE general in charge of the NATO training mission in Afghanistan said the three major elements he's focused on to grow a professional Afghan National Security Force—leader development, literacy and addressing losses through attrition—are paying off.

In an update on the general health and development of Afghan forces, Lt. Gen. William B. Caldwell said that growth of the Afghan army and police forces this year has doubled the average of any previous year, with the current year up 58,000 thus far.

"The growth of the ANSF in the first half of 2010 is in fact larger than at any other year in its history," Caldwell said, adding that growth goals for the army and police were three months ahead of schedule.

"To understand the measured progress we've made, you have to really stop and take a look back. From 2002 to November 2009...development of the Afghan National Security Force really was hampered by a lack of resources,



An Afghan soldier with the 6th Kandak stands watch atop Combat Outpost Badel, overlooking the Narang and Kunar valleys in eastern Afghanistan's Kunar province. Only 14 to 18 percent of entry-level Afghan soldiers are literate, but new courses may change that. (Photo by Staff Sgt. Gary A. Witte)

leading to understandably slow, halting and uncoordinated progress. Today, we've reversed that trend," he said.

The general added that the ability to

read and write is essential to having a professional and enduring force, and cited the average literacy rate of entry-level soldiers and policemen to be between 14 and 18 percent across the force. Illiteracy posed a major challenge to training, education and basic skills performance, he added.

"Literacy prevents bad actors from preying on the illiterate," Caldwell said. When the force is literate, standards can be published and everyone can be held accountable to adhere to them, up the chain of command as well as down.

"Literacy provides us with the ability to enforce accountability...allows for professional military education... and it combats corruption within the Afghan National Security Force," he said.

"Through the creation of what used to be optional, but are now mandatory literacy courses, in the past nine months, we have been supporting professionalization of the security force."

He said, today, there are about 27,000 soldiers and policemen enrolled in mandatory literacy programs. That number will grow to 50,000 by December and to 100,000 by June 2011. ♦

—J.D.Leipold/ARNEWS

Army unveils new hot rod

THE National Hot Rod Association's newest Army racecar, "The Sarge," was unveiled to the public Sept. 3 at O'Reilly Raceway Park, Indianapolis.

The unveiling followed driver Tony Schumacher's honorary promotion to the rank of sergeant first class, marking

10 years of his NHRA team's partnership with the Army. During the race, Schumacher and "The Sarge" passed the finish line with a record-setting speed of 324.83 mph. ♦

— Sgt. Joseph Rivera Rebolledo/120th Public Affairs Detachment



The new U.S. Army Top Fuel hot rod rockets off the starting line at O'Reilly Raceway Park in Indianapolis, Sept. 3. (Photo by Spc. John Crosby)

Army meets Iraq drawdown milestones

THE Army succeeded in closing hundreds of forward operating bases, removing thousands of troops and drawing down vast amounts of equipment from Iraq in advance of the formal end of Operation Iraqi Freedom, and the beginning of Operation New Dawn, Sept. 1.

The Army removed trucks, tanks, ammunition, supply containers and helicopters from Iraq as part of a well-planned, systematic drawdown of equipment, service officials said.

“We had a very good plan going into the operation—a plan produced at every level of command,” said Lt. Gen. Mitchell Stevenson, the Army’s deputy chief of staff, G4 (Logistics).

By the end of August, the Army had closed or transferred more than 411 bases, bringing the active number of forward operating bases in Iraq down to 93, Stevenson said.

Other major Iraq drawdown milestones—as of the end of August— included:

- A reduction in vehicles from a peak of 42,000 down to 17,300—a 58.9-percent reduction.

- A reduction in helicopters from 463 to 224 aircraft—a 51.6-percent reduction.

- A reduction of trucks on daily convoys from 3,100 to a daily average of 280—a 91-percent reduction.

Other elements of the drawdown included reductions in supplies, gear, ammunition, food, fuel and dining facilities, all squarely aimed at meeting President Barack Obama’s goal of reducing forces to 50,000, Stevenson said.

The drawdown of equipment in Iraq involves a complex mixture of strategies that includes transferring equipment to the Iraqi Army to help

it operate after the U.S. troops have gone. It also includes making excess equipment available for foreign military sales, bringing equipment to Kuwait for repair and transfer to Afghanistan, replenishing the Army’s pre-positioned equipment stocks, and moving equipment back to the United States, Army leaders explained.

“As item by item comes out, we ask if it is excess to the Army’s requirements,” said Maj. Gen. George Harris, assistant military deputy to the assistant secretary of the Army for Acquisition, Logistics and Technology.

“If it is excess, then let’s see if this is something Iraq needs,” Harris said. “If it is not excess, then it is often identified as something you would send down south to Kuwait.” ♦

— *Kris Osborn/ASA(ALT)*

New resiliency center opens in Iraq

THE Camp Taji Warrior Resiliency Campus opened in September with a visit by the director of the Army’s Comprehensive Soldier Fitness program.

“This is my first trip to Iraq since 1991, and I can think of no better reason to be here than for this ribbon cutting,” said Brig. Gen. Rhonda Cornum, a Desert Storm pilot and former prisoner of war. “This resilience center is exactly what CSF was intended for; it is an opportunity to make good people better.”

The goal of CSF is to increase resilience and enhance performance by developing the five dimensions of strength: physical, emotional, social, spiritual and Family.

“This building is made up of the five pillars that comprise Comprehensive Soldier Fitness,” said Col. Frank Muth, the commander of the Combat Aviation Brigade, 1st Infantry Division, who is in charge of the new campus.

“It allows Soldiers to come here and get the relaxation associated with either physical fitness or MWR facilities, but



Brig. Gen. Rhonda Cornum, director of the Army’s Comprehensive Soldier Fitness program, talks to Soldiers in the Taji Warrior Resiliency Campus’ movie theater about turning a disadvantage into an advantage. (Photo by Sgt. 1st Class Jeff Troth)

also if they are having a tough day, or they have a bad conversation with a Family member, they can also turn to someone for help. Everything is right here in one location.”

The Taji Warrior Resiliency Campus is open 24 hours a day and has something for each of the pillars of CSF. If Soldiers need to discuss some-

thing troubling them, they can either talk to a chaplain or a combat stress counselor. There is also a nutritionist on staff.

Unlike other resiliency centers, Taji’s has an obstacle course and boxing ring to help the troops release stress.

CAB Soldiers also built a theater and a multi-console gaming center to help their fellow Soldiers relax. They built several privacy booths for phone and video calls to loved

ones in the states.

“The greatest threats to our Soldiers and their Families are multiple deployments,” said Muth. “Having a strong Comprehensive Soldier Fitness program strengthens resiliency, which helps foster our philosophy of ‘Soldier strong plus Family strong equals Army strong.’” ♦

— *Sgt. 1st Class Jeff Troth/Combat Aviation Brigade, 1st Infantry Division, Public Affairs*



© Jim Hair, printed with permission

"My husband taught me how fortunate we are to live in America. We enjoy our freedom and would not want to be without it," said Hope Morrow of Richmond, Ind., when asked about her ornament in honor of her husband, Eugene James Morrow, a former Marine wounded during the Korean War.

Our Heroes' TreeSM

Honoring servicemembers throughout the year

Story by **Jacqueline M. Hames**

"RELECT, remember, rejoice," is the slogan of the Our Heroes' Tree program, an initiative honoring the service of all military members.

Through a display of ornaments on a tree, the program aims to recognize and remember both servicemembers and their Families.

Stephanie Pickup, an Army spouse, and Marlene Lee, the mother of a Soldier, founded the Our Heroes' Tree

program in 2005 as a way to stay connected to their Soldiers and unite their communities.

The program is for anyone connected to the military in some way, Pickup said. "You don't have to be an Army wife to have a hero on the Heroes' Tree."

"Our Heroes' Tree program is a community-based program that honors the service and sacrifice of our nation's military and their Families," Pickup explained.

The underlying principles allow people to adapt the program to their communities' needs while still main-

taining a theme, Lee added.

There are three main principles to the OHT, according to the program's founders:





Our Heroes' Tree successfully bridges the military and civilian communities by promoting awareness of the service and sacrifice of the nation's servicemembers and their Families. Participants of the intergenerational program discover an increase in goodwill and community support for military Families—exactly what co-founders Stephanie Pickup, a former Army spouse shown here, and Marlene Lee, an Army parent, hoped for when designing their patriotic outreach program.

Start a tradition, share community spirit, and unite the community in patriotic pride. The pro-

gram honors servicemembers and helps bring Families together to support each other during deployments, or when a loved one is killed.

The requirements for OHT are two American flags at the top of the “tree,” a yellow ribbon, individual ornaments

for servicemembers, and the recitation of the Our Heroes' Tree poem during the tree dedication ceremony, Lee said.

“Whatever we did, we wanted it to be positive and uplifting, and a way to bring people together to support each other, get to know each other, and be in this together,” she said.

The program, while suited to the holiday season, is also ideal for Veterans Day and Memorial Day, or as a farewell for deploying Soldiers, Lee added. The “tree” doesn't have to necessarily be a tree, either, as long as it has flags and a yellow ribbon. It can be a bulletin



Hero ornaments like this one show appreciation for servicemembers and their families.



To commemorate Flag Day, Emerson Bourgault, 6, selects the perfect spot for her ornament honoring her grandfather, Edward Dennehy. Dennehy served in the U.S. Coast Guard for 25 years.

board or other static display for the ornaments.

Starter kits can be downloaded for free from the program's website (provided in the editor's note). Each kit includes guidelines for how the tree should look, a sample timeline for the dedication ceremony, and suggestions on how to start personalized OHT traditions. ♦

Editor's note: This story was originally published at www.army.mil in December 2009. The program guidelines remain the same for 2010. Stephanie Pickup and Marlene Lee, co-founders of Our Heroes' Tree, provided photos and anecdotes specifically for the November 2010 issue of *Soldiers*. For more information, visit www.heroestreeprogram.com.



At Fort Benning, Ga., visitors who step inside McBride Elementary School feel a heroes' welcome. The school's "Our Heroes' Tree," adorned with the names and faces of the school's beloved military Families, stands proudly in the school foyer. Lisa Harman, motivated by her patriotic passion as an Army spouse, Army parent and Department of Defense Dependent Schools teacher, introduced Our Heroes' Tree to the McBride community four years ago.



Stephanie Pickup

Enjoying the intergenerational sentiment of Our Heroes' Tree, Madeline Major, 8, crafts a hero ornament honoring her great-grandfather Arsene G. Duval, a World War I Army veteran. Dennis Duval, Madeline's grandfather, also an Army veteran, looks on.



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(Left) The official Presidential Seal is designed and manufactured by The Institute of Heraldry. The eagle is hand painted; the stars and clouds represent the original 13 colonies; and the olive branch and arrows represent peace and defense, respectively. (Below) The coat of arms for the USS New York was designed by TIOH. The ship that it represents was made of recycled steel from the World Trade Centers, represented in gray columns.



Courtesy of The Institute of Heraldry

The Institute of Heraldry celebrates 50th anniversary

Artwork made with honor, pride

Story by Jacqueline M. Hames

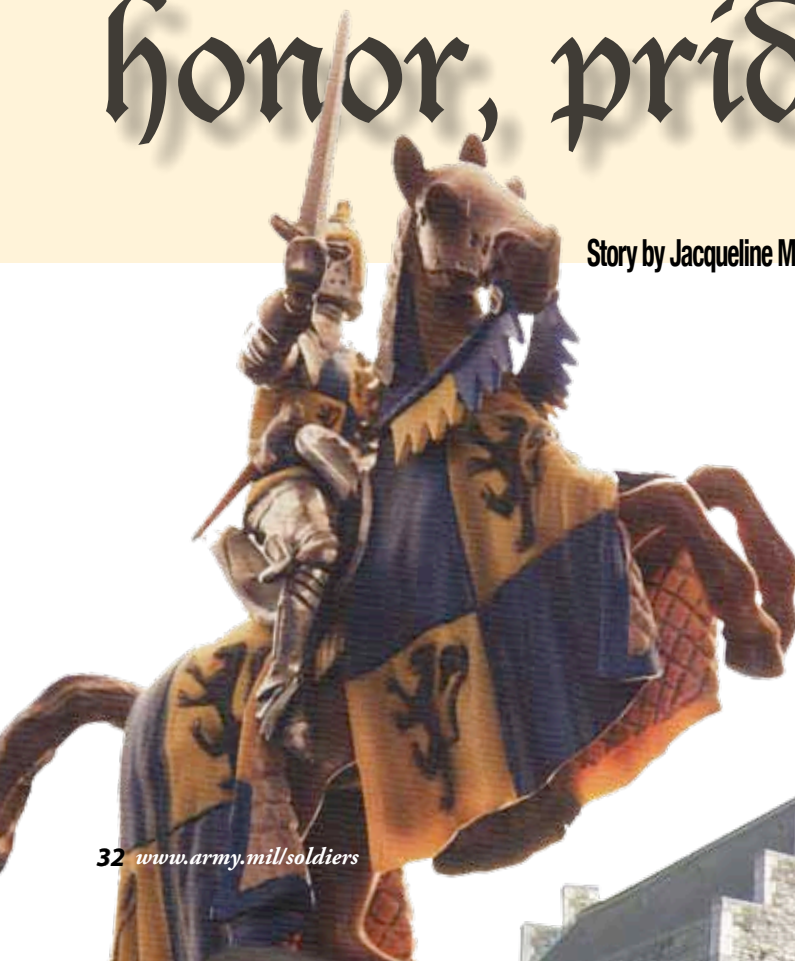
In the Middle Ages, knights—whose view of the battlefield was limited to what they could see through tiny slits in metal helmets—recognized the need to be able to better identify friend from foe. Rather than clatter around the battlefield and hope they were fighting the right person, the knights decided to create a system of identification. So, the knights painted their shields with the colors and symbols of their clans or fiefdoms.

Thus, heraldry was born.

However, traditional heraldry did not exist in America officially until 1957, when Public Law 85-263 was signed, allowing the secretary of the Army to provide heraldic services to all agencies within the federal government, Charles Mungo, director of The Institute of Heraldry, explained.

“This ultimately led to the creation of The Institute of Heraldry in September 1960,” Mungo said.

On Sept. 15, 2010, TOIH celebrated its 50th anniversary. The institute held a symposium on heraldry in America, explaining the institute’s



Courtesy of The Institute of Heraldry



Courtesy of The Institute of Heraldry



Jacqueline M. Hames



(Far left, top) A technical staff member works in TIOH in this historical photo.

(Far left, bottom) Elizabeth Will, former illustrator at TIOH, receives an award for her work on the design of the Purple Heart Medal.

(Left) Tools, paintbrushes and paint crowd the desks of Technical and Production Division employees.

origins and current processes, as well as the relevance of heraldry in the military today.

When the colonists declared independence from Britain in 1776, heraldry was found in every aspect of European life; religious communities, trade guilds and aristocratic households alike had coats-of-arms, TIOH's website (www.tioh.hqda.pentagon.mil) states.

To sever the United States from any

associations with the monarchy and nobility, the Founding Fathers believed that honors, titles and privileges given to Europe's elite had no place in the new republic. For more than a century, the government and military had no centralized authority to register, record or regulate the design and use of military symbols, or insignia.

But during World War I, President Woodrow Wilson considered having the wide variety of insignia present in the military catalogued.

"He confided in the secretary of war at the time to see if he could create a heraldic program office that would oversee the development of insignia for the Army," Mungo said. "So our roots

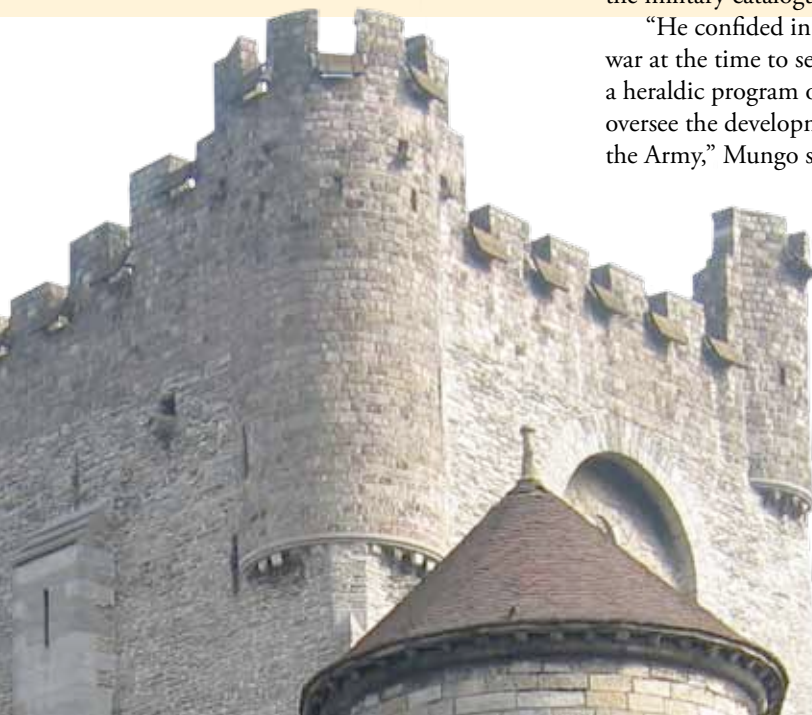
were very Army-centric, and we were created just to oversee the development of the different types of insignia for the Army uniform."

In 1919, the first heraldic program office was created under the Army staff, Mungo said. When World War II began, the office expanded, providing heraldic services to all branches of the armed forces. That expansion continued until 1957, when the program office began providing services to all federal government agencies.

Today, TIOH designs heraldic symbols such as coats of arms, medals, flags, textile insignia, qualification badges, decorations and organizational seals. Their customer base includes the Office of the President of the United States and all federal agencies and branches of the military.

"Heraldry is a very narrow field of art," Mungo said, "and there are not many schools or institutions that really study the art of heraldry, so a lot of what we do resident here is the only agency in the federal government that has this kind of knowledge base."

The institute has three divisions, each playing a key role in the design





Jacqueline M. Hames



Jacqueline M. Hames

The official seal of TIOH.

Courtesy of The Institute of Heraldry



An illustrator works at TIOH in this historical photo.

Medals and textile shoulder sleeve insignia designed by TIOH are on display at the institute.

and maintenance of heraldic items.

The Heraldic Services and Support Division is in charge of project management, research, library maintenance, some policy maintenance and website administration, said Petra Casipit, chief. This division keeps the heraldic work flowing seamlessly and answers questions from the public and various agencies about heraldry.

The Heraldic Design Division, run by Pamela Madigan, conceptualizes and designs heraldic symbols, from shoulder sleeve insignia and streamers to coats-of-arms and flags.

There are basically three ways of designing an image, Madigan said. Sometimes, people will approach them with an idea of what they want, possibly even a sketch, and the design division helps them finalize the design and makes sure colors and metals are finished appropriately.

Sometimes, the designs are already finished and the unit or agency just

needs TIOH to manufacture the item. Other times, there is no design idea and the division must conceptualize the item in coordination with the client, Madigan explained.

The design division employs several illustrators. Some prefer to sketch ideas while others prefer to work entirely on the computer, but all agree that developing a heraldic item takes artistic precision and careful research.

“You have to be able to draw and design,” said Costella Alford, illustrator. “It’s a big part of what we do.”

Sarah Leclerc, another illustrator, added, “You’re hired as an artist, but you have to learn the language of heraldry, which means that...you have to (read different books on heraldry). It all has its own language.”

Leclerc enjoys her job, one she says allows her to see the fruits of her labor, whether in the shoulder sleeve insignia on a Soldier or on a crest.

In addition to traditional heraldic

designs, the division also manufactures general officer certificates.

“We do calligraphy here; we do general officer certificates,” Madigan said. “There’s a hand done certificate that states (congratulations) on their promotion from the office of the president and signed by the secretary.” Only between eight and 10 of those certificates are produced a year, and TIOH only makes them for the Army—the other services make their own.

Thomas Casciaro’s Technical and Production Division is responsible for manufacturing requirements—anything that needs to be made comes through this division.

“I have an industrial specialist for medals, and industrial specialist for textiles,” Casciaro said, “and depending on what it is it will go to one or the other. Then, we will develop a purchase description of what we want and then we will work with one of our certified manufacturers,” to produce the item.





The official seal of the Pentagon.



Sample color chips from the Technical and Production Division at The Institute of Heraldry.



TIOH keeps an archive of hubs and dies for medals they design. The Medal of Honor hub is pictured.

The production division is also responsible for the manufacturing certification program, Casciaro explained, which involves a six-month certification process under Army Regulation 672-8 and the Code of Federal Regulation Title 32. During the process, a demonstration package is sent out, and the manufacturer is required to reproduce the item in the package and return it to TIOH. Casciaro's division then inspects the samples for quality and ensures the item can be made to the institute's standards. Once the manufacturing certification is complete, it lasts for five years.

This division maintains the "cartoons," or textile blueprints, for insignia. "They're huge. They're like 50 times the actual size, but it shows exactly where every stitch goes, how many stitches there are, and what type of stitch," Casciaro said. "An average shoulder sleeve insignia is eight or nine thousand stitches."

Presidential seals and other official plaques are made and maintained through the production division, as well. Rhonda Reiner and Michael Craghead, cast, paint and repair seals—which can be delicate and painstaking work.

"To make a plaque it takes about a week," Reiner explained, "because we fabricate them and then we paint them."

To clean and repair a small seal or plaque takes an average of four hours, because the work is so delicate, Reiner said. She carefully scrapes away dirt and repaints them before applying a clear varnish.

A finished plaque is kept at TIOH for reference.

"That's why we have a lot of these," Craghead said. "If they ever wanted a duplicate we'd have all the colors right in front of us."

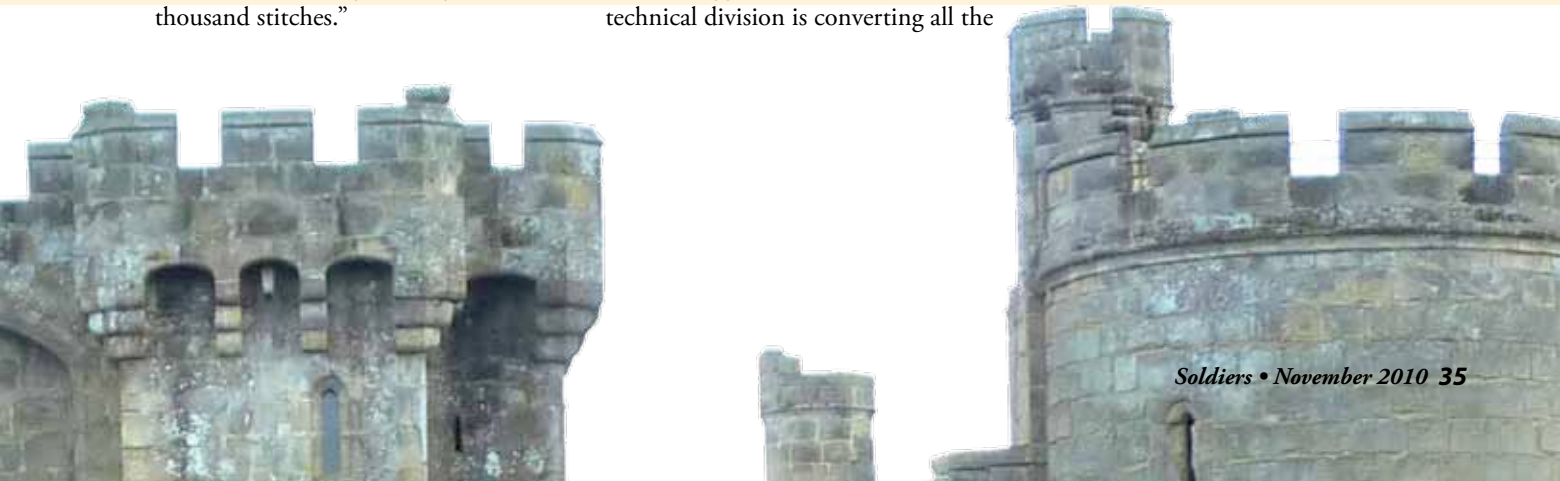
The biggest current project in the technical division is converting all the

textile shoulder insignia to combat service identification badges for the new Army Service Uniform, Casciaro said. The division tries to convert about 100 insignia a year and they exceeded that goal for 2010.

"These are a hot item right now with the Soldiers. Everybody wants their badge now," he said.

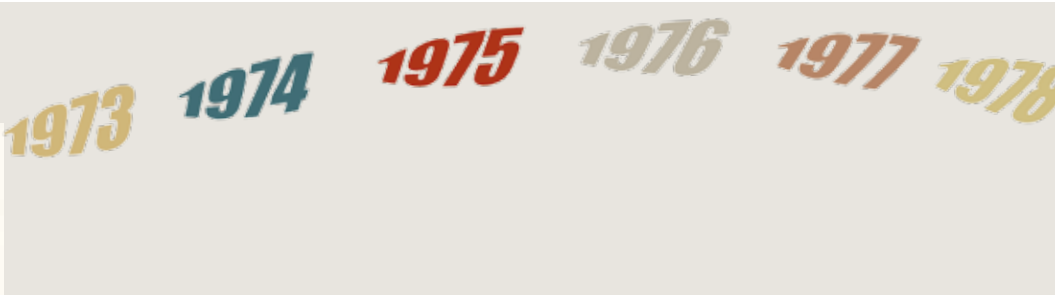
For half a century, through ever increasing and evolving demands, TIOH has continued to adhere to the highest standards for manufacturing and maintaining heraldic items. The institute's men and women are honored to preserve the attention to detail and strict quality controls required to support an evolving Army.

"I'm very proud to be here at the time of the 50th anniversary," Mungo said, "...That milestone is pretty exciting." ♦





(Above) Then 2nd Lt. Charles C. Campbell, commander of a special operations A-Detachment in Vietnam, sets out on a mission in 1971. (Right) Campbell, who led U.S. Army Forces Command, retired June 3.



From 'Nam to now

Former FORSCOM commander reflects on Army's transformation

Story by Jacqueline M. Hames

AFTER 40 years, the Army's longest continuously serving active-duty general to have seen action in Vietnam, recently began the next chapter of his life.

Gen. Charles C. Campbell, the 17th commander of U.S. Army Forces Command, retired June 3, at Fort McPherson, Ga.

He was dubbed "Hondo" early in his career—a moniker that, as Army folklore has it, is based on the title character of the classic Louis L'Amour western novel (a role John Wayne

played in the silver screen version). Whatever the source of the nickname, Campbell wore it as a badge of honor as he witnessed decades of change in the Army.

Campbell's Army story began with Special Forces training, followed by assignment to the Forces Armée National Khmère Training Command, Army Advisory Group, Phouc Tuy Training Battalion, Vietnam, where he taught tactics. While in Vietnam, he also served as an A-Detachment executive officer and commander, his official biography states.

When he returned from Vietnam, he came home to a nation divided by

the war, Campbell said.

"I encountered a nation that was very much conflicted—a nation and a people that were very much conflicted by their view of the war, and by their view of the Soldiers who fought that war," he explained. "I could tell you that we learned a lesson.

"As a nation, as a people, we've learned that we can separate the policy from the Soldier who's tasked to implement the policy. So, in this era, our Soldiers and their Families have enjoyed universal support from a respectful and grateful nation," he said.

The American opinion of Soldiers



(Left) Charles C. Campbell poses for a photo in the early 1970s. (Below) Then Maj. Campbell in 1981. He served as the operations officer/S-3, with the 3rd Battalion, 63rd Armor Regiment, 3rd Infantry Division, Augsburg, West Germany, from 1980 to 1983.



(Left) Then Lt. Col. Charles C. Campbell at the time of his graduation from the Army War College in 1991. (Above) Then Col. Charles C. Campbell speaks to 2nd Infantry Division Soldiers in South Korea.

isn't that only thing that's changed since Vietnam: the Army itself has changed. When Campbell entered service in 1970, the Army was a conscripted force, with about 500,000 Soldiers deployed in the war. Three major changes occurred since then, Campbell explained.

In July 1973, the Army became an all-volunteer force and reinvented itself, embracing "a doctrine of maneuver," Campbell said. In 1989, with the fall of the Berlin Wall, the force had to reinvent itself again to become expeditionary. Finally, on Sept. 11, 2001, the Army had to become campaign

capable—"capable of prosecuting protracted campaigns," he said.

Campbell feels the Army rose to every occasion and successfully reinvented itself when needed. After 9/11, three major paradigm shifts occurred as well: the force structure was changed from a division-centric

1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001

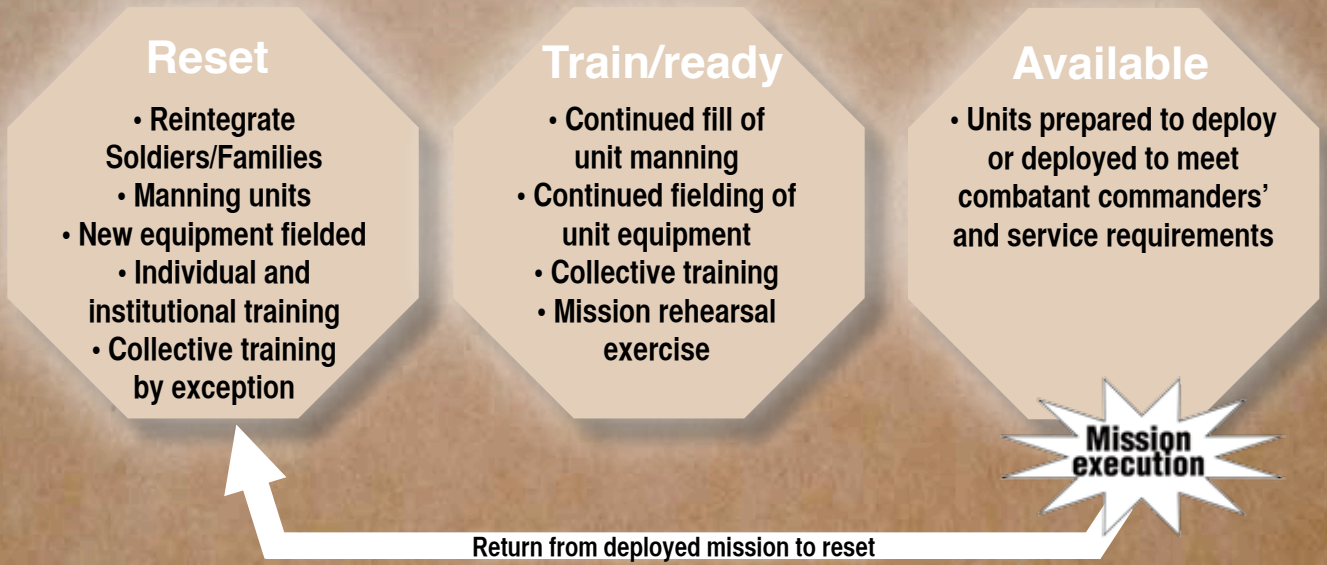


Reset
(Reintegrate Families)



Train/ready
(Collective training)

ARFORGEN FORCE POOLS



From: [https://secureweb2.hqda.pentagon.mil/vdas_armyposturestatement/2010/addenda/Addendum_F-Army Force Generation \(ARFORGEN\).asp](https://secureweb2.hqda.pentagon.mil/vdas_armyposturestatement/2010/addenda/Addendum_F-Army Force Generation (ARFORGEN).asp)

Army to a brigade-centric Army, the Army Force Generation model was adopted and the Guard and Reserve were increasingly operationalized, Campbell explained.

The ARFORGEN process progressively readies and then cyclically deploys units, he said, and is managed by the mobilization agent for the Army: FORSCOM.

Campbell considers ARFORGEN sustainable, and said it will remain the Army's strategic process for force gen-

eration through the drawdown in Iraq and in the future.

"The resiliency of this force is pretty remarkable and I think when history is written, one of the stories that will be told will relate to the remarkable adaptability and resiliency of a force that, quite frankly, reinvented itself over the course of the prosecution of two protracted conflicts," he said.

While serving with FORSCOM, Campbell led the organization through many changes. The command has

become a global force provider for the Army, has transformed from a management headquarters into an operating headquarters, and has successfully managed the ARFORGEN cycle, consistently mobilizing about 750,000 Soldiers a year across the components.

Though the Army and FORSCOM changed around Campbell and shaped his career, he has always remained grateful to his fellow Soldiers and for the opportunity to serve.

According to Campbell's biography,

2002 2003 2004 2005 2006 2007 2008 2009 2010



Available
(Deployed)



Then Capt. Charles C. Campbell poses in his tropical worsted uniform.



Then Maj. Gen. Campbell served as the chief of staff of U.S. Central Command under the leadership of Gen. Tommy Franks (right), CENTCOM commander from July 2000 to July 2003.

he earned his commission through ROTC at Louisiana State University, and served as an instructor at the Infantry Training Command (Provisional), at the United States Army Infantry Training Center, Fort Ord, Calif.

After Vietnam, Campbell held many leadership positions, including commanding general, Eighth U.S. Army, Republic of Korea. Campbell holds a bachelor's degree in history from Louisiana State University and a master's degree in military art and

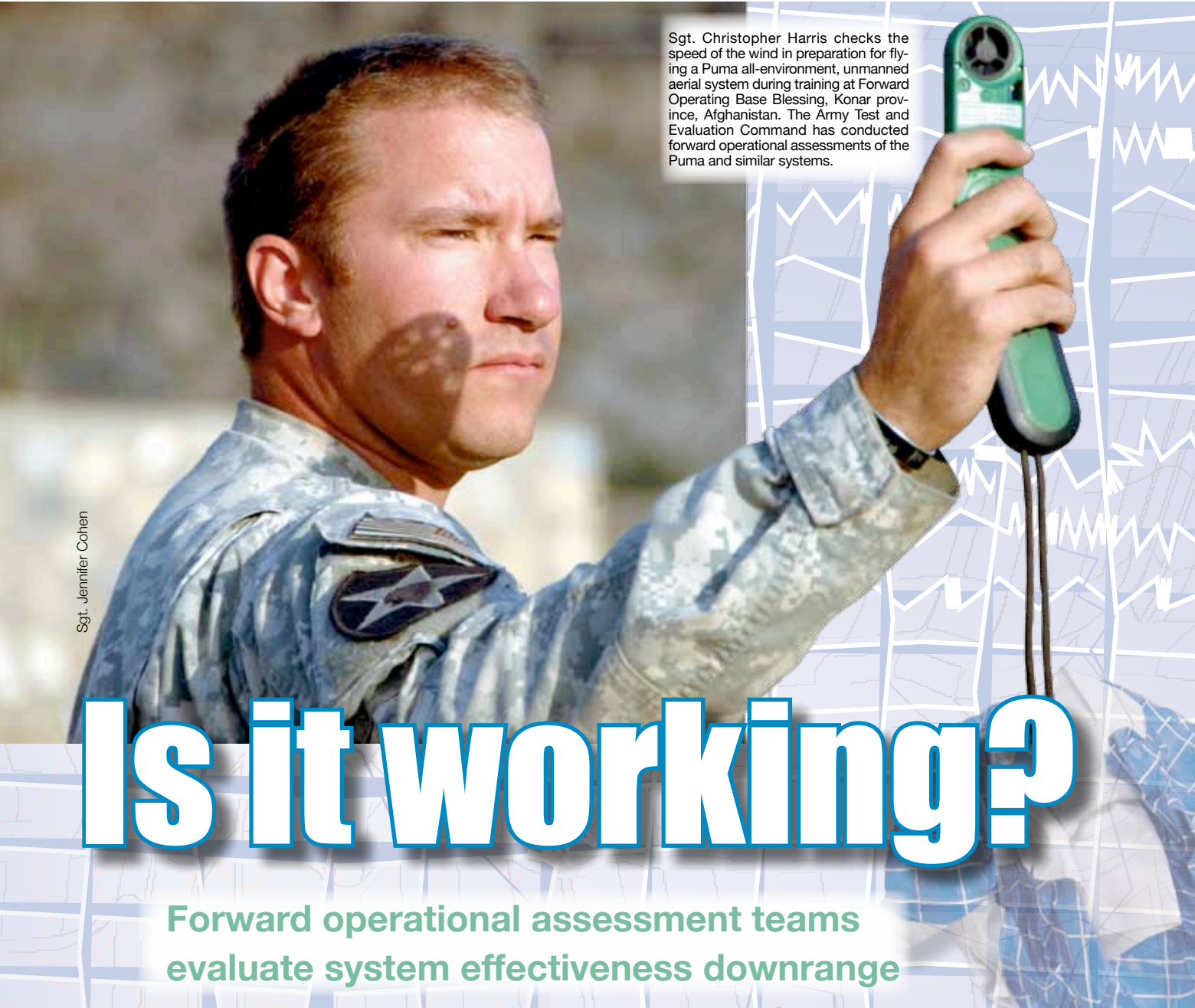
science from the U.S. Army Command and General Staff College. Campbell has also attended scores of military schools, culminating with his 1991 graduation from the Army War College.

"You would expect that 40 years in the Army has shaped me in a variety of ways, but it's certainly been a full, rich and abundant experience," Campbell said. "I'm humbled every day by virtue of the selfless sacrifice these young Soldiers make in rendering service to this

nation, and the sacrifices their Families make to allow those Soldiers to serve our nation," he continued.

Now that he has retired, Campbell has moved back home to Shreveport, La., with his wife Dianne. He thinks any free time may feel a bit "alien," but is looking forward to it.

"It's just simply been my great, great privilege and honor to have served our nation and our Army. Dianne and I now are excited about the next chapter in our life," Campbell said. ♦

A photograph of Sgt. Christopher Harris, a man in a military uniform, holding a green handheld device. The background is a light blue grid with white jagged lines. The text is in a white box in the top right corner.

Sgt. Christopher Harris checks the speed of the wind in preparation for flying a Puma all-environment, unmanned aerial system during training at Forward Operating Base Blessing, Konar province, Afghanistan. The Army Test and Evaluation Command has conducted forward operational assessments of the Puma and similar systems.

Sgt. Jennifer Cohen

Is it working?

Forward operational assessment teams evaluate system effectiveness downrange

Story by Mike Cast

TO support the military operations that toppled the Taliban and Saddam Hussein, the U.S. and its allies have had to rely on a wide range of weapons systems that had never been fielded. The rigors of counterinsurgency have revealed that many of these systems needed modifications before troops could use them safely and effectively.

The Army Test and Evaluation Command—the major command responsible for helping Army acquisition organizations field effective, reliable and safe systems—is meeting

this urgent need by deploying forward operational assessment teams to combat theaters.

The first ATEC FOA team deployed to Kuwait in the early stages of the war in Iraq, to assess the performance of Army vehicles that Soldiers were driving at high speeds to keep from becoming easy targets.

Since then, 14 ATEC FOA teams have deployed to both Afghanistan and Iraq. They have been assessing the performance of everything from counter-IED technologies to unmanned aerial and ground systems that can gather intelligence on enemy activities or serve as weapons platforms.

Deployed teams usually stay in the-

ater for several months, although some have stayed up to a year.

Major Samuel Ancira of the Operational Test Command, who deployed as a member of ATEC FOA Team 13, said the workweek he and his colleague experienced in Kuwait was often hectic; typically “12 to 14 hours, six days a week.”

According to several team members, no one minds the rigors of the mission, because they know how crucial it is to the Soldiers facing the threat of serious injury or even death, day in and day out.

A large number of the forward-deployed team members have been ATEC Soldiers, but many civilian ATEC em-

Joe Bullinger



Mine Resistant Ambush Protected vehicles have undergone extensive testing at Army Test and Evaluation Command test centers, including those of the Army Developmental Test Command. ATEC has deployed people to the combat theater to conduct forward assessments of MRAP performance.



Chief Warrant Officer 4 Sean Magonigal, left, and Sgt. 1st Class Victor Estrada of the Redstone Test Center, deployed to Afghanistan in support of the Army Test and Evaluation Command's forward operational assessment program.

Air Force Master Sgt. Shane Cuomo



Spc. Lavoyd Anderson of the 3rd Brigade Combat Team, 4th Infantry Division, assembles a Raven unmanned aerial vehicle. Unmanned systems, both aerial and ground-based, have been a focus of the Army Test and Evaluation Command's forward operational assessments.

ployees have volunteered to participate. The volunteers come from ATEC's three primary test-and-evaluation organizations: the Army Evaluation Center, the Developmental Test Command and the Operational Test Command.

ATEC's Col. Brian Dosa, who commanded the 13th FOA rotation from his headquarters at Camp Victory, said those conducting the FOA mission have seen themselves as the "mouth-piece of the Soldier." In that role, they have obtained critical feedback from Soldiers that can lead to weapons systems improvements; changes to tactics, techniques and procedures; and adjusted test-and-evaluation procedures back in the United States at ATEC's

various test facilities and ranges.

One result of the team's deployment is a stateside test-and-evaluation program that as closely as possible reflects the realities of operations in theater.

T.R. Masino, who serves as a FOA team coordinator at DTC, said input from FOA teams often results in systems improvements.

"They recently assessed a small-arms weapon that had a poorly manufactured part that was breaking," Masino explained. "They discovered that a misprint in the technical manual caused the troops to maintain it incorrectly. The program manager was informed and is making improvements

to the way the part is manufactured and to the tech manual.

"Sometimes the FOA team discovers problems with the training the unit has received, or did not receive, on the item, or many times the problem might be lack of spare parts," Masino said.

Soldiers on the receiving end of ATEC's forward said they appreciate what the command is doing for them.

"I was impressed on a daily basis with the level of commitment that these guys showed, not just for their specific project but to supporting the guys on the ground," Capt. Brian Hargigan of the 37th Engineer Battalion, 20th Engineer Brigade, said of FOA Team Speicher. "Not only were they

Soldiers of the 4th Stryker Brigade, 2nd Infantry Division, move to a location to launch the Raven, near Taji, Iraq. The Army Developmental Test Command's Aberdeen Test Center, a subordinate organization of the Army Test and Evaluation Command, played a key role in developing slat armor and helping the Army assess its effectiveness in the combat theater.



willing to go outside the wire and put themselves in harm's way, they were hungry for the real-time data that our Soldiers were providing them."

"The ATEC forward operational assessment team here in support of OIF is essential to the collection process of (determining) what works in theater and what does not," said Command Sgt. Maj. Robert Liles of the 49th Military Police Brigade, a unit assigned to Camp Liberty.

"It allows decision makers at the highest level to capture what the maneuver commanders see as a relevant force enabler and what is not. Ultimately, it's the Soldiers that pay the price of the good-idea guy with no ex-

perience of ever being on the ground," he added.

Systems under assessment during most recent FOA team rotations included mini-robots for clearing explosive ordnance; systems designed to protect Soldiers or to support intelligence, surveillance and reconnaissance operations; enhanced armor protection for various heavy-wheeled vehicles used regularly in the combat theater; and a variety of unmanned aerial systems. The Mine Resistant Ambush Protected vehicles have undergone forward operational assessments, including, most recently, the MRAP All Terrain Vehicle.

"Generally speaking, Soldiers are pleased with the equipment they have

received," said the Operational Test Command's Maj. Melinda Kalainoff, of her stint with one of the teams in Afghanistan.

"They were eager to tell us about their equipment, and they are never at a loss about their opinions and recommendations. To get the ground truth, you need to get on the ground and talk directly to the user, the Soldier, and that is what we do," Kalainoff said.

"We were speaking with a captain about how fast the acquisition system has to work to meet the needs of the Soldiers, and he said, 'The Army really tries to make things better.' He gave the example of the Puma (unmanned aerial system) as well as all the cold-

Courtesy of Army Test and Evaluation Command



Members of the Army Test and Evaluation Command's Forward Operational Assessment Team 14 examine a small-arms weapon system to assess its effectiveness.

Courtesy of Army Test and Evaluation Command



Spec. Josh Coryell, right, briefs Maj. Melinda Kalainoff, left, a member of the Army Test and Evaluation Command's Forward Operational Assessment Team XIII, about the Puma unmanned aerial system, at Forward Operating Base Kalagush, Afghanistan.

Courtesy of Operational Test Command



Col. Brian Dosa, second from right, FOA Team XIII commander and the Operational Test Command Maneuver and Maneuver Support test director, prepares to award coins of excellence to members of a route clearance team from the 82nd Airborne Division. Maj. Brian Jones, far right, of OTC's Battle Command and Communication Test Directorate, looks on.

Courtesy of Operational Test Command



A member of the Army Test and Evaluation Command's Forward Operational Assessment Team XIII, Sgt. 1st Class Dedrick Waterford, right, talks to a Soldier about an aviation system under assessment.

weather clothing items that Soldiers have received,” Kalainoff continued.

The data FOA team members collect from Soldiers includes written feedback, face-to-face recorded interviews, telephone interviews and Power-Point presentations. Some participants in the forward operational assessment program have gone on missions with units in their area to get a real-time look at how systems are operating.

Kalainoff said there were times when problems with equipment in theater surfaced while testing was taking place simultaneously back in the United States; that made it possible to modify the test plan to address the emerging issues.

“In other cases, the problem may be such that additional testing is initiated by a theater-level concern,” Kalainoff added. “The FOA team can serve as a liaison to link the combatant commander in theater with the tester in the continental United States and facilitate information flow.”

“We were providing data no less than on a weekly basis as part of an assessment,” added Sgt. 1st Class Dedrick Waterford, one of Kalainoff's colleagues from ATEC's Operational Test Command. “Our efforts there directly affect the test-and-evaluation process by gathering additional information that maybe was omitted during rapid fielding initiatives that brought new

equipment to Soldiers sooner.”

In August, ATEC's 14th FOA rotation was in theater to meet the ongoing needs of Soldiers and their commanders. The Army's primary focus has shifted from Iraq to Afghanistan, and the 20 ATEC personnel deployed for this rotation include five team members in Iraq, 13 in Afghanistan and two in Kuwait. The systems they assessing included various counter-IED systems, small arms, body-armor plate carriers and radios. ❖

Mike Cast works at the U.S. Army Developmental Test Command.

HARD-EARNED RESPECT:

The first women of *West Point*



Story by Kelly Schloesser

ON the morning of July 7, 1976, 119 women joined the Corps of Cadets, establishing the first class of females at The United States Military Academy at West Point. Of those, 62 women walked across Michie Stadium to graduate in May 1980, becoming second lieutenants in the Army, and making history in the process.

This year marks the 30th an-

niversary of their graduation—the culmination of the unique challenges they faced, the adversity they overcame, and the glass ceiling they shattered.

“I am very proud to be a West Point graduate and what it has done to shape me as a person and officer in the U.S. Army. Still, I don’t think any of us realized (the gravity of) what we accomplished,” said Brig. Gen. Anne F. Macdonald, former assistant commanding general, Police Development, NATO Training Mission-Afghanistan, of the class of 1980 women.

Today, they remain modest about

their achievement, stressing that it wasn’t just intense for them, but for all cadets—both men and women—transitioning into their new lives.

“Of the 119 women entering that day, I suspect all of us, along with the men, can say those days were life-changing,” added retired Col. Debra M. Lewis, who served as the state inspector general for the Washington National Guard.

From day one, the women said they knew it wouldn’t be easy. Macdonald called those first days “exciting, confusing and challenging.”



Along with the pressure of converting from civilian to military life, the women in particular faced numerous setbacks, bizarre predicaments, and battled embarrassment and disrespect, said Lewis.

The female-specific uniforms alone caused controversy. A wardrobe malfunction on the first day caused several broken zippers. The pants had no pockets, which forced the women to carry personal items in unusual places. And unlike their male counterparts, their jackets didn't have tails; that would have attracted too much attention to their backsides.

"Although not funny then, in hindsight, we gained quite a sense of humor as we later shared stories about how we creatively approached and successfully dealt with each situation," said Lewis.

Still, the women of the 1980 class faced issues more trying than uniform dilemmas, including resentment and chauvinism.

"As with anything that is new, there is sometimes hesitation and reluctance to change," Macdonald said. "Unfortu-

nately, there was animosity toward us. Really, the reaction from the men ran the gamut: some were curious, some ignored us, some were helpful, and some were hostile and difficult."

Shortly before their arrival, select senior leaders at the academy made public statements disagreeing with the congressional decision to allow women to attend service academies. The story garnered national attention. Although many cadets were reluctant to speak on the subject, it became obvious that the policy had its opponents within the student ranks at West Point as well.

"If I hear one more call for a meeting about the women or for the women or because of the women, I'm going to get sick," a 1980 Time magazine article, quoting a male cadet, read. The article went on to say that the cadet was not alone in his opinion, and the academy issued a formal statement supporting as much:

"Oversensitivity to the presence of women at West Point on the part of the staff and faculty has been disruptive, serving to alienate the men, foster



In 1976, 119 female cadets, a few of them seen here with their male counterparts, became the first women to join the Corps of Cadets at The United States Military Academy at West Point. Of the original 119, 62 graduated in 1980.



The first female cadets at West Point were held to the same academic, leadership, discipline and physical standards as their male peers. This year marked the 30th anniversary of the first coed graduation at The United States Military Academy at West Point.

separatism and delay the complete integration of the Corps of Cadets.”

With the pressure on, the women said they strived every day to perform their best and earn the respect of their male counterparts and leaders.

“The academics, leadership and discipline standards were the same for all cadets,” said Macdonald. “The expectation for the women to perform was the same as (for) the men,” which sometimes proved challenging, due to physiological differences between the genders. As the first women to attend West Point, many of them didn’t know what to expect, physically.

During summer training, for example, women carried the same weapon as men, the M60 machine gun, a 23-pound weapon.

“It was heavy, made even more so because my best carry position resulted in the weapon banging my thighs every

step I took up the mountains while on patrol,” remembered Lewis.

The long-held Army tradition of running was also a challenge for many of the women, despite being physically fit. Unlike their later years, the first summer identified only one running group for all skill levels, pushing the women to run faster than their bodies were ready to handle.

“Many women suffered injuries from the road marches with full gear and running in combat boots or our suede Converse sneakers up and down hills for miles at a time at a pace often under 8-minutes per mile,” said Lewis. “Frequently turning purple by the end of the runs, I decided early on that I would pass out before I let myself drop out of a run,” said Lewis.

Through these challenges and numerous others they would encounter throughout their careers, the women

found camaraderie.

“We were continuously breaking new ground every year we were there, with its own inherent challenges. Each year, I was fortunate to find some time and get to know a few more women,” said Lewis.

“Though we were often separated and dispersed throughout the corps, we did what we could to support and help each other,” added Macdonald. “Today, we are an incredibly close group and very supportive.”

It is with this mutual support that many of the women in the class of 1980 have served long careers and continue to serve in the Army.

“I feel tremendous gratitude and pride. First, toward those who played an active role in opening the doors of opportunity for women to attend all of the academies, and later served in such key capacities in their respective



(Above) The class of 1980 women pose for a group photo. Sixty-two of the 119 women who entered West Point, July 7, 1976, became the first women graduates four years later.

(Right) Andrea Hollen, the first woman to receive her diploma from West Point, was also the academy's first woman to earn a Rhodes scholarship.

services. Second, toward the many courageous women and men who have (served) and continue to serve our nation in and out of uniform, including those I was lucky to serve with during my military career," said Lewis, who retired after a 30-year career.

Their ability to overcome the adversity they faced would prepare them for challenges they would face as leaders.

"It wasn't until my first assignment, while serving as an aviation section leader, (that) I realized that West Point had, indeed, instilled the discipline, physical and mental toughness necessary to be an officer in our Army," said Macdonald. "It was then, I realized I had earned my place in the long gray line of West Point leaders." ❖

Kelly Schloesser works for U.S. Army Training And Doctrine Command public affairs.



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Staff Sgt. Joshua Forbess

Staff Sgt. Joshua Forbess was flying over Mosul, Iraq, in a Black Hawk in November 2003, when it collided mid-air with another helicopter. Forbess, the only survivor from his unit, suffered severe burns over his face and upper body and was in a coma for months.

Battered, but not beaten, Forbess requested a return to active duty and dedicated himself to working with Wounded Warriors and other Veterans. He truly embodies the Strength of the Nation.

The Nation's strength starts here.

gear UP!

FOR FALL ROAD TRIPS

- Plan trips ahead of time. Decide what time to leave and which roads to take. Try to avoid heavy traffic, poor weather and high-speed areas.

- Wear your seat belt correctly. (It should go over your shoulder and across your lap.)

- Drive at the speed limit. It's unsafe to drive too fast or too slow.

- Be alert! Pay attention to traffic at all times.

- Keep enough distance between you and the car ahead of you.

- Be extra careful at intersections. Use turn signals and remember to look around for people and other cars.

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FALLWINTER
NO TIME TO CHILL



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Onto the Beach: American Soldiers moving ashore at Aitape, New Guinea, 22 April 1944.
(World War II Signal Corps Collection)