



# The Bullet'n



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"Supporting the Warfighter"

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## Golden Cargo 2008



U.S. Army photo by Gale Smith

Soldiers remove a protective tarp from an ammunition trailer at Hawthorne Army Depot in Hawthorne, Nev. The Soldiers were participating in Operation Golden Cargo held June 7 through June 27.

By Gale Smith  
Joint Munitions Command Public Affairs

"We fight as we train," said Brig. Gen. Karen LeDoux, "and Golden Cargo provides real world training to prepare us for that fight." LeDoux commands the Army Reserve's 103<sup>rd</sup> Expeditionary Sustainment Command in Des Moines, Iowa.

Almost 1,600 Army Reserve, Army National Guard and Marine

Corps Reserve troops from 21 states and Puerto Rico trained at six Joint Munitions Command installations from June 7 through June 27 as part of Golden Cargo, an annual JMC operation.

Not only did the service members receive realistic training, but they also performed significant missions for the command. JMC's Golden Cargo program manager, Karen Hackett, said, "Golden Cargo repositioned our

munitions, in accordance with our integrated logistics strategy, at a reduced cost. This year's operation saved JMC approximately \$1 million in transportation costs by moving about 9,500 short tons of ammunition. And the troops also performed a variety of standard depot operations for our installations."

"This is the most realistic training our logistics personnel have available  
*"Golden" continued on page 15*

# JMC Commander prepares for his good-bye

*“JMC is all about supporting Soldiers. We perform a mission that’s critical to all our armed services. I hope to continue all the great work that’s been done here and I hope to continue and strengthen the partnership with PEO-Ammo. Reba and I look forward to being part of JMC and being part of this wonderful community.”*

*--Brig. Gen. James E. Rogers remarks as incoming commander of JMC during the Sept. 15, 2005 Change of Command Ceremony*

By Darryl Howlett  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. --

It’s been a fast-paced 34 months for the Joint Munitions Command commander, and he has the memories to prove it.

Brig. Gen. James E. Rogers sat down June 19 to relay his thoughts on a variety of topics from modernization to supporting the warfighter:

**Q:** *What do you hope your legacy will be after departing JMC?*

“No one thing was done by me. We have an unbelievable workforce at JMC, not only at the headquarters but throughout JMC. It’s the workforce that did everything. I only empowered our folks to try and improve. I wanted to have our folks think about how JMC should look like in three to five years. That’s why we’ve implemented (Strategic Analysis and Execution) and (Integrated Logistics Strategy). I hope my legacy is that no matter where you are, you can try to improve.”

**Q:** *Highlights of your stay here?*

“It’s probably walking and talking to the people at our industrial base. What they do is amazing and they’re all great patriots. I never knew about all of our ammunition industrial infrastructure. Now I will never forget.”



U.S. Army photo by Darryl Howlett

Joint Munitions Command Commanding General, Brig. Gen. James E. Rogers, standing in his office at JMC headquarters.

**Q:** *Lean Six Sigma was implemented during your leadership. Do you have any parting advice for the command?*

“Don’t stop. Keep going. It’s not easy, but it’s making JMC stronger everyday and that is through the people and their attitudes. When people come into work in the morning and walk through the door, if they think, ‘What can I do today to make this command better?’, then that’s success to me, and LSS is a way to get there.”

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## Good-bye



U.S. Army photo submitted by Riverbank Army Ammunition Plant

Brig. Gen. James E. Rogers during a recent visit to Riverbank Army Ammunition Plant near Modesto, Calif.

**Q:** Name one thing you wish you could have seen to completion?

“Well I worked hard to train the workforce in doing a better job. I would like to have seen more people go through (Employee Development Strategy) and schools to make sure our people can grow.”

**Q:** Describe in your opinion the relationship between the Joint Munitions and Lethality Life Cycle Management Command and JMC?

“JMC works for the LCMC and that makes things so much easier having the research and development, the program managers, the acquisition folks, the ammunition industrial base all under one command. (Brig. Gen.) Bill Phillips is a great leader who’s always positive, and always willing to take the steps to make sure things are done right.”

**Q:** How important was it to obtain a SES position for JMC?

“It was essential. We needed the continuity to build on everything we do. With each new leader you have new ideas. The purpose of our SES is to represent the ammunition community to the Department of the Army and Department of Defense community. It is extremely critical to the warfighter.”

**Q:** Talk about the renovations currently taking place at JMC headquarters in Rock Island, Ill.

“Well, with the building it became put your money where our mouths were. (Building 350) is a great building, but had not been renovated since 1990. It needed a facelift.”

**Q:** What have you learned from the employees at JMC facilities?

“There’s nothing they can’t do. I think about the McAlester story when they were hit with that ice storm.

The workers left their homes and families who were without power and came to the plant to ensure we got (the ammunition) out to the trains to meet the ship that was heading to Southwest Asia. (The workers) did this over a week. They very easily could have stayed at home. That’s very telling of our workforce throughout our command.”

**Q:** How important have the plans to modernize JMC industrial base been?

“Critical. Gen. (Benjamin) Griffin and (Brig.) Gen. Phillips have been the biggest advocates for modernizing. They have fought to get us the dollars to modernize our industrial base. (The ammunition plants and depots) are national assets.”

**Q:** JMC became no longer provisional in 2006, while separating from the Army Sustainment Command. Describe the current relationship between ASC and JMC.

“The relationship is getting better every day. The (Rock Island Arsenal) is a family. People move across the island for jobs all the time. We have people that go from JMC to ASC, and people who come from ASC to JMC. I believe it makes each command stronger. It helps us grow and we still have matrix support for some of our functions.”

**Q:** How does your family feel about their time in Rock Island?

“They loved it. I will be dragging them out the door. Reba was very active in the school system and church.”

**Q:** Any advice for (Incoming JMC Commander) Col. (promotable) Larry D. Wyche?

“Rely on the people. Listen to the advice of the people throughout the command. Continue to improve so that JMC stays viable in the future.”

**Q:** What has been the most satisfying aspect of this job?

“Probably getting to know the ammunition community, which is a nice, tight-knit community. Getting to know the Soldiers, Department of Army civilians, and contractors. Their mission is to take care of Soldiers and they do it very well.”

**Q:** Any final comments?

“We can never sit on our laurels. We’ve got to continue to improve, to grow. We must continue to trust and communicate. We must never forget we’re doing all of this for the warfighter.”

Rogers said between now and his change of command ceremony on August 1, he’s reviewing the command’s industrial base master plan and making sure budget plans are ready for fiscal year 2009.

# Golden Cargo comes to Tooele

## *Army, Marine reservists get munitions transportation training*

By Kathy Anderson  
Tooele Army Depot Public Affairs

TOOELE, Utah -- Approximately 145 reservists from the Army and Marines descended on Tooele Army Depot during the month of June for the latest in a series of annual training operations sponsored by the Joint Munitions Command.

Golden Cargo is a unique exercise that allows participants to train with live munitions, providing the best training platform for future operations in a wartime environment, while keeping safety at the forefront of the operations.

"(Our unit) was at Tooele last year for Golden Cargo and we are very glad to be back," said Army Sgt. David Martin, 295<sup>th</sup> Ordnance Company, Hastings, Neb. "Our mission is mainly to help the depot and give them support in loading ammunition for shipment. It also gives more Soldiers hands-on training. We will be deploying to Iraq in September and this is the type of work we will actually be doing."

At Tooele, the teams loaded a dozen truckloads of cluster bomb units throughout the 12-day exercise. They also were charged with loading 24 rail cars with 155 mm rounds. All of the items were then safely transported to Hawthorne Army Depot in Nevada.

Those deployed to the depot had nothing but compliments to pay to Tooele personnel while taking a few free minutes to enjoy the scenic Utah landscape.

"My mission here is to help the depot civilians with the blocking and bracing of the carriers with ammunition that is being transferred to Hawthorne, Nev.," said Army Pfc. Matthew Bade, who has been with the 295<sup>th</sup> Ordnance Company for just under two years and on his first deployment to Tooele. "I think this is a very beautiful state. The scenery is the best I've ever seen."

Golden Cargo, which began in 1991, meets today's needs by offering real world training for non-divisional Combat Service Support units. Through these exercises, reservists and their civilian counterparts gain further understanding of processes while sharing their combined skills and expertise to foster better teamwork. Prior to



U.S. Army photo by Kathy Anderson

Members of the 295<sup>th</sup> Ordnance Company, Hastings, Neb., load ammunition crates June 11 onto flat trailers during Operation Golden Cargo. Tooele Army Depot has participated in this exercise since 1999.

Golden Cargo, there were no training opportunities in place to give military personnel in the ordnance, quartermaster and transportation fields the necessary training to execute their wartime missions.

The operation allows for full training immersion from command and control down to the individuals with their respective units. It gives commanders the opportunity to track real-time developments on the shipment of cargo in a simulated wartime environment to give them an opportunity to gauge how they would conduct the operation should they ever be called upon to take on this mission during an actual contingency.

"This exercise has been very beneficial for us. We handle ammo all the time but not in a realistic setting like this," said Marine Pfc. Mike Fowler, 103<sup>rd</sup> Expeditionary Support Command. "We have learned a lot about ammo in very different scenarios."

Together, the joint team of Marine Reserves, active-duty Army, Army Reserve, National Guard and civilians worked to achieve success in the operation.

"(Tooele) has hosted numerous Golden Cargo exercises for over 10 years, but this is the first joint exercise which involved different services," said William Smith, chief of Tooele's Logistic Support Division. "This exercise provides training in a joint atmosphere for all to observe and gain knowledge in differing practices from each service and DoD civilians. It provides realistic training for those joint servicemembers who will deploy in support of combat operations and allows them to perform their military occupation more proficiently."

According to senior officials running Golden Cargo, this is the only exercise developed to meet the training needs of reserve forces in the logistics field while supporting a real-time requirement for the JMC -- to help reduce costs to the American taxpayer.



# Army Reserve Unit Receives Real World Training at Crane

Soldiers with the 718<sup>th</sup> Transportation Battalion out of Columbus, Ohio, prepare ammunition for transportation during Golden Cargo 2008 at Crane Army Ammunition Activity. (U.S. Army Photo)

## Crane Army Ammunition Activity News Release

CRANE, Ind. -- Crane Army Ammunition Activity hosted more than 200 reserve Soldiers from across the country as part of the national-level exercise Golden Cargo 2008.

Golden Cargo, sponsored by the Joint Munitions Command, involves more than 2,300 troops from the Army Reserve, National Guard and Marine Reserves supporting more than 250 convoy missions. Soldiers train and conduct standard depot operations including: receipt and issue, inspection, inventory, storage, re-warehousing, re-palletizing, and the preservation of ammunition.

Participating in Golden Cargo at Crane were Soldiers assigned to the Army Reserve 718<sup>th</sup> Transportation Battalion out of Columbus, Ohio. The battalion draws from units from all over the country in order to conduct its mission. Soldiers at Crane were from Pennsylvania, Virginia, Nebraska, Colorado, California, Utah, Ohio, New York, West Virginia, Minnesota, and Indiana.

The Soldiers working at Crane along side its civilian employees

received hands-on logistics training in a safe environment while providing the military with ammunition for training and contingencies.

Lt. Col. Timothy Garth, the 718<sup>th</sup> commanding officer, explained that the value of the exercise is that the Soldiers get a chance for a lot of road miles moving the ammunition, the ammunition handlers get to handle real ammunition in a safe environment and the staff is able to practice its command and control ability. He explained that the exercise has more than one benefit for the Army.

“Our Soldiers are performing a mission for the Joint Munitions Command which saves the taxpayer money,” Garth said. “At the same time, we are accomplishing this while giving the Soldiers practical, real-world ammunition handling experience.”

The fact that the Soldiers come from different companies enables the unit to draw upon the right talent and resources to get the job done. The 718<sup>th</sup> Command Sgt Maj. Bruce Clark explained the modular company arrangement allows the 718<sup>th</sup> to take any company from across the country and put it under any element for an exercise or mission and exercise the

same type of control.

Even though the Soldiers at Crane may not have worked together in the past, their efforts have produced strong results in handling the ammunition and shipping it out to one of the other ammunition installations, such as Blue Grass Army Depot in Richmond, Ky., or McAlester Army Ammunition Plant in McAlester, Okla.

Crane Army’s Golden Cargo liaison Bobby Webber said, “I am really impressed with the way the Soldiers have come together these last two weeks. They are working as a team and learning a lot about handling ammunition from our civilians. It is a win-win situation for both Crane Army and these Soldiers.”

Golden Cargo is a three week exercise, with the hands-on unit training occurring June 7-27.

Crane Army was established in Oct. 1977 and is a tenant of the Navy Region Midwest, Naval Support Activity Crane. The Army activity maintains ordnance professionals and infrastructure to receive, store, ship, produce, renovate and demilitarize conventional ammunition, missiles and related components.

# JMC employee helps those affected by Midwest flooding

By Rikeshia Davidson  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.--"People don't understand the severity of what happened."

Susan McMahon feels that people--those across the U.S. and Iowa--see the flood waters and have even experienced floods in years past but fail to make it all register now.

McMahon works for the Joint Munitions Command as a staff action specialist, but in times of disaster and relief efforts she takes on the role of first responder. Along with her husband, Jeff McMahon, division chief for business programs at the Rock Island Arsenal Garrison, Sue McMahon is in the business of helping others in their most trying times since August 2005. That's when Hurricane Katrina struck and McMahon headed to the Gulf Coast to aid in the relief effort.

Having been on the ground following the costliest hurricane--economically--to strike the U.S., McMahon recalled the misplaced ideas of others unaffected. Comments circulated about McMahon heading south to help "those people." Looking at the devastation today, she explained "it's not those people." McMahon questioned, "Who are those people anyway?"

"We are now those people," said McMahon. Thinking of the 40,000 homes damaged in Cedar Rapids, Iowans have become the face of disaster. No one understands this like McMahon, who calls the Quad Cities home but has relatives dotting locations in Iowa. Reeling off towns like Columbus Junction, Bluegrass and Buffalo, Iowa, she knows the severity of this flood. "I feel so much more weight on my shoulders," said McMahon. When asked "Is it personal?" she replied. "Yes, it's very personal."

McMahon's rationale for wanting to help extends further than her involvement with Hurricane Katrina efforts or even concerns for towns her relatives call "home." She gives of her time as a leader among the hierarchy of World Hope International's organization. A job in itself and completely separate of her duties as a JMC staff action officer, McMahon dedicates her time after work to being of service. "Cooperation, willingness and a servant's heart" embody McMahon's feelings about her involvement in relief efforts. "I leave work and am on the phone all night."

Three years ago, McMahon and her husband asked to be apart of the efforts to clean up the Gulf Coast following Hurricane Katrina. "We moved up from volunteers to leaders," she said. As a result, McMahon has since become a certified first responder by the University of Maryland.

From her experiences following the clean up of the Gulf Coast, she says there were "lots of lessons learned--(we) didn't have a good core of trained volunteers."

It's not just about signing up to help, it's also critical to undergo training as a volunteer in first response techniques. Does volunteerism necessitate training? McMahon says it's a hard sell to say 'we don't have a disaster anymore, but we want to train you.' She reflected on the tornadoes hitting Kansas and Georgia, adding that through those situations "we couldn't generate volunteers."

In addition to acquiring and training volunteers, McMahon mentioned the "deployment" of the volunteers. The process functions in an organized manner with each team of volunteers assigned a team lead that reports to the site manager. People like McMahon serve as a link to the management of the operation. Next for McMahon is site manager training in Waterloo, Iowa, where she will continue to be a link in the chain.

At this point, she is doing all that is necessary to gather volunteers and give mini-training to those who have not been trained as first responders. McMahon noted that safety is one of the topics discussed during those mini-trainings.

While she awaits her upcoming site manager training, McMahon remembers the effects disaster relief had on site managers during Hurricane Katrina. "(In the past) site managers were on site for three months and it was a mistake--it will break you down," she said. Knowing the



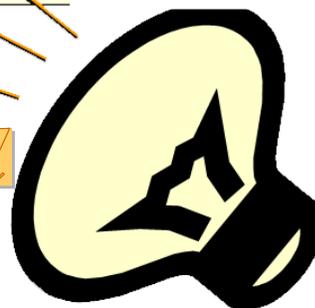
U.S. Army photo by Darryl Howlett

Susan McMahon of JMC and Jeff McMahon hold a flood bucket used in clean-up efforts of flood damaged buildings and homes.

"McMahon" continued on page 11

# Spotlight on Lean Six Sigma

Walt Songaila --  
preaching the gospel  
according to LSS



By Darryl Howlett  
JMC Public Affairs

ROCK ISLAND ARSENAL, IL--  
Walt Songaila sits comfortably in his chair located on the fourth floor of the Joint Munitions Command headquarters building. He has a sly smile on his face. Could it be the summer time weather? The fish are biting? Or possibly the sunny disposition of the command's Lean Six Sigma program.

"We're doing well compared to other agencies in the Army, Department of Defense," said Songaila, JMC's LSS executive director since its beginning in September 2005.

In fact, since the formal start of the JMC LSS program, the command has completed 272 projects representing 43 percent of all projects completed by the U.S. Army Materiel Command and 21 percent of all Army LSS projects.

Reflecting on those three years, Songaila admits the transformation from the beginning until present is astonishing.

"(Several) weeks ago, Col. Amodeo, chief of Department of Army LSS (Program Manager) office came out to attend black belt class," he said. "Two of our (master black belt) candidates, Cindy (Medinger) and Pat (McIllece) taught the class and Col. Amodeo was very impressed with Cindy and Pat. Col. Amodeo said, 'JMC is the model LSS deployment.'

It is a huge compliment to our program where the head Army LSS

organization comes visit us firsthand and says we're doing well. JMC LSS taught the Army Sustainment Command black belt class. It was the first organically taught class by our master black belt candidates."

The first organically taught JMC black belt class started June 2.

Currently, JMC has no LSS contractor support at JMC headquarters, Tooele Army Depot, Crane Army Ammunition Activity, McAlester Army Ammunition Plant or the Defense Ammunition Center.

"The second best thing JMC ever did concerning LSS was hiring the George Group," Songaila said. "The first best was firing them and standing on our own. Without a strong push from Gen. Griffin and Brig. Gen.

Rogers, we would not have done the first best thing so quickly. Letting go of the George Group pushed my comfort factor, but has shown us just how self-reliant we are."

According to Songaila, eleven master black belts are trained and working on their certification. Nine have taught or begun

teaching the green belt/black belt curriculum. And eight are on track to receive the Department of the Army's certification between September 2008 and January 2009.

"The quickest road to self sustainability is having your own (Army) certified master black belts. The longest pole in accomplishing certification is each (master black belt) having to teach two black belt classes," he said.

Songaila said the command's goal is to always have two to three master black belts located at headquarters and one at each government-owned, government operated facilities.

"Feedback I get from the organizations (sponsors, green belts/black bes) is that they like working with our



U.S. Army photo by Darryl Howlett

Walt Songaila pictured with members of the Joint Munitions Command Lean Six Sigma team.

"LSS" continued on page 8

**LSS** *Continued from page 7*

JMC black belts/master black belts better, 'because they have a better understanding of our mission.

"It is another goal of the command to have all GS-14's and above green belt or black belt trained with project experienced, and 60 percent of our GS-13's green belt or black belt trained, 40 percent certified by September," he said.

Dislike and hatred have often been words thrown toward Songaila's direction.

"It has not been an easy road. Our leaders and organizations did not like being measured and monitored. This was required to get the LSS ball rolling. Not a single hail and farewell has occurred since I came to the LSS office were a director has not tried to retire or fire me. Early on they were serious, but I think (hope) it is just for fun. The culture is changing. My biggest adversaries have become my best allies."

Songaila recently returned from the Lean and Six Sigma Summit in Chicago sponsored by the Worldwide Conventions and Business Forums, Inc.



*Photo courtesy of Walt Songaila*

*Editor's Note: According to Songaila, the fish are biting. He caught a 30-inch walleye on a recent fishing trip to Canada.*

"It was an outstanding conference. The best conference I've been to for Lean Six Sigma," he said. "Very top level people there."

The conference involved companies outside the government that are using Lean Six Sigma including Walt Disney Corp., Osram Sylvania, Xerox Corp., and eBay.

"The biggest take away from the conference was that each of the CEOs has a (LSS) matrix meeting every week and goes over data," he said. "So I've started to have one-on-

one meetings with the principal stakeholders in this process to move JMC in that direction. We currently review very little data at staff meetings. These top companies look at performance data every week."

Did Brig. Gen. James E. Rogers, JMC commanding general, give any advice on all the information received at the conference.

"(Rogers) said, 'Go forth and make it happen.'"

That's a message that's three years strong and still going.

**Extreme Makeover: Joint Munitions Command headquarters edition**



*U.S. Army photo courtesy of Ted Cavanaugh*

Gen. Benjamin Griffin, commanding general, Army Materiel Command, visited the ongoing renovations at the Joint Munitions Command headquarters at the Rock Island Arsenal on June 27. Griffin speaks with project manager Joe Schneider, while JMC Commanding General, Brig. Gen. James E. Rogers looks on.

# JMC employee is now a DLAMP graduate

By Laura C. Walker  
JMC Public Affairs

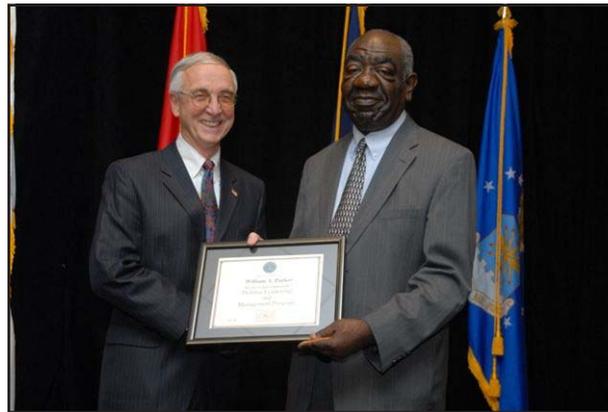
ROCK ISLAND ARSENAL, Ill. -- Cyril Onewokae is enthusiastic about his job working at the Joint Munitions Command and the opportunities it provides.

Currently acting as an environmental scientist, Onewokae has been with the U.S. government for almost 20 years. Onewokae started working on the Rock Island Arsenal in 1989 recently added to his expertise by graduating from the Defense Leadership and Management Program.

"The Defense Leadership and Management Program is a department-wide program designed to create senior civilian leaders with a Department of Defense-wide perspective," said Rudy Toth, supervisor of JMC's Installation Mission Support Division. "About 350 or so students are accepted each year and folks have six years to complete the program," he added.

Onewokae was admitted into the program in 1999 and graduated on May 9, 2008 after extensive exams and a heavy load of coursework. "It took several years because I had to put in for the (Army)War College, which took two years to complete. Additionally, the DLAMP was re-organized twice. There were a few 1997 students in my graduation class," Onewokae said.

A day in the DLAMP program began with 8 a.m. classes, continued with a break at noon for a one-hour lunch



U.S. Army photo submitted by Cyril Onewokae

JMC employee Cyril Onewokae receives his diploma from the Defense Leadership and Management Program.

and concluded at 6 p.m. "Certain parts of the DLAMP involved a lot of reading, writing, preparing and participating in scheduled forum discussions, seminar efforts, and exercise," said Onewokae.

Some of the subjects were on international relations and the use of power, U.S. national security strategy, and the relevant portion of the National Security Strategy that specifically refers to homeland security, terrorism, weapons of mass destruction, the theory of war,

and several military theorists.

Onewokae also played the role of a deputy secretary of state in a forum and got the following review from his instructor: "In exercising your role as the deputy secretary of state, you demonstrated understanding of the interagency process, the National Security Council System, and provided sound inputs on the diplomatic, informational, military, and economic instruments of power which could be used to achieve the policy goal of the prevention of WMD proliferation. You provided a thorough analysis of the specific role of Congress in foreign and security policy making."

Onewokae enjoyed contributing to discussions in class. "The first year was the most intense," he commented, "a lot of reading materials, studying, and understanding the content."

After he finished, he had to apply for a certificate of

*"Service" continued on page 13*

## Program gives senior officials 21st Century skill sets

By Army Staff Sgt. Michael J. Carden  
American Forces Press Service

A new Defense Department program for senior-level civilians seeks to develop the skills and competencies needed to lead the 21st century national defense effort.

The Defense Senior Leader Development Program, which replaces the current Defense Leadership and Management Program, is the new "premiere executive development program for senior defense civilians and a key component of the department's succession planning strategy," said Patricia Bradshaw, deputy undersecretary of defense for civilian personnel policy.

"Civilians are playing a much greater role alongside our warfighters," she said. "Today, they are on the front lines, and civilians, including [Defense Department] civilians, have a role in reconstruction phases as well as other areas on

today's battlefield."

The new program targets already-successful senior leaders needing to strengthen their knowledge of national security and broaden their enterprise view, Bradshaw said. Experiences in Iraq and Afghanistan, as well as Hurricane Katrina, shown the need for senior-level training to evolve beyond the Defense Department into the multinational and interagency world of the State Department, nongovernmental organizations and country allies, Bradshaw said.

As the U.S. aids the Iraqi government, for example, civilian teams from the U.S. Defense and State departments are working alongside military personnel assisting in rebuilding Iraq's ministries. Civilians are advising Iraqi officials on areas ranging from rule of law and economics to government and education, she said.

*"Skills" continued on page 16*

## Last VX-filled land mine destroyed

By Rachel Newton  
Pine Bluff Arsenal Public Affairs

PINE BLUFF ARSENAL, Ark.- The Pine Bluff Chemical Activity and Pine Bluff Chemical Agent Disposal Facility, located at Pine Bluff Arsenal, have successfully transported and destroyed the last VX nerve-agent-filled land mine located at the Arsenal.

PBCA safely transported the last enhanced onsite container carrying VX-filled land mines June 17 to PBCDF. PBCDF destroyed the last VX land mine June 20, and the VX drained from the mine was destroyed later that day.

"The completion of the VX landmine campaign means the end of all VX-filled munitions stored at Pine Bluff Arsenal," said Lt. Col. Cliff Johnston, PBCA commander. "The storage risk to the community has been reduced by 99.9 percent."

The inventory of VX-filled landmines that had been safely stored, transported and eliminated was 9,378, approximately 94,000 pounds of VX nerve agent. The VX land mine campaign was the third of four disposal campaigns at the Arsenal.

"The safe and timely completion of this campaign marks a historic

occasion for this community," said Mark Greer, PBCDF site project manager for the Army. "The entire original inventory of nerve agents at the Arsenal has been eliminated."

With land mine operations completed, the site enters a changeover period during which the facility will be prepared and personnel will be trained in the fourth and final operation, disposal of ton containers containing the blister agent known as mustard.

"The end of the VX landmines represents another significant milestone for PBCDF and our nation. As we begin changeover, we will continue our focus on safety as our employees move forward with the skills and expertise to complete our mission," said David Reber, project general manager for Washington Defense Group, EG&G Division of the URS Corporation, which built and operates the plant for the Army.

Chemical weapons disposal operations began at the Arsenal in March 2005 with the GB nerve-agent-filled rockets. Prior to chemical weapons disposal operations, the Pine Bluff Arsenal safely stored 3,850 tons

of chemical agent, 12 percent of the Army's original chemical weapons stockpile. With the completion of the GB and VX weapons campaigns, PBCDF has eliminated more than one million pounds of chemical agent. The total percentage of chemical agent in the Arsenal's original stockpile that has been eliminated is 16 percent.

"This accomplishment reflects the ability of the Pine Bluff team to safely destroy the chemical weapons stockpile while optimizing the schedule and bringing us one step closer to fulfilling our national imperative to eliminate the U.S. chemical weapons stockpile," said Conrad Whyne, director of the U.S. Army Chemical Materials Agency, headquarters for both PBCA and PBCDF.

With the elimination of the VX at PBCDF, CMA has safely destroyed approximately 85 percent of the original VX agent stockpile. Four of the seven remaining storage sites have VX left to destroy.

The M23 VX land mine campaign began May 3 when the mines were first moved from the PBCA storage area to the disposal facility.



## Army Honors Operating Contractor Employees

Holston Army Ammunition Plant News Release

KINGSPORT, Tenn.--Celebrating a job well done, Holston Army Ammunition Plant honored its own in an appreciation ceremony. Bob Ragan, commander's representative at Holston, presented 25 operating contractor employees with U.S. Army Certificates of Appreciation.

They were selected for their exemplary contributions to the mission at Holston.

According to Army officials, the BAE Systems employees selected had gone the extra mile in fulfilling their job duties, and in many instances, had saved the government money and extended the longevity of equipment and machinery.

Army officials also said Holston's government and

operating contractor employees have gone a long way in empowering employees on both sides who work together to find better and more economical ways of doing business. The employees receiving awards are a product of their commitment to "be the best." Their teaming successes have made significant improvements in all of their work areas.

The government employees at Holston saluted the workers and look forward to continual teaming efforts that have produced many successes and value added initiatives.

Honored employees represented the plant's carpenter shop, paint shop, roads and grounds division, automotive services, and the a-crafts team.

## Small business government contracting conference held

By Rikeshia Davidson  
JMC Public Affairs

BETTENDORF, Iowa--The National Defense Industrial Association's Iowa/Illinois chapter hosted the 2008 small business government contracting conference on June 16.

Alan Wilson, former manager of the U.S. Army Garrison-Rock Island Arsenal, opened the conference followed by Maj. Gen. Robert Radin, commanding general, U.S. Army Sustainment Command, and by a host of representatives sharing their ideas on small business contracting.

Garrison Manager of RIA, Joel Himsl, spoke to attendees about the contribution of RIA--both to the economy and community. Himsl highlighted various programs and initiatives that service the Illinois and Iowa cities including the \$1 billion dollars RIA contributes to the local economy. Himsl, along with other RIA tenant representatives, spoke to

attendees about the impact of small business services via the contracts they acquire from the federal government.

On the program were representatives helping to lend clarity to the process of acquiring a government contract, how to successfully pitch business services and the role contracting officers play. Contracting officers at the conference noted small business owners must remember and be familiar with the details of their contracts.

U.S. Rep. Bruce Braley of Iowa addressed the conference, highlighting the legislative efforts being made on behalf of small business owners. He helped introduce and pass the Small Business Fairness in Contracting Act which assists in "level playing field for small businesses seeking government contracts." Braley's observations regarding contracts, small businesses and the government came from his experience as chairman of the Subcommittee on Contracting and Tech-

nology, and membership on both the House Committee on Oversight and Government Reform and the Committee on Small Business.

Jovita Carranza, deputy administrator of the Small Business Administration, provided her knowledge of small businesses to the conference. Adding greater perspective for small business owners, Carranza recognized that "helping small businesses is critical for our economy and community."

Acknowledging a fact that is being reviewed daily, Carranza said, "small firms are daunted by the process of selling to the federal government." To assist in changing that, the Small Business Administration launched an on-line course to aid small business owners. "The more we use technology to promote contracting, the better off we'll be," she said. Carranza informed the audience, we (SBA) have one goal: to help small businesses successfully compete for federal contracts."

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## McMahon *Continued from page 6*

mental anguish, McMahon continued, adding, "it's like living inside that bomb destruction and you don't know it but it affects you." With training that helps you identify the emotional toll disaster takes on people, McMahon stressed the crisis victims reside in is a culmination of many things--physical disaster, mental anguish and financial uncertainty.

It is important for volunteers and those on the outside looking in to be aware of the levels of recovery: basic needs, assessment, destruction/removal, rebuilding and restoration/recovery. McMahon said, "You can't bypass any of those steps." She said "people look for instant gratification--people don't understand the first two stages." And often when it's difficult to understand the stages, it's even harder to imagine that there is no

magic timetable to completely restore a place (and people) to like original conditions.

"Six months is good to execute relief and good if it could last a year," said McMahon. But she added "it's all up to us to say 'yes'."

So how do you raise the level of awareness from interest in the images on television to coming to the aid of others?

"It needs an identity! We need to call it something," affirmed McMahon. Perhaps it's safe to say that people feel compelled to help when they can relate. McMahon relates because she saw the waters rising and her family members did too. "It's not a Sue McMahon mission; I want to be less of me but more to help mankind." McMahon hopes the idea to "just help" becomes infectious. "I

want people to be caught doing good things," she says. Better yet, McMahon wants to see more A.R.K or acts of random kindness.

If there was ever a goal set following a trial or test, McMahon delivered a priceless goal to follow this effort: "I want people to carry their humanity and servant hood beyond (the usual perimeters)." Urging people she said, "don't stay inside your box."

In addition to people caring more about the next person, McMahon hopes she can provide compassion to those affected. With a smile on her face McMahon said, "Look up the word compassion."

And so it goes according to Merriam Webster: *compassion--"sympathetic consciousness of others' distress together with a desire to alleviate it."*

"I love that word," said McMahon.

# FORMER JMC COMMAND SERGEANT MAJOR RETIRES



Command Sgt. Maj. Norberto D. Osbourne

JMC and ASC Public Affairs

ROCK ISLAND ARSENAL, Ill.--Command Sgt. Maj. Norberto D. Osbourne, former command sergeant major of the Joint Munitions Command, retired during a Army Sustainment Command change of responsibility ceremony June 19.

Osbourne, who had served as ASC command sergeant major since ASC was established in September 2006, turned over his responsibilities to Command Sgt. Maj. Stephen D. Blake.

Osbourne's relinquishment of responsibility also marked the end of his 30 years of service in the Army.

"The Army will always be part of the Osbourne family," Osbourne said in his remarks. "While I am leaving the Army, and no longer wearing the uniform, the Army will never leave my heart; the support for the warfighter will always be a part of me."

Osbourne also thanked JMC Commander Brig. Gen. James E. Rogers for giving him the opportunity to become a

*"Osbourne" continued on page 16*



## JMC employee wins prestigious lifetime contribution award

*U.S. Army photo by Darryl Howlett*

Al Beuster is congratulated on his award by Trish Huber, director of JMC's Munitions Logistics Readiness Center.

By Darryl Howlett  
JMC Public Affairs

**L**ifetime achievement awards are in and of themselves humbling and inspiring. Just ask Al Beuster.

Beuster, a team leader with the Joint Munitions Command's industrial base preparedness division, was presented the Maj. Gen. Paul Greenberg Award by the National Defense Industrial Association, Iowa/Illinois chapter during a June 8 ceremony.

The Greenberg Award is given to a person for lifetime contributions to the ammunition industrial base, according to NDIA officials.

"Thank you all so much," Beuster, said. "I feel honored and humbled to

get this award, but it is also through the help of others that the (ammunition industrial base) can make it happen."

Also presented with a lifetime achievement award was former JMC employee, George Rivard. He accepted the Lt. Gen. Lawrence F. Skibbie Award.

"It's a great honor to be recognized with a lifetime achievement award," he said.

One person who knows Beuster's dedication to the industrial base is Dennis Dunlap, Beuster's supervisor and industrial support director within JMC's Munitions Logistics Readiness Center.

"I can't think of anyone more deserving of the Paul Greenberg Award for lifetime contributions to the ammunition

industrial base than Al Beuster," he said. "To many people, Al is Mr. Ammo Industrial Base. During times when most commodities saw their industrial preparedness resources shrink drastically, the ammo industrial preparedness team has continued to thrive in no small part due to Al's effective leadership.

"Al has instituted processes and systems that have greatly enhanced our ability to articulate the state of the ammo base and the impacts various events and decisions have on our ability to meet the needs of the warfighters. As a direct result, we are seeing significant interest in and support directed towards modernizing our ammo industrial base."

Beuster has worked for JMC for 27 years.

# JMC employees are lifesavers

By Darryl Howlett  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. – July 1 served as the retirement day for Joint Munitions Command employee Bill Gallagher. Thanks to his co-workers, he was alive to witness it.

In December, workers in the command's resource management division knew something was terribly wrong with Gallagher.

"He collapsed and went into a diabetic coma," said Robert Roehlk, one of two people who helped save Gallagher's life. According to witnesses, Roehlk and Robert Combs were able to place Gallagher's glycogen pill in his mouth and perform necessary medical techniques until paramedics arrived. Also assisting the men was another employee, Chester Lind.

Joint Munitions Command Commanding General Brig. Gen. James E. Rogers presented Roehlk and Combs with the Civilian Award for Humanitarian Service during Gallagher's retirement ceremony.

"I saw on television the other day where some guy got



U.S. Army photo by Darryl Howlett

U.S. Army photo by Darryl Howlett

Robert Roehlk, left, and Robert Combs, were both presented with the Civilian Award for Humanitarian Service by Brig. Gen. James E. Rogers, commanding general, JMC, for saving the life of co-worker Bill Gallagher.

hit by a car and everyone stood around for a while instead of helping the guy. Finally, after a couple of minutes, someone went over to help him," Rogers said. "I know that would never happen here. When someone needed help, two people stood up and took charge and saved a man's life."

Roehlk and Combs also were presented with awards from the American Red Cross.

*"Lifesavers" continued on page 16*

## Service Continued from page 9

completion certifying he had fulfilled all DLAMP requirements successfully. Prerequisites for the program are high; Onewokae needed a college degree, a senior level professional military education (Army War College), leadership courses, and graduate courses in business management and public policy.

"The two-week DLAMP classes were challenging. However, I had to study a lot to keep up with the graduate level courses and pass the exams." Onewokae said. "I felt a sense of relief. I was excited, and I felt I had something to prove to my kids, that their old man is serious about education."

Onewokae has had an interesting and varied career. He was the headquarters defense environmental restoration program manager for the former Longhorn Army Muniton Plant in Texas and responsible for planning, programming, budgeting and execution of the defense environment restoration program there for almost 15 years.

In addition to his recent achievement, Onewokae has gone to several schools, including the Army War College in Carlisle, Pa. and the Brookings Institute, located at Charlottesville, Va. He has a Masters of Strategic Studies from the Army War College and has completed the Executive Development Seminar. In addition to completing the DLAMP Leadership, Executive Leadership in a Changing Environment, and Civilian Personnel Management Service Defense Leadership and Management, he also holds a

certificate from the Army War College.

Onewokae has only accolades for his training experience. "The Army War College was a big challenge and I had to work real hard to get through. It was interesting and I learned a lot about the broad perspective of our military.

"I am always looking for training opportunities that will enhance my knowledge and job performance. In addition to the DLAMP training, I have a master's degree in environmental engineering, two bachelor of science degrees in mechanical and biomedical engineering respectively, all from the University of Iowa, Iowa City, Iowa."

Toth said Onewokae is an outstanding part of his team.

"Cyril projects a great calmness and focus - which are great assets to have when dealing with environmental problems, particularly at BRAC sites. His commitment to successfully completing the DLAMP curriculum shows his personal tenacity," Toth said. "Cyril is a highly respected member of the team - and someone we rely on a lot for expert information and plans regarding environmental remediation. My office works with all the installations and a variety of agencies in four major mission areas and I can tell you that I would not be too far along without Cyril's help."

When not finding solutions to challenges that come across his desk, Onewoke enjoys doing volunteer work for the Red Cross.



A unique training feature during exercise Golden Cargo at McAlester AAP was providing combat life saver training to more than 250 Soldiers. One of the life saving courses was pairing up with a fellow Soldier and being taught how to draw blood.



Sgt. Andrea Ford, Mandan, N.D., left, assists Pfc. Amber Cedillo, of Harrisburg, S.D., in preparing to participate in the hazardous material training event at McAlester Army Ammunition Plant during Golden Cargo.



# Golden Cargo: McAlester Style

Story and Photos By Mark Hughes  
 McAlester Army Ammunition Plant Public Affairs

McALESTER, Okla. -- More than 400 Army reservists from around the country conducted ammunition transportation operations at McAlester Army Ammunition Plant June 7-27 during the national exercise Golden Cargo.

By the end of the three-week mission the Soldiers had safely hauled almost 2,500 short tons of munitions and equipment to McAlester from Crane Army Ammunition Activity in Crane, Ind., and Red River Munitions Center in Texarkana, Texas.

Unique among exercise locations, McAlester offered several training courses, most notably a combat life saving course where more than 250 Soldiers learned everything

from drawing blood to tying tourniquets. Additionally more than 100 Soldiers were trained and licensed in a wide variety of forklifts and mobile equipment.

Four firefighters were part of the Golden Cargo exercise attendees and received specific fire fighting training from the plant's firefighters. Training included emergency vehicle driving training, driver-operator training on a pump vehicle, live structure burn using an infra-red camera to sweep the room for victims.

"Knowledge and experience of the firefighters here are excellent and the equipment and hands on training is great. They do whatever they can to get the training we need. We wouldn't have any problem coming back," said Sgt. Andrea Forde of Mandan, N.D.

# Golden *Continued from page 9*

to prepare them in every way – the joint environment, convoy missions, loading and transporting munitions, and materials training,” said Maj. Clay D. Pettit, Golden Cargo mobility officer.

The troops also conducted ordnance maintenance, re-warehousing, inventory, and storage activities, while practicing load management and platoon-level battle-focused collective training. The entire operation allowed them to integrate and develop their staffs in a joint environment.

Installations participating this year were Blue Grass Army Depot, Richmond, Ky.; Crane Army Ammunition Activity, Ind.; Hawthorne Army Depot, Nev.; McAlester Army Ammunition Plant, Okla.; Red River Munitions Center, Texarkana, Texas; and Tooele Army Depot, Utah. Soldiers and Marines also loaded ammunition at Sierra Army Depot, a former JMC location now part of TACOM Life Cycle Management Command.

The Soldiers and Marines transported ammunition in truck convoys from Sierra to Hawthorne, between Crane and Blue Grass, between Crane and McAlester, and from Red River to McAlester. While JMC uses commercial carriers to move ammunition daily, more than 50,000 times each year, and does it safely, those trucks are not as conspicuous as convoys of military vehicles.

The Reserve units did a tremendous amount of coordination with the eight states the convoys transited to make the movement as safe as possible. All applicable Department of Transportation and state regulations were followed, and all of the feedback from the states was positive.

In addition to the Army and the Marine Corps, the Air Force was also involved in Operation Golden Cargo this year. The convoys between Crane and McAlester refueled at Scott Air

Force Base, Ill., a first for Golden Cargo, making the operation an even more joint experience.

Gunnery Sgt. Bernard Lacroix, 4<sup>th</sup> Marine Logistics Group, Fort Washington, Maryland, was the chief cook in charge of Soldier and Marine cooks at Hawthorne Army Depot – feeding 175 troops breakfast and dinner daily for the almost three weeks. “This mission is all about working together. We are one entity working for a common cause. We’re learning from each other – our different working habits. Our goal is to give the troops good morale by providing good chow – just like we would when deployed.”

First Lt. Daniel Schilleci, Detachment C, 163<sup>rd</sup> Ordnance Company, said of Soldiers and Marines working side by side, “When it comes right down to it, we’re all ammo dogs...and here we get to train, together, with real ammo.” Schilleci had traveled to Sierra from his hometown of Los Angeles, Calif.

“Where else do reservists get real hands-on training like this,” asked Chief Warrant Officer Brian Wisneski, Inspector-Instructor for the General Support Ammunition Platoon of the 4<sup>th</sup> Supply Battalion, 4<sup>th</sup> Marine Logistics Group.

Kirk Bausman, Hawthorne’s civilian executive assistant, said, “With the personnel and financial constraints that DoD has in today’s environment, Golden Cargo is a way to get our ammunition moved safely and in a timely manner. The troops received excellent training that they can’t receive anywhere else without going into battle. They are working with real ammunition in an environment similar to Iraq and Afghanistan.”

Not only does Golden Cargo allow Soldiers and Marines to train together, but it also gives the service members and installation civilian employees a chance to work together and learn

from each other. According to Ray Montoya, supply depot analyst, “Golden Cargo was a win-win for everybody. It was a good exercise for the soldiers and increased our asset posture here at Hawthorne. Everyone I worked with was real nice and friendly.”

Bausman had similar thoughts on the civilians and military working together: “The Golden Cargo exercise helped provide operational insight between depot personnel and the troops as they worked together to accomplish the mission.

“Having the Golden Cargo troops at Hawthorne during this time frame provided a special boon to the depot by their presence and participation in the change of command ceremony. Their presence also provided a boost to the community of Hawthorne’s economy for the month of June.”

Safety was a top priority for the operation and this emphasis for safe operations made the outcome a huge success, with no serious accidents or incidents reported during the entire operation.

During the first week of the three-week operation, LeDoux visited troops under her command at Hawthorne and Sierra Army Depots. While thanking her troops, she concluded, “I don’t think that the Reserve Component has ever meant more, given more, or done more than we’re doing for our country today – we are gaining the respect of our active duty counterparts. We have a choice – to be somewhere much simpler, much easier – but each and every one of you – you are sacrificing time away from your families...you are living history, writing history, changing history – changing the history of your Reserve Component.”

And JMC provided that opportunity.

## Lifesavers Continued from page 13

Gallagher's own words say it all about making his retirement day a special one:

"Frankly, I owe my life to Bob Roehlk and Bob Combs," he said. "I have diabetes and I've suffered low blood sugar episodes at work over the past few years, but the one on Dec. 21, 2007, when Mr. Roehlk and Mr. Combs came to the rescue, was by far the most serious.

"I went into a sudden coma and even after my co-workers summoned the EMTS, who transported me to Trinity Hospital, Rock Island (Ill.), the ER staff told my wife that my chances of survival were very uncertain. If Mr. Roehlk and Mr. Combs hadn't seen me falling into a coma and taken such prompt action, there's no doubt in my mind that I would have died that day. What can you say about two people who saved your life? Words can't begin to express my gratitude."



*U.S. Army photo by Darryl Howlett*

It was a happy retirement day for Bill Gallagher as he is presented with his retirement certificate from Brig. Gen. James E. Rogers, JMC commanding general.

## Osbourne Continued from page 12

command sergeant major first for JMC, and then allowing him to become ASC command sergeant major.

"I thank members of both ASC and JMC for coming here

today," he said. "I never forget where I come from."

Osbourne served as JMC command sergeant major from September 2004 until September 2006.

## Skills Continued from page 9

"Civilians are called upon to serve in ways we have not in the past," she said. "So it's not only the basic competencies we need to focus on; it's the ability to lead in our environment and make decisions."

Efforts such as the new training program will give senior civilians the tools they need to be successful in environments such as Iraq, Bradshaw said.

The need for the new program was recognized in 2005, and it was approved in 2007. Nominations for the first class, which begins in February, are due in September, and up to 50 people will be selected by December, said David A. Rude, chief of senior leader development, Civilian Personnel Management Service.

Individuals participating in DLAMP all received a letter last year

explaining that the program would end in fiscal 2010. They must complete all program requirements to apply for completion, Rude said.

Graduates from the previous program aren't eligible for the new one; however, supplementary courses, training and seminars are available to help them, as well as those who don't get into the new program, become more competitive, Bradshaw said. Eventually, department employees will be able to go online and see what kind of leadership courses and seminars are available and how they map to a particular leadership competency, she added.

Those selected for the new program can expect four weeklong seminars, participation in case studies, and 10 months of military education at

one of the five war colleges to give them a broader sense of national security and working side by side with servicemembers, Bradshaw said.

Each service component will implement its own process requirements for how individuals are nominated. Basic eligibility requirements for the two-year program are:

- Permanent, full-time Defense Department civilian employee at National Security Personnel System Pay Band 3, or GS-14/15 and equivalent;

- Bachelor's degree as required to attend professional military education at one of the five service war colleges; and

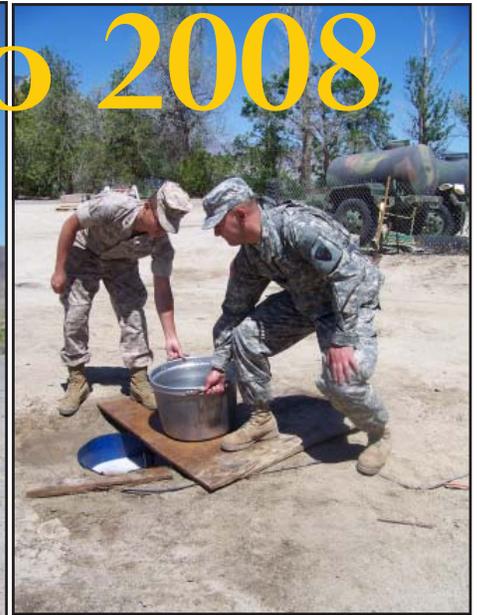
- One year of supervisory experience, which may be waived upon component recommendation.

# Golden Cargo 2008



U.S. Army photo by Gale Smith

Brig. Gen. Karen LeDoux, commanding general of the 103rd Expeditionary Sustainment Command, Des Moines, Iowa, speaks with Soldiers at Fernley, Nev.



U.S. Army photo by Gale Smith

Army Spc. Matthew Vimar from California and Marine Lance Cpl. Thien Tran from Maryland gather water to prepare dinner for troops at Hawthorne Army Depot



U.S. Army photo by Capt. Angel Wallace

A Soldier performs maintenance on a military convoy truck during Operation Golden Cargo.



U.S. Army photo by Gale Smith

Ammunition trucks rest, with mountains as a backdrop, before being unloaded at the Hawthorne Army Depot, Nev.

U.S. Army photo by Gale Smith

Soldiers and Marines load 155 mm tank rounds at the Sierra Army Depot, Herlong, Calif. before transporting them to Hawthorne Army Depot, Nev.

# JM&L LCMC's Safety Spot Check



*Fatigued driving comparable to drunk driving*

By Lori Yerdon  
U.S. Army Combat Readiness/Safety Center

FORT RUCKER, Ala.-- Driving while fatigued may be just as dangerous as driving intoxicated researchers believe, prompting Army and nationwide awareness on the perils of fatigued driving.

According to the National Sleep Foundation, many Americans are too tired to drive. In a recent NSF poll, 36 percent of participants admitted to nodding off or falling asleep while driving.

Fatigued drivers endanger not only themselves but everyone on the road.

“Although there is no quick roadside test that determines fatigue levels, research shows that 24 hours without sleep is comparable to a BAC of .10 which is legally intoxicated in all of the United States and most of Europe,” said Dr. Patricia LeDuc, U.S. Army Combat Readiness/Safety Center Human Factors Task Force director.

The National Highway Traffic Safety Administration estimates there are 100,000 sleep-related crashes in the United States every year, with 1550 fatalities and 71,000 injuries.

During fiscal 2007, the Army experienced 11 Class A fatigue-related accidents; three have occurred to date in fiscal year 2008. Army safety officials remain committed to

*For more information on preventing fatigued driving and drowsy driving, visit [www.nhtsa.gov](http://www.nhtsa.gov) and [www.drowsydriving.org](http://www.drowsydriving.org).*

reducing the number of fatigue-related accidents through engaged leadership, awareness and Army initiatives.

“The Travel Risk Planning System helps drivers and their supervisors identify risks involved in driving long distances with too little sleep, insufficient rest breaks and

even while driving at night,” said Derek A. Kovacs, USACRC Automated Risk Assessment Tools program manager. “TRiPS also recommends ways to manage these risks which the user can select to reduce their overall risk level.”

“There are several warning signs of fatigue; however, individuals often don’t understand them or worse yet,

choose to ignore them,” LeDuc said. “Falling asleep against your will (“micro” sleeps), irritability, depression, giddiness,

are all indicators.”

An individual’s decision-making ability, complex planning processes, productivity, attention, ability to handle stress, and reaction time can all be compromised. They may also have a tendency to increase risk-taking, be more forgetful and exhibit errors in judgment, all which can increase the likelihood of having an accident.”

Taking precautions before a road trip may prevent an unnecessary accident. Not driving alone, avoiding long drives at night, taking frequent breaks and getting a good night’s sleep are tips that can help Soldiers, their Families and civilians fight fatigued driving.

*“...24 hours without sleep is comparable to a BAC of .10 which is legally intoxicated in all of the*

*~Dr. Patricia LeDuc*