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FEATURES

NEWS

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AMC NEWS

ARMY NEWS



The journey continues for some

For over five years Journey to Leadership has been the Army Sustainment Command's flagship program for leadership development. Read about some of JTL's success stories.



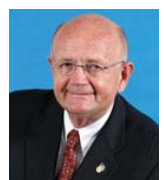
Internship program seeks students with disabilities

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ASC's enlisted aide best in the Army

Sgt. Alicia Hight, the enlisted aide to the commanding general of the U.S. Army Sustainment Command, was recently named the Army's Enlisted Aide of the Year for 2008



Former Army chief shares insight on successful leadership



Awareness key to winter safety



'Trees for Troops' brighten family faces



Pillsbury promoted to rank of lieutenant general

Local chiropractic college offers service to troops, families

Army tests reaction to nuclear detonation

Transforming the Army at war

View video of AMC BRAC construction in progress

Remembering why we celebrate...

Maj. Gen. Robert M. Radin
U.S. Army Sustainment Command

Season's Greetings to all of you throughout the world who are part of the Army Sustainment Command family! Wherever you are serving and whatever your mission, I hope that you are safe and comfortable and doing well.

The holiday season is indeed a special time of year, a time marked by days of celebration and festive events. But the holiday season is not just about special days and special events. It is about the reasons that we celebrate – our love for our family and friends, our joy at the beauty of creation, and our hope for peace and a better world to come.

The holidays truly fill a warm place in our hearts and a fond place in our memories. As we pass on gifts and greetings, and receive the same in return, we feel the spirit of the season, a spirit of generosity and gratitude and simple, childlike happiness.

This holiday season, let us be mindful of those who struggle with poverty or illness, or who otherwise do not enjoy all of the blessings which we may have received. Let us extend a helping hand to them, and do what we can to brighten their holidays.

As the holidays approach, let us remember the brave men and women who serve in our



nation's Armed Forces – and the many civilian employees serving at their side. Thousands of them will spend the holidays many miles away from their homes and their loved ones, engaged in the difficult and dangerous work of fighting for our freedom. May the holidays shine in their hearts and their memories, and may they soon return safely to warm embraces and heartfelt thanks.

To those of you within ASC who are deployed and so cannot be home for the holidays, please accept my humble thanks for the sacrifices you are making. I know that it is especially difficult to be separated from your loved ones at this time of year, but I believe the special bonds formed in difficult circumstances will give rise other, meaningful, ways to celebrate and experience the holiday spirit. Please be assured that many people back home are thinking about you, praying for you, and looking forward to seeing you again.

Finally, let us assure our own safety, and the safety of those around us. Please recognize the hazards that come with the holidays, and celebrate safely and wisely.

My wife, Sara, joins me in sending heartfelt greetings of this special season to you and your family. May your holidays filled with gladness, and may you have a happy, healthy and safe New Year!



THE GLOBAL LINE

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Path to leadership a journey

By Rhys Fullerlove
ASC Public Affairs

For over five years Journey to Leadership has been the Army Sustainment Command's flagship program for leadership development.

The Journey to Leadership program provides a strong foundation upon which future leaders build their personal and professional lives. The program, also known as JTL, is organized by the G-3 Training Division and begins during the fall. In addition to government employees working at Rock Island Arsenal, employees of JMC installations and ASC activities may also apply.

According to Tracy Wyant, ASC Training and Leadership Development Specialist, JTL's main purpose is to build a new cadre of leaders who can step into leadership positions throughout their careers.

Over the last five years, both Tiers I and II have been very successful with dozens of participants. In 2008, ASC leadership and the G-3 training division launched Tier III of the program, which is aimed at upper and senior management.

Inspiration for the program derived from a need to match civilian employee development to the formal and progressive military leadership development opportunities.

"Many people in the command were put in leadership positions based on their technical skills, but didn't necessarily have extensive leadership training," said Lisa Schuldt, program director for Journey to Leadership, Tier III. "Tier III is helping fill the training void."

Since its inception, JTL has had numerous success stories. Click below to read just a few of them.



Katriena Verstraete



Melodie Busch



Carlos Guerrero



Joe Wilcox



Cathy Merritt



Brian Willis

Katriena Verstraete



How has JTL changed you personally and in your personal life? JTL was a very comprehensive program which enabled me to have a greater appreciation for my work, family, community and myself. It was very informative by providing resources, techniques, and information that was helpful in how you relate to others, specifically, people's differences, similarities, and how to effectively interact with a wide variety of individuals.

Has JTL helped you communicate better with your co-workers? I have always shared my knowledge and experience with my co-workers however, this program allowed me to develop better communication skills when expressing my ideas, assigning work, or assisting newly hired employees. I have gained more confidence when preparing and conducting briefings. The program taught me the importance of ensuring that I regularly express my appreciation for people whether professionally or personally.

Have you been able to achieve any of the goals you set during JTL? Yes, I was looking for a more challenging assignment as a Contracting Officer and I was selected to work on the LOGCAP IV team, which is a great career opportunity. The JTL contractor and government team in HR assisted me even after the program was over in preparing me for my interview. So, the program doesn't end with graduation; it is only the beginning.

Have others noticed changes since you've graduated from JTL? I have developed a better appreciation for upper management by observing all of the various aspects they handle on a daily basis. Not only for the overall organization, but also for the different branches, individuals, higher headquarters, etc.

How many years of service do you have? 17 years of service

How has JTL changed you personally and in your personal life? JTL helped me understand that I can do whatever I set my mind to. It also gave me an opportunity to learn how to express myself in a manner that gets results. I am a much better rounded person because of the experience.

Has JTL helped you communicate better with your supervisor and coworkers? Because of some of the face-to-face activities that we did during our training, I learned how to better communicate. Some of the activities gave us a chance to role-play and see the results. I enjoy talking and communicating with my supervisor and co-workers on a daily basis.

Have you been able to achieve any of the goals you set during JTL? Yes, I have achieved many of the goals I set during JTL, not only in my personal life, but in my professional life. I have bettered my health and job situation.

Have others noticed changes since you've graduated from JTL? Yes, I have been asked to speak in several different settings because of my briefing skills that were noticed while doing my closing briefing in the JTL. Things that I would never have dreamt of doing before my training are now a great opportunity for me because of the skills I learned and the confidence I have developed. I am totally comfortable speaking in front of any audience as long as I know my subject matter.

How many years of service do you have? 28 Years of Service.

Melodie Busch



How has JTL changed you personally and in your personal life? JTL has changed me personally by helping me to look at my life and to set attainable goals and measure success, how to be a leader in life and at work without being in a leadership position, and, most importantly, gave me new perspectives on how to view life as a whole.

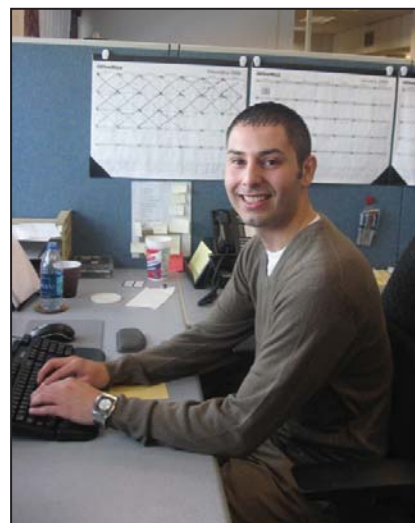
Has JTL helped you communicate better with your supervisor and co-workers? JTL has definitely helped me to communicate better with my supervisor and co-workers. I believe I have always been an effective communicator; however, JTL gave me additional tools that have improved my ability to effectively communicate.

Have you been able to achieve any of the goals you set during JTL? My main goals were to learn to communicate with greater effectiveness, to network with established government employees and my peers, and to attain the skills necessary to take on a leadership role. Through JTL, I believe I was able to achieve all three. The program allowed me to meet many wonderful people who instilled me with wisdom and knowledge that will be useful throughout my life; it gave me a greater understanding of those people and their unique traits and personalities; and finally it made me assertive and confident that if I put my mind and heart into something, I can succeed despite any challenges I may encounter.

Have others noticed changes since you've graduated from JTL? I can not say if others have noticed a change since I have graduated from JTL, but I can say that I have noticed that more often, others have come to me for answers and advice on pertinent matters since I completed the program.

How many years of service do you have? I have been with the government for 3½ years.

Carlos Guerrero



Joe Wilcox



How has JTL changed you personally and in your personal life? (E+R=O) "Event + Response = Outcome", has become a standard I now live by. We were introduced to this model in one of our lessons at JTL. I find it is appropriate to apply in all situations.

Has JTL helped you communicate better with your supervisor and coworkers? Yes. I shared a "Harrison inneview" survey (completed at JTL) with my supervisor. As a result, he has made an effort to assign more challenging caseloads to fully utilize my capabilities.

Have you been able to achieve any of the goals you set during JTL? Yes. Executive interviews I conducted while in JTL helped develop my networking skills, and gave me good exposure to top management. After being recruited for Lean Six Sigma-Black Belt program, I was able to successfully complete the competency requirement portion. In February 08, I traveled to camp victory, Iraq, as part of my Lean Six Sigma project to achieve certification.

Have others noticed changes since you've graduated from JTL? Yes, I was invited to return to the following class and offer my experiences and words of encouragement.

How many years of service do you have? 24 ½

Cathy Merritt



How has JTL changed you personally and in your personal life? Having gone through JTL has given me confidence to realize I can do anything. I can take on additional responsibility and find satisfaction in the knowledge I am a leader. Also, I am a youth leader in my church. I have found that many of the skills I learned at JTL have proven to be very useful, enabling me to reach kids in ways that I never could before.

Has JTL helped you communicate better with your supervisor and coworkers? I have been in many positions that allow me the opportunity to communicate with very senior military and civilian personnel. I met the Secretary of Transportation, Mary E. Peters, while working at Federal Highway Administration.

Have you been able to achieve any of the goals you set during JTL? Actually, after only a short time in the program, I accomplished my major goal of moving up to a higher position. The JTL experience allowed me the opportunity to network with all of the directorates within ASC, and to do so with more confidence than I had before. I must give JTL a large part of the credit for this, and for showing me the way to setting even higher goals for the future.

Have others noticed changes since you've graduated from JTL? Yes - The bottom line is that I can talk with people from all levels. The word confidence is really the answer. It was always within me, but my confidence level kept me from being fully engaged with people. How I handled the CFC Campaign this year was definitely different than last. I had a great deal more confidence. The campaign was more successful this year, despite a tough economy.

How many years of service do you have? 18 years of civilian service.

How has JTL changed you personally and in your personal life? JTL has given me an appreciation for how beneficial it is to receive feedback from those who are close to you, whom you trust. Going through the 360-degree assessment shows you that while it may be scary to ask for feedback, it is essential to achieve self-awareness and to grow.

Has JTL helped you communicate better with your supervisor and coworkers? Yes, JTL teaches you that it is important to have those "tough conversations" with your coworkers & supervisors when there is an issue that should be addressed, but that most people would ignore.

Have you been able to achieve any of the goals you set during JTL? Yes, my 5-year IDP when I started JTL (back in 2005) was to have reached a certain grade level by the end of 5 years (2010). I have been working hard and believe I am on a path to reach my goal within my time frame.

Have others noticed changes since you've graduated from JTL? Probably minor changes- I'm more willing to take the lead on projects and have more confidence in being in a leadership role.

How many years of service do you have? 4- I started on 9/7/2004

Brian Willis



ASC's enlisted aide best in Army

By Staff. Sgt. Sean Riley
ASC Public Affairs

Sgt. Alicia Hight, the enlisted aide to the commanding general of the U.S. Army Sustainment Command, was recently named the Army's Enlisted Aide of the Year for 2008 and the Army's nominee for the Inter-Service Enlisted Aide of the Year competition. She competed against the top enlisted aides from the other services -- Air Force, Coast Guard, Marines and Navy.

In an award presentation at the USO's Salute to Military Chefs Nov. 18, Hight, of Denison, Texas, was recognized by Maj. Gen. Robert M. Radin, commanding general of ASC, as being indispensable and a first-class aide.

"Sgt. Hight is a quick learner and has displayed an impeccable work ethic with the highest integrity," said Radin. "She has proven her capabilities in all facets of her job."

Though she did not win the Nov. 18 competition, Hight didn't come away empty-handed. Silver sauté pans and \$500 checks were among the prizes awarded to the competitors.

"Those pans were really awesome," said Hight. "They were engraved with the name, rank and info on the recipient. I thought they were the cutest and most fabulous things I ever saw. Forget the \$500, I wanted the pan! I thought that was the neatest idea for a cook trophy."

Hight employs many skills as the enlisted aide for the general, including uniform maintenance, culinary arts and entertaining skills. The culinary and entertaining skills have proven invaluable to both the general and his wife, who

frequently host high-level visitors in their home.

"I know the Army is focused on war fighting, but people forget that the Army is also involved in international relations and peacekeeping," said Hight, "and what better way to make a good impression than to have a great host like Maj. Gen. Radin and wonderful food."

"Her culinary skills have greatly enhanced these relationships by showing them we, as an Army and as the ASC, are not just good at our job," said Radin, "we are great."

Preparing the general's menu and ensuring he looks great are not the only tasks the Army's top enlisted aide tackles daily -- she also single-handedly managed Rock Island Arsenal's Quarters One, the 20,000 square-foot government quarters, second in size only to the White House. A daunting task, to say the least.

Taking it in stride is all part of the job, explained Hight.

"Multitasking due to unexpected schedule changes and a busy calendar are the greatest challenges," she said. "That's the hardest, just trying to get it all done."

When Hight isn't preparing another masterful mouthful for the general and his guests, she's volunteering in charity fundraisers and in a local



COURTESY PHOTO USO OF METROPOLITAN WASHINGTON, INC

Sgt. Alicia Hight, the 2008 U.S. Army Enlisted Aide of the Year, poses with Maj. Gen. Robert M. Radin, during the Nov. 18 Inter-Service Enlisted Aide of the Year competition in Washington, D.C. Hight, assigned to the U.S. Army Sustainment Command, was the Army's nominee for the inter-service award hosted by the USO.

parent-teachers association in Moline.

"It makes me happy to volunteer though I don't really have much time to do it," she said. "But, I squeeze it in whenever possible. Also, I try to do things involving children, that way, my daughters can be present and I have that time with them also."

**[For more photos
click here](#)**



Internship program seeks students with disabilities

By Jon Connor
ASC Public Affairs

If you're a college student with a disability hoping to gain valuable experience and get a great job, Uncle Sam wants you. In the Army Sustainment Command at Rock Island Arsenal, Ill., that's especially true.

ASC currently employs four people who completed a federal summer internship program designed for students with a disability seeking post-secondary education. It's called the Workforce Recruitment Program for College Students with Disabilities.

"It's been a great experience working for the federal government," said Jayson Saylor, former student who now works in ASC's Information Management. "I'm getting to meet a lot of great people and learn a lot of new skills."

In 2008, 455 students interned at various federal agencies across the nation. The Computer/Electronic Accommodations Program, Office of the Assistant Secretary of Defense (Health Affairs) provided accommodations for the students to ensure productivity and success.

The Department of Labor's Office of Disability Employment Policy and the Department of Defense co-sponsor the program, which is funded from May 15 through September. The funding guarantees interns 14 weeks of work. After graduation, there's always the possibility that a student may be hired full-time or in a temporary status by the organization where the internship took place.

"One of the first things I said when they offered me the position was that I would be happy to take it but I would need a couple of months off to take the bar review course and study for the law exam," said former intern Brendan Sullivan, now an ASC paralegal. "I thought that would be the end of the discussion and they wouldn't call me back, but they did, and they gave me the time off for the exam...I passed. It seems to have worked

out for everyone."

To enter the program, certain criteria that must be met.

Students must have a substantial disability, be a U.S. citizen, along with being enrolled in school full time - unless their disability prohibits this. And, graduates may enter the program as long as they are within one year from when they completed their schooling, said Gayla Pacheco, ASC's Workforce Recruitment Program liaison and an employee at the Equal Employment Opportunity office.

According to the Labor Department, the program provides colleges and universities a means to tap into a system that successfully places students with disabilities in summer and permanent jobs, at no cost to the school, student, or the employees.

And, allows qualified students an opportunity to grow personally and professionally.

Besides gaining experience, interns are paid for their work. Pay varies depending on if a degree has been completed, profession, and location of organization.

From January through February, recruitment visits are held, which includes interviews with students. In mid-March, supervisors planning for an intern should make a list of skills and qualifications for the position they wish to fill.

Participating organizations then make direct contact with students.

The pool of new students is replaced annually, meaning students must reapply if they hope to secure another internship.

ASC's Equal Employment Opportunity Officer Roy Moody said it is significant when an organization hires an individual with a disability.

"In all of the areas of concern that we have in EEO - that is race discrimination, gender discrimination, age discrimination - if we can use programs that address disabilities we can address



US ARMY PHOTO BY RHYS FULLERLOVE

Former intern Brendan Sullivan, now an ASC paralegal reads over a report.

See *INTERN* page 9

INTERNSHIP*Continued from page 8*

these issues (too)," Moody said.

In order for the program to succeed, certain concerns must be addressed.

"I think the first thing you have to recognize as far as a challenge or concern is ensuring that you understand what the disability is, and then figuring out as a leader within the organization how to mitigate any barriers to allow the student with the disability to be the best they can be," said Jerry DeLaCruz, ASC's Command Assessment and Continuous Improvement director.

"Depending on what their disability is, I think that those types of considerations should be viewed and looked at before the intern arrives at your location. And then you try to do whatever you can do to mitigate some of the potential barriers," DeLaCruz said.

Although serving your nation brings a sense of pride, working for the federal government also offers other benefits.

"I think for the student, giving them an opportunity to be exposed to (the federal government) when they come out of college, they look around and

try to decide: 'Where do I want to work? What organization do I want to be affiliated with? What career field do I want to go in to?'" said Col. Mary Mason, ASC's Human Resources director.

"Coming in as a participant in this program gives them one other exposure to something in the civilian sector that they might want to do."

Mason said the federal government is a great place to work.

"It's a pretty good organization, lot of benefits, and professionally they can grow and they can have upward mobility as they come into the federal workforce," Mason said.

The program can also be a confidence-booster to those with second thoughts.

"It really boosted my self-confidence...I didn't exactly know if I could cut it as a professional with a learning disability and be able to function and work with peers in a professional environment who didn't have the same challenges that I have everyday," said Elysa Otero, former intern and now an ASC training development specialist.

"It's a great program. It's

wonderful," Otero said. "People have helped me and worked with me and I'm really thankful that this internship existed because now I have the potential to have a career in the federal government and it's a great place to work."

College coordinators for disability services or career services can dial 202-693-7880 or 7881 for text telephone for the WRP coordinator. Students interested in the program should let their coordinators know about it, and ask them to contact the WRP coordinator.

More information can be found at this Web site: www.dol.gov/odep

Students need to remember that program personnel work directly with college coordinators and cannot respond to inquiries from individual students.

DOD also encourages WRP students to stay in touch with it. It's called the DOD Electronic Mentoring Program. That way, DOD can inform students on events, internships, mentoring programs, and job openings. Interns may send their current contact information to Diane Levesque at diane.levesque.ctr@osd.mil.

"It really boosted my self-confidence...I didn't exactly know if I could cut it..."

- Elysa Otero

**ASC training development spec.
and former intern**

Former Army chief shares insights

By Rhys Fullerlove
ASC Public Affairs

The Army's former highest ranking Soldiers visited Rock Island Arsenal employees and local universities during a recent two-day visit to the Quad-Cities.

Retired Gen. Gordon R. Sullivan, Army Chief of Staff from 1991 to 1995, shared his leadership philosophies with the civilian community during evening presentations at Augustana College and St. Ambrose University Dec. 4, and then gave a presentation at the Arsenal's Baylor Conference Center to a packed room the next morning.

Sullivan is the president and chief operating officer of the Association of the United States Army, headquartered in Arlington, Va. He assumed the position in February 1998.

Sullivan told audiences about his affiliation with the Army that goes back to 1959, emphasizing the value of people.

He was the Army's 32nd chief of staff and thus a member of the Joint Chiefs of Staff. He is credited with creating the vision and leading the team that transitioned the Army from its Cold War posture.

"It's all about people," Sullivan said to the Arsenal audience. "That is what leadership is all about. You don't command things, you command people."

Quality is also a prized commodity for Sullivan, not only in equipment but people too.

"The reason we have world-class Army is found in this room," Sullivan said. It is the "quality people and quality Soldiers in this room that make our Army strong."

Sullivan also credited technological advances as reasons why the Army is more agile and better prepared today.

During his tenure, it took eight minutes from the time a forward observer spotted a target until he could communicate back to lay down effective fire, Sullivan said. With the advances in lasers and digital communication it now can be done in three minutes.

Maj. Gen. Robert M. Radin, commanding general of the U.S. Army Sustainment Command, thanked Sullivan for speaking to the community



US ARMY PHOTO BY RHYSS FULLERLOVE

Retired Gen. Gordon R. Sullivan, Army chief of staff from 1991 to 1995, shared his leadership philosophies about people with the Rock Island Arsenal workforce during a presentation Dec. 4.

and the Rock Island Arsenal workforce.

"Your time with us is an affirmation that this institution known as the Rock Island Arsenal and the organizations here are important to the defense of this nation," Radin said. "Your investment of leadership and development of this lecture has been exceptional."

Sullivan closed his presentation by telling Arsenal employees that they should be proud of the support RIA provides.

"Since 1860, there have been men and women here serving the nation. That is a huge legacy. Every one of those people who served here over the years would be enormously proud of what is happening here today," Sullivan said.

"We have the best-equipped troops in the world because of men and women like you in uniform and civilian clothes that are dedicating themselves so our troops get what they need. You need to know that you are a vital part of the blood and strength of the U.S. Army."

During a question-and-answer session after his presentation at RIA, Sullivan said this:

- He feels the Powell Doctrine is not shelved and will be applied again in future foreign policy matters. The doctrine calls for overwhelming force against the enemy and requires an exit strategy before deploying personnel. He did recommend an increase of the active-duty force to 700,000, based on today's high operations tempo. As of July, the Army was at 538,000.

- He does not see the need for a draft, but favors some type of national service for young Americans. The all-volunteer force brings in some of America's best people, he said.

- He feels success in Afghanistan must be based on understanding the tribal culture and history of that region, which he described as very brutal. He added that we need to learn from the mistakes made by previous world powers, such as Great Britain and the Soviet Union.

[For more photos click here](#)



Chiropractic college offers service to troops

By Staff. Sgt. Sean Riley
ASC Public Affairs

Active-duty military personnel and their family members may be eligible to receive free chiropractic care from Palmer Chiropractic Clinics. The services include chiropractic exams, adjustments, radiological imaging, laboratory work and rehabilitation at any of Palmer’s clinics across the nation.

Two participating clinics are located in the Quad-City area, one in Rock Island and another in Davenport. A third clinic is slated to open next year in Moline. Palmer clinics in San Jose, Calif., and Port Orange, Fla., also provide the complimentary service.

“Palmer Chiropractic Clinics support our country’s military personnel and veterans for their contributions and service,” said Darren Garrett, executive director of marketing and public relations for Palmer College.



MICROSOFT CLIP ART

“By providing chiropractic care, the Palmer Clinics can do its part to help ensure that active and reserve duty personnel maintain a combat-ready state of health and well-being.”

This service is available to active duty servicemembers and their families without chiropractic benefits covered by personal, employer-provided, or state or federal entitlement

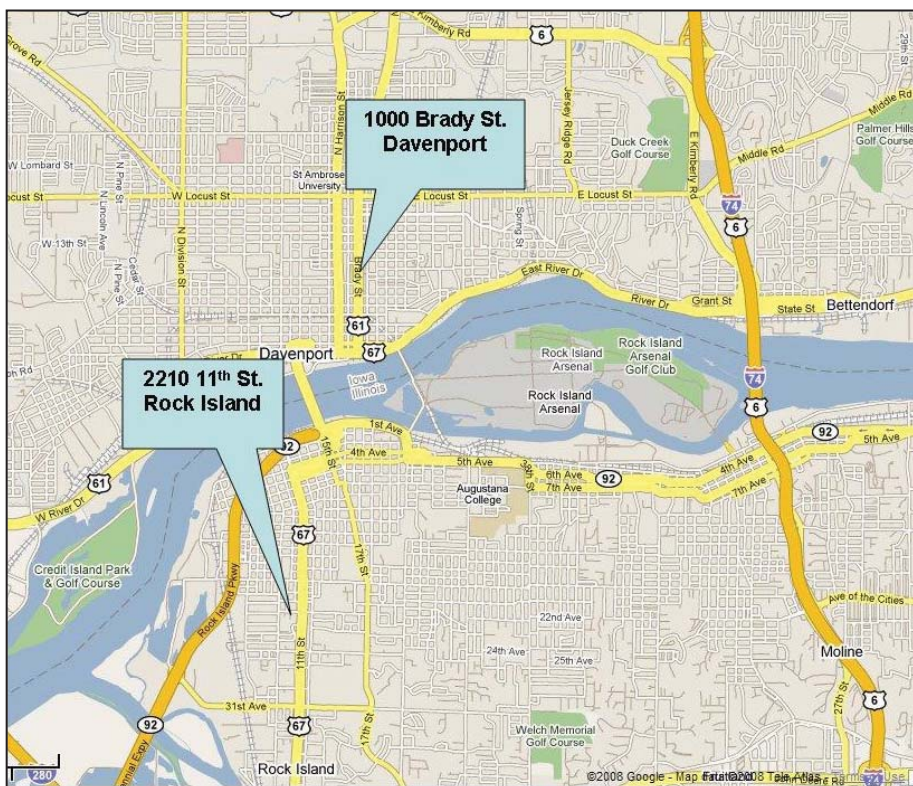
health insurance. TRICARE does not cover chiropractic care - <http://tricare.mil/mybenefit/home/Medical/IsItCovered.jsp>

Palmer’s offer does not extend to durable medical equipment, nutritional supplements or like goods.

This service is also available for National Guard and Reserve Soldiers who have been called to active duty and their family members under the same provisions as active-duty members.

Military veterans classified as being 50 percent or more disabled by the Veteran’s Administration are also entitled.

Eligible personnel may contact any Palmer Chiropractic Clinics location to schedule an appointment. Contact information for the clinics is available on the Palmer website at www.palmer.edu. Click on “patients” in the left-hand navigation bar and then click on “clinic locations.”



Awareness key to winter safety

By Rhys Fullerlove
ASC Public Affairs

Here in the Midwest it seems like winter starts earlier each year. This year the Quad Cities have had over 15 inches of snow already. That is why good winter safety practices are key in preventing accident and injuries. Accident and injury prevention must be a part of winter activities, both on and off-duty.

Knowing your vehicle is especially useful in winter driving. You should know what your vehicle can and cannot do in winter conditions. (Hint: Your vehicle probably can't do a lot of the things shown in the commercial that made you want to buy it). You should know if you have front, rear, part-time or full-time four-wheel drive; antilock brakes; traction control; and stability control.

Before setting out on your journey make sure that windows and mirrors are clear from snow and ice. Clearing the window means clearing the entire surface, not just a small porthole. Contrary to all-too-common practice, you need a bigger window than the vision block found on an M1 Abrams tank.

Even if a road looks clear, it may not be. Black ice is a thin and often invisible layer of ice that can potentially form on sections of roads during the cold temperature months. The condition is most prevalent when air temperature drops, below 32° F. Contributing factors promoting this condition include: fog or dew condensing on the colder surfaces of bridges, overpasses and shaded areas of roadways, wind-chill, or a rapid drop in ambient temperature causing moisture already on the road surface to freeze suddenly.

How many of you have come into work and someone in the office was complaining about slipping while walking? Last winter, slips and falls were the nation's, and ASC's, leading cause of mishaps. The greatest number occurred while walking down stairs and on sidewalks during inclement weather. Risk assessments must be updated when weather conditions change. Wearing footwear designed for winter can help reduce the risk of falling. Wearing boots and changing into your dress shoes at work is an increasingly popular tactic.

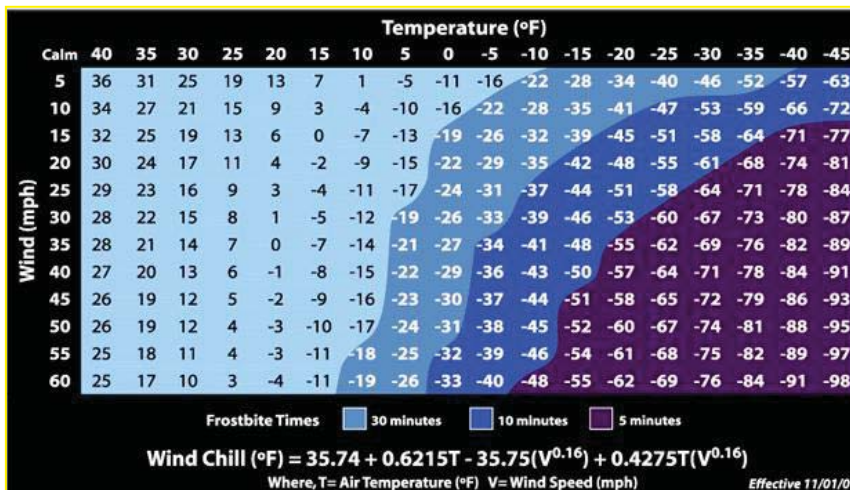
Wind chill is another safety concern that is often overlooked. Wind chill is not the actual temperature, but rather how wind and cold feel on exposed skin. As the wind increases, heat is carried away from the body at an accelerated rate, driving down the body temperature.

When people say winter "bites" it really can. Frostbite is damage caused by extreme cold. A wind chill of -20° Fahrenheit (F) will cause frostbite in just 30 minutes. Frostbite causes a loss of feeling and a white or pale appearance in extremities, such as fingers, toes, ear lobes or the tip of the nose.

As temperatures start to drop, use of portable space heaters rises. Make sure to unplug heaters after use. Never leave them running when you are not present. If you must, purchase an electric space heater that bears the mark of an independent testing laboratory, such as UL, ETL, CSA, etc. This ensures that the heater has passed all safety measures. Always place space heaters at least three feet away from anything that can burn including furniture, people, pets and window treatments.

We can't run from it, winter weather is here. Make sure you have a plan with your supervisor for inclement weather. It is up to supervisors to be able to adjust for absences due to weather. Family safety comes first.

It is everyone's responsibility to be alert and attentive to safety. Many accidents that happen can be prevented if people just take the time to do a quick safety assessment.



Army reacts to mock nuclear detonation

By Lt. Col. Robert Roy
407th AFSB

It's a nightmare scenario: A 10-kiloton nuclear device detonates on American soil killing an estimated 100,000 people.

First responders are on the scene but are overwhelmed and request federal intervention.

Such was the challenge during a command post exercise conducted this autumn at Fort Stewart, Ga. The exercise was dubbed Exercise Vibrant Response and was the first exercise of its kind for Consequence Management Response Force (CCMRF) -- CBRNE. CBRNE means chemical, biological, radiological, nuclear, and high yield explosives.

The CCMRF became operational Oct. 1.

To put this catastrophic scenario into perspective, the nuclear bomb dropped on Hiroshima was the blast equivalent of about 13 kilotons of TNT. An estimated 140,000 people died immediately, with subsequent deaths in the thousands from wounds or illness from radiation exposure.

This exercise at Fort Stewart demonstrated that rescue and

recovery demands immediately overwhelmed local and state authorities. This led to a request for assistance from the state governor to the president of the United States for Department of Defense support.

It is through this request that Northern Command and its Army component, U.S. Army North, assumed the mission to assist first responders. ARNORTH has been preparing for this mission for nearly a year, along with Army Sustainment Command's 407th Army Field Support Brigade, headquartered at Fort Hood, Texas. The 407th AFSB provides integrated logistics support to forces in the western half of the U.S.

Disaster assistance and support to civilian authorities is a prime mission for CONUS-based AFSBs and their parent command ASC.

Among the tasks ASC and its subordinate brigades must be prepared for are:

- Request for information for the location and qualities of equipment which could be used to assist Title 10 forces performing the recovery mission, i.e., water purification and water distribution equipment.

(Title 10 refers to the U.S. Code -- Title 10 -- under which the Active Army and Army Reserve are organized. The National Guard is organized under Title 32 of the U.S. code.)

- Request for pulling equipment out of pre-positioned stocks to support the recovery, i.e., Force Provider sets.

- Request for Forces -- Army Field Support Bridge, Logistics Support Element or Brigade Logistics Support Teams -- to provide assistance and reach back to the Life Cycle Management Command support of Title 10 forces assigned the CCMRF mission.

- Request for Forces -- Contracting Support Bridge to provide contingency contracting to support Title 10 forces.

- And, request for LOGCAP services for supporting Title 10 forces.

The CCMRF is a top priority of Gen. George Casey, Army chief of staff. Casey

attended the exercise Sept. 14 to see firsthand how personnel were meeting the challenges.

The exercise involved approximately 1,000 military and civilian personnel representing different Army commands assigned to the CCMRF mission.

The Army plans to conduct such an exercise annually.

(Editor's note: Lt. Col. Robert Roy is the 407th Army Field Support Brigade's Liaison Officer at U. S. Army North headquarters, Fort Sam Houston, Texas.)



US ARMY PHOTO BY D. MYLES CULLEN

Chief of Staff of the Army Gen. George W. Casey, Jr., addresses participants of a chemical, biological, radiological, nuclear and high-yield explosive incidents (CBRNE) Consequence Management Response Force (CCMRF) exercise at Ft. Stewart, Ga., Sept. 14, 2008.

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AFSNn keyplayer in ROC drill

By Lt. Col. Horatio Taveau
1-407th AFSB

Transforming the Army at war requires a careful balance between sustaining and enhancing today's force to win, while investing in the future force to win the United States' wars tomorrow.

The Army Campaign Plan manages this transformation and provides guidance for the functions required to restore balance to the Army.

The ACP also establishes campaign objectives and supporting major objectives to accomplish each of the four Army imperatives:

- Sustain the Army's Soldiers, families, and civilians
- Prepare Soldiers for success in the current conflict
- Reset forces expeditiously
- Transform the Army to meet the demands of the 21st century

Additionally, the ACP requires several Rehearsal of Concept drills to take place at installations this fiscal year. These ROC drills are typically chaired by a contingent of lieutenant generals and other senior Army officers, noncommissioned officers, and civilians.

The first Army ROC drill in fiscal 2009 was held Oct. 31 at Fort Carson, Colo.

Forces Command (FORSCOM) and the assistant chief of staff for Installation Management co-chaired this drill. The purpose of it was to identify current capabilities, logistics shortfalls, and installation requirements at Fort Carson as it transforms to accommodate Soldier/family population growth.

The 4th Infantry Division is scheduled to leave Fort Hood, Texas and relocate to Fort Carson in 2009.

Army Materiel Command shares a huge role in the four imperatives and is actively participating in ROC drills. To effectively manage and achieve the aforementioned balance, AMC's chain of command activated a battle staff to synchronize and coordinate its requirements with subordinate commands.

This staff was activated at all levels from AMC to the Army Sustainment Command, which is responsible for leading the data collection effort, and on to the 407th Army Field Support Brigade, and subsequently to Fort Carson's 1st Battalion, 407th AFSB.

The battalion's mission is to enhance the readiness of all units at Fort Carson, including Army Reserve and National Guard units, through the integration of AMC logistics power projection of technical capabilities and coordination of required resources. Additionally, the battalion serves as the single manager for the integration and synchronization of all force modernization, left behind equipment, reset, readiness and sustainment actions, while providing command and control of logistics support elements, and synchronizing and integrating AMC and acquisition, logistics and technology capabilities within assigned area of responsibility.

The drill process began in September with initial meetings and data sharing that

identified AMC's challenges at Fort Carson as the post begins its transformation. Numerous video teleconferences were conducted throughout the planning process to ensure all critical data pertaining to the ROC drill was available for required discussion.

This data varied from the anticipated number of vehicles traveling on and off-post daily to the number of underground bunkers that would be required to store training ammunition.

Major topics covered were training facility requirements, medical facilities, infrastructure growth, and motorpool expansion. The focus on the requirements to reset Army equipment during the next five years was also discussed.

Additionally, Fort Carson's housing expansion was actively discussed. The increase in Soldiers will be nearly 10,000 by 2013, bringing the total Soldier population there to an estimated 28,000.

At conference completion, the Army's uniformed leadership attendees thanked the coordinators and stakeholders for their participation in the event. "The importance of these ROC drills cannot be underestimated as they are vital to the successful growth of the Army," Peterson said in closing remarks.

Future ROC Drills are planned at installations Fort Bragg, N.C., Fort Campbell and Fort Knox, both in Kentucky.

(Editor's note: Lt. Col. Horatio Taveau is the commander of the 1st Battalion, 407th Army Field Support Brigade at Fort Carson, Colo.)

Pillsbury pins on third star

By Felcia Thompson
AMC Public Affairs

Bold, loving and sensible are just a few of the words used to describe the new deputy commanding general of the U.S. Army Materiel Command during a promotion ceremony conducted at AMC headquarters at Fort Belvoir, Va., Dec. 15.

Maj. Gen. James H. Pillsbury was promoted to lieutenant general in the presence of many friends, family, colleagues, and mentors. One of those people is the newly promoted four-star general, Gen. Ann E. Dunwoody, commanding general of AMC.

Dunwoody presided over the ceremony and said it was a great day for our Army and for AMC because of Pillsbury's advancement.

"Today will go down as a very special day for our Army because we are promoting a great leader and a Soldier of passion, purpose and principle," Dunwoody said. "[You] are a respected logistician, a first-class aviator, a master communicator, and, most important to me - a valued friend."

Friendship and saying "thank you" to many of the non-commissioned officers, who have helped Pillsbury over the last 35 years become the leader he is today, were central themes in his acceptance speech. The speech also provided insight as to the type of leader he will be and the expectations he

has of the AMC staff whose job it is to care for the warfighter out in the field. Pillsbury referenced an enlisted Soldier who relies on AMC's Soldiers and civilians to complete their mission.

"I always think about Sgt. 1st Class Dalton before I sign anything. Only bring a piece of paper in to me to sign if it helps Sgt. Dalton do his job in the motor pool or on the flightline, then I'll sign it," Pillsbury said. "You must have that Soldier in your thoughts at all times. You do, and that's the power of this organization."

Pillsbury also acknowledged and thanked the many AMC's civilian staff members present at the ceremony.

"The strength of our organization is its civilian leadership because you all do the heavy lifting each and every day," Pillsbury said. "We have the best of the best working for AMC."

Pillsbury stressed his vision for AMC as he concluded his speech: "We are going to continue to push this readiness enterprise ... and make this materiel life cycle enterprise work best for Sgt. Dalton because Sgt. Dalton deserves it. Not because it's something new and change is going to have to happen anyway, it's because our nation is looking for us to do it and Gen. Dunwoody has given us the azimuth."

Pillsbury assumed the duties as deputy commanding general of AMC on Dec. 8.



US ARMY PHOTO BY WAYNE SCANLON

Lt. Gen. James H. Pillsbury receives the oath of office from Gen. Ann E. Dunwoody, AMC commanding general, during Pillsbury's promotion ceremony at AMC headquarters at Fort Belvoir, Va., Dec. 15.

View video of AMC BRAC construction in progress

By Skip Vaughn
IMCOM

Time moves quickly on video, especially in fast forward. Trees disappear within seconds at a construction site. Shadows move across the video screen as morning becomes late afternoon.

Controlling the videotape on his computer screen is multimedia/video lead Bob Blankenship of the Garrison/Directorate of Information Management's Visual Information Group. He's showing a time-lapse video file of the construction site for the new Army Materiel Command headquarters building. A camera mounted on the roof of building 4505, across the street from the site on Martin Road, shoots the video every Monday through Friday.

The videotape can be viewed on the Garrison's internal website and also at AMC.

"The reason the camera was installed was to provide AMC personnel with the ability to monitor the construction progress of their new facility," Blankenship said. "The idea was initiated within the DOIM as a means of providing AMC with a way of watching the construction as it progresses."

The equipment for this two-

year project was installed in August. Three groups within the Directorate of Information Management made this happen.

"It was a combined effort of the DOIM Visual Information Group, Wide Area Network Group and the Application Development Group," Blankenship said.

The camera shoots the video from 7 a.m. to 4:30 p.m. Monday through Friday. Workers can view the downloaded video daily.

"At the beginning of each day, we process the previous day's video file," Blankenship said. "And then we upload it to a server. AMC has access to that server; and then they pull the video up to AMC headquarters and put it on their website up there. After 9 a.m. (each morning), AMC knows they can pull it up to their headquarters."

The project will continue throughout the construction.

"This will also provide an historical record of the AMC headquarters construction progress," Blankenship said.

As a member of the visual information group about 11 years, he said, "It's the first time we have been involved in a project like this. Feedback from AMC has been positive on results of the project."

After recording nine hours of video each day, the visual information team creates a time-lapse movie that takes 30 seconds to play. Video from the building's Sept. 17 groundbreaking shows the contractor removing a row of trees; the

actual clearing took about 20 minutes but can be shown in seconds. Blankenship shows a visitor this tape and then fast forwards through a video of the demolition of building 4489, the visual information's old building which was torn down at the site in late August.

"It's a fun project," he said. "We play back a whole day in about 25 seconds."

Ronald Blanson, multimedia visual information manager, applauds this effort to enable Army Materiel Command workers to see their new home become reality.

"I think it's a great idea," Blanson said. "We're very happy that we can assist them in assuring they can actually witness the new construction of the building."

AMC headquarters has already begun moving from Fort Belvoir, Va., under the 2005 base realignment and closure decisions. A design-build construction contract was awarded by the Mobile District Corps of Engineers to B.L. Harbert International of Birmingham. Total contract cost is more than \$105 million with another \$2 million in options to provide and install furnishings and security systems. This construction project represents 400,800 square feet. The two buildings, with a common lobby adjoining them, will house about 1,354 AMC people and 367 others from the U.S. Army Security Assistance Command. Project completion is expected January 2011.

Note: The AMC Construction Camera is available at the AMC BRAC Web site, <http://www.amc.army.mil/trans>. Redstone Arsenal employees can also view the video at https://garrison.redstone.army.mil/index_AMCFrame.asp.



US ARMY PHOTO BY SKIP VAUGHN

The Army Materiel Command's headquarters building is being constructed at Redstone Arsenal, Ala. on Martin Road and should be finished by January 2011.

'Trees for Troops' delivers holiday cheer

By Thea Skinner
ARNEWS

Free Christmas trees lighted the faces of Army families across the country during the SPIRIT Foundation's "Trees for Troops" program.

"Some have never had a live one their whole life," said Kim Van Treadway, Fort Carson Family and Morale, Welfare and Recreation chief of Supplies and Services. "Most of these trees are going to families that would not have one otherwise - families that need financial assistance."

In addition to Rock Island, the program delivers Christmas trees to troops at more than 40 military installations across the country and overseas including:

- Fort Lewis, Wash.
- Fort Bliss, Texas
- Fort Hood, Texas
- Fort Sill, Okla.
- Fort Carson, Colo.
- Fort Riley, Kan.
- Fort Leonard Wood, Mo.
- Fort Polk, La.
- Fort Benning, Ga.
- Fort Gordon, Ga.
- Fort Stewart and Hunter Army Airfield, Ga.
- Fort Knox, Ky.
- Fort Campbell, Ky.
- Fort Bragg, N.C.
- Fort Eustis, Va.
- Fort Story, Va.
- Rock Island Arsenal, Ill.
- Fort Drum, N.Y.



US ARMY PHOTO BY THEA SKINNER

Spc. Jason Carpenter, 204th Brigade Support Battalion, 2nd Brigade Combat Team, 4th Infantry Division, loads trees into a cart that transports them to the Fort Carson Sports Complex.

At Rock Island, the Trees for Troops had so many trees donated that anyone on the island could receive a tree if they wanted.

The program also sent Christmas trees to troops in Iraq, Afghanistan, Kuwait and other locations overseas, according to its sponsors.

At Fort Carson, along with the trees, stuffed animal reindeer toys were handed out for children to cuddle and hot chocolate kept them warm as the trees were loaded into vehicles.

"Sometimes people think of it as just a Christmas tree," said Nichole Fischer, program coordinator for the foundation in Chesterfield, Mass. "I think (for) some of these families that get them - it is the smallest unexpected gift that just makes their holiday."

Under the Trees for Troops program, the FedEx Corporation teams up with the Christmas SPIRIT Foundation and the National Christmas Tree Association of growers to provide the free trees to military families.

"Trees for Troops delivers much-needed cheer to those families whose loved ones are serving our country and will not be home for the holidays," said Douglas G. Duncan, president and chief executive officer of FedEx Freight. "This program gives us a chance to say thanks to the men, women and families who give so much to protect our freedom."

The Trees for Troops program has grown rapidly since its inception in 2005, when 4,300 trees were delivered to troops and military families at five bases. Last year, more than 750 tree growers in 29 states donated 17,000 trees that were delivered by FedEx to more than 40 military bases.

"We work with a lot of tree growers in the country, who were having servicemembers choose trees" from their farms, Fischer said. "We decided so many growers were already doing this" and revolutionized the program.

For the 2008 holiday season, FedEx delivered more than 36,000 trees to military families. In November, the corporation transported about 400 trees to Afghanistan, Iraq, and Kuwait, according to Sally Davenport, spokesperson for FedEx in Memphis, Tenn.

[For more photos click here](#)

