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## TENNESSEE ARMY NATIONAL GUARD FIRE SUPPORT EX- ERCISE

*Article by  
MAJ Doug Tuttle*

Over 300 soldiers from the 278th Armored Cavalry Regiment (ACR), headquartered in Knoxville, along with units from surrounding states, participated in an annual fire support exercise held at the Tennessee Army National Guard Volunteer Training Site in Smyrna, Tennessee. The exercise, Ole Bill's University, was held from January 11th to the 13th, with units from; 3-115 Field Artillery (Memphis, TN), 1-181 Field Artillery (Chattanooga, TN), 1st Squadron 278 ACR (Athens, TN), 2d Squadron 278 ACR (Kingsport, TN), 3d Squadron 278 ACR (Cookeville, TN), 4th Squadron 278 ACR (Smyrna, TN). Additionally, supporting elements from the Illinois, Kentucky, Texas and Massachusetts Army and Air National Guard supported the exercise.

The 278th ACR conducted a traditional cover mission on National Training Center (NTC) terrain using the JANUS computer system as the exercise driver. The Regiment's mission was to defeat the lead battalions of lead regiments of the 37th Motorized Rifle Division in order to protect 52d Infantry Division as they prepare their defenses out of contact. The Regiment prepared for the exercise by developing operations orders during Inactive Duty Training (IDT) periods from October to December.

The exercise was a capstone event built on the previous Old Bill's University fire support seminars and



Soldiers from 278 ACR discuss enemy intelligence information prior to the fight at Old Bill's University fire support coordination exercise.

exercises. Previous seminars educated maneuver commanders and fire supporters on the use and capabilities of fire support systems organic to the regiment and in direct support. This is the second year that Old Bill's University was used to train all commanders, fire supporters and Tactical Operation Centers (TOC) using a virtual computer driver. The significance of this year's exercise was that the actual TOCs for all supporting elements were setup outside the simulation center and utilized FM communications with all of the voice, digital and analog communications systems organic to the TOCs.

The Fire Coordination Exercise (FCX) was observed and controlled by personnel from 2-410th Field Artillery (TS), 2-409th Regiment (TS), 1-410th Field Artillery (TS), 4th Brigade, 85 Division (TS), Fort Knox and 85th Division (TS) headquarters. OC/Ts conducted After Action Reviews, providing valuable feedback to regimental leadership.

Fourth Brigade and 85th Division personnel assisted the unit chain of command in capturing lessons learned for use during their upcoming rotation to the National Training Center in June 2002.

*See Tennessee Guard, p. 4.*

***To All First Army Soldiers, Civilians and Family Members,***

Thanks to each of you we are meeting the challenges of our First Army missions. It takes the whole team to get the job done, and that includes the headquarters staff, training support divisions, brigades, battalions, and the many National Guard and Army Reserve units in our 27-state, one district and two-territory geographic area of responsibility.

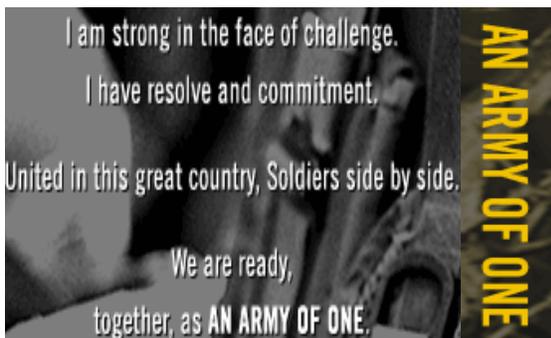
Our mission to ensure the training and readiness of soldiers and units preparing for deployment continues without pause. We are mobilizing units for Bosnia, Kosovo and Southwest Asia. Additionally, in response to the terrorist attacks on America, we have mobilized over 7,000 Army National Guardsmen and 6,000 Army Reservists for Operations Noble Eagle and Enduring Freedom.

We are also gearing up for a major headquarters staff exercise in February. This exercise will focus on skills required to assist civil authorities in a major disaster.

We could not meet the challenges associated with these important missions without your teamwork, cooperation, professionalism and hard work. First Army plays a critical role in many facets of America's national defense and security -- your hard work is important and much appreciated.

Please remember to put safety first in all of your efforts and thank your families for their support.

Joseph R. Inge  
Commanding General



**Unsung heroes of First U.S. Army's "A Team"**

*Story by Gayle Johnson, First U.S. Army Public Affairs Office*

The events of September 11 proved to this nation and the world that America's unsung heroes are among its best assets. These are people who willingly give their time to help others.

In the small Clayton County community of Forest Park, Ga., there are unsung heroes who seldom get recognition for the outstanding work they perform daily. They are members of First U.S. Army's "A Team."

First U.S. Army is located on Fort Gillem in Forest Park, and the "A Team" is a group of military and civilian employees who serve as mentors in First Army's Partner-in-Education Program with William A. Fountain Elementary School.



**Maj. Jeria Ward listens to Tiffanie Carroll read in Fountain's library. Photo by Gayle Johnson**

The Partner-in-Education Program provides adult mentors and role models for at-risk students at a local school. It is an official First Army program that allows military and civilian employees to give back to the community, and is administered through First Army's Public Affairs Office. First Army's association with Fountain Elementary dates back to 1995.

The "A Team" volunteers work under the umbrella of ARMS—Adult Role Models for Students. The

*See "A Team", p. 5.*

## Command Sergeant Major's Message

Leaders,

As we go about the business of training (and training is our stock-in-trade), we must ensure we do it right.



**Command Sgt. Maj.  
Jeffrey J. Mellinger**

Periodically, we must review the Army's doctrine on training the force, Field Manual 25-101, *Battle Focused Training*, to ensure we are conducting training properly. We need to tighten up our application of battle focused training as we move into the next series of mobilizations and annual training. I ask you to look at how you conduct training, and measure it

against the standard -- FM 25-101. Just to review, the principles of training are:

***Train as a Combined Arms and Services Team.*** We achieve our greatest strength when we combine in training our combat, combat support and combat service support "slice" elements. We know the value of having a habitual relationship with our "slice" elements, but are also keenly aware that the reserve components rarely train with all their elements. While the RC may have difficulty bringing their team together to train, we must continue to stress the importance of not meeting for the first time on the LD.

***Train as You Fight.*** We must base all training on this principle. You can't lead from the rear, and you can't train from the barracks. Training must be sequential and progressive, so don't dramatically change standards until basic skills are mastered. Training must be tactically oriented, especially for our CS/CSS soldiers. A common perception is that CS/CSS soldiers will be in the middle of a ring of infantry soldiers protecting them. That simply is not true, so we must train our supporters to defend themselves and conduct their training in a tactical manner. We must do better at incorporating opposing forces, smoke, casualty treatment and evacuation, night and inclement weather training (a huge shortfall), and training safely to standards at every turn. But let's not confuse training safely to standards with removing our uniform and helmets in the name of safety when it's hot -- training safely to standards is enforcing hydration and keeping the uniform on!

***Use Appropriate Doctrine.*** I have occasionally seen tasks trained that were nowhere near doctrine. The

reason was that leaders had failed to check doctrine before teaching, and were relying on their flawed memory of how tasks were performed. We must teach everything according to current doctrine, not how we use to do it. Neither do we rely on input from well-meaning "SMEs" who may be coaching based on local SOP (not doctrine), and not theater-specific procedures.

***Use Performance-Oriented Training.*** Hands-on, performance-oriented training is an old principle and concept, but one which seems to have slipped a bit lately. We do not change conditions (removing helmets prior to evaluating masking) because soldiers are incapable of achieving the standard -- we train soldiers to the standard. We don't test soldiers describing how to treat burns -- we test them treating burns. And as soldiers become more proficient, we increase the conditions (add more COBs, do it at night or with protective masks), but always enforce the task and standards.

***Train to Challenge.*** We talk much about tough, realistic and challenging training. We talk about recruiting and retention rates. I believe the two are intermingled and inseparable. Quality begets quality, and soldiers whose expectations of a challenge, good leadership and honest work are met by the unit will tell friends to join. Challenging training builds confidence, dedication, initiative and aggressive soldiers. The key to recruiting and retention is quality training and caring leaders!

***Train to Sustain Proficiency.*** Sustainment training may be one of our bigger weaknesses. We do not find much glamour in repetitious training, but it is through sustainment that we keep our skills sharp and current. We also fail to adequately (in fact it's nearly nonexistent) conduct opportunity training. Unlike "hip-pocket" training (which never was any good!), opportunity training causes leaders to plan, rehearse, resource and conduct training as opportunities present themselves. See page 1-6, FM 25-101. Far too often we see soldiers and leaders idle, when good leader would be conducting opportunity training.

***Train Using Multiechelon Techniques.*** We must train all soldiers at every opportunity, but not all have to train on the same tasks at the same time -- the key to multiechelon training. Using battle focus, leaders select soldier, leader, team, crew and collective tasks they intend to train during a collective training event, and good coordination will make the plan work. At every level within the unit, leaders select tasks which not only support the commanders training objectives, but support sub-element training goals as well. The most effective means to train and sustain each level and part of a unit is through multiechelon training.

*See Command Sgt. Maj., p. 9.*

## Single-parent soldiers truly 'Army of one'

by *Denver Beaulieu-Hains*, *Army News Service*

Being a sole parent in the military is a lot of things: demanding, difficult, challenging; but the one thing it isn't -- is impossible.

For three years as a single mother, I woke up at 4 a.m. to get ready for physical training, dressed and combed the hair of my three girls to make the 5:45 a.m. drop-off for the early morning before-school care. My life depended on a long list of childcare providers, friends and family to ensure my family care plan was providing constant supervision for my children during frequent deployments and field exercises. I needed reliable care on a stand-by basis.

Most people won't admit their prejudices against mothers in the military, women in the workforce, and sole parents, in general. Some believe that single parenthood is a low-class, uneducated, never-been-married, desperate woman's problem and these women burden the system with gripes about childcare and special needs. I offer that both my spouse and I were college-educated and were married for more than 10 years, and we both were committed to our military professions. All the positives weren't enough to keep the marriage together.

Army statistics for 2000 show there are about 36,000 soldiers who are sole parents. Of the women in the Army, 6.8 percent are single parents. About 3.1 percent of the men in the Army are single soldiers who have custodial responsibility for children, according to statistics from the Defense Manpower Data Center. Nationally in 1998, the U. S. Census Bureau determined that male-headed single families were on the rise, while the number of women heading families remained constant at about 9.8 million women versus the 2.1 million men at the time.

Because of shrinking budgets and less personnel, we all do more with less and that makes old-fashioned ideas that alienate soldiers -- enlisted and commissioned --unpractical. As a soldier, my biggest challenge was keeping the special challenges involving my children at home, and out of the

*See Single Parent, p. 5.*

## Tennessee Guard (Con't)

Col. Max Haston, Regimental Commander, supervised the FCX, and assured his soldiers accomplished all training objectives

Col. Haston's training objectives for the exercise were: (1) Exercise tactical and technical aspects of fire support using voice and digital communications Fire Support Elements (FSEs); (2) clear and execute fire plans; (3) fire support integration between regimental elements and direct support and reinforcing artillery battalions; (5) terrain management of organic howitzer battery's; and (6) direct support and reinforcing battalions.



Soldiers from 278 ACR process a digital fire mission during Old Bills University fire support coordination exercise.

This very challenging exercise demanded that commanders and staffs at the regiment, ground squadrons, aviation squadron, direct support artillery battalion, and reinforcing artillery battalion-- demonstrate competence in fire support planning and execution tasks associated with the defensive cover mission.

The exercise was a tremendous success and provided all soldiers involved valuable training for use in future operations. This type of training is the foundation for bringing all combat multipliers together and massing them on the modern battlefield.

Distinguished visitors included: Lt. Gen. Joseph Inge, Commander First U.S. Army, Maj. Gen. Robert Hughes, Deputy Commanding General, First U.S. Army, Brig. Gen. Gus Hargett, ATAG, TNARNG and Col.



David Apt, Commander 4th Brigade 85th Division (TS).

## “A Team” (Con’t.)

Clayton County Board of Education, the Clayton County Council of PTAs, the Chamber of Commerce, and the *Clayton News Daily* jointly sponsor the ARMS program.

The main focus of the “A Team” is their work with individual students. In spite of busy schedules, members of the team commit one hour per week to work with students who need positive role models as well as help with their academic courses.

“Any time that students can see another caring adult in their lives makes such a difference,” said Dr. Tonya Mahone-Williams, principal of Fountain Elementary. “For most students, having a mentor is like having a brother or sister whom they can talk with. Most students feel very comfortable in talking and sharing things with their mentors because of the special relationship that develops. Having the First Army mentoring program at Fountain has provided students with career options. They admire the men and women in uniform and many aspire to serve in the military,” said Williams.



**Parker Craig has lunch with Marcus Jones in the School’s Cafeteria. Craig has worked with**

“A Team” members believe caring adults encourage success in school. Every child can learn with appropriate support from caring adults. Also, children who believe in themselves succeed in school.

Tiffanie Carroll, a third grade student who participates in the program, says having a mentor is like having your own special teacher. She says she can work with her mentor without the noise from the other students in the classroom. Tiffanie’s mentor is Maj. Jeria Ward of First Army’s Staff Judge Advocate’s Office.

*See “A Team”, p. 6*

## Single parent (Con’t)

workplace. I never wanted the perception to be that I was using my children to get out of 24-hour duty or weekend assignments. Most of my friends were also sole parents and we made it by keeping tight circles. We sometimes even exchanged keys to our homes in case we got the dreaded late-night/early-morning alert call.

Putting all the stereotypes behind us, what all soldiers need most to be successful is unbiased support and guidance through the military’s many programs and services, like those provided by Army Community Services, childcare co-ops, single-parent support groups and parenting classes. Units should encourage soldiers to use the services, as well as other federal and state programs, which may assist with child-care subsidies and lists for state-trained and certified home-care providers.

Every soldier and soldier’s family has the potential to serve as a vital member of a support system that links sole parents and their children to an array of alternate fathers, mothers, cultures and experiences that not only serve as a support system, but also a source of enrichment. Today, I’m an Army civilian. Nothing has changed. It was hard then and it’s hard now. These days my employment hinges on a mobility agreement and five months of training, during which two of those months I completed a resident course at Fort Meade and couldn’t bring my family. My 12-hour days at the 25th Infantry Division in Schofield Barracks, Hawaii, were just the beginning of what was to be the rest of my life. When I accepted the job, the feedback I received was that I should settle into a career that requires less obligation, because I should be a mother first, and I am.

The most valuable lesson I’ve learned is that if I could be a sole parent and make it in the military, then I can do anything. Not only have I learned to think ahead and plan for the worst, I also feel that my children have benefited because of the other hard-working soldiers we were surrounded by on a daily basis. My girls have learned the value of independence and self-sufficiency.

No, it’s not an easy road to travel, but it’s certainly possible using the “one Army, one team and one mission” theory with soldiers taking care of soldiers.

## Wal-Mart vision center aids soldiers

by *Spc. LaTorry D. Sidney*  
*300<sup>th</sup> Mobile Public Affairs Detachment*

The signs of our nation pulling together to heal its wounds since terrorism shattered the lives of



many Americans are evident throughout the country. One such occurrence is the support of the Opelika and Phenix

City branches of Wal-Mart to the Army Reserve's 803<sup>rd</sup> Quartermaster Company, Opelika, AL.

Recently the 803<sup>rd</sup> was ordered to serve on an active duty deployment in support of operation "Enduring Freedom". In the initial stages of preparing for deployment, every aspect of soldier readiness is vital. This fact provided the opportunity for the Wal-Mart Vision Center to come to the aid of the soldiers of the 803<sup>rd</sup>, as they conducted vision screenings, eye exams, and fulfilled other basic eye care needs for the unit. Having an up-to-date vision screening ensures accuracy in fitting soldiers with optical inserts for their protective masks, critical when chemical warfare is a threat.

"This is the first time we have relied on Wal-Mart for this type of service," said 1<sup>st</sup> Lt. Natasha N. McCants, platoon leader and automated logistics specialist for the 803<sup>rd</sup>. McCants, an Army Reservist who is a consumer safety officer for the Food and Drug Administration by trade, played a key role in coordinating the services for the unit. "We had previous dealings with the Wal-Mart in Phenix City," she said, "and since the unit is centered here in Opelika, it was convenient for me to contact the Wal-Mart here."

According to McCants, the staff at both Wal-Mart locations proved to be extremely accommodating. "The associates there were very helpful," McCants added, "coordinating the appointments ran smoothly because the soldiers attended at times that were convenient to them, and the staff was very courteous."

*See Wal-mart aids soldiers, p. 9.*

## "A Team" (Con't.)

Ward said the mentoring program provides an excellent opportunity for soldiers and civilians to serve. "In the big picture, we all serve our country, but mentoring a young child in a local elementary school is a way for soldiers to serve their communities," said Ward.

Ward commented that in today's climate, soldiers are often hidden from the community behind walls of heightened security. "You learn that we are all serving, just in different ways. And anyone who has ever mentored a child knows that what you learn from them is invaluable," said Ward.

The rest of the team members are Maj. Sheral Styles, Sgt. 1st Class Carol Melton, Parker Craig, Sgt. Maj. Frantz Aubrey, Maj. Eric Shaw, Capt. James Stanzel, Charlene Griffin, Capt. Camilla Wood, Capt. Ronnie L. Coney, Karen Bradshaw, Capt. Vanessa Warren, Ms. Gayle Johnson.

In addition to serving as student mentors, First Army personnel and "A Team" members act as guest readers, career day speakers, and field day coaches during events at the school.

The counselors and teachers have reported positive changes in the attitudes, academics and behavior of students who participate in the student mentor program. "Being a mentor can be a wonderful experience for the adult as well as the student," said school counselor Michelle Caver. "Many mentors, especially those who do not have children of their own, have no idea how precious a child can be and how much joy they can bring to their life," said Caver.

"This job has no monetary compensation, however, it is one of the most rewarding experiences one could have in a lifetime, especially when you see the positive affect you have on a child who is at risk," said Caver.

Regular contact with a caring adult is often the only extra support needed to make a real difference in the life of a young person. The men and women of First Army who volunteer are dedicated and goal oriented. They help the children at William A. Fountain Elementary reach full potential as students and viable members of their community.

Also, they demonstrate the Army's commitment to local communities and America's youth.

## Reserve rigger unit helps with Afghan airlift

by Staff Sgt. Greg Jones, 21st TSC public affairs team

Citizen-soldiers from the 421st Quartermaster Company have helped drop 2 million meals to starving Afghans.

The rigger unit from Fort Valley, Ga., was activated Oct. 31 to help "Task Force Firepower" prepare humanitarian aid supplies for airlift to Afghanistan. "I was sitting down watching the football game on Sunday when the phone rings and they said pack your bags and get ready, we've got a mission for you," said Master Sgt. Thomas Gilbert of the 421st Quartermaster Company.

Shortly afterward, the 421st soldiers deployed to Germany and joined a composite task force made up of German Army soldiers and U.S. soldiers from the 21st Theater Support Command.

Task Force Firepower was organized specifically for the mission of requisitioning, packing and preparing humanitarian aid supplies for airlift to Afghanistan, 21st TSC officials said. They said Army reservists from the 421st up almost 25 percent of the 400-person task force.

In the past, the 421st helped with humanitarian airdrops in Bosnia. The 421st is one of only two rigger units in the Army Reserve, and the other supports the 82nd Airborne Division at Fort Bragg, N.C.

As well as working with active-duty soldiers, the 421st has worked alongside soldiers from the German Army's Parachute and Rigger School and two German regional commands. "There's really been nothing to do to integrate the reserve soldiers," said Lt. Col. Richard Mason, Task Force Firepower's commander. "They came ready to work and less than 48 hours after arriving on the ground they were up and running."

421st soldiers have been filling boxes, building crates, and packing chutes. The unit packs between 100,000 and 200,000 pounds of humanitarian aid supplies daily.

What they are packing consists of rations, wheat, blankets, and cold weather clothing. The supplies are packed into large crates, each of which will contain either humanitarian rations, bags of wheat wrapped in blankets, or cold weather clothing packed in duffel

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bags. The crates are fitted with parachutes and dropped from airplanes into Afghanistan.

It is in the parachute packing part of the process where the 421st comes in. As a rigger company it is their job to prepare the crates for parachute drops. They fold and pack parachutes and attach them to the crates, which they help construct. The work they do is very demanding and leaves no room for error, officials said.

"You have to be very careful with everything in rigging," said Spc. Eric Wilson, 421st Quartermaster Company. "If you just attach one string wrong or fold something wrong it can stop the parachute from working right. You really don't want that to happen."

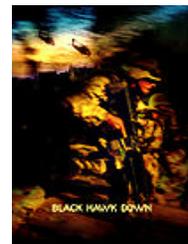
In fact, the riggers are so exacting and careful with their work, they actually put their own name, rank, and unit on each parachute they pack, which gives them even further incentive to make sure they do it exactly right.

"If you know your actual name is going on something you do, you're definitely going to do the best job you can," said 421st rigger Spc. James Hagans.

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### Soldiers who relive fateful battle say 'There are heroes among us'

By Linda D. Kozaryn, American Forces Press Service



Chief Warrant Officer Rodney 'Sam' Shamp, an Army helicopter pilot, admitted to shedding quiet tears as he watched "Black Hawk Down," a new film about the Army's October 1993 battle in Mogadishu, Somalia, against Mohamed Farrah Aidid's militia. Shamp, now 39, is assigned to the 160th Special Operations Aviation Regiment, also known as the Night Stalkers. In Somalia, he flew the helicopter dubbed "Super Six Seven." He spent 18 hours in the cockpit during the battle that left 18 American soldiers and more than 1,000 Somali dead.

**Read entire article**

[http://www.defenselink.mil/news/Jan2002/n01172002\\_200201171.html](http://www.defenselink.mil/news/Jan2002/n01172002_200201171.html)

## The American soldier in a new era

By Sgt. Michael Krause II

Barely two years into a new millennium, our nation was rocked by perhaps the worst tragedy in our history. We all stared in disbelief at our television screens, watching -- but not wanting to watch -- the reports that seemed only to grow worse by the hour.

The days since September 11 have left an indelible mark on our land, our way of life, and the U.S. Army. While there has not been sufficient time for accurate evaluation, we can already see certain changes in our Army.

In this tragedy, the U.S. Army has been a main character. Soldiers winced at the casualty lists, but I think all felt a special pain when we saw service-members' names among the dead. The Army took a loss on September 11, but just as soldiers always have, we rose to the occasion.

Even when our headquarters, the Pentagon, was struck, soldiers stood up and did what they needed to do. They pulled their co-workers from offices turned into infernos; they administered first aid; and some administered Last Rites. In the wake of the tragedy, 28 soldiers were awarded the highest medal for peacetime bravery, the Soldier's Medal, a testament to the selfless service of those soldiers who were caught in the line of fire on September 11.

Almost immediately, our forces, both active and reserve components, were called to service for homeland defense. Just days after the September 11 attacks, Army Reserve and National Guard soldiers fanned out across the nation, providing deterrence to those wishing to do further harm. The citizen-soldiers of the Military Police Detachment of the 3397 Garrison Support Unit, Chattanooga, Tenn., were mobilized for up to two years. They serve today, uncomplaining, at Fort Campbell, Ky., supplementing the active duty MPs who are stretched thin by increased security conditions.

Our Army is now more visible than ever. Many Americans have been greeted during their travels by the sight of soldiers on duty at airport terminals, M-16s slung across their backs.

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We never thought that such a thing would happen, and the Army certainly never planned on stationing soldiers in airports. As usual, however, soldiers stepped forward and answered the call, instantly adapting to adversity.

On the other hand, many of the actions of our fellow soldiers are distinctly invisible. We do not know who they are or what units they are in. We do know, however, that somewhere in this new war, there are U.S. Army soldiers adding yet another proud chapter to our history.

We do not know what the future holds for this nation and for her Army. We do know, however, what the past teaches us. We know that everywhere and every time that the resolve of American soldiers has been tested, they have performed in grand fashion, showing the mettle of our Army at every opportunity.

The face of our Army today, while modernized, is inherently the same down at the level of the individual soldier. Take away the Land Warrior system and the AH-64 Apache helicopters, the IBCT and the "new army" and what do you have? American soldiers. They stare back at us with the same resolution that looked at the trees of the Argonne Forest, the cliffs of Omaha Beach, the jungles of Vietnam, and the sands of Iraq.

I am proud to be among them.

*SGT. MICHAEL KRAUSE II, presently stationed at Fort Campbell, Ky., has served in the U.S. Army for two and a half years.*



Spc. Natalie Ortiz  
Fort Bragg NC

My unit was keeping a lab clean and sterile in the field. There were Soldiers depending on us. Outside, rain and mud was everywhere. I made sure it stayed there.

**I AM AN ARMY OF ONE.**

And there's no weak link in the chain.

## Army sponsors All-American bowl *by Staff Sgt. Michael Rautio*

Seventy-four of the nation's top high school football players descended on San Antonio during the first week of January and ended up learning a little about the Army along the way. The athletes were in Texas to play in the U.S.



West quarterback Vincent Young holds out the ball for running back David Horne during the U.S. Army All American Bowl in San Antonio. Young was named the game MVP. (photo by Staff Sgt. Michael Rautio)

Army All American Bowl Jan. 5 featuring all-star high school players in an East versus West game.

*Read entire article:*

<http://www.dtic.mil/armylink/news/Jan2002/a20020109allamericanbowl.html>

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## Command Sgt. Maj (Con't.)

**Train to Maintain.** While there are easy ways to conduct maintenance, nothing is better than teaching soldiers to maintain their uniforms, weapons, equipment and major end items. We don't send soldiers to the motor pool to conduct maintenance, we lead them there and stay until the job is done. When have you done driver's training lately? If motor vehicle accidents claim soldier lives and limbs every year (and they do), then we must find time to train them to sustain proficiency as we train them to maintain their vehicles. We must keep our equipment operational, and out of the shops and DRMOs.

### **Make Commanders (Leaders) the Primary Trainers.**

Leaders at all levels must be present during training. Leaders train one level down, and evaluate two levels down. It is impossible for leaders to train or evaluate if they are not present. Leader development is critical to individual and unit growth. And the three pillars of leader development (unit programs/assignments, institutional training, self-development) help us train leaders to assume their responsibilities.

Please take some time to ensure you are planning, resourcing, rehearsing, conducting, evaluating and retraining as the Army intended. Let's have a great training year!

JEFFREY J. MELLINGER

Command Sergeant Major, USA

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### Special inserts coming in February 'Soldiers'

Army News Service

Behind the scenes coverage of the new movie "Black Hawk Down," an introduction to the newest DOD winter resort in Colorado and continued reports on the war on terrorism are some of the features you'll find in the February issue of "Soldiers" magazine.

This issue of "Soldiers" also contains two special inserts: one to help soldiers prepare for retirement, and one asking for your help in telling your unit's story to thousands of readers.

*Read entire article:*

<http://www.dtic.mil/armylink/news/Jan2002/a20020117febsoldiers.html>

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## Wal-mart aids soldiers (Con't.)

In light of the situation, the staff of both vision centers rose to the occasion and provided exceptional service. McCants contacted Ms. Joy Heiser, manager of the Opelika Wal-Mart vision center, to coordinate the services. Though this was Heiser's first time catering to a military outfit of this capacity, she was more than happy to accommodate the 803<sup>rd</sup>, which consists of nearly two hundred soldiers.

"The Wal-Mart Vision Center in Phenix City also played a vital role in getting these services accomplished. "Some of the soldiers were in need of vision screenings, new prescriptions, and eye examinations," said Ms. Kewani W. DeBruce, manager of the Phenix City Wal-Mart Vision center.

Although this is her first time actually working with the military, DeBruce is no stranger to the importance of a military deployment. "My father is a Vietnam veteran, so I was especially touched by the situation in Afghanistan," she said.

DeBruce was also contacted by the 803<sup>rd</sup>. "I've been with the company for about two years, and this is my first time working with the military," she replied, "It was a pleasure working with the soldiers. Some of them were funny characters," she chuckled, "but I want them to know they can always come here for help."

It would appear that both parties gained pleasant memories from their experiences. "Both establishments were very professional and courteous," said McCants, "throughout the years Wal-Mart has gained a reputation for being good with community related activities, and it still holds true."

## FEBRUARY IS BLACK HISTORY MONTH



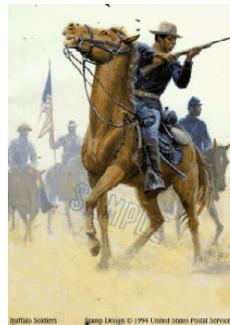
*"Once let the black man get upon his person the brass letters, U.S., let him get an eagle on his button, and a musket on his shoulder and bullets in his pockets, and there is no power on earth which can deny that he has earned the right to citizenship in the United States."*

Frederick Douglass

Daniel "Chappie" James, Jr. was one of the great Tuskegee airmen pilots. As a fighter pilot in Korea and Vietnam he flew over 160 combat missions.



James returned from Vietnam and immediately became an effective spokesman for the Air Force. He spoke not only on America's military policies, but also its racial policies. In 1967, James was named commander of the Wheelus Air Force Base in Libya. After leaving Wheelus, James received his first star. He received two more stars after working in the Pentagon for four years. Then, after two years of working at the Military Airlift Command he was given a fourth star. He became the first African American to attain that rank and was named commander of the North American Air Defense. Soon after his, James' health declined, and he was forced to retire. James played an important role as a military leader and a civil rights pioneer.



The name "**Buffalo Soldier**" originated from Native American Indians who found a similarity between the Trooper's hair and that of buffalo fur. These soldiers showed courage and bravery during the battles they fought with the Indians, earning their respect.

### LEADER'S SPOTLIGHT

Powell rose to the rank of four star general. He earned many honors and decorations from both the United States and foreign countries. In 1989, Powell was appointed to the highest military position in the US Department of Defense at the Pentagon as Chairman of the Joint Chiefs of Staff. Powell was the first African-American to hold this position and also the youngest to do so.

Powell has been awarded with two Presidential Medals of Freedom, the President's Citizens Medal, the Congressional Gold Medal, the Secretary of State Distinguished Service Medal, and the Secretary of Energy Distinguished Service Medal. He also has several schools and institutions named after him and holds honorary degrees from colleges and universities across the country.



**Colin L. Powell**

## 803rd Quartermaster Company mobilizes

*Story and pictures by SGT Eric C. Barker  
300th Mobile PA Detachment*

Economics teaches us the theory of ‘Supply and Demand.’ The 803rd Quartermaster Company in Opelika, AL, is putting that theory to work for the U.S. Army Reserve. The demand comes from “Operation Enduring Freedom” and on January 6, 2002, the 803rd was mobilized to supply that demand.

After the events of September 11, many soldiers are happy to be deployed in support of the operation. Sergeant First Class Marcus W. Colquitt, operations sergeant with the 803rd and a police officer with the city of Opelika, explained, “When other police departments were sending officers to aid the NYPD, our department wanted to send people too. Unfortunately, we were not able to participate in that. This deployment allows me the opportunity to contribute in another way.”

For most soldiers in the 803rd this is their initial deployment. “This is my first deployment, although deployment is not new to my family,” explained Colquitt. “I have two sons in the Navy. One was aboard the

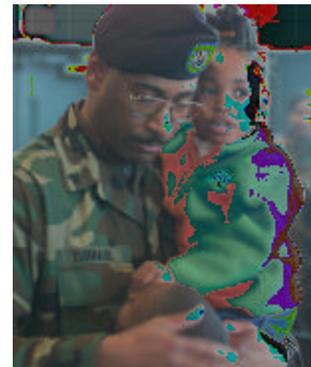
USS Cole when it was bombed. The other was on the USS Kitty Hawk, the first ship President Bush called upon for the war against terrorism. My son was out on the Arabian Sea for about six months.” Soldiers on deployment make numerous sacrifices regarding families and jobs. Spc. Michael France, supply specialist for the 803rd and a corrections officer, explained while holding his daughter, “I am going to miss my family, but this what I signed up for. I am looking forward to this experience.” Sharon France, the soldiers’ wife, added, “I was angry at first. I didn’t want him to go. After I had time to think about it, I feel much better. We have to keep our country safe from terrorists. I just want him to come home safe,” Mrs. France said while holding her husband’s knee.



Pvt. Katrina L. James, a truck driver with the 803rd and a college student, had to put her freshman year on hold for the mobilization. “My friends know I have a job to do and I am going to do it. No matter what,” she said.

No deployment can take place without support from other units. Tom Boyle, Supervisory Staff Assistant with the 787th Support Battalion (Corps), commented on his units’ support of the 803rd, “Headquarters staff assisted the company with its administrative and logistical requirements for their preparation for mobilization. We have been here with the unit since day one of the alert message and will continue to stay around long after the unit deploys.” Training also plays a major role in any deployment. Capt. Kenneth Davis, Commander of the 803rd and an employee of Federal Express explained, “We have been sent across the world three years straight during our annual training. That training has prepared us well in our ability to go out and do our mission.” The Army Reserve plays an important part in today’s Army. “Being a Reserve unit we have a lot of civilian professionals. My soldiers bring that professionalism over to the military, making the 803rd one of the best Quartermaster companies in the Army,” said Davis proudly.

Major General Michael R. Mayo, Commanding General of the 81st Regional Support Command, commented on this, after speaking at the 803rd deployment ceremonies, “The reserve constitutes 54 % of the Army. The U.S. cannot do anything major without the reserve component. The number of units we have currently mobilized is a good indication of our importance during wartime.” Colquitt comments, “Being in the Reserves has its good points and bad points. My wife may not agree with me deploying but she understands. It’s all in the line of duty. The Army needs us and we are here to supply that need.”



## VA home loan ceiling raised

by Rudi Williams  
American Forces Press Service

An act recently passed by Congress and signed by President Bush increases the guaranty on Veterans Affairs home loans from \$50,750 to \$60,000. The increase means eligible veterans can use their loan benefit to purchase a home costing as much as \$240,000 without a down payment. Many lenders will make VA no-down-payment loans for four times the maximum guaranty amount, said Judy Caden, deputy director of VA's Loan Guaranty Service. Before the president signed the Veterans Education and Benefits Expansion Act of 2001 on Dec. 27, 2001 the maximum guaranty was \$50,750, which allowed no-down-payment loans of up to \$203,000. Another grant program for housing adaptations for less seriously disabled vets had its ceiling raised to \$9,250 -- up from \$8,250.

The act also increases specialty housing grants from \$43,000 to \$48,000 for severely disabled veterans who need homes built to accommodate wheelchairs. The grant pays for such things as wider hallways, lowered kitchen appliances and counter tops, and bigger bathrooms. The new law also extends housing loans for National Guard and Reserve personnel from September 2007 to Sept. 30, 2009. Reserve component personnel are authorized the same home loan guarantees as active duty personnel.

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## Troops to Teachers Program Gets New Life

By Jim Garamone  
American Forces Press Service

They are disciplined, smart, motivated, goal-oriented and have a disposition to serve. Sounds like what makes good service members. It also sounds like what makes good teachers, so DoD and the Education Department have resurrected the Troops to Teachers program with an \$18 million infusion from the fiscal 2002 federal budget. The new money will give retiring or separating service members a chance to become teachers. "This gives departing military personnel a chance to continue their lives of service," said John Molino, deputy assistant defense secretary for military community and family policy.

Those retiring from the military have always qualified for the program. The fiscal 2002 defense authorization act adds a new eligible group: service members who separate after six years or more of service, are not eligible for retirement, and agree to serve three years in one of the reserve components.

### Read entire article

[http://www.defenselink.mil/news/Jan2002/n01232002\\_200201231.html](http://www.defenselink.mil/news/Jan2002/n01232002_200201231.html)



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