



# The Exchange Post

Vol. 66, No. 3

March 2016

## A few questions...

Who is the #1 top U.S. ace?

Where is the #2 largest Army post?

Can airplanes stall?

*To find answers to these questions and more, turn to page 14*

# We Appreciate You, Associates!

*Exceptional results are work of entire team*

**W**e appreciate you! I begin this month's column by thanking each of you for your dedication, commitment and passion in serving our country's Soldiers, Airmen and their families.

Impressively, earnings have been very strong at \$367 million—almost 7 percent better than expected. These exceptional results are the work of the entire team—store associates, cashiers, warehouse workers, truck drivers, call-center representatives and headquarters associates—pulling together, united in our commitment to serve those who serve.

Thank you!

## Accomplishments amid challenges

It is a tremendous accomplishment to maintain this level of financial performance and, in turn, dividends, despite continued challenges affecting our business.

For example, the number of active-duty Soldiers in 2012 was 570,000. This number is projected to decrease to 475,000 this October because of the drawdown of military operations in Afghanistan and Iraq.

Another 25,000 Soldiers are set to exit in the next two years.

## Securing results

Although 2016 will be another challenging year, I am confident we will exceed expectations.

Three recent examples of your ability to secure results include the MILITARY STAR® card; bakery and water-plant operations in Europe;



and first-run movies and premieres downrange.

Last October, we launched the MILITARY STAR rewards program. Our goal was to acquire 11,000 more MILITARY STAR customers in the first year—we acquired 12,000 in just four months!

Cashiers, sales associates, visual merchandisers and retail managers, your active promotion of the card and its rewards benefits to our customers made the MILITARY STAR launch a resounding success.

## Increasing morale

I am also pleased to inform you that the Exchange's Gruenstadt bakery and water bottling plant team has achieved profitability and no longer relies on taxpayer support for utility expenses. This is a tremendous accomplishment.

Partnering with Disney and Sony, the Exchange premiered the latest Star Wars movie and "The Finest Hours" downrange during the holidays. Troops and their leaders deeply appreciated these events.

For example, Gen. John Campbell, commander of Resolute Support/ United States Forces—Afghanistan, said in a letter of appreciation to

the Exchange that the Star Wars premiere "... significantly increased morale during the holiday season."

## Continuing a successful formula

Our strategy for success has been working: growing sales by introducing new brands and a modern online shopping experience; controlling expenses; and delivering exceptional customer service. This formula remains the same for 2016.

Each of us must focus on improving sales and controlling expenses. Opportunities still exist to reduce expenses. I'm highly confident you are up to meeting the challenges of 2016.

## A call to greater results

The Exchange family is a part of the military family; the military family is a part of the Exchange family.

We are family serving family.

As a team, we have done exceptionally well during a few difficult years. As the Army continues to get smaller and the retail industry becomes more competitive, we are called to achieve even greater results.

As a team, we will make 2016 highly successful.

## Traveling the World for the Exchange

*Applegate provides a link to installation commanders*

*Chief Master Sgt. Sean Applegate is the Exchange's senior enlisted advisor. He joined the Air Force in 1989 and came to the Exchange in 2014.*

### What is your role with the Exchange?

My primary role is to educate Soldiers, Airmen and their families about the Exchange's benefits. I let our customers know how the Exchange gives back to improve the quality of life on their installations.

I listen to our installation commanders and customers and bring their concerns back to headquarters where we can work to resolve problems.

I speak with installation commanders and other military leaders because they hear from Soldiers and Airmen daily and know their challenges and concerns. I also hear directly from Soldiers and Airmen by meeting with groups on the installations,



**Where on Earth is the chief now? Find out on [Twitter!](#) See page 24.**



**Chief Master Sgt. Sean Applegate on a recent trip to Southwest Asia.**

Photo by Jason Rosenberg

including Better Opportunities for Single Soldiers and the Top 3 Association, among others.

Recently, [I traveled to Southwest Asia](#) with Mr. Shull and saw first-hand the great job we're doing in that area. When I was deployed there, I relied on the Exchange's support. This time, I experienced how that critical support is put into action.

**‘I let (Soldiers and Airmen) know that the Exchange is part of their military family. No retailer outside the wire is going to give back to the military community like we do.’**

The visit let me see the Exchange's support in a whole new light. We have so many associates who are serving side by side with our troops and doing great things. It was rewarding to see how Exchange associates improve the quality of life for deployed troops. Seeing what our people do for Soldiers and Airmen made the motto "We go where you go" come to life.

One neat thing I saw in Southwest

Asia was how we helped Marines set up an Exchange and prepare pallets to send to forward operating bases that didn't have merchandise. Because of our support, the FOBs were getting pallets every week—now *that* really improves the quality of life for the troops.

### What are your plans for 2016?

I'll travel with Mr. Shull and then on my own. I look forward to meeting with military leaders and Exchange associates. I especially enjoy recognizing associates for their exceptional support of Soldiers and Airmen.

I will push the Exchange message to gain loyalty. The more Soldiers and Airmen know about their Exchange benefit, the more likely they are to shop with us. I let them know that the Exchange is part of their military family. No retailer outside the wire is going to give back to the military community like we do.

We must build that loyalty so Soldiers and Airmen know they can always count on the Exchange. One day, we're going to pass the baton to others as we retire, and we want to make sure our Soldiers and Airmen are in great hands.

# Candy Buyer: Queen of Sweet

Julie Bierman, the Exchange’s senior candy buyer, will be recognized by the National Confectioners Association’s highest honor when the trade group gathers in Miami for its annual State of the Industry Conference.

“This award recognizes dedication and innovation on the part of the industry’s retail customers, those individuals who go above and beyond as role models for the industry,” said Larry Wilson, NCA’s vice president of industry affairs.

“Many deserving and worthy candidates were submitted for the 2016 Confectionery Leadership

Award. Julie impressed the committee as an exceptional leader who personifies professionalism, leadership and success.”

Bierman, who has been with the Exchange for more than 30 years, said, “It’s a privilege to be part of the Exchange team of dedicated people who are committed to better serving the military community, while working with an industry of amazing people that support our mission, and help make a difference”

Bierman received the award Feb 28-March 2 at the Miami conference.



# Associates Honored at NDTA Event

Two Exchange associates were recognized Jan. 21 with prestigious awards from the National Defense Transportation Association

At Exchange HQ, Roger Neumann (below, left), the Exchange’s vice president of contingency plans and NDTA Texas state president,

received the Distinguished Service Award. Ian Womack (below, right), logistics analyst for the Exchange and vice president of communication for the Dallas-Fort Worth NDTA chapter, received the Young Executive Award.

The awards were presented by Jim Veditz, NDTA’s senior vice president of operations.



Photos by Sgt. 1st Class Aaron Eastman

# Exchange Named Top 25 in Diversity

The Exchange was named one of [DiversityBusiness.com](http://DiversityBusiness.com)’s top 25 government agencies for multicultural business opportunities.

More than 1.5 million diversity business owners participated in an online election to determine the top 25 organizations. This list is coveted by the most successful companies in the United States and is the most recognized and respected in the country.

**Top Government Agencies:**

- 1 United States Postal Service
- 2 Small Business Administration
- 3 Department of Defense
- 4 NASA
- 5 Department of Homeland Security
- 6 U.S. Army
- 7 U.S. Air Force
- 8 Army & Air Force Exchange Service

[See full list.](#)

# Incredible Results: MILITARY STAR Rewards

The new MILITARY STAR® card has affected customer shopping behaviors significantly, which is crucial to the Exchange during an era of military drawdowns.

**Exchange Strategic Priority Launch Loyalty Program**

Your hard work launching the program resulted in an impressive finish to the fiscal year.

Customer behaviors include:

- 4.3 percent increase in shoppers in January
- 11 percent increase in transactions in January
- 5,000 customers with no purchases in almost two years spent \$10.7 million because of the new card; more than half are generating revenue for the Exchange from interest rates.

Even more successes include:

- 26 percent increase in approved applications. The mid-level goal was to acquire 11,000 new customers in the first year, but the Exchange hit 12,000 in four months
- \$5.6 million in rewards cards
- \$1.5 million in redeemed rewards cards, generating \$6 million in sales through January
- 21 percent worldwide penetration—up 11 percent since October. That's \$16.6 million more in MILITARY STAR sales



Data from Oct. 1, 2015, to Jan. 30, 2016, are compared to the same time in the previous year.

## Show Your Pride by Purchasing Exchange Brand Wear



This could be you, sporting the Exchange brand! Now, you can order shirts, jackets, mugs, hats and many other Exchange brand items.

Go to [aafesbrand.com](http://aafesbrand.com) and check out the assortment: long and short sleeve shirts, sweaters, jackets, mugs, mouse pads and more. These items can be purchased with your personal credit card and delivered to your home.

The Exchange emblem identifies you as

a member of a unique team bonded in a common purpose: to serve the men and women who wear the nation's uniform and their families.

Exchange branded clothing is perfect to wear anywhere.

Wear it proudly!

**Associate attire program for retail associates remains unchanged**

The availability of these logo items for associates to order does not change the official Exchange associate attire program for retail associates in [EOP 40-11, chapter 11](#). If you have questions about work attire, ask your supervisor.

**[aafesbrand.com](http://aafesbrand.com)**

Write [StratComNews@aafes.com](mailto:StratComNews@aafes.com) to suggest Exchange brand items you would like to purchase.

# Associates Deliver Extraordinary Customer Service



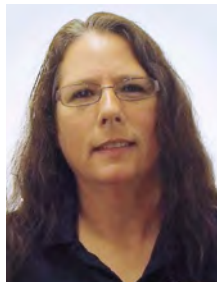
**Joe Puryear**  
Eastern Region/JB Charleston, S.C

“I gave a quick call to Joe, who was off that day but said he’d be there in 30 minutes. My grandson . . . was very relieved and could not thank him enough. Joe even said that it was his job to take care of people—and that he did!”

*From an Exchange retiree, whose Airman/grandson faced uniform problems on a Sunday*

**Sharon Althoff**  
Central Region/Lackland AFB, Texas

“. . . people like Sharon are what makes being part of the military family great!”



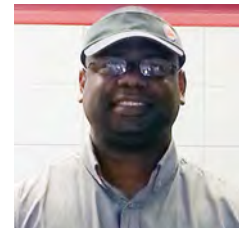
**Patrice Grimmitz**  
Western Region/Fort Carson, Colo.

“In my 35 years of service, I have never been treated or taken care of at a PX or Military Clothing Sales store like this.”



**Willie Lewis**  
Overseas Region/Vilseck, Germany

“Not only was he patient with me, my friend and her three loud kids while we ordering, he went above and beyond delivering our food to our seats! You have put a smile on my face tonight.”



**Ricky Cabral**  
Overseas Region/Yokota AB, Japan

“Ricky . . . truly is the epitome of a kind, patient, human being who cares. Thanks, Ricky! The entire base loves you!”



[See](#) their entire customer comments!  
[Check out](#) who won Thanks Awards and celebrated anniversaries!

## Recognizing the Front Lines: Calling Out Top Associates

“Thanks for going the extra mile and making a difference.”

– Mike Howard, president and chief operating officer. [Read about them!](#)

**EASTERN REGION**

**Christopher Geary**, Patrick AFB main store

**Walburga Phinizy**, Fort Gordon Starbucks

**Elona Sciotti**, Fort Drum Services

**CENTRAL REGION**

**Joyce Roberts**, Scott AFB main store

**Kara Siert**, Offutt AFB Taco Bell

**Jennifer John**, Fort Leonard Wood Services

**WESTERN REGION**

**Edgardo Fernandez**, F.E. Warren AFB main store

**Que’aana Cooper**, Fort Huachuca Popeyes

**Charles Grosser**, Presidio of Monterey GNC

**OVERSEAS/PACIFIC**

**Fred Crowther**, Camp Zama Retail

**Hye-yong Sin**, Camp Casey Charley’s

**Yun-rae Park**, Osan AB barber shop

**OVERSEAS/EUROPE**

**Josie Werner**, RAF Lakenheath Express

**Anna Savino**, Vicenza Anthony’s Pizza

**Rayshunda Dawson**, Vilseck Cleaners

## Exchange Core Value Family Serving Family



### Commander Recognizes Exchange Support

General Manager Nicola Carter received this letter, thanking her team at Japan's Kadena AB Exchange for ensuring Soldiers would enjoy viewing the Super Bowl.

"The Soldiers of 1-1 ADA on Kadena Airbase sincerely thank the 18th MSG and AAFES for delivering Super Bowl 50 to those who were on duty at our Patriot Missile Batteries this weekend.

Late on Friday, I asked Lt. Col. Keely if getting the Super Bowl TV broadcast to the missile fields would be possible. He sprang into action, and with the help of [Jessica Provan](#) at the Kadena Exchange, 1-1 ADA was able to borrow several digital satellite receivers, antennas, mounts and other hardware to bring Super Bowl 50 to Soldiers in the field.

Attached is a photo of Soldiers inside a tent enjoying the game. We appreciate your help at the last minute, and we truly appreciate Team Kadena!"

Sincerely,  
Lt. Col. Scott Dellinger,  
U.S. Army Battalion Commander



### Serving Really Does Run in This Family

By Julie Mitchell

For almost 19 years, Donna Flynn has been a mainstay at the Davis-Monthan Exchange in Arizona.

Shoppers will find her at the Exchange's beauty bar, recommending fragrances and Philosophy cosmetics. She came to Davis-Monthan in 1997 with her husband, retired Col. Collin Flynn.

**"Donna is a joy to be around. She puts customers first, and she makes them feel like family."**

*Robin Chetri,  
general manager,  
Davis-Monthan Exchange*

#### Understanding sacrifices

Her long career of service exemplifies the Exchange's core value of family serving family.

"The customers are the best part of my job," Flynn said. "I get to know them. They come in and look for me. They're like friends."

Flynn understands the sacrifices of Air Force families. Her father served in the Air Force throughout her childhood. She was born at Shaw AFB, S.C., and her dad's career took his family around the world.

#### Children now serving

Flynn met her husband while he was a U.S. Air Force Academy cadet. While he served, they raised two children. Their son, Capt. Brian Flynn, serves at Offutt AFB, Neb., while their daughter, Capt. Christina Flynn, serves at Davis-Monthan.

#### Co-worker camaraderie

After two decades of serving customers, Flynn said, she has no plans to slow down.

"I love serving customers," she said. "I appreciate the camaraderie with my co-workers too."

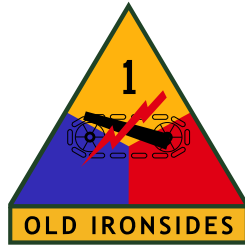
**"The customers are the best part of my job . . . They're like friends."**

*Donna Flynn*

# Every Soldier's Uniform Tells A Story

Soldiers wear the patch of their current unit on their left shoulders. On their right, they may wear the patch of a unit in which they have deployed.

These are the patches of the Army's 11 active duty divisions (worn on the left shoulder):



**1st Armored Division**  
*"Old Ironsides"*  
Fort Bliss, Texas



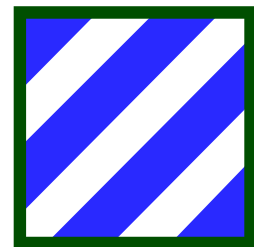
**1st Cavalry Division**  
*"First Team"*  
Fort Hood, Texas



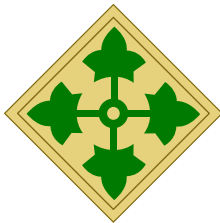
**1st Infantry Division**  
*"The Big Red One"*  
Fort Riley, Kansas



**2nd Infantry Division**  
*"Indianhead"*  
Camp Red Cloud, South Korea



**3rd Infantry Division**  
*"Rock of the Marne"*  
Fort Stewart, Ga.



**4th Infantry Division**  
*"Ivy Division"*  
Fort Carson, Colo.



**7th Infantry Division**  
*"Bayonet Division"*  
Joint Base Lewis-McChord, Wash.



**10th Mountain Division**  
*"Climb to Glory"*  
Fort Drum, N.Y.



**25th Infantry Division**  
*"Tropic Lightning"*  
Schofield Barracks, Hawaii



**82nd Airborne Division**  
*"All-American Division"*  
Fort Bragg, N.C.



**101st Airborne Division**  
*"Screaming Eagles"*  
Fort Campbell, Ky.



# How Well Do You Know the Installations We Support?

*This month, get to know the mission, unique customers at Wiesbaden and Cape Canaveral AFS*

## USAG Wiesbaden, Germany

Originally the site of a horse racing track and a German fighter airfield during World War II, Wiesbaden was the site of HQ U.S. Air

Forces in Europe. Turned over to the Army in the 1970s, Wiesbaden today is home to HQ [U.S. Army Europe](#), located at Clay Kaserne.



[Gen. Lucius Clay](#) was the U.S. military governor of occupied Germany, 1947-49. He initiated the 352-day [Berlin Airlift](#) to feed Soviet-blockaded West Berlin. In the 1950s, Clay created the financing plan for the new interstate highway system.

In World War II, the fight for Wiesbaden in 1945 started at 1 a.m. By early afternoon, the 80th U.S. Infantry Division had suffered only three dead and three missing. Americans captured 900 German soldiers and a warehouse filled with 4,000 cases of champagne.

## Cape Canaveral Air Force Station



In 1949, President Harry S. Truman established the Joint Long Range Proving Grounds at Cape Canaveral to test missiles.

The location is closer to the equator than most other parts of the U.S., allowing rockets to get a boost from the Earth's rotation.

NASA was founded in 1958. Air Force crews launched missiles for NASA from the cape.

Redstone, Jupiter, Pershing 1, Pershing 1a, Pershing II, Polaris, Thor, Atlas, Titan and Minuteman missiles were all tested at the site.

The Air Force station has been the site of many firsts in U.S. space exploration:

- First U.S. Earth satellite (1958)
- First U.S. astronaut in orbit (1962)
- First two-man spacecraft (1965)
- First unmanned lunar landing (1966)



Between 1963-1973, Cape Canaveral was known as Cape Kennedy after President John F. Kennedy, who in 1961 successfully pledged that the U.S. would send a man to the Moon and return him safely to Earth by the end of the decade.

Services, Food & Fuel Directorate

# Exchange, H&R Block Team to Make Troops \$1,000 Richer

Eighty-one Soldiers and Airmen are very happy right now, thanks to the Exchange and its concessionaire, H&R Block, the world's largest tax preparer.

They were among the 16,000 H&R Block customers who each won the first of \$1,000 prizes when their names were automatically drawn in a recent sweepstakes. The 81 Soldiers and Airmen filed their tax returns at H&R Block offices at 68 military installations.

Nearly 105 H&R Block offices out of 12,000 are on military installations. Authorized customers filing their taxes in an H&R Block office had their names automatically entered into the sweepstakes.

**Multiple winners**

Fort Hood, Texas, scored big with four winners, followed by Fort Bragg, N.C., with three and Fort Bliss and Fort Sam Houston, both in Texas, and Wright-Patterson AFB, Ohio, with two each.

**MWR contributions**

H&R Block prepares tax returns for 1 in 4 active duty, active reserve and Department of Defense civilian employees, including Exchange associates.

In 2015, H&R Block contributed \$1.7 million to morale, welfare, recreation programs through the Exchange commission program.

Additionally, military spouses enroll in H&R Block's Income Tax Course every year as part of the spousal scholarship program.



**Edwards AFB, Calif. —** H&R Block's Amy Plieth presents a lance corporal with \$1,000. *By Rebecca Silva*



**Keesler AFB, Miss. —** A winner, second from left, receives \$1,000. *By Juanita Holliday*

Exchange Strategic Priority Intensify National Brands

## More Name-Brand Restaurants Open



Boston Market at Fort Dix, N.J.



Arby's and Popeyes, JB Lewis-McChord, Wash.

See more restaurant openings, Page 22

## March Service Cup Challenge Winners

Services business managers at 45 Exchanges scored \$918 million more in earnings through December. At right are the latest winners in the 2015 Services Cup Challenge. Check back in the Exchange Post for the big winner of the year-long contest.



**Sylvia White**  
Fort Leonard Wood, Mo., +24%



**Elaine Sablan**  
Guam +190%



**Lale Salman**  
Incirlik AB, Turkey +59.7%

## Loss Prevention's Caught . . . Doing the Right Thing!

**Core Value: The courage to use good judgment**



**RAF Lakenheath, U.K.** — When rain started pouring outside, Military Clothing Supervisor Donna Kent wasted no time posting the wet-floor sign to remind customers of potential slipping hazards.



**Hanscom AFB, Mass.** — Associate Cole Heywood properly secures a spider wrap on expensive electronics as a way to discourage potential shoplifters.

## Force Protection Starts with You!

The enemy wants to gain access to our military installations and learn all they can about how we operate.

At some time, you may find yourself part of a conversation or overhear something that just doesn't seem right.

Take notice when witnessing anyone asking lots of questions about military operations or security procedures, including:

- Deployments and exercises, including times, dates and locations
- Equipment used, such as body armor, weapons, communications, vehicles, etc.
- Troop readiness and morale levels
- Command, control, chain of command and how orders are transmitted
- Installation or Exchange security response

In addition, keep an eye out for unattended bags, suspicious packages and unusual behaviors, such as

unauthorized personnel entering off-limits areas.

### What to do?

Report it!

There are several places where you can make your report, but the first stop should be your Exchange's loss prevention office.

If you can't reach LP, contact your Air Force base's security forces or your Army post's military police. Other options are the military criminal investigative services [Army CID](#) or [Air Force OSI](#).

Remember, you are our best force protection weapon.

**At some time, you may find yourself part of a conversation or overhear something that just doesn't seem right.**



**Barksdale AFB, La.** — From their unmarked car, Air Force investigators look for suspicious activity. But the job of thwarting would-be troublemakers begins with Exchange associates and others keeping vigilant over what they see and hear. *By Airman 1st Class Micaiah Anthony*

## Your Health: Know More, Choose Wisely, Save Money

To become a smart health-care consumer, help is right at your fingertips.

Learn about your out-of-pocket costs with tools found at [aetna.com](http://aetna.com). Talk about options with your doctor and pharmacist—and possibly pay less, but not at the expense of your health.

Learn about your [online tools](#). There are plenty to use.



### Compare costs

With the payment estimator, search for and compare costs for common procedures, treatments and doctor's services. Compare up to 10 facilities at once.

Find the estimator by logging onto the website and choosing "Your Health Care Costs."

Then, you'll want to learn about "maximum allowable amounts."

### What are those?

"Maximum allowable amounts" are the most your plan will pay for outpatient procedures, such as colonoscopies, endoscopies, CT scans, MRIs, cataract and hernia surgeries, tonsillectomies, and carpal tunnel release. You'll pay the rest.

For a list of maximum allowables, log into [aetna.com](http://aetna.com) and click "I want to . . . View Deductibles & Plan Limits," then go to "Maximum Allowable Amount."

Questions? Contact Aetna, (800) 367-6276.

### Searching for answers?

## Fidelity Provides Guidance on 401(k) Investing for Retiring

Fidelity can help you choose and manage your 401(k) investments.

For starters, log onto Fidelity's [website](#) and read "What Investment Style Meets Your Needs?" Then, consider:

### Do it for me

Select a Fidelity Freedom K fund based on a projected retirement date. Target-date funds are for investors expecting to retire around the year in each fund's name. Fidelity manages the funds to gradually become more conservative as retirement approaches.

### I'll do it myself

Use the portfolio review tool to build and manage your investment portfolio yourself.

### Help me decide

When deciding the right investing approach, ask:

- ? How did you choose your current investments?
- ? How much time do you have to manage and monitor your portfolio?
- ? Are you confident you can manage your retirement account through roller-coaster markets?

Need more guidance? Talk with a Fidelity consultant, (866) 630-9722.



## Highlights of This Year's Aetna Health Incentive Credit Program

You can earn up to \$250 for yourself or \$600 for family members to offset your out-of-pocket health care costs.

Credits are applied automatically to your deductible and co-insurance expenses, except for copays. To get credits, you first must complete a 15-minute health assessment at [aetna.com](http://aetna.com) and "I Want To . . . Take a Health Assessment."

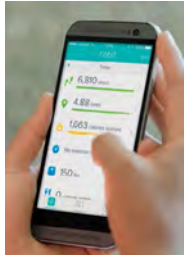
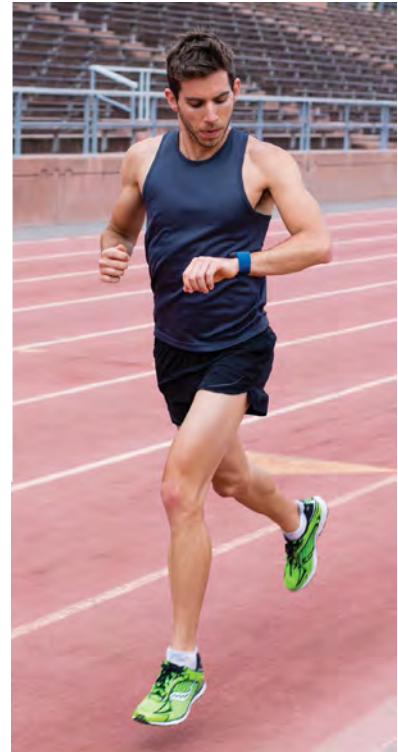
Get your biometric screening before April 1 to earn

the full \$150 credit. Between April 1 and Dec. 31, your credit drops to \$100. There is no cost when you or your covered spouse get screened at a Quest Diagnostics Patient Service Center.

If your doctor does it, you may pay a fee.

Complete three calls with a disease management nurse and earn a \$100 credit. Aetna's disease management program provides support and advice on more than 35 chronic conditions.

# ▲ Intensify National Brands



**EXCHANGE**

Find great Fitbit products at  
your Exchange and online  
at [shopmyexchange.com](http://shopmyexchange.com)

# Keeping Associates Informed and Engaged

Readers tell the rich history of our customers' culture, the installations

## Get to know who we serve

**Explosive Ordnance Disposal (EOD)** – The military's bomb squad--trained to disarm improvised explosive devices...neutralize chemical threats...render safe nuclear weapons. This is some of the most harrowing, dangerous work in the military.




Technicians get the job done in a bomb suit or by utilizing state-of-the-art robotic technology.

Military EOD technicians often help the U.S. Secret Service and the State Department protect the President, Vice President and other officials and dignitaries.

To become an AF EOD tech, Airmen must attend:

- One-month EOD preliminary course at Sheppard AFB
- 8-9 month Joint EOD course run by Navy at Eglin AFB (Navy is responsible for EOD training in all services)
- Typical annual attrition rate is 42%

Army EOD techs attend 8-9 month course at Fort Lee, VA.



**BADGE**  
The Explosive Ordnance Disposal Badge or "CRAB" is the only occupational badge awarded to all four services.

**FUN FACT:**  
The hands are the only body part not protected in the current EOD suit.

The 2008 film "The Hurt Locker" follows a three-man EOD team during the Iraq War.

*...and what they do*

## Military Culture

These readers educate associates on the unique values and day-to-day experiences of the heroes we serve. Learn more about military schools, unit missions, uniforms and culture of the military family. Use these readers to gain insight into your installation's customers.

Answers to cover questions: Eddie Rickenbacker; Fort Bliss; Yes! Look for more information coming soon.

**How well do you know your indoor billboard program?** (Click on each question to learn the answer.)

1. [How many officers have graduated from West Point?](#)
2. [What Army Division is known as the "The All-American Division?"](#)
3. [Who is the number one top U.S. ace?](#)
4. [What spicy condiment has been included in every MRE since Operation Desert Storm?](#)

## Get to know the mission and unique customers at Fort Leonard Wood

Named in honor of General Leonard Wood, Medal of Honor recipient and only medical officer to ever hold the position of U.S. Army Chief of Staff.



**Fort Leonard Wood**  
"Home of the Maneuver Support Center of Excellence"






**Leonard Wood** commanded the "Rough Riders" who stormed San Juan Hill.

**Teddy Roosevelt** was second in command.

During WWII, more than 300,000 Soldiers trained at Fort Leonard Wood. At its peak, the post housed more than 50,000 troops at one time.

It was also a Prisoner of War camp for captured German and Italian POWs.

Fort Leonard Wood offers Basic Combat Training "Boot Camp" to most non-combat arms Soldiers (military police, engineers, chemical troops etc.).

The MSCE also conducts senior and advanced leader courses for chemical, engineer and military police NCOs.

The 4th Maneuver Enhancement Brigade (MEB) is the only combat unit on the installation.

### "Fort Lost in the Woods"



Maneuver Support Center of Excellence schools





Military Police Corps | U.S. Army Corps of Engineers | U.S. Army Chemical Corps

### Family Serving Family

To serve Fort Leonard Wood, we have:






1 Main Exchange | 2 Expresses | 8 Restaurants | 1 Minimals

There are 371 Exchange associates, 47 percent of whom are spouses and family members.

### EXCHANGE FACT



The main east to west highway to Fort Leonard Wood was Route 66, which still exists today as a scenic route through the heavily wooded landscape.

## Installation Awareness

How much do you know about the installation where you work? Do you know its history and culture? These readers share a wealth of information on the installations, their history and which Exchange facilities operate on them. Not only can you learn about your location, you can learn about little-known installations around the world.

# entertained: Indoor Billboard Program

they call home, or just for fun—they are placed in associate restrooms

*Bet you didn't know that 35 years ago this month...*

## AAFES welcomed the 52 freed American hostages from Iran



**Jan. 23, 1981.** Associates at Germany's Hainerberg shopping center pose with the 52 freed American hostages, who had been held for 444 days at the U.S. Embassy in Tehran by Iranian revolutionaries. They shopped for two hours as "Tie a Yellow Ribbon 'Round the Old Oak Tree" played over the PA system.



Former hostage Robert Ode picks shoes sent from the Mainz-Kastel store.



At Wiesbaden's Air Force hospital, Staff Sgt. Joseph Subic gets a haircut from AAFES concessionaire Christ Contaxis.



Bruce Laingen, chief U.S. diplomat to Iran, looks over the suits at Hainerberg.

Curious about Exchange history? Contact Steve Smith, [smithstev@aafes.com](mailto:smithstev@aafes.com).

## Exchange History

One of the most popular readers in the program covers Exchange history throughout our 120-plus years of service, including little known tidbits and photos from our archives. As an associate, you can be proud to learn how the Exchange has supported the military community since 1895.

- 5. [What is the number two largest Army post?](#)
- 6. [Which James Bond movie was filmed at Fort Knox?](#)
- 7. [Who was the only U.S. president to serve as an enlisted Soldier?](#)



**Tabasco Brand Pepper Sauce**  
More than just a little spicy

Since the 1980s, Tabasco sauce has been a part of the military's Meals Ready-to-Eat and were packed in one in every three MREs.

After Desert Storm, it became a staple and is now included in every MRE.

Here's a few reasons the Louisiana pepper sauce is not only tasty but useful for Soldier's in the field.




### Tabasco Fun Facts

1. Cayenne contains salicylates which are natural aspirin-like compounds. A few drops of Tabasco massaged into the temples can help relieve a headache.
2. Cayenne is a main ingredient in Tabasco. A chemical in cayenne, capsaicin, helps block nerve transmissions of pain.
3. Tabasco can be gargled with warm water to ease a sore throat.

## Featured on Flickr

Updates and information you can use at work or play. These readers tell associates who to follow to keep up with the Exchange on social media, pop culture information, or special dates of the year like, "When is Pink Flamingo day?" (It's June 23) They can be easily accessed on [flickr](https://www.flickr.com/photos/exchangeassoc/).

- 8. [What is a "CRAB" badge?](#)
- 9. [Who is known as "The Father of Battlefield Medicine?"](#)
- 10. [How many major retail outlets did AAFES open during the Vietnam War?](#)

# Exchange Expands Internet Service

Soldiers and Airmen in barracks and dorms at 14 more CONUS installations are enjoying Exchange CONNECT high-speed Internet and digital TV service.

The Exchange and partner Boingo now provide high-speed Internet service at 29 locations, with seven more installations planned for 2016.

“The goal is to upgrade service and provide faster, better, smarter Internet service worldwide,” said Mark Verdeyen, divisional merchandise manager. “This fast, Wi-Fi based service has proved

extremely popular with our Soldiers and Airmen in dorms and barracks.”

An especially attractive feature is portability. A subscriber on TDY or PCSing can easily connect at any of the 29 installations— at thousands of Boingo hotspots at airports and public areas worldwide at no additional charge.

On the TV front, Verdeyen said that an “especially exciting” opportunity brings U.S. television and video content to more service members deployed overseas.

The Exchange launched Exchange VUE, an Internet-accessible TV



service with more than 40 popular U.S. cable channels in Afghanistan. Plans call for expanding into more locations where troops deploy, Verdeyen said.

Visit [shopmyexchange.com](http://shopmyexchange.com) for a list of locations.

**Deadline is March 31**

## Apply for AREA Scholarships Now

The AAFES Retired Employees Association will award 12 scholarships worth \$40,000 this year to graduating high school seniors who have been accepted at accredited colleges.

But they and their parents had better hurry up and apply: the deadline is March 31.

### Benefiting our dependents

AREA's scholarships directly benefit dependents of Exchange associates and assigned military personnel.

Scholarship amounts are:

**Last year, AREA awarded 18 scholarships totaling \$49,000**

- two scholarships at \$5,000 each
- 10 scholarships at \$3,000 each

AREA leaders may award more scholarships depending on the number and quality of applications.

**For information on this program, including an application form, go to AREA's [website](#).**

### FUNFACT

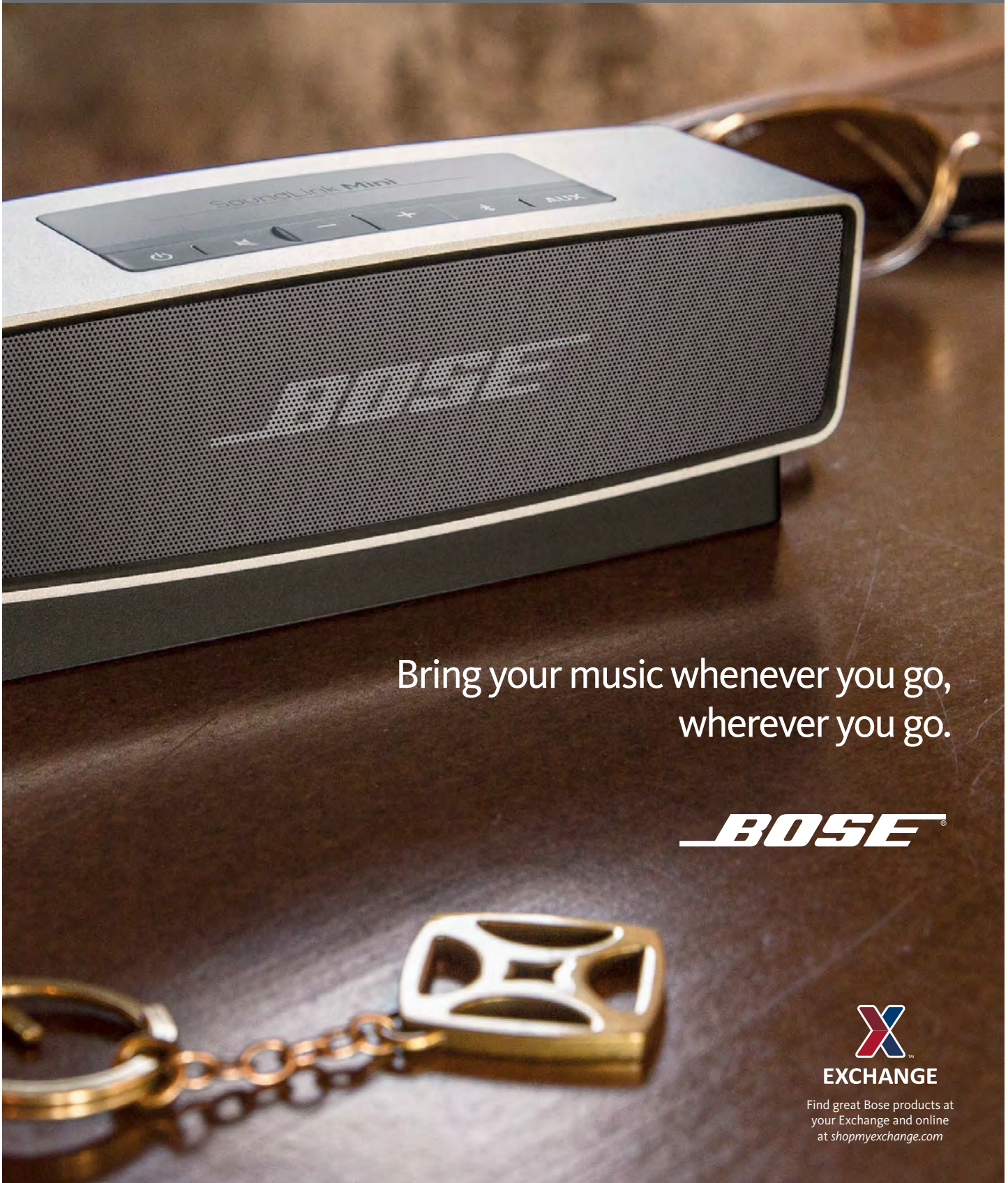
# 325

The [number](#) of scholarships the AAFES Retired Employees Association has awarded since the program began in 1985, totalling nearly \$680,000 for worthy college-bound students.





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Director/CEO Tom Shull awarded his coins to 32 associates last month, too many to show. Featured are, (l to r) **Maggie Conlon**, Baumholder, Germany; **Titus Stokes**, Lackland AFB; **Evelyn Ramos**, Randolph AFB.



## Director/CEO Coins



Featured on this row are (l to r) **David Hatton**, HQ, **Brooke Tripp**, Baumholder, **Patricia Mena**, Lackland AFB. [See](#) all of the exemplary associates at Baumholder, Lackland, Randolph and HQ who received coins from Mr. Shull.



**Dallas HQ** — Director/CEO Tom Shull presents Deputy Director **Mike Immler**, left, with his 30-year service award and **Andy Weaver**, VP of strategy and strategic communication, with a Thanks award for leading HQ's record-breaking CFC for 2015.

By Sgt. 1st Class Aaron Eastman

[Check out](#) who received coins from Deputy Director Mike Immler at this Exchange. Here's a hint: the store is the only CONUS Exchange with an attached parking garage.



**March ARB, Calif.** — Team members celebrate their first-place finish for small stores in a recent eReceipt competition. In three months, their customers received nearly 370 e-Receipts. First place for large stores went to Yongsan, Korea, and MacDill AFB, Fla., for medium stores. *By Chad Davis*

**FUNFACT**

**34,751**

The number of e-Receipts main-store associates got customers to take in a recent three-month contest. E-Receipts allows us to reduce the amount of paper we're using. What's more, we capture the email addresses of shoppers so we can share information and discount offers with them.



**Redstone Arsenal, Ala.** — Manager **Liliolevao Gilbert** receives an award from GM Roberto Montalvo for her deployment to Afghanistan. Right, Montalvo presents Express Manager **John Wulff** with a letter of appreciation and coin from President and Chief Operating Officer Mike Howard. *By Roberto Montalvo*



**Fort Drum, N.Y.** — Managers Angela Jenkins, left, and Brenda O'Keefe celebrate **Meagan Jones'** graduating from the Advanced Retail Management Training program.



*Pix from inventory*

**Camp Buehring, Kuwait** — Safety expert Andrea Eickelberg, right, presents **Rhonda Allen** with an award for outstanding performance during Allen's first deployment for inventory. Manager Andrew Escamilla presents performance awards to **Sree Kududaken**, center, and **Biji Hunju** during inventory. *By Andrea Eickelberg*



**Kadena AB, Japan** — The Exchange’s main store management team, l to r, **Miguel Abreu, Maurice Benas, Jessica Provan** and **Gloria Sylvia**, show awards they received from Pacific managers for outstanding leadership at the major Okinawa installation. Their customers also include Marines and Sailors from bases around the island. *By Staff Sgt. Robert DeDeaux*



**Fort Gordon, Ga.** — GM Stefan Marks presents COO coins to **Laura Davis**, top, and **Penny Bullard** for having high MILITARY STAR® penetration rates in a contest. *By Christine Karimkhani*

**Little Rock AFB, Ark.** — GM Al Fuentes recognizes **Shannon Koder**, left, and **Shelby Norris** for their contributions in helping their Exchange winning a MILITARY STAR® application contest. *By Michelle Pointer*



### Exchange Core Value The Courage to Use Good Judgment

*Bravo for customer service!*

**Fort Belvoir, Va.** — North Post Express Associate **Riley Ireland** displays her Thanks award for using good judgment when turning a negative issue with an irritated customer into a positive by staying focused on what she needed to do. In fact, she was so good that another customer waiting in line recommended that Riley received recognition for her outstanding service. He pointed out that Riley was very professional. In fact, everybody in line was on “Team Riley.” *By Sharon Hudson*



**McEntire JNGB, S.C.** — Latia Dawson checks out a sergeant at the Express, which is a lifeblood for small installations like this joint National Guard base. The store falls under management of the Exchanges at Fort Jackson, S.C., and Shaw AFB, S.C. Fort Jackson and McEntire are located in the same county, while Shaw is in the next county to the south. *By Airman Megan Floyd*

**Exchange Strategic Priority  
Grow the Express**

‘Expresses give us the opportunity to promote our Exchange slogan: ‘We Go Where You Go’ . . . no matter how small the installation.’

*Cheryl White-Sterling,  
Express manager,  
Shaw AFB and  
McEntire JNGB, S.C.*



**Fort Bragg, N.C.** — Retired Carolina Panther Mike Minter poses with Associate Carrie Brown during a visit. *By Laura Klimasz*



**Fort Gordon, Ga.** — Starbucks' Krystal Butler provides coffee to customers waiting at the hospital pharmacy. *By Christine Karimkhani*



**Dobbins ARB, Ga.** — Manager Gavonne Jackson presents a customer with a \$1,000 credit on his MILITARY STAR® statement. *By Estella Gholston*



**Tinker AFB, Okla.** — At a base info fair, managers Brenda Hyland and Theresa Alcorn tell about the Exchange benefit. *By Anna Stanton*



**Fort Leonard Wood, Mo.** — Karen Andrews-Smith, Chris Bell and Kelly Roloson show their award for selling candy. *By Lisa Yoder*



**Randolph AFB, Texas** — During a visit to San Antonio installations, Director/CEO Tom Shull, left, briefs associates on Exchange business.

**Exchange Strategic Priority  
Intensify National Brands**



**Fort Leonard Wood, Mo.** — The Boston Market team poses before opening the new restaurant. See other restaurant openings, Page 10. *By Lisa Yoder*



**Fort Campbell, Ky.** — Base leaders and Exchange managers open the new Domino's pizza restaurant. January's average daily sales topped \$4,000. *By Cecilia Luna*



**Schofield Barracks, Hawaii** — Installation leaders and Exchange managers open the new Pizza Hut, giving customers another name-brand option. *By ESPERANZA DUVERNEY*



**Fort Leonard Wood, Mo.** — GM David Swenson, right, awards Manager Aftab Khan for opening Boston Market and Dunkin Donuts. *By Lisa Yoder*



**Fort Hood, Texas** — As part of [Operation Warfighter](#), Army Spec. Michelle Davis, center, begins work with HR's Dora Reyes, left, and Martha Gholston. *By Anna Stanton*



**Exchange Strategic Priority  
Grow Concessions**

**Edwards AFB, Calif.** — Services managers join base leaders to open the National Vision Optical Center. First-day sales hit \$3,000. *By Rebecca Silva*



**Offutt AFB, Neb.** — HR's Aaron Wilson conducts a class to help new associates like Jessica Cayton learn about the Exchange. *By Anna Stanton*

**FUNFACT**

**75**

The number of interns the Exchange has placed since 2011 at 22 CONUS facilities under [Operation Warfighter](#).



**JB Elmendorf, Alaska** — Associate Courtlyn Hay presents a customer with a snow globe he won in a Coke giveaway at the Express. *By Kristi Yost*



**More Inventory Pix!**

**Camp Buehring, Kuwait** — During inventory, Manager Andrew Escamilla and inventory team member Rhonda Allen write the floor plan for the store. Middle, Allen and Safety and Security Assistant Andrea Eickelberg cool their heels just before the start of inventory. Right, Eickelberg, Allen, Rebecca Callaway-Hout, Robert Macauley and Cindi Ryan take a selfie on their way to Buehring. *By Andrea Eickelberg*

**Exchange Strategic Priority Intensify National Brands**



**Camp Futenma, Japan** — General Manager Nicola Carter introduces troops to the new Pizza Hut at the Marine Corps Air Station on Okinawa. The restaurant was just one of several new brand-name eateries that opened recently at Exchanges around the world. Check out full story, Page 10. *By Staff Sgt. Robert DeDeaux*

**QUOTEUNQUOTE**

**“This is exactly what our Marines wanted. We deeply appreciate the Okinawa Exchange for modernizing food court options for Marines and Sailors stationed or flying through Futenma.”**

*Sgt. Maj. Jerry D. Taylor*



**Grafenwoehr, Germany** — GM Carl Carpenter presents a spouse with a gift card she won in a recent photo contest. *By Crystal Chatterton*



**Camp Humphreys, Korea** — Senior Vice President Karin Duncan, center, and managers review what will be a new shopping mall. *By Hui-ung Kang*



**Kadena AB, Japan** — Services associates gather with customers at the Exchange’s car rally. *By Staff Sgt. Robert DeDeaux*



# Follow the Executive Team's Travels



**JB San Antonio, Texas** — Thank you, JBSA, for an outstanding visit! You have a great team! @ExchangePAO @EXCHANGE\_STYS  
Sean Applegate @ExchangeChief



**JB San Antonio, Texas** — Thanks Col. Toft & Serafina De Los Santos for an outstanding meeting.



**Baumholder, Germany** — Boss had a great day at Baumholder. Met w/4th ID & Exchange team. HOOAH!



**Randolph AFB, Texas** — Great meeting w/Maj Gen Poore & Chief Jones at HQ AFPC Awesome advocates



**JB San Antonio, Texas** — Very informational meeting w/502d SFLRSG, Col. Gimbrone & Chief McCool.



**Luke AFB, Ariz.** — Met future boxing champ Cedric James at the Luke BK. Super young man.  
Mike Immler @ExchangeDDawg



**HQ Dallas** — Met with AAFES Retiree Council today. Lots of great dialogue and support. Mike Immler @ExchangeDDawg



**JB San Antonio, Texas** — Tom Shull learns about how AAFES can further support JBSA troops. Exchange Assoc @ExchangeAssoc





**X Fort Drum, N.Y.** — Not2Brag, but what VM gets to DressUp a GM as a Sith Lord Drum Exchange @ggeo1234



**Fort Riley, Kan.** — Inventory prep and organization pays off. Way to go team!! Maria Berrios Borges @BerriosBorges



**Fort Eustis, Va.** — Fun times in the snow! Only at Ft. Eustis Exchange! Andrew Brooks @DrewskiQB



**Fort Riley, Kan.** — Miss Kansas came to the Fort Riley Exchange!!! Sheena Flournoy @SheenaFlo



**Fort Campbell, Ky.** — Great inventory ribbon rack prep at Ft. Campbell MCSS. Kudos to CMP MCSS team!! Ivy Garcia-Romero @ivy\_wgr



**X Fort Lee, Va.** — Operations Shawann Williams prepping the store for inventory. LeeExchange @LeeExchange



**X Fort Drum, N.Y.** — Drum MiniMall Express in Oct 2015 won impulse item of the month sales contest! Drum Exchange@ggeo1234



**Patrick AFB, Fla.** — Paula Deen at Patrick AFB Main Store 4 Feb 2016 Mike Harris @harrismi05



**X Fort Drum, N.Y.** — BeFit at #DrumExchange enjoyed vendors & Lisa Adams from MWR for Q&A on PT Drum Exchange @ggeo1234

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## TRANSFERS

**Andrew Defelice** – sales area manager, Luke AFB, to store manager, (BR), Presidio of Monterey

**Caroline English** – advanced retail management training, HQ, to sales & merchandise manager, Hill AFB

**Douglas Everett** – store manager (BR/Gas), UK Consolidated, to general manager, Presidio of Monterey

**Elvira Ganhs** – shift manager (retail), Eglin AFB, to shift manager (retail), Thule AB

**James Gerrish** – advanced retail management training, HQ, to store manager (BR/Gas), Minot AFB

**Keisha Glover** – HR manager III, HQ, to HR manager III, Travis AFB

**Bryant Grant** – LP manager IV, Hawaii Area, to LP investigator, HQ

**Dahlia Haliburton** – senior store associate, Fort Leavenworth, to services business manager, Ellsworth AFB

**Frederick Hill** – store manager (BR/Gas), Fort Benning, to store manager (BR), Thule AB

**Roxanne Hutchinson** – food court manager, Fort Rucker, to food court manager, Fort Wainwright

**Adonis Jackson** – college trainee, HQ, to sales area manager, Luke AFB

**Steven Jennings** – retail management trainee, HQ, to store manager (BR/Gas), Fairchild AFB

**Andrew Keilholz** – chief, HR labor relations, Europe, to chief, HR policy & labor, HQ

**Lori Maggard** – region food program specialist, Central Region, to senior restaurant program planner, HQ

**Hilary Maxwell** – store manager (BR), Selfridge ANGB, to assistant store manager (MS), Eglin AFB

**Danita McFarland** – senior restaurant program planner, HQ, to region food program specialist, Pacific

**Nicole McMahon** – store associate, Schofield Barracks, to store manager (BR/Gas), Fort Campbell

**Patrick Oldenburgh** – chief, HR organizational systems and support, HQ, to chief, employee relations, Europe

**Ramiro Ramirez** – concept manager, Randolph AFB, to restaurant manager, Fort Sam Houston

**Jocelyn Rosario** – store manager (BR), Fort Knox, to sales & merchandise manager, Fort Leonard Wood

**Shadow Rose** – shift manager, Thule AB, to sales area manager, Fort Benning

**Madeline Salazar** – store manager (BR), MacDill AFB, to store manager (MS), Seymour Johnson AFB

**Alan Tomasella** – store manager (BR/Gas), Fort Campbell, to store manager (BR), Fort Knox

## IN MEMORY

**Richard Alcalá**, 80, died Oct. 31 in Aberdeen, Md. The Offutt AFB manager retired in 1989.

**Marvin Bibb**, 62, died Jan. 17 in Columbus, Ga. He was a warehouse worker at Fort Benning.

**Blandina Bisio**, 91, died Dec. 23 in Albuquerque, N.M. The Kirtland AFB customer information representative retired in 1986.

## Jordan Named Chief Financial Officer



**J**ames Jordan will be promoted to executive vice president/chief financial officer, succeeding Renee Figge upon her retirement later this year.

A 28-year Exchange veteran, Jordan serves as vice president/treasurer. He held various positions in the Finance & Accounting Directorate.

“These are challenging times for retailers, especially military retailers,” said Director/CEO Tom Shull, when making the announcement. “The FA team has a key role charting our collective future. During the past three years, I have witnessed Jim in action, and am confident he is the right person at the right time.”

**Shirley Branish**, 80, died Dec. 23 in Fort Walton Beach, Fla. The Eglin AFB retail manager retired in 1995.

**Roseanne Brown**, 62, died Dec. 14 in Ordinary, Va. The Dan Daniel DC materials handler retired in 2009.

**Sallie Carney**, 93, died Dec. 8 in Ogden, Utah. The Hill AFB associate retired in 1975.

**Bettye Daniel**, 78, died Dec. 15 in Columbus, Ga. The Fort Benning warehouse foreman retired in 1997.

**Gregory Davis**, 59, died in December in Germany. He was a warehouse foreman at Ramstein AB/Baumholder.

**Gladys Davis**, 67, died Dec. 3 in Macon, Ga. The Robins AFB shift manager retired in 2003.

**Raymond Dixon**, 85, died Nov. 6 in Amelia Island, Fla. The Exchange safety and security officer retired in 1991.

**Delia Gary**, 75, died Nov. 16 in Beverly, N.J. The JB McGuire-Dix operations assistant retired in 1996.

**James George**, 76, died Dec. 18 in Arlington, Texas. The HQ advertising product manager retired in 2001.

**Frank Hardt**, 86, died Dec. 12 in Spring Hill, Fla. The Exchange associate retired in 1992.

**Roy Herman**, 94, died Oct. 16 in Jonesboro, Ga. The inventory specialist retired in 1983.

**Leo Hesson**, 95, died Dec. 8 in Hiwassee, Ga. The merchandise support facilities manager retired in 1989.

**Irmgard Jones**, 63, died Dec. 3 in Lakewood, Wash. The JB Lewis-McChord shift manager retired in 2008.

**Martin Lacher**, 80, died Nov. 14 in Georgetown, Texas. The HQ retail manager retired in 1990.

**Wing Lun Lee**, 79, died Nov. 25 in Oakland, Calif. The Oakland DC materials handler retired in 1997.

**Anastacia Martinez**, 63, died Oct. 27 in Dallas, Texas. The HQ office manager retired in 2008.

**Bessie Matthews**, 84, died Jan. 3 in Wichita Falls, Texas. The Sheppard AFB cashier supervisor retired in 1993.

**Richard Miskin**, 88, died Nov. 6 in Gainesville, Va. The HQ personnel management specialist retired in 1984.

**Bennie Mitchell**, 86, died Dec. 2 in Atlanta, Ga. The HQ warehouse worker retired in 1992.

**Patsy Mulder**, 79, died Nov. 26, in Chandler, Texas. The HQ supervisory insurance & claims technician retired in 1999.

[See the complete list of obituaries.](#)

## RETIREMENTS

**Katsue Applegate**, NAS Forth Worth JRB, 14 years

**Daniel Barriga**, Europe, 32 years

**Sharon Best**, Fort Stewart, 12 years

**Wess Bryan**, HQ, 15 years

**Renee Coleman**, Hunter AAF, 15 years

**Leona Cook**, Robins-Moody AFB, 22 years

**Verna Espy**, Fort Bragg, 7 years

**Dorothy Frazier**, Fort Benning, 26 years

**Leslie Grady**, RAF Alconbury, 11 years

**Mercedita Hood**, Davis-Monthan AFB, 11 years

**Carolyn Lamb**, Fort Jackson, 8 years

**Yun Negron-Hendon**, Fort Sam Houston, 27 years

**Sutthe Vandermeiren**, JB McGuire-Dix, 25 years

 **Exchange Post**

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**Thomas C. Shull**

Director/Chief Executive Officer

**Andrew Weaver**

Vice President, Strategy & Strategic Communication

**Lisa Moak**  
Editor

**Steve Smith**  
Assistant Editor

Women's History Month

# These Women Created Exchange 'Firsts'



**Marjorie Rothenberg**  
First female general manager of an Exchange in Japan, 1965



**Rosalie LaFleur**  
First female to be promoted to senior vice president, 1982



**Karen Stack**  
One of the first two women to deploy into a contingency location, 1991. The other was Nancy Poore.



**Maj. Gen. Kathryn Frost**  
First female deputy commander and commander, 1996-1998, 2002-2005



**Brig. Gen. Velma Richardson**  
First African-American female deputy commander, 2000-2002



**Marilyn Iverson**  
First female chief operating officer, 2002-2006



**Marie Clift**  
First woman general manager to lead an AAFES team into Iraq to open a PX at Tallil AB, 2003



**Sarah Latona**  
First woman to receive the Defense of Freedom award for being wounded in the line of duty, 2005



**Brig. Gen. Toreaser Steele**  
First African-American female commander, 2005



**Who will be the next woman at the Exchange to create a "first?"**

Curious about Exchange history? Contact Steve Smith, [smithstev@aafes.com](mailto:smithstev@aafes.com).