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On the cover

Jose Lauzurique, husband of Niriam Lauzurique, a command contractor, and son Jose Jr., 1, feed the parrots Saturday at the command's fall picnic.

The
Command  **Run**

Vol. 1 No. 11 ■ Miami ■ Nov. 22, 2000

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Fall picnic is for the birds

Veterans Day honors military's call to duty

By **Gen. Peter Pace**

U.S. Southern Command Commander in Chief

Each year, our nation sets aside the eleventh day of the eleventh month to honor U.S. military veterans. On this first Veterans Day of the twenty-first century, let us pause to reflect upon the sacrifices of U.S. military members who, throughout history, have answered the call of duty with bravery and devotion.



From the War of Independence to the Persian Gulf, our military personnel have demonstrated heroism, pride, and a commitment to excellence unmatched in world history. Their dedicated service and courage in defending

“As we face the challenge of a new century, our military men and women uphold the legacy of valor established by generations of U.S. veterans.”

Gen. Peter Pace
Commander in Chief

democracy deserve our highest tribute.

As we face the challenge of a new century, our military men and women uphold the legacy of valor established by generations of U.S. veterans. Today, U.S. military personnel serve as

trusted warriors who save lives, protect human rights, and uphold American values. We cherish and honor our serving military as well as our veterans, for together they represent the United States' finest achievements and best contribution to world peace.

It is an honor and privilege to serve with the men and women of United States Southern Command. Thank you for your many sacrifices and for your commitment to our nation.

Respectfully,

A handwritten signature in black ink that reads "Peter Pace".

Peter Pace
General, U.S. Marine Corps

Thanksgiving

Celebrate gifts of freedom, shared prosperity

By Gen. Peter Pace

U.S. Southern Command Commander in Chief

On this first Thanksgiving of the twenty-first century, Americans of all faiths join together to express gratitude for our many blessings. Let us celebrate not only our individual blessings, but also the gifts of freedom and prosperity that we share as United States citizens.

In his 1789 Thanksgiving proclamation, George Washington asked the American people to give thanks “for the great degree of tranquility, union, and plenty, which we have enjoyed.” Today, more than 200 years later, we give



thanks again for these blessings and for the generations of Americans who sacrificed their comfort and their lives to safeguard our nation.

The men and women of United States Southern Command know first-hand the sacrifices necessary

to defend freedom. Many of you serving throughout the command’s area of responsibility will be spending Thanksgiving in remote locations far from home and loved ones. Wherever you are on this special day, know that our nation gives thanks for you and for your efforts to preserve the peace we hold so dear.

Lynne and I wish you a joyous Thanksgiving Day. God bless you all!

Respectfully,

Peter Pace

General, U.S. Marine Corps

Command Run

is an authorized publication for members of the Department of Defense. Contents of the *Command Run* are not necessarily the official views of, or endorsed by, the U.S. Government or DoD. The editorial content is edited, prepared and provided by the U.S. Southern Command Public Affairs Office. Deadline for submissions is 5 p.m. Friday, a week before publication (the last Friday of each month). The public affairs staff reserves the right to edit all submissions to journalistic standards. All photos are official photos unless otherwise noted. Acceptance of input by the public affairs staff does not guarantee publication.

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President Clinton signs Authorization Act -- pay, TRICARE affected

By Jim Garamone
American Forces Press Service

WASHINGTON, Oct. 31, 2000 — A 3.7 percent military pay raise, TRICARE changes, military modernization and lifetime medical benefits are just some of the aspects of the Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001 that President Clinton signed into law Oct. 30.

The act gives DoD permission to spend an authorized overall budget of \$309.9 billion. The fiscal 2001 appropriations act signed in August actually provided the money.

The authorization act set total military fiscal 2001 end strength at 1,382,242. The Army's end strength is 480,000; the

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Navy's, 372,642; Air Force's, 357,000; and the Marines', 172,600. The Selected Reserve end strength is 874,664 with the Army National Guard's at 350,526, the Army Reserve's 205,300 and the Naval Reserve's at 88,900. The Marine Corps Reserve will have 39,558 members, the Air National Guard is set at 108,022; the Air Force Reserve at 74,358; and the Coast Guard Reserve, 8,000. End strength is down 3,190 from fiscal 2000 for the active force and up by 4,366 for the Selected Reserve.

Service members did



particularly well in quality of life expenditures. In addition to the 3.7 percent

The act gives DoD permission to spend an authorized overall budget of \$309.9 billion. The fiscal 2001 appropriations act signed in August actually provided the money. Quality of life expenditures include a 3.7 percent across-the-board pay raise effective Jan. 1, 2001.

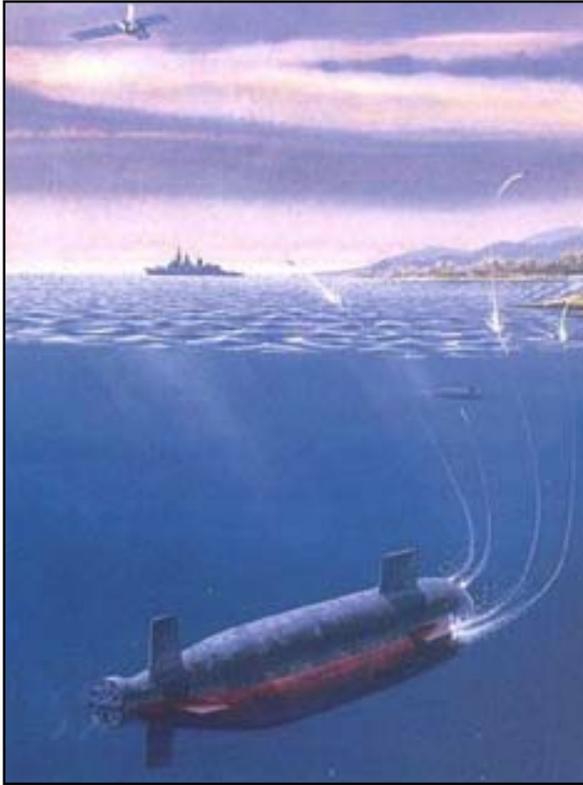
across-the-board pay raise that goes into effect Jan. 1, 2001, service members in

pay grades E-5 to E-7 will receive a targeted, one-time monthly raise of \$32 to \$59 starting July 1, 2001.

Congress has added funds to the Basic Allowance for Housing to reduce out-of-pocket expenses service members must pay if they live off base.

Currently, service members living off base pay an average of 19 percent of their housing costs out-of-pocket. The money will bring that average to 15 percent in fiscal 2001. The legislation authorizes the defense secretary to raise BAH rates to eliminate out-of-pocket expenses by fiscal 2005. The

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The Floyd D. Spence National Defense Authorization Act for Fiscal Year 2001 that President Clinton signed into law Oct. 30 included \$1.2 billion for a Virginia-class attack submarine.

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act extends the military housing privatization program. The program allows commercial firms to build and run military family housing areas.

Another pay action calls for active and reserve military personnel to be able to use the Thrift Savings Plan. The plan, long a part of the Federal Employees Retirement System, would allow military personnel to invest a percentage of their pre-tax pay toward retirement. Taxes on participants' investments and earnings are deferred while in the plan. Details remain to be worked out, but the act calls for the system to be up and running 360 days after the president signs the legislation.

The budget changes the TRICARE military medical system in several ways.

For active duty personnel,

TRICARE Prime Remote now covers family members as well as active duty personnel. The act also eliminates co-payments for active duty family members enrolled in TRICARE Prime. It also allows travel reimbursements to those who must go more than 100 miles to see a TRICARE health-care provider.

The biggest TRICARE change, however, covers Medicare-eligible retirees. The act restructures TRICARE to allow Medicare-eligible military retirees and their family members to continue their coverage beginning in fiscal 2002. Under the plan, Medicare-eligible beneficiaries would pay no co-pays, deductibles or TRICARE enrollment fees or premiums. Retirees can receive care under Medicare; also, any medical expense not covered by Medicare will be paid

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by TRICARE.

The act also expands the mail-order pharmacy service to cover all beneficiaries, including Medicare-eligible retirees.

The act authorizes \$63.2 billion in procurement. The account, also called modernization, hits the \$60 billion number Defense Secretary William S. Cohen called for in 1997.

Big ticket items in procurement include \$4 billion for a Nimitz-class carrier,



The fiscal year 2001 budget also included funding for 10 F-22 Raptor stealth aircraft for the Air Force.

\$2.7 billion for three Arleigh Burke-class destroyers, \$1.2 billion for a Virginia-class attack submarine and \$1.5 billion

for two San Antonio-class amphibious ships. The act also funds 16 MV-22 Osprey tilt-rotor aircraft, 12 C-17 strate-

gic airlift jets and 10 F-22 Raptor stealth aircraft.

The act funds Army transformation efforts to the

tune of \$1.3 billion in fiscal 2001. These efforts will result in a more mobile and more lethal force able to cover the range of operations the Army may face in the future. The act calls on the Army secretary to report to the Senate and House armed services committees with a "road map" charting the progress of the Army through 2012. The act authorizes the Army to procure medium-weight armored vehicles to test them against the transformation con-

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cept.

The act provides \$2.1 billion for the National Missile Defense program and \$2.7 billion for Theater Missile Defense. TMD breaks down to \$550 million for the Theater High-Altitude Missile Defense program, \$462.7 million for the Navy Theater-Wide program, \$274.2 million for the Navy Area Defense program, and \$365.5 million to procure additional Patriot-3 missiles.

The Joint Strike Fighter is the next generation ground attack aircraft. The mammoth program will provide single- engine

attack aircraft to the Air Force, Navy and Marine Corps. Congress is concerned the services are rushing the program. The total authorization for JSF in fiscal 2001 is \$688.6 million. In the act, Congress called on the defense secretary to report on the criteria before the JSF enters the engineering, manufacturing and development phase of the procurement. DoD cannot enter this phase until the defense secretary certifies the key technologies in the craft are "sufficiently mature."

Other procurement actions include: ■ \$244.2 million for Joint Direct Attack Munitions. These precision-guided weapons proved their worth over Yu-

goslavia and are the focus of NATO's Defense Capabilities Initiative.

■ \$109.2 million for Global Hawk unmanned aerial vehicles, the "UAV of the future." The act also provides \$32.1 million to upgrade the current Predator UAV.

■ \$149.8 million for two F-15E Eagle all-weather air-to-surface aircraft.

■ \$46 million for a 16th E-8C Joint Surveillance and Target Attack Radar System aircraft.

■ \$614 million for the Army Comanche helicopter engineering, manufacturing and development program phases. There are two prototypes. Initial operating capability is set for fiscal 2006.

■ \$206 million for 18 Black Hawk helicopters for the Army National Guard — 16 regular and two air ambulances.

■ \$39.9 billion for fiscal 2001 research and development, including \$85 million for the Air Force Airborne Laser program, \$24.4 million for chemical and biological protection R&D, \$30 million for high-energy laser research, \$274 million for R&D for the Navy's 21st century aircraft carrier, and \$539.8 million for R&D of the Navy's future Zumwalt-class destroyers.

■ \$109.7 billion in operations and maintenance funds.

(AFPS)

SOUTHCOM's Marines celebrate 225th birthday

By Navy Petty Officer 1st Class
Gabe Puello
Command Run Assistant Editor

Miami -- The United States Marine Corps celebrated its 225th birthday Nov. 9 in the command's main conference room by listening to a rousing speech by Brig. Gen. Jerry McAbee, followed with a cake cutting ceremony by a Marine Corps honor guard led by the general.

As the second oldest of the military services, the Marine Corps predates the birth the nation by almost nine months. On Nov. 10, 1775 the Continental Congress passed a resolution to raise two battalions of Ma-

rines to be part of a naval expedition to help the inhabitants of Nova Scotia secure "the preservation of their rights and liberties."

The Marine Corp's humble beginnings at Tun Tavern in Philadelphia, Pa., speak little of the immensity and scope of their capabilities in today's littoral asymmetric warfare environment, said the general during the ceremony.

"None could have foreseen the trench warfare in Europe during World War I, the amphibious assaults across the vast Pacific during World War II, the frozen mountains of North Korea during the Korean conflict, the rice paddies



Photo by Air Force Tech. Sgt. Lee Roberts
Marine Brig. Gen. Jerry McAbee, U.S. Southern Command chief of staff, gives the keynote address at the command's Marine birthday celebration Nov. 9.

and jungles of Viet Nam during the Viet Nam war, the scorching deserts of Arabia during Operation Desert Shield and Desert Storm, and the countless

other interventions in such far flung places such as the Philippines, China, the Do-

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minican Republic, and Panama to name just a few," said McAbee.

One of the final excerpts of the general's speech recalled his personal experience during a career day while still in high school, where recruiters from all the services were brought in to talk to the students. "In today's parlance, much of the discussion focused on quality of life. The last speaker was a Marine Gunnery Ser-



Photo by Air Force Tech. Sgt. Lee Roberts
(Left to right) Former Marine Sgt. Robert D. Shepard (oldest Marine present), Brig. Gen. Jerry McAbee, Cpl. Katherine Gerow (youngest Marine present), and Capt. Thomas Dunn get ready to eat the cake.

geant -- a grizzled, Iwo Jima, Inchon, combat veteran of and the Chosin Res- Guadalcanal, Tinian, ervoir. His com- ments were brief. With exceptional clarity and convic-

tion, he said: I cannot promise you all the things the other services can offer you; I cannot even promise you three meals a day; God knows there have been days when I didn't even get a single meal; but I can promise you one thing- If there's a fight, you'll be there," added McAbee.

The Marines at the birthday ceremony resoundingly applauded in agreement with the general's comments.

He went on to complete his speech by uttering the age old truism, *Semper Fi*.

Pace promotes advisor to Senior Executive Service

By Navy Petty Officer 1st Class Gabe Puello

Command Run Assistant Editor

Miami -- Gen. Peter Pace, U.S. Southern Command commander in chief, promoted his quality of life affairs advisor during a ceremony Oct. 30 at the Main Conference Room.

With this promotion, Michael Rhodes became the only civilian employee at the headquarters appointed to the Senior Executive Service.

The Senior Executive Service was established by direction of the Congress and began in 1979. Con-



Photo by Navy Petty Officer 1st Class Gabe Puello

Gen. Peter Pace (Left), U.S. Southern Command commander in chief, promotes Michael Rhodes, the general's quality of life affairs advisor, to the Senior Executive Service during a ceremony at the headquarters Oct. 30.

gress designed the Senior Executive Service to be an elite corps of managers and administrators charged with running the Federal Government.

Following the arrival of the official party, Rhodes underwent an Oath of Office. In addition, he was presented an appointment certificate, SES lapel pin and SES flag by the general.

Rhodes accredited his success to what he called the three-f's, "faith, family and friends."

His lovely wife, Rhonda, and their two daughters, Alexandra and Ashley, were also in attendance and received flowers and praise for their support from their father.

In the Department of Defense there are approximately 1,000 Senior Executive Service members among the 1.1 million civilian employees.



Photos by Air Force Tech. Sgt. Lee Roberts
Marine Brig. Gen. Jerry McAbee (Right), U.S. Southern Command chief of staff, presents the Defense Superior Service Medal to Navy Capt. Randy Robb, J-3 Operations Directorate deputy director, during a retirement ceremony Nov. 9 at the Main Conference Room. Robb, who spent 27-years in the Navy, ended the ceremony with a humorous yet emotional speech, commenting how much he loved and enjoyed coming to work each and every day.

Navy captain culminates super career

Navy Capt. Randy Robb retired Nov. 9 during a ceremony at the Main Conference Room. The J-3 Operations Directorate deputy director and native of Odessa, Texas, received the Defense Superior Service Medal, a retirement certificate, and an awards display case with U.S. Flag, at the event. Sailors from throughout the headquarters building attended the event to say farewell to the commanding officer, U.S. Navy Detachment, U.S. Southern Command.



Six sideboys comprised of SOUTHCOM sailors piped ashore Navy Capt. Randy Robb for the final time.



Army Brig. Gen. Keith M. Huber (Right), J-3 Operations Directorate director, presents a U.S. Flag to his deputy director.

Command celebrates Native American Month

By Navy Petty Officer 1st Class
Gabe Puello
Command Run Assistant Editor

During a Native American month celebration in U.S. Southern Command's main conference room Nov. 17, the American Indians' contributions to the military and this nation was officially recognized. The command's personnel saluted the accomplishments of the U.S. Marine Corps Navajo code talkers of World War II, and the event featured Alfred Peaches, a former Navajo code-talker.

The master of ceremony of this year's function was Sgt. 1st Class Marci Cornfield, herself a



Photo by Navy Petty Officer 1st Class Gabe Puello
Alfred Peaches, a former Navajo code-talker during World War II, speaks at the U.S. Southern Command Native American Heritage Celebration Nov. 17.

member of the Seneca Tribe, which is part of the Iroquois confederacy. This

year's theme was "strength in Unity."

Since 1994, President

Clinton has issued a proclamation each year designating November as "National American-Indian Heritage Month."

This day attained its origins in the early 1900's, when the Boy Scouts of America set aside a day for the "First Americans." On Sept. 28, 1915, the Congress of the American-Indian Association declared the second Saturday of each May as an American-Indian Day. After that, several states declared American-Indian days until 1976, when Congress passed a joint resolution authorizing the Presi-

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dent to proclaim the week of Oct. 10-16 as Native American Awareness Week.

During the command's commemoration of Native American achievement, Brig. Gen. Ronald Burgess, Intelligence Directorate director, introduced Mr. Peaches to the audience as a former code talker and himself as a present day code breaker, sharing a common bond. This was evident as Burgess explained how



Photos by Navy Petty Officer 1st Class Gabe Puello

Army Brig. Gen. Ronald Burgess (Right), J-2 Intelligence Directorate director and sponsor of the celebration, poses with Alfred Peaches and his wife Jeanette following the ceremony.

“as an Intel guy, we (codes),... well, they generally have a belief that if you build had that same problem in World War II and the system the

serving in the U.S. Army at the time, was taken prisoner at the Battle of Bataan and asked to listen to the code talkers. He said after the war that he could not decipher what they were saying, and it got me in a lot of trouble,” recounted Burgess.

Alfred Peaches served in both World War II and Korea before contracting tuberculosis. He returned to his home in Winslow, Ariz., where he works as a geologist and resides with his wife Jeanette, five children and many grandchildren.



Command update

The Honorable Tony Robinson (Far left), City of Opa Locka city manager; Ronald Wilson, City of Opa Locka chief of police (Second from left); and his senior staff receive a command briefing by Brig. Gen. Jerry McAbee, chief of staff, and an update on the current counter drug operational perspective at U.S. Southern Command's main conference room Nov 9. (Photo by Navy Petty Officer 1st Class Gabe Puello)

Ft. Lauderdale Navy League memorializes USS Cole victims

By Navy Petty Officer 1st Class Gabe Puello
Command Run Assistant Editor

Miami- Weeks after the fatal terrorist attack on the USS Cole, the Navy League of the United States South Florida Councils, U.S. Southern Command personnel and local members of the community commemorated the fallen sailors and the injured in a ceremony at the Broward Center for

the Performing Arts. The Navy League of Ft. Lauderdale sponsored the event Oct. 28, and also kicked off the creation of a national USS Cole Memorial Fund with donations contributed to the families of the deceased.

The ceremony featured a very solemn opening violin piece by the Florida Youth Orchestra's Arabesque duet, followed by Southern

Command's Color Guard. Brig. Gen. Jerry McAbee, SOUTHCOM chief of staff, was on hand at the dais along with local civic leaders, while Col. Emilio Chaviano, command chaplain, read the invocation.

A "reading of the names" was also conducted before the somber crowd of civilian and military members of the community.

Seventeen sailors died in what American investigators describe as a terrorist attack on the USS Cole, while refueling in the Yemeni

In memory of USS Cole crew

Petty Officer First Class Richard Costelow, Morrisville, Pennsylvania; **Seaman Recruit Cheron Ouis Gunn**, Rex, Georgia; **Seaman James Roderick McDaniels**, Norfolk, Virginia; **Seaman Recruit Lakiba Nicole Palmer**, San Diego, California; **Petty Officer Second Class Timothy Lamont Saunders**, Ringold, Virginia; **Ensign Andrew Triplett**, Macon, Mississippi; **Seaman Apprentice Craig Bryan Wibberley**, Williamsport, Maryland; **Petty Officer Third Class Kenneth Eugene Clodfelter**, Mechanicsville, Virginia; **Seaman Lakeina Monique Francis**, Woodleaf North Carolina; **Seaman Timothy Lee Gauna**, Rice Texas; **Petty Officer Second Class Mark Ian Nieto**, Fon Du Lac, Wisconsin; **Petty Officer Third Class Ronald Scott Owens**, Vero Beach, Florida; **Fireman Joshua Langdon Parlett**, Churchville, Maryland; **Fireman Apprentice Patrick Howard Roy**, Cornwall on Hudson, New York; **Petty Officer Second Class Kevin Shawn Rux**, Portland, North Dakota; **Petty Officer Third Class Ronchester Mananga Santiago**, Kingsville, Texas; **Fireman Gary Graham Swenchonis, Jr.**, Rockport, Texas.

port of Aden. count, Attn. Kim Serra/Leslie Allen, 1100 Southeast Third Avenue, Fort Lauderdale, Florida 33316)

(Editor's note: Donations are payable to: Regent Bank - USS COLE Memorial Fund Ac-



Photo by Navy Petty Officer 1st Class Gabe Puello
Gen. Peter Pace (Left), U.S. Southern Command commander in chief, and Cdr. Alfred Pope, USS Thorn's commanding officer, cut the Marine birthday cake Nov. 10 on the USS Thorn docked at the Port of Miami.

USS Thorn hosts CINC's Veterans Day reception

By Navy Petty Officer 1st Class Gabe Puello
Command Run Assistant Editor

MIAMI -- While visiting the Port of Miami to conduct rehearsals for overseas diplomatic port visits and hosting distinguished visitors, the USS Thorn (DD-988), played host to Gen. Peter Pace, U.S. Southern Command, commander in chief, at a Veteran's Day reception Nov. 10.

A reception re-

plete with live musical entertainment, hors d'oeuvre's, and a perfect South Florida evening with made-to-order breezes was conducted underneath a canopied flight deck, and the ship's aft missile launcher deck, at the Port of Miami. Musical entertainment for the over 150 distinguished visitors was provided by an ensemble of the 13th Army Band, Miami, Fla., which belted out patriotic pop favorites from Lee Greenwood to Elvis.

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Upon the General and his wife Lynne's arrival aboard the Spruance class destroyer, the two were escorted below decks to the Officers wardroom, where a Marine birthday cake and candles were presented.

Immediately following the cake-cutting ceremony, Pace and Cdr. Alfred Pope, USS Thorn's commanding officer, took time to greet every guest as they arrived onboard the destroyer. Pace took



Gen. Peter Pace addresses guests of the Miami community and the crew of the USS Thorn at a Veteran's Day reception held onboard the ship Nov. 11. The general remarked briefly about America's virtue and freedom and the leaders responsible for them. (Photo by Navy Petty Officer 1st Class Gabe Puello)

this opportunity to make his official Veteran's Day address to those present at the festivi-

ties. His comments were brief and to the point in remarking about this nation's virtue and freedom,

and those responsible for them.

Civilian representatives from local area government and

military leaders from the Southeast region were also in attendance to listen to the general's remarks.



Retirement ceremony

Army Col. Vance Tiede (Left), U.S. Southern Command deputy chief of staff, receives the Legion of Merit Medal from Brig. Gen. Jerry McAbee, chief of staff, during a retirement ceremony Tuesday at the Thurman Building Main Conference Room. Tiede served the nation in the Army Reserve since his commissioning in 1969. (Photo by Air Force Tech. Sgt. Lee Roberts)

AOR military postmen award civilian team members

By Navy Petty Officer 1st Class Gabe Puello
Command Run Assistant Editor

Miami- The mailmen that oversee and monitor the delivery of all U.S. military mail in the area of responsibility, recently recognized the achievements of their civilian counterparts and teammates, during awards ceremonies held Nov. 1 and 2 at Joint Military Postal Activity-Atlantic's offices in Miami.

The military postmen, Chief Petty Officer Isaac



Photo by Navy Petty Officer 1st Class Gabe Puello

Chief Petty Officer Isaac Harrison presents U.S. Postal Service employee Lisa Alderman a certificate of appreciation from Joint Military Postal Activity-Atlantic, as Lt.Col. Wanda Graham, commander, looks on.

Harrison, Petty Officer Emerson, who's job it is to Maurice Thompson and monitor the over 125,000 Master Sgt. Charles pieces and 2.5 million

pounds of mail per year to the AOR, could not do their job if not for the support of their 45 U.S. Postal Service civilian teammates.

“We normally have about 300 plus naval ships, mobile units, Naval Base, Guantanamo Bay, Cuba and allied forces, deployed throughout the AOR at any given time. These make up the FPO (Fleet Post Office), addresses. We also deliver mail to all military groups and embassies making up our APO (Army Air Force Post Office), addresses,” said, Harrison. “In order for us (JMPA-ATL), to complete our mission of monitoring, recommending and

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advising the distribution of the mail to such difficult places as La Paz, Bolivia, for instance, we have to maintain a close liaison with our USPS counterparts," he added.

The three member staff who work day-to-day with USPS, Customs and airline personnel, were assisted by Lt. Col. Wanda Graham, commander JMPA-ATL, in presenting over 45 certificates of appreciation. Graham, who visits the Miami facilities from her headquarters in New York, on a quarterly basis, took time from her busy schedule to assist in thanking and hon-

oring the USPS employees.

"Whenever you are successful, there has to be numerous positive people who attribute greatly to the process. Each of the USPS staff has personified the spirit of teamwork in the monumental task of moving tons of military mail to our soldiers, sailors, airmen, and Marines," wrote Graham, on the certificates bearing her signature.

The military and civilian postal team, provide mail for ships participating in the UNITAS annual evolution as well as disaster relief mail for various units operating in the Caribbean, Central and South America. "They (USPS employees), realize the importance of the mail to service-

men downrange, especially looming on the horizon," now that Christmas is said Harrison.



Photo by Air Force Capt. Chris Yates

Looking for volunteers

U.S. Southern Command tutor Capt. Jack Miller meets students from Ponce de Leon Middle School. Volunteers are still needed to tutor students at Perry Middle School in Miramar, Fla. Call Maj. Eddie Villavicencio at (305) 437-1922 for information.

Florida students undergo Marine leadership training

By Navy Petty Officer 1st Class
Gabe Puello
Command Run Assistant Editor

MIAMI -- Eighty-eight students ranging from ages 13 to 17 recently underwent a grueling weekend-long, U.S. Marine Corps Youth Leadership training course at Naval and Marine Corps Reserve Readiness Training Center in Miami. Brig. Gen. Michael Aguilar, Marine Forces South deputy commander, presided over their final phases and graduation ceremony.

The students, some from as far away as Lake County, Fla., and North Orlando, participated in what



Photos by Navy Petty Officer 1st Class Gabe Puello

Brig. Gen. Michael Aguilar, Marine Forces South deputy commander, presents graduation medallions to Florida students that participated in a grueling U.S. Marine Corps Youth Leadership training course.

Marines term is not a boot camp, but rather a physically demanding, mentally

challenging course, requiring strict discipline of the 13 year olds and above.

Gen. Aguilar was on hand to oversee the final competitions of the third day of training and to hand out the awards and graduation diplomas during the graduation ceremony that followed the exhaustive training period.

“The purpose of the course is to provide training for members of youth organizations in the Marine Corps philosophy of leadership and physical training,” said Maj. Stephen Banta, N&MCRRC, Miami, Marine detachment commander.

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The young Marines, Navy Sea Cadets, and Jr. R.O.T.C., students were led through a 26-hour course undergoing lectures, discussions on styles, roles, and foundations of leadership, with emphasis on physical fitness and the ability to make decisions as a team, based on the United States Marine Corps theory of leadership.

“We did everything together as a team, while also competing against one

another in such events as land navigation, the obstacle course/ infiltration course, leadership class and the tug-of-war competition. The boys spent all three days sleeping in tents outside while the females slept indoors on cots... that’s about the only difference in the training we had,” said Holly Arnold, 17, the Honor Graduate Leadership Award winner from Stranahan Sr. High School in Broward County.

The meals for the weekend were prepared by the students, as were many other aspects of the

training as well. “Their medical needs ranged from minor cuts, bruises and sprains from negotiating the O-course, to dehydration,” said Chief Petty Officer Ray Fisher, chief corpsmen, 8th Tank Battalion, T.O.W./ Scout Company.

The three platoons of students instruction was overseen by the watchful eye of the Marine Corps Youth Leadership School Command Group, comprised of junior and senior Marine non-commissioned officers belonging to the TOW unit.



Brig. Gen. Michael Aguilar presents the honor graduate trophy to Holly Arnold, 17, a student at Stranahan High School in Broward County.

Southern Medical Association honors SOUTHCOM partner



Pickard

Retired Army Col. Robert Pickard, president of the Gulfstream chapter Association of the United States Army, recently received the Southern Medical Association's Distinguished Service Award for his authorship of Bill 399, mandating universal infant hearing screening in Florida, which became law July 1.

This new legislation requires all ba-

bies born in Florida to have their hearing screened before they leave the hospital, Pickard said. This will enable identification of deaf babies at an early age that will allow early intervention techniques of special education to be effective.

Pickard's Hearing Research Institute, and AUSA chapter were responsible for donating a large amount of toys to U.S. Southern Command's efforts in last year's toys for tots campaign.

Holiday formal

The U.S. Southern Command Holiday Formal Dinner Dance is Dec. 9 at the Radisson Mart Plaza Hotel. Dress is casual. Cocktails begin at 6 p.m. and dinner at 7 p.m. Ticket information will be provided at a future date.

New policy

Brig. Gen. Jerry C. McAbee, U.S. Southern Command chief of staff, recently issued a policy requiring the use of re-

flector vests or belts while running in the vicinity of the command headquarters during hours of limited visibility. Vests and belts can be signed out from the gymnasium from 6 a.m. to 7 p.m. Monday through Friday. After hours and on weekends, vests and belts can be obtained from the Department of Defense Police at the North Entrance of the Thurman Building. For more information, call the Garrison commander,

Base Operations Support Activity, at **(305) 437-1700**.

Job search

A four-day career and job search workshop for retiring and separating service members is scheduled 8 a.m. to 4:30 p.m. Jan. 22-25 at the La Quinta Hotel, 8730 N.W. 27th Street in Miami. A pre-separation briefing is required prior to the TAP workshop. Call Marva Creary at **(305) 437-2671 or 2665** for more information.

News briefs

Officers learn their lesson at bloody battlefield

By Chief Warrant Officer Richard Wilde

J-5 Strategy, Policy, and Plans Directorate

Brig. Gen. Jerry McAbee, U.S. Southern Command chief of staff, recently led a group of officers and history buffs on a staff ride of the Chickamauga, Ga., battlefield, where 16,000 Union and 18,000 Confederate soldiers died fighting Sept. 19-20, 1863.

Four foreign Advisers assigned to Southern Command went with the general to the battlefield in order to learn how Civil War commanders



Photo by Army Chief Warrant Officer Richard Wilde
A group of U.S. Southern Command members listen to James Ogden, park historian, explain how the battle unfolded at Chickamauga Civil War Battlefield in Georgia.

prepared for combat and understand how the battle unfolded. They

were Col. Hernan Garay from Argentina, Capt. Jorge Hartung from

Chile, Col. Hugo Lama from Peru and Col. Julio Tabarez from Uruguay. The Ecuadorean Defense Attaché in Miami, Col. Miguel Maldonado, also attended.

The group visited the battlefield Oct. 12-14 and benefited from seeing the terrain and listening to the insightful comments of James Ogden, National Park Service, also an avid historian. The group spent time learning how Union and Confederate commanders prepared for and the actual battle. McAbee also asked ques-

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tions about the respective commander's intent and reaction to events as they unfolded during the battle.

The group learned how the Confederate Army of Tennessee clearly won the battle, but lost their only opportunity of the war to destroy the entire Federal army in the dense woods and open fields along the banks of Chickamauga when the Union Army

managed to retreat to lines at Chattanooga.

The Union army commander, Maj. Gen. William Starke Rosecrans and the Confederate army commander, Gen. Braxton Bragg, were graduates of West Point and both served as junior officers in the Mexican War 15 years earlier. Both, however, exhibited poor judgment as senior leaders at Chickamauga. Students of military tactics continue to study these mistakes today.

For instance,



Photo by Army Chief Warrant Officer Richard Wilde
Next to Lee & Gordon's Mills located on Chickamauga Battlefield, the U.S. Southern Command tour group listens to the park historian explain how the Union and Confederate commanders prepared for the forthcoming battle.

during the battle Bragg failed to consider the importance of good route

planning and ordered two full corps to advance on a single-lane road,

expecting an attack to be launched early the next morning. Because of the congestion caused by the sheer number of soldiers and wagons, the attack could not proceed until many hours later, after the opposing forces had taken advantage of the additional daylight hours to strengthen their defensive positions.

During the first day of the battle, Bragg was seven miles behind his front lines and was

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therefore unable to receive timely reports of the battle's progress or to issue opportune changes of orders. This was in contrast to Confederate commander General Robert E. Lee, who was very close to the battlefield at Gettysburg, Pa. so he could lead his army more effectively. Furthermore, Bragg had his headquarters deep inside a wooded area although a crossroads existed just one-quarter mile in front which would have resulted in easier and more rapid access by couriers going to and from the

battlefront.

Another poor practice of Bragg's was his failure to hold a war council with his subordinate commanders to obtain their thoughts and ensure all were in agreement prior to engaging with the enemy. One reason for this shortcoming was reportedly because some of his commanders did not like to be in the same room with each other.

The park historian showed the group copies of some of Bragg's written orders, including one for a subordinate commander to march his troops "to the sound of the guns." This resulted in their stopping at the site of a minor skirmish rather



James Ogden, the park historian, points out key developments of the battle on a terrain map at the Visitors Center.

than where Bragg had wanted them to reinforce another unit in danger of

being outflanked.

At a critical moment during the battle, Bragg issued orders to a division commander without going through the corps commander. Although the two generals did not get along well, that was not sufficient cause to disrupt the corps commander's integrity of his own forces.

Using the analogy of a baseball bat, the park historian commented on the flaw in Bragg's battle plan to roll up the enemy's left flank by a series of sequential attacks, beginning on his own right flank. Just as a

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baseball bat's heaviest weight is on its "business end," the historian suggested Bragg should have provided for more than one division in depth to begin the attack. Instead, when the Confederate far right division met stiff resistance, the Union corps commander was able to advance his reserve forces to prevent his left flank from being overrun.

The Union commander also made



Photo by Army Chief Warrant Officer Richard Wilde
The SOUTHCOM group uses maps on the battlefield to visualize how the battle unfolded and how small skirmishes impacted the grand scheme of the battle. The group also viewed the numerous monuments that commemorated the many acts of heroism exhibited by individuals in both armies.

mistakes.

Rosecrans paced the entire night before the battle

and the consequent exhaustion caused him to use poor judgment at critical

moments. Although he had personally trooped the line of his forces at day-break, he reacted to a reported gap in his lines by ordering a division commander to withdraw from the line and support another division commander. As a result, the withdrawal created a gap that the Confederates stormed through.

Poor judgment was not limited to the senior commanders as the Confederate cavalry commander, Brig. Gen. Nathan Bedford Forrest,

used his men as infantry rather than on mounted patrols. They were thus unable to report back to higher headquarters on Union troop movements and strengths. Forrest himself stayed out in front with his troops and thereby had only a narrow picture of the battlefield.

On a positive note, several days prior to the battle, Rosecrans wanted to deceive Bragg where he planned to cross the Tennessee

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River. He instructed a brigade commander upriver to create the illusion of a gathering army. Men banged on planks and threw sawed-off pieces of planks into the river to simulate castoff lumber from imaginary boats under construction.

Not all moments in the staff ride were serious. The park historian commented that Confederate Maj. Gen. William Henry Walker was nicknamed "Shotpouch" in reference to wounds he received during the Mexican War.

Also, Union Maj. Gen. George H. Thomas, whose men were on the left flank where the Confederates were expected to begin their attack, fell asleep during the council of war the night before the battle.

He awakened to express his thoughts on how to prepare for the onslaught and remarked, "I would reinforce the left" and dropped off to sleep once again.

Other United States Southern Command members on the staff ride were Maj. John Thomas, J-3 Operations Directorate; Lt. Kyle Leese, executive officer to the chief of staff; Lt. Carlos Plazas, J-2 Intelligence Directorate; Command Sgt. Maj. Jesse Laye; and Master Sgt. Garrett Edmond, assistant executive officer to the chief of staff.

The week prior to the trip, McAbee had all participants meet after duty hours to brief him and the others on different phases of the battle. All agreed the briefings and the excursion were rewarding intellectual exercises in their professional military education and appreciation of military history.



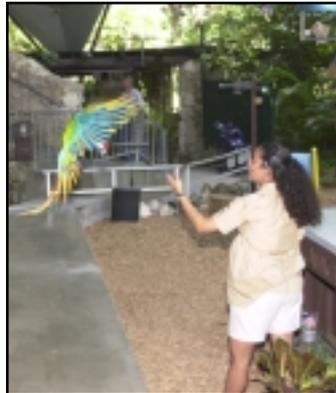
Brig. Gen. Jerry McAbee (Far left), U.S. Southern Command chief of staff, asks the participants to consider how the Union and Confederate commanders planned for the battle and reacted as it unfolded.

Families enjoy command picnic at Parrot Jungle



Photos by Air Force Tech. Sgt. Lee Roberts
Maj. Timothy Lawrence, J-8 Programs and Resources Directorate, shows off several birds to his daughter Tiffany, 3, during the command's picnic Saturday at Parrot Jungle.

Alexis Carpenter, 7, daughter of Maj. Jerry Carpenter and wife Crystal, enjoys holding a bird.



(Above) Families enjoy themselves at the picnic area at Parrot Jungle in Coral Gables, Fla. (Center photos) Several birds perform stunts for the crowd at Parrot Jungle's Main Stage.



A caterer cooks up hotdogs and hamburgers at the picnic.

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(Above) Sgt. 1st Class Eric Turner, J-2 Intelligence Directorate, and his daughter Aimee, 2, see and touch a young alligator Saturday at Parrot Jungle. (Left) A “Parrot Jungle” trainer shows off an American Bald Eagle.

(Right) Air Force Master Sgt. Mark Cozine holds a scorpion during the “Creatures of the Night” show.



Photos by Air Force Tech. Sgt. Lee Roberts Robert Lower, 1, doesn’t know what to think when a “Parrot Jungle” bird perches on his shoulder at the U.S. Southern Command Fall Picnic Saturday. Robert is the son of Army Sgt. David Lower, J-2 Intelligence Directorate, and his wife Mary.

J-6 claims CINC Cup Golf Tourney



A golfer tees off during the CINC Cup tournament.



Maj. Kevin Altman (Right), J-1 team, chips his ball onto the green as Capt. Brian England looks on.

Photo by Air Force Tech. Sgt. Lee Roberts



(Left photo) U.S. Southern Command golfers line their carts up to begin golfing for the CINC Cup at the Country Club of Miami Nov. 13. (Photo by Navy Petty Officer 1st Class Brad York)

Final Results

Overall winning directorate
J-6/ASA

Overall winning team
SCEN/SCSJA

- Lt. Col. Michael Beard
- Lt. Col. Charles King
- Guy Drab
- Lt. Col. Herbert Harry

Longest Drive

Men: Lt. Col. Charles King, SCEN
Women: Lt. Col. Norma Tovar, J-6

Closest to the Pin

Men: Lt. Col. Glynn Wood, J-5
Women: Deborah Fry, J-2

J-6 runners gobble up competition in 'Turkey Run'



Photos by Kelly Kagele
Tech. Sgt. Jaime Campos crosses the finish line first to claim victory at the Homestead YMCA "Turkey Run" 10K Run Nov. 18 at Homestead, Fla. Campos and three other J-6 Command, Control, Communications, and Computer Systems Directorate Global Command and Control System Section personnel competed in the event.



The 5 and 10K runners burst out of the starting gate.



(Left to right) Air Force Master Sgt. Mark Cozine, Navy Lt. Greg Ludwig, and Air Force Tech. Sgts. Jaime Campos and Jim Kagele pose after winning the 10K team event.

FORT M. STEWERT'S PERFECT COMBAT ROAST TURKEY RATIONS

SUBJECT: Holiday Turkey Operations Order

Reference: Operation Turkey Warning Order, dated 231900 NOV 00.

a. Area of Operation: Your home.

b. Friendly. HQ USSOUTHCOM continues to execute the CINC's juicy turkey strategy of Cooperative Regional Peacetime Engagement.

c. Enemy. The Dry Turkey, hectic schedule and workload.

d. If ordering a fresh turkey, do it

now; if you're buying a frozen turkey, you still have time but don't wait until the last minute. Remember: It's best to allow four to five days for it to thaw.

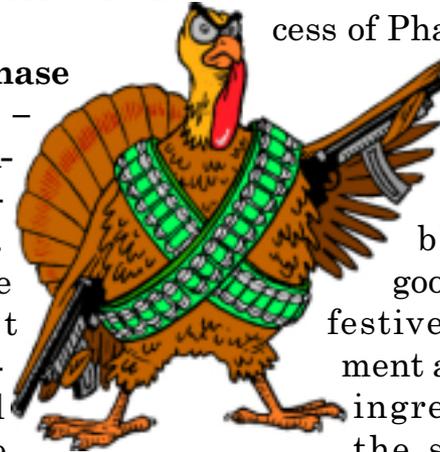
MISSION: To conduct proper Turkey Cooking/dining/carving operations in accordance with prescribed DoD Turkey gobbling directives and procedures.

EXECUTION: Concept of the Operation. Execute Turkey Operations in three phases: Phase I – Preparation; Phase II –Carving and eat-

ing of the Turkey; Phase III –Clean up.

Phase I – Preparation. The most critical phase of the operation. Phase I begins with the issuance of the Warning Order. Successful completion of Phase I will lead to the success of Phases II and III.

An integrated and coordinated ef-



fort of the entire staff is critical to the success of Phase I.

Phase II – Carving and gobbling of good food in a festive environment are the key ingredients to the successful conduct of Operation Holiday Turkey.

Phase III – Cleanup. The final phase begins while you are implementing Phase I, Phase II, and ends upon completion. The timely assistance of

volunteers and detail personnel will be critical to the success of Phase III.

Exact conduct of Phase I. The Cooking of the bird.

Requisition from supply sergeant the necessary logistical materials:

— 1-Twenty-to-twenty-one pound fresh whole turkey, giblets and neck removed from cavity (preferably during hand-to-hand combat w/turkey), and re-

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served

— 1 1/2 cups (3 sticks) unsalted butter, melted, plus 4 tablespoons unsalted butter, room temperature

— 1 bottle 750-ml dry white wine

— 2 teaspoons salt, white, (1 each)

— 2 teaspoons freshly ground black pepper

Classic Stuffing

1 cup dry red or white wine, for gravy (optional)

Giblet Stock

1. Water wash down turkey with cool water, and dry with paper towels. Let stand for 2 hours at parade-rest at room temperature.

2. Place rack on lowest level in oven. Heat oven to 450°. Integrate melted butter and white wine in a kevlar helmet or bowl. Fold a large piece of cheesecloth into quarters and cut it into a 17-inch, four-layer square.

Immerse cheesecloth in the butter and wine; let soak (Amphibious phase of preparation).

3. Place Turkey; breast side up (sit-up position), on a roasting rack in a heavy metal roasting pan (APC or Abrams). If the turkey comes with a

pop-up timer, defuse booby traps by removing it; an instant-read thermometer is a much more accurate indication of doneness. Fold wing tips under turkey (flutter kick position).

Sprinkle 1/2 teaspoon each salt and pepper inside turkey.

Fill large cavity and neck cavity loosely with as much stuffing as they hold comfortably without exceeding DoD bodyweight standards. Do not pack tightly. (PT remaining

stuffing in a buttered baking dish for 45 minutes at 375°.) Drownproofing this raw recruit will necessitate tying legs together loosely with kitchen string (a bow will be easy to untie later, don't ask don't tell). Fold neck flap under, and secure with toothpicks. Rub turkey with the softened butter, and sprinkle with remaining 1 1/2 teaspoons salt and pepper.

4. Lift Cheesecloth out of liquid, and squeeze it slightly, leaving it very damp, like your SOUTHCOM PT shirt after the morning run. Camouflage it evenly over the breast and about halfway



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down the sides of the turkey; it can cover some of the leg area. Place turkey, legs first, in oven. Cook for 30 minutes. Using a pastry brush, baste exposed non-camouflaged parts of turkey with butter and wine.

Reduce oven temperature to 350°, and continue to PT bird for 2 1/2 more hours, applying camo every 30 mikes and watching pan juices; if the pan gets too full, use entrenching tool to shovel out juices,

reserving them for gravy.

5. After this third hour of cooking, carefully remove and discard cheesecloth. Order the roasting pan to do an about face so that the breast is facing the back of the oven. Camouflage turkey with pan juices. If there are not enough juices, continue to use butter and wine. The Turkeys armor plating gets fragile as it browns, so camo it carefully. PT Bird 1 more hour, camouflaging after 30 mikes.

6. After this fourth hour of the as-

sault, insert an instant-read thermometer into the thickest part of the thigh, just like an Atropine injection. Do not poke into a bone. The temperature should reach 180° (stuffing should be between 140°

and 160°) and the turkey's armor plating should be golden brown.

The breast does not need to be checked for temperature. If legs are not yet fully cooked, camo turkey, return to oven, and PT an-

other 20 to 30 mikes.

7. When fully cooked, double time turkey to a serving platter, and let stand at parade rest about 30 mikes.

Meanwhile, make the gravy. Pour all the pan juices into a

glass measuring canteen. Let stand until grease rises to the surface, about 10 mikes, and then skim it off. Meanwhile, place roasting pan over medium-high heat. Add 1 canteen

(cup), dry red or white wine, or water, to the pan. Using a wooden spoon, scrape the pan until liquid boils and all the crisp bits are unstuck from pan. Add giblet stock to pan. Stir well, and bring back to a boil. PT until liquid has reduced by half, about 10 mikes more.

You will have about 2 1/2 cups of gravy. Season to taste, strain into a warm gravy zodiac assault boat, and serve with turkey. **(Editor's note: Navy Petty Officer 1st Class Gabe Puello contributed to this story)**



Sgt. Jacob Eckes



Service:
U.S. Marine Corps
Organization:
J-1 Manpower and Personnel Directorate
Duty title:
Marine Corps personnel chief
Time in service:
8 years
Hometown:
Council Bluffs, Iowa

Hobbies: Golf and classical music
Favorite duty station: Marine Attack Squadron 542
Career Highlights: Deploying with the fleet on WestPac

Shelly Alvarez



Service: U.S. Army
Organization:
J-5 Strategy, Policy, and Plans Directorate
Duty title:
Requirements integrator
Time in service:
14 years
Hometown:
Fayetteville, N.C.
Hobbies: Running:

currently training for the Disney World Marathon Jan. 7, 2001, which is 26.2 miles... still looking for donations to support Leukemia Society. Also work with teenagers.
Favorite duty station: U.S. Special Operations Command, Tampa, Fla.
Career Highlights: Completion of Army Management Staff College and Executive Leadership Development Program.

Air Force officer PME

Congratulations to the following Air Force officers who recently were selected to attend in-residence professional military education:

ISS

■ **Maj. Mark J. Langley, J-3 (primary)**

SSS

■ **Lt. Col. Domenick M. Eanniello, SPACINC (alternate)**

■ **Lt. Col. Mark L. Kramer, J-3 (alternate)**

Leadership winner

Congratulations to **Army Spc. Wendy Rabias, J-2 Intelligence Directorate**, who recently received the leadership award at the Primary Leadership Development Course.

New Air Force chief

Congratulations to **Air Force Senior Master Sgt. Dennis J. Weaver, J-1**, who recently selected

for promotion to the rank of chief master sergeant.

Football team selected

Congratulations to the following individuals who were recently selected to play on the U.S. Southern Command's Flag Football Team competing at Homestead ARS, Fla.:

- **Joseph Beteta**
- **Alfred Cotton**
- **Vincent Carter**
- **Damon Dantzler**
- **Clayton Dickinson**
- **Jeffery Harris**
- **Demetrius Elder**
- **Beau Houser**
- **John Mariz**
- **Anthony Meadors**
- **Joe Nathan**
- **Rickey Robinson**
- **Robert Trawick**
- **Robert Turner**
- **Jerron Williams**
- **Gregory Lehecka**

Late breaking news

Former SOUTHCOM family perishes in train accident

Maj. Michael Goodridge, 36, his wife Jennifer, 35, and their sons Michael, 7, and Kyle, 5, perished when a cable car caught fire Nov. 11 in an Alpine mountain tunnel in Austria. Goodridge, stationed in Germany, served in the U.S. Southern Command J-5 Strategy, Policy and Plans Directorate from 1995 through 1998.

Austrian officials have put the death toll at 155. The cause of the worst disaster ever by the country's multimillion dollar skiing industry remains unclear.

Condolences can be sent to retired Lt. Col. and Mrs. Goodridge at 9402 Lynn Terrace, Huntsville, AL, 35803.



Commander's call

Maj. Gen. James Soligan, J-5 Strategy, Policy, and Plans Directorate director, and Air Force element commander, holds a commander's call Monday at the Main Conference Room. He discussed important service-related issues with U.S. Southern Command's Air Force officers and enlisted personnel.

(Photo by Air Force Tech. Sgt. Lee Roberts)