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Vol. 40, No. 14

Rock Island, Illinois



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PAVEMOVER!

Reorganization of Rock Island Arsenal takes effect Oct. 1



By PAUL LEVESQUE
Target Editor

A reorganization of Rock Island Arsenal that has been dubbed "Pavemover" will take effect Oct. 1.

More than a year in the making, Pavemover represents one of the most significant changes ever in the way RIA does business.

Pavemover was created and named by RIA commander Col. John Storm in September 1994. He appointed Maj. Steven Ford, who has since left the Arsenal for a new assignment, to head the Pavemover team.

Col. Storm began the initiative to reorganize the Arsenal in light of the overall downsizing and changes in management philosophy affecting the entire federal government.

Last December, Maj. Gen. Dennis Benchoff, commanding general of the Industrial Operations Command, issued specific guidance for IOC installations and activities to follow when developing an organization for fiscal year 1996. By that time, the actions taken under the Pavemover initiative had given the Arsenal a head start in implementing the guidance.

The task of putting together the new Pavemover organization for Rock Island Arsenal was given to a team appointed by the commander. The team was made up of representatives from various RIA directorates and offices, and also included two union representatives.

Throughout the process of building Pavemover, the team received technical advice and support from dozens of different RIA employees.

Ed Sabin of RIA's Resource Management Directorate, who served as a member of the Pavemover team, said that the team knew that it was faced with a difficult task from the start.

"Our discussions were frank and open," he said. "A lot of competing ideas were presented, and a lot of changes were made along the way."

For example, at one point the team developed an organizational structure that had just five directorates. The final Pavemover product has 18 directorates and offices.

"In the end," Mr. Sabin said, "I believe we came up with an organization that meets the guidance we were told to work under, minimizes the impact to employees, and assures that the Arsenal will be able to serve its customers and carry out its mission."

According to Mr. Sabin, the Pavemover team had to follow a list of specific guidelines in building the new RIA organization. What follows is a rundown of those guidelines, how the Arsenal stood in relation to them when Pavemover began, and how it achieved the needed changes.

• The ratio of supervisors to non-supervisory employees in the new organization could be no more than 1 to 15. In round numbers, the Arsenal had

Turn to 'Pavemover,' page 8A

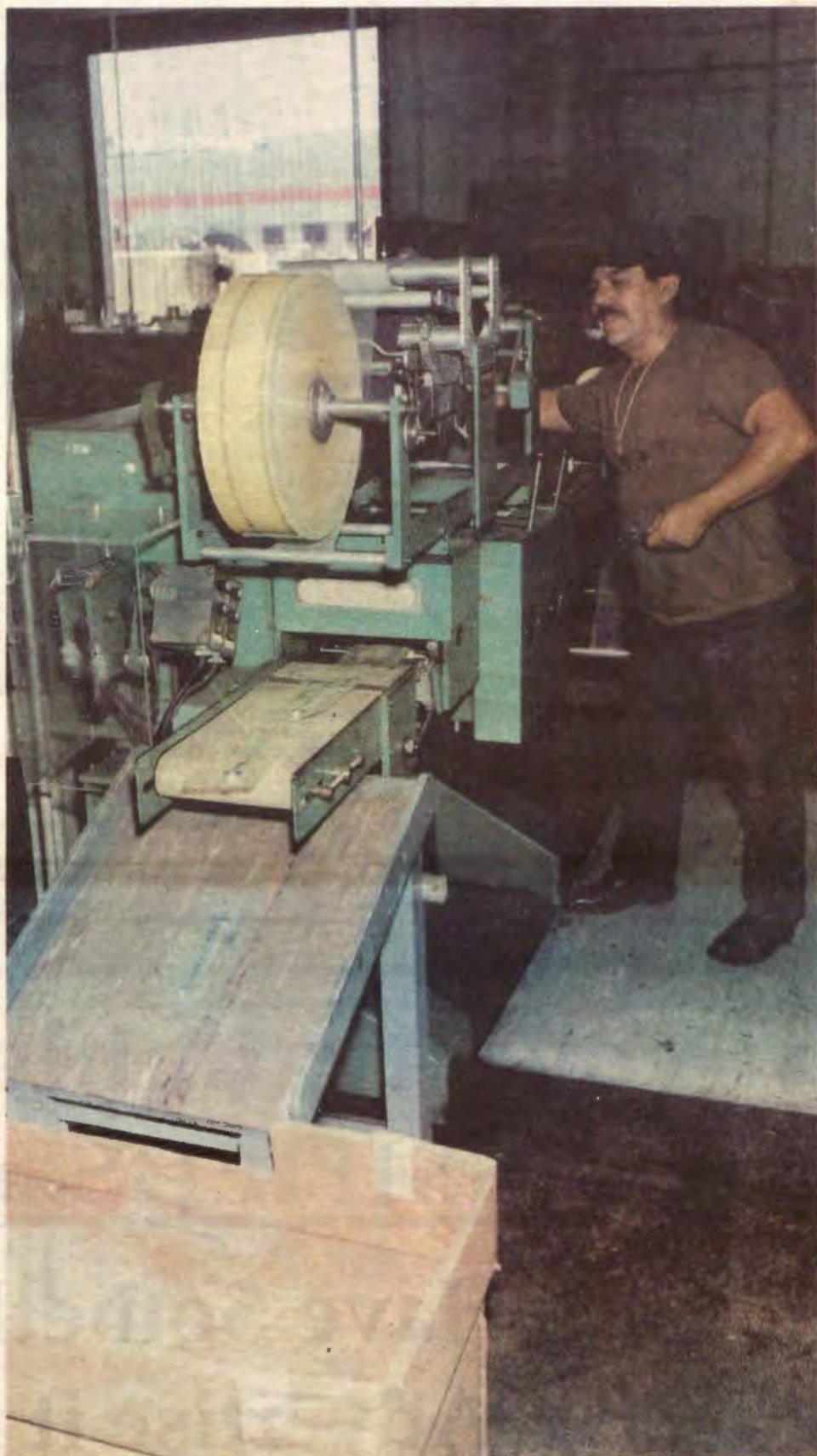


Photo by TED ÇAVANAUGH

As it now stands, RIA's Directorate of Logistics performs logistics missions, such as the fabrication of tool sets, and base operations missions, such as running the Self-Service Supply Store. When Pavemover take effect next month, however, DL will be divided into two separate organizations, due to a restriction on placing base operations and logistics missions within the same directorate.

IOC change of command ceremony takes place Sept. 18

The U.S. Army Industrial Operations Command will host a change of command ceremony on Monday, Sept. 18.

The ceremony will take place at Memorial Field at 10 a.m. If it rains, the ceremony will be moved indoors to the Fitness Center.

During the ceremony, Maj. Gen. James Monroe will officially become IOC's second commanding general. He replaces the command's first CG, Maj. Gen. Dennis Benchoff, who is moving on to an assignment as deputy chief of staff for logistics and operations for the U.S. Army Materiel Command.

All Arsenal Island employees are invited to attend the ceremony. Also attending will be local dignitaries and

the commanders of all IOC installations.

Gen. Leon Salomon, the commanding general of AMC, will pass the IOC flag from Maj. Gen. Benchoff to Maj. Gen. Monroe. The new commanding general will then return the flag to IOC's command sergeant major, CSM Kenneth Lewis.

In addition to marking the IOC change of command, the ceremony will also mark the inactivation of the U.S. Army Armament, Munitions and Chemical

Command, and the U.S. Army Depot System Command. IOC was formed by combining DESCOM's mission with the base operations and ammunition missions of AMCCOM.

To symbolize the inactivation of the two commands, the AMCCOM and DESCOM flags will be rolled up and cased. At that point, the commands' colors will be retired.

To symbolize the size and scope of IOC, the commanders of IOC's active

installations will stand in formation alongside an enlisted soldier bearing the flag of the installation. Maj. Gen. Benchoff will then inspect the command for the final time.

Remarks will be delivered during the ceremony by Gen. Salomon, Maj. Gen. Benchoff and Maj. Gen. Monroe. Awards will be presented to Maj. Gen. Benchoff as well as to his wife, Barbara, for her service to the installation and the community.

Music will be provided by the 399th Army Band from Fort Leonard Wood, Mo. A salute will be fired by Battery A of the 2nd Battalion, 123rd Field Artillery, an Illinois National Guard unit based in Rock Island.

Look on page 5A for a story on the evolution of IOC, and on page 7A for a biography of Maj. Gen. James Monroe and a farewell statement from Maj. Gen. Dennis Benchoff.

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RIA Women's Club activities benefit local, military charities

The RIA Women's Club has announced the distribution of proceeds earned during its 1994-95 season.

In all, the club made a total of \$3,860 in contributions to local and military charities. The money was earned at events such as bake sales, sales of refreshments during Armed Forces Day and Island Fest, and the annual white elephant auction, as well as Thrift Shop activities.

The total contribution made to local charities was \$1,450. Recipients included Davenport Public Library, for their summer reading program; the Heartland Relief Fund, to benefit victims of the Oklahoma City bombing; the Christian Family Care Center; the Make A Wish Foundation of Iowa; and the Child Abuse Prevention and Services Council.

Funds also went to Friendly House; Family Resources Inc.; New Kingdom Trailriders; the Army Distaff Founda-

tion, an assistance fund for Army widows; the Theresa Kincheloe Fund, for the children of a deceased Arsenal military wife; and to six area high schools for substance-free graduation and after-prom parties.

Military charities benefited from \$2,410 in contributions. These funds were used to purchase Thanksgiving and Christmas baskets for military families; for savings bonds awarded to 1995 graduating seniors; to benefit the Easter Egg hunt and the Ordnance Ball; and to make contributions toward the USO Clubs at O'Hare Airport and Lambert Field, the Veteran's Hospital in Iowa City, the Ronald McDonald House, the ACS Military Family Emergency Fund and the National Military Family Association.

The Women's Club thanks all those whose hard work helped raise these funds, and also to those who patronage made the contributions possible.

If you're interested in learning more about the club, you're invited to a desert tea which will take place on Tuesday, Sept. 19, at the Butterworth Center in Moline.

The tea will serve as the club's membership night and will provide an opportunity to welcome new members. There is no admission charge for the tea; annual dues for the club are \$15.

More information on club membership is available from Julie Dietz at 794-1058. If you'd like to attend the tea, please make a reservation by calling either Ms. Dietz or Dorothy Baxter, 355-6257, or Cheri Jirele, 794-9551.

Thrift Shop reopens

After a summer hiatus, the Thrift Shop has reopened for the 1995-96 season.

The Thrift Shop is located in the basement of Bldg. 62 and is open every Tuesday and Thursday from 10 a.m. to 2 p.m. All employees, retirees and visitors are welcome to patronize the shop.

A variety of bargain items are sold at the Thrift Shop, which is operated by the RIA Women's Club. Proceeds are used to benefit military charities.

Smoking cessation classes offered

RIA's Community Counseling Center has announced plans to conduct two duty smoking cessation classes this fall.

In order to determine when and where the classes should be held, employees who might be interested in attending are asked to call the center.

One of the classes will be geared toward those who quit smoking, only to resume the habit again. Studies show that most people who've successfully quit smoking for life did so only after experiencing one or more relapses.

The "relapse" class will be six weeks in length, with one session conducted per week. It will give participants the opportunity to refresh and relearn the

skills that enabled them to quit in the first place.

The other class is the "Freedom From Smoking" clinic. It consists of nine sessions conducted over eight weeks; two sessions take place during "quit week."

The clinic, which is certified by the American Cancer Society, is designed to provide professional advice and peer support to those who'd like to quit smoking for life.

Both classes are available at no charge. To sign up for one of the classes, and to find out more, call the Community Counseling Center at Ext. 2-2551 or 2-HELP (2-4357).

Be careful when passing runners...

Arsenal Island motorists are asked to be cautious when passing formations of running soldiers.

Soldiers assigned to the Arsenal run in formation as part of their physical training. Generally, the runs take place every Monday, Wednesday and Friday sometime between 6:30 and 7:30 a.m.

To avoid high-traffic areas, the soldiers run on Blunt Road and King Drive. Motorists who choose to use these routes may continue to do so and may pass the formation, provided that they use common sense when doing so.

Please obey the instructions of the road guards, who run at the front and rear of the formation. Reduce your speed to less than ten miles an hour and remain alert while passing. Do not pass if the road is too narrow to accommodate both your vehicle and the formation; wait until the road guard waves you through.

With the sun rising later with each passing day, motorists are advised to be especially careful at this time of year.

And don't pass a stopped school bus

Now that school is back in session, school buses have returned to Arsenal Island. Employees and visitors are reminded that the law which prohibits motorists from passing stopped school buses from either direction applies with equal force here.

As with most traffic offenses, the Arsenal follows the law of the state of Illinois in this area. The law specifically bans motorists from passing a stopped school bus that has its caution lights flashing when either approaching it from the opposite lane or coming up on it from behind.

RIA police and security officers will enforce the ban on passing stopped school buses. Those cited for this offense face a mandatory court appearance. This is unlike most other moving violations, where offenders can usually just mail in their fines.

If found guilty, school bus passers have their penalty set by the magistrate. First-time offenders face a minimum fine of \$50 and can be fined up to \$500. In addition, their driving privileges can be suspended for 90 days. Second-time offenders can lose their licenses for up to one year.

If you pass a school bus and there's not a police car in sight, don't assume that you've gotten away with it: Bus drivers can identify a suspected offender simply by providing police a license plate number.



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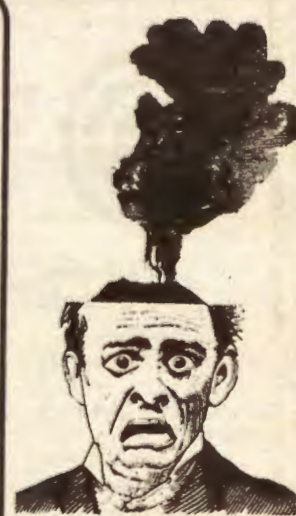
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Commander's Corner

CFC: Why we give

I see the poor. I see the sick. I see those devastated by loss and those suffering because of other needs. And I think to myself: "It won't happen to me."

After all, I'm in great health and I take care of myself. I've got a good job and I practice thrift. I've got family and friends I can rely on and, knock wood, I've always been pretty lucky. So it won't happen to me. Or will it?

The real truth is that it can happen to me, or to you, or to anyone. Despite all our plans and preparations, the unexpected can occur and can shatter our lives or the lives of those closest to us. When that happens, will anyone be around to help us pick up the pieces and put them back together?

Yes. I can deliver that positive answer with confidence, because I've seen the work done by private charitable organizations such as those supported through the Combined Federal Campaign.

Throughout our local community, our nation and our world, the organizations that benefit from CFC donations are providing hope to people in need. Perhaps you've seen this for yourself, or have even experienced it firsthand.

CFC offers donors the opportunity to designate their donations to any of more than 1,000 different organizations. The broad scope of the campaign allows for individual choice while covering the full spectrum of human needs.

Through CFC, you can give through payroll deduction. It's easy, convenient and relatively painless. It's also tax-deductible and completely voluntary.

If you're not giving through CFC now, please consider doing so. If you are a regular donor, take a look at increasing your donation by just a little.

Maybe it won't happen to you, or to me. But even if it doesn't, we should help. For if we don't, who will?

Saluting POWs and MIAs

The war is never really over for those who were taken prisoner of war, or for the families of those who are listed as missing in action.

Many American POWs have suffered privations the likes of which the rest of us can barely imagine. The vast majority of them have had the fortitude and the determination to leave the experience behind them and move on to build fruitful, successful lives. Yet, because they can never forget what happened to them, some small part of them always remains imprisoned.

The families of MIAs must live with the knowledge that they do not know, and may never know, the exact fate of their loved ones. Others can sympathize with and comprehend their pain, but can never truly understand it.

Sept. 15 is National POW/MIA Recognition Day, an occasion to pay tribute to the courageous Ameri-



cans who sacrificed so much and to honor the families who still suffer the sorrow of uncertainty. The Arsenal will mark the day at a 10 a.m. ceremony on the POW/MIA marker across from Memorial Field.

Whether you can make it to the ceremony or not, please keep our POWs and MIAs and their family members in your thoughts and your prayers that day. They have earned it.



HOW IOC CAME TO BE

The roots of the Industrial Operations Command are found in the earliest days of the Army itself. Here's a look at some significant milestones that trace how IOC came to be:

1700s - In November 1775, Col. Henry Knox selects Carlisle, Pa., as the site for the first depot for the Continental Army, which was formed earlier that year. Also in 1775, a civilian named Ezekiel Cheever is appointed as Commissary of Artillery Stores, predecessor to the modern Ordnance Corps. During the Revolutionary War, a network of more than 25 depots and arsenals stores and maintains supplies for the Army. Most are closed after the war; in 1794, however, a National Armory is opened in Springfield, Mass.

1800s - The U.S. Army suffers several major defeats in the early stages of the War of 1812, in part because of a lack of supplies. The need for a permanent supply base supported by depots, arsenals and other installations becomes apparent. In response, the Ordnance Department is established in 1812. One year later, Watervliet Arsenal opens. At the peak of the Civil War, the Union Army receives support from 105 depots, some in large cities such as Boston, New York and Philadelphia. Many remain open into the 20th century and support the Army during the Spanish-American War. Weapons and equipment for that war are manufactured at Rock Island Arsenal, which opened in 1862, and Picatinny Arsenal, which opened in 1879.

1910s - Motor transport maintenance depots are set up at three sites in Texas to support the expedition against Mexican rebel leader Pancho Villa. Arsenals and depots work at full capacity in response to the demands of World War I.

1940s - With war on the horizon, the Ordnance Department establishes 60 government-owned, contractor-operated ammunition plants nationwide in 1940. World War II sparks America's largest military mobilization ever. At one point, 147 depots are in operation. They employ more than 1 million people and turn out more than 4 million tons of supplies a month. In addition to their traditional supply mission, depots begin performing maintenance work. Throughout the war, the Army's various technical departments (Ordnance, Quartermaster, Chemical, etc.) manage their own depots; arsenals remain under the Ordnance Department.

1950s - Lessons learned during World War II and the Korean War point to the need for centralized control of depot operations and centralized management of weapon systems. In 1954, the Major Item Supply Management Agency (MISMA) is formed at Chambersburg, Pa., and given the mission of performing supply control functions for general supplies and ammunition for the Ordnance Corps. The same year, the Ordnance Ammunition Command (OAC) opens in Joliet, Ill.; its mission is to manage the distribution of ammunition and munitions. In 1955, the Ordnance Weapons Command (OWC) is formed at Rock Island with the mission of managing artillery and small arms. The Ordnance Special Weapons Command (OSWC) is founded at Picatinny Arsenal in 1959. That year also sees the establishment of the Defense Supply Agency (now the Defense Logistics Agency), which absorbs five former quartermaster depots.

1960s - The formation of the U.S. Army Materiel Command in 1962 brings drastic changes. The technical departments are abolished and all depots are renamed; for example, Tobyhanna Signal Depot becomes Tobyhanna Army Depot. MISMA is reorganized and renamed the Major Item Data Agency (MIDA); OWC becomes the Weapons Command (WECOM); and OAC incorporates all of Frankford Arsenal and parts of OSWC and the Chemical Corps to become the Munitions Command (MUCOM). In 1968, Springfield National Armory closes.

1970s - The Armament Command (ARCOM) is established at Rock Island in 1973 by consolidating WECOM, MUCOM and the Ammunition Procurement and Supply Agency (APSA), which was also located at Joliet. Project Concise in 1974 leads to consolidation and reduction at several depots. Another study named Project Delta calls for further reform in the management of depots. As a result, the Depot System Command (DESCOM) is formed in 1976, replacing MIDA at Chambersburg. In 1977, ARCOM splits into the Armament Materiel



Photos courtesy of TOM SLATTERY

A howitzer, circa 1920, is tested at Aberdeen Proving Ground, Md., during an era when technical departments such as Ordnance operated their own installations. Just before World War II, sites for government-owned, government-operated ammunition plants such as Radford AAP, Va. (below) were selected and acquired.

Readiness Command (ARRCOM) at Rock Island and the Armament Research and Development Command (ARRADCOM) at Picatinny; meanwhile, the Chemical Research and Development Center forms at Edgewood Arsenal, Md., under ARRADCOM.

1980s - ARRCOM and ARRADCOM are reunited in 1983 as the Armament, Munitions and Chemical Command (AMCCOM) at Rock Island. Picatinny becomes the site for the Armament Research and Development Center (ARDC, later ARDEC) which, along with CRDC, is placed under AMCCOM. By the end of the decade, supply functions at DESCOM's depots begin transferring to the Defense Logistics Agency; DLA eventually absorbs portions of some maintenance depots and all of Sharpe and New Cumberland.

1990s - Hundreds of AMCCOM and DESCOM employees deploy to the Persian Gulf region to provide front-line support during Operation Desert Storm. Their coworkers back home expedite the shipment of more than 500,000 tons of ammunition and supplies. A bombshell hits both commands in 1991, when the Defense Base Closure and Realignment Commission reviews and approves a proposal that calls for the disestablishment of DESCOM and AMCCOM. Under the proposal, DESCOM functions would be relocated from Chambersburg to Rock Island, where they would be merged with AMCCOM's ammunition and base operations missions to form the U.S. Army Industrial Operations Command (IOC). AMCCOM's weapons management and logistics missions would be transferred to a new command headquartered in Huntsville, Ala. Two years later, a new BRAC Commission reaffirms the formation of IOC but also approves a recommendation canceling the move of AMCCOM's remaining missions to Huntsville. Instead, they are transferred in place at Rock Island to the U.S. Army Tank-Automotive (later renamed Tank-Automotive and Armaments) Command. TACOM also absorbs ARDEC; in another development, CRDEC becomes a separate command. Some people and functions begin the transfer from Chambersburg to Rock Island in 1993. IOC is provisionally established in January 1994, and functionally established in July 1995. As that summer draws to a close, only a few vestiges of DESCOM remain in Chambersburg.

IOC External Affairs Office



Military retiree day set for Oct. 28

The Quad City Military Retiree Sub-Council will hold its annual Military Retiree Activity Day on Saturday, Oct. 28, at RIA's Main Cafeteria in Bldg. 60. All military retirees from all service branches are invited to attend this free event.

The day begins with an hour-long registration period beginning at 7 a.m. At 8 a.m., a welcome ceremony will be held featuring keynote remarks by CWO Lewis Tolleson, a retired Coast Guard warrant officer who now serves as deputy director of personal affairs for the Retired Officers Association.

Retirees who attend the day will be offered blood pressure screenings and will be eligible for door prizes. Three grand prizes will be provided by SatoTravel: A pair of round trip tickets from American Airlines for use anywhere in the continental United States;

a \$100 gift certificate or two nights accommodation from Holiday Inn; and a \$100 certificate from Hertz Rent-A-Car.

A CHAMPUS advisor will be present, along with representatives of agencies and organizations such as the Department of Veterans Affairs, the Social Security Administration, the Retired Officers Association and the Association of the U.S. Army.

The day will end with a buffet luncheon at noon. Although all retirees who attend the activity day are invited to the luncheon, attendance is not mandatory.

Cost of the luncheon is \$8 per person, and reservations are due by Oct. 20. Checks should be payable to "IMWRF" and mailed to: SSG Thomas Farnsworth, U.S. Army (Retired), 1000 Blythewood Place, Apt. H-140, Davenport, IA 52804.

For more information, contact SSG Farnsworth at 323-8555.



Letters



"Non-supervisory" positions questioned

I am writing in regard to the "downsizing" of management positions within IOC Headquarters.

I am curious about the function of the people who were formerly supervisors and are now non-supervisory. If all previous supervisory functions have been delegated to those "non-supervisory" people to perform now, how did this change the functioning of the organizations?

The issue of performance reviews and performance appraisals has not been addressed in my organization yet, but it is my understanding that this also will be delegated to the people who were formerly branch chiefs. I do not think it is appropriate for someone who is a "team leader" to write performance appraisals.

Is the commanding general under the impression that the way organizations are being run has really changed, or did he make changes just for appearances?

Name withheld by request

Despite what you may have heard, non-supervisory employees will not be responsible for performance appraisals within IOC Headquarters. Performance appraisals will only be signed by employees in supervisory positions.

According to the Army regulation governing performance management, the rater is defined as the individual in a rated employee's chain of command, usually his or her immediate supervisor, who establishes performance expectations and evaluates the employee's performance by preparing appraisals and ratings. Non-supervisory employees, including team leaders, are clearly precluded from signing performance appraisals.

In preparing ratings, however, raters are encouraged to collect input from others in a position to assign and monitor a rated employee's work. This can, and often will, include team leaders. Those from whom such input will be collected should be identified to the employee before the rating period begins.

Under TAPES, the performance evaluation system which is now the standard throughout IOC Headquarters, employees can collect their own written input on specific performance objectives from up to five different internal and external customers.

Given the reduction in the number of supervisors and in layers of management, a number of traditional supervisory duties have indeed been delegated. Many day-to-day decisions on how work will be performed, and who will perform it, are now being made by teams or by individual employees. Understandably, this has raised some questions about the roles which individuals will play within the organization. But it should be made clear that those functions which are assigned to supervisory employees by regulation, including the preparation of performance appraisals, will still be performed by supervisors.

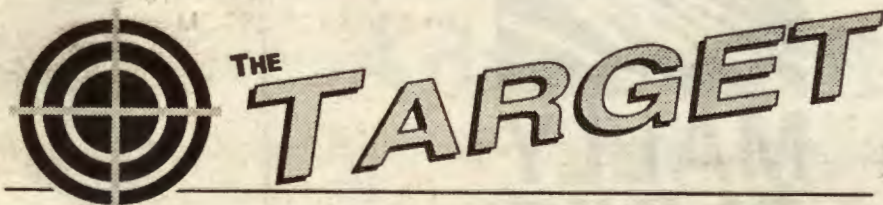
Milton Bossch

DCS for Human Resource Management

Corrections

• In the "Guide to IOC Headquarters" which appeared in the August Target, an office was inadvertently left off the Special Staff listing. The listing should have included the following: Small Business Office; AMSIO-SB; Bruce Myers, Ext. 2-5336; Bldg. 390, 2nd floor.

• The story on the compressed work schedule stated that all holidays would be designated as eight-hour days and that employees would then work "eight eight-hour days" in the remainder of the pay period. In fact, employees will work eight nine-hour days during the remainder of the pay period.



RIA Commander: COL John L. Storm
Editor: Paul Levesque
Advertising Manager: Russ Myers

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When Beth Welker of IOC's Joint Activities Office applied for the Women's Executive Leadership program, she had no idea that being a WEL participant would eventually take her into Africa.

But that's exactly what happened to Ms. Welker, who is one of 11 employees from Arsenal Island and other IOC locations who participated in and recently graduated from the WEL program for 1994-95.

Along with Ms. Welker, the list of graduates included Paulette Christy, Helen Flach, Jolene Hoffman, Lorraine Jestel, Sheila Langfeldt, Kathy McGrath, Margaret Moore, Katherine Padgett, Dianna Pendergrass and Connie Resetch.

WEL is a government-wide developmental program open to both men and women in the grades GS-11 and GS-12 who have little or no supervisory experience but have demonstrated the potential to be federal managers and executives.

During their year in the program, WEL participants take formal training and complete two developmental assignments of 30 and 60 days. In choosing assignments, participants are invited to "push the envelope" by taking on tasks that will enable them to grow professionally, and so which may not be related to their present job duties.

For most of the local WEL participants, those assignments took them no further than other locations on Arsenal Island, such as the Army Management Engineering College. For Ms. Welker, her assignment took her to a place most of us have only seen in films and photographs.

Ms. Welker's journey began last De-

cember, when she began an assignment at the Department of Commerce in Washington, D.C. During the assignment, she worked at a country desk providing information and counseling to American businesses interested in trade with South Africa.

A Commerce Department official suggested to Ms. Welker that she go to an overseas posts so she could experience the full realm of Department's mission.



WEL participants are invited to 'push the envelope' by taking on tasks that will enable them to grow professionally, and so which may not be related to their present job duties.

In May, Ms. Welker ended up doing just that. Under the auspices of WEL, she was sent to the U.S. Embassy in Nairobi, Kenya, where she spent 32 days working for the foreign commercial attache and served as the acting attache for two weeks.

"My duties were to represent the commercial attache at business meetings, provide general business counseling, and consult the ambassador on pending issues," she explained.

During her stay in Kenya, Ms. Welker wrote a guidebook entitled "Kenya: A

Guide for American Exports." When finalized, the guidebook will be available on the Internet through the National Trade Data Bank.

Ms. Welker also took a trip to the port city of Mombassa, where she promoted American manufacturing equipment to prospective buyers in the Kenyan business community. She also found time to explore the countryside and photograph wildlife such as giraffes, lions and hip-

po-
Single Manager for Conventional Ammunition mission.

Though she left part of her heart in Africa, Ms. Welker also developed a deeper appreciation for the prosperity and freedom enjoyed by Americans. In addition, she now pays closer attention to world news and has a better appreciation of international relations.

"America's embassies play an important role in promoting world peace and developing business opportunities," Ms. Welker said. "They're helping to preserve the peace, so our soldiers won't be called on for their ultimate mission."

Ms. Welker was among several hundred WEL participants who took part in a graduation ceremony in Baltimore, Md., in early August. Later that month, the 11 local WEL graduates hosted a reception honoring their supervisors and others who helped facilitate their participation in the program.

Jean Ligeno of IOC's DCS for Acquisition served as keynote speaker at the reception and discussed how she built her own career.

The reception also served as an opportunity to introduce the employees who will participate in WEL during its 1995-96 session. The new WEL participants are Wendy Cole, Merrill Davis, Charlotte Gordon, Marla Finnegan, Kimberly Hall, Carolyn Hemphill, Julie Jurkowski, Linda Lueders-Dull, Sharon Myers, Debra Schladt, Shari Smith, Rhonda Sullivan, Leslie Thrasher and Marilyn Weydert.

Past WEL graduates who are interested in becoming part of the Women's Executive Leadership Program Alumni Council should contact Diane Meyer at Ext. 2-6703.

MG BENCHOFF'S FAREWELL REMARKS

This month marks the inactivation of two major subordinate commands: The U.S. Army Armament, Munitions and Chemical Command, and the U.S. Army Depot System Command. It also marks my transition as your commander. This has been an extremely challenging and rewarding assignment for me.

When I became the Industrial Operations Command commander, I mentioned that to survive we must provide value added services and that we must increase our emphasis on the customer. We have streamlined, we have simplified and we have been innovative. We have become a team of survivors, not in a reactive sense but by being creative and embracing much needed change.

During the past year alone, this command has gone through some tremendous organizational and emotional changes, challenges, and concerns. We have taken on new challenges within ourselves and our organizations by stretching our comfort zones and challenging the way we do business.

I firmly believe that the IOC HEARTS strategy is the catalyst this command needs to establish a shared language and to develop a high-performance, team-based culture. We need to continue to build upon each other's successes and lessons learned to make the Industrial Operations Command the premium leader in providing mission support to the military forces.

Whether maintaining or manufacturing, IOC must continue its business orientation that stresses customer service. Through our logistics expertise in the areas of maintenance, manufacturing and ammunition production, the IOC continues to play a vital defense role. I encourage you to provide Major General Monroe with the same outstanding support you have provided me and to keep up the good work you do daily in supporting our Armed Forces and our national security objectives worldwide.

IOC must continue to be a flexible and responsive logistics support organization if we expect to retain our current customers. You must continue to be a good steward of the trust the American public places in us. You must continue to use our resources wisely. IOC's governing philosophy emphasizes that only those installations that provide the best product at the best price will succeed.

I leave IOC with memories of the professionalism and dedication demonstrated by people willing to take a risk, willing to stretch their comfort zones, willing to change. I've had a great time helping you accomplish your many, varied and critical missions, and I wish each and every one of you all the best in the future. Climb on!

Maj. Gen. Dennis L. Benchoff

IOC installation symbols listed

As of July 1, all installations and activities of the U.S. Army Industrial Operations Command were required to begin using their IOC office symbols and installation abbreviations. The new office symbols and abbreviations should be used in all correspondence, publications, forms, etc.

As a service to its readers, the Target has compiled a list of the five-letter office symbol prefixes and abbreviations that will be used by IOC installations and activities. Here is that list:

AMMUNITION PLANTS

Alabama AAP: SIOAL / ALAAP	McAlester AAP: SIOCM / MCAAP
Badger AAP: SIOBA / BAAAP	Milan AAP: SIOML / MLAAP
Cornhusker AAP: SIOCH / CHAAP	Mississippi AAP: SIOMS / MSAAP
Holston AAP: SIOHS / HSAAP	Radford AAP: SIORF / RFAAP
Indiana AAP: SIOIN / INAAP	Ravenna AAP: SIORV / RVAAP
Iowa AAP: SIOIA / IAAAP	Riverbank AAP: SIORB / RBAAP
Joliet AAP: SIOJO / JOAAP	Scranton AAP: SIOSC / SCAAP
Kansas AAP: SIOKS / KSAAP	Sunflower AAP: SIOSF / SFAAP
Lake City AAP: SIOLC / LCAAP	Twin Cities AAP: SIOTC / TCAAP
Lone Star AAP: SIOLS / LSAAP	Volunteer AAP: SIOVO / VOAAP
Longhorn AAP: SIO LH / LHAAP	
Louisiana AAP: SIO LA / LAAAP	

DEPOTS

Anniston Army Depot: SIOAN / ANAD	Red River Army Depot: SIORR / RRAD
Blue Grass Army Depot: SIOBG / BGAD	Sierra Army Depot: SIOSI / SIAD
Corpus Christi Army Depot: SIOCC / CCAD	Tobyhanna Army Depot: SIOTY / TYAD
Hawthorne Army Depot: SIOHW / HWAD	Tooele Army Depot: SIOTE / TEAD
Letterkenny Army Depot: SIOLE / LEAD	

ARSENALS

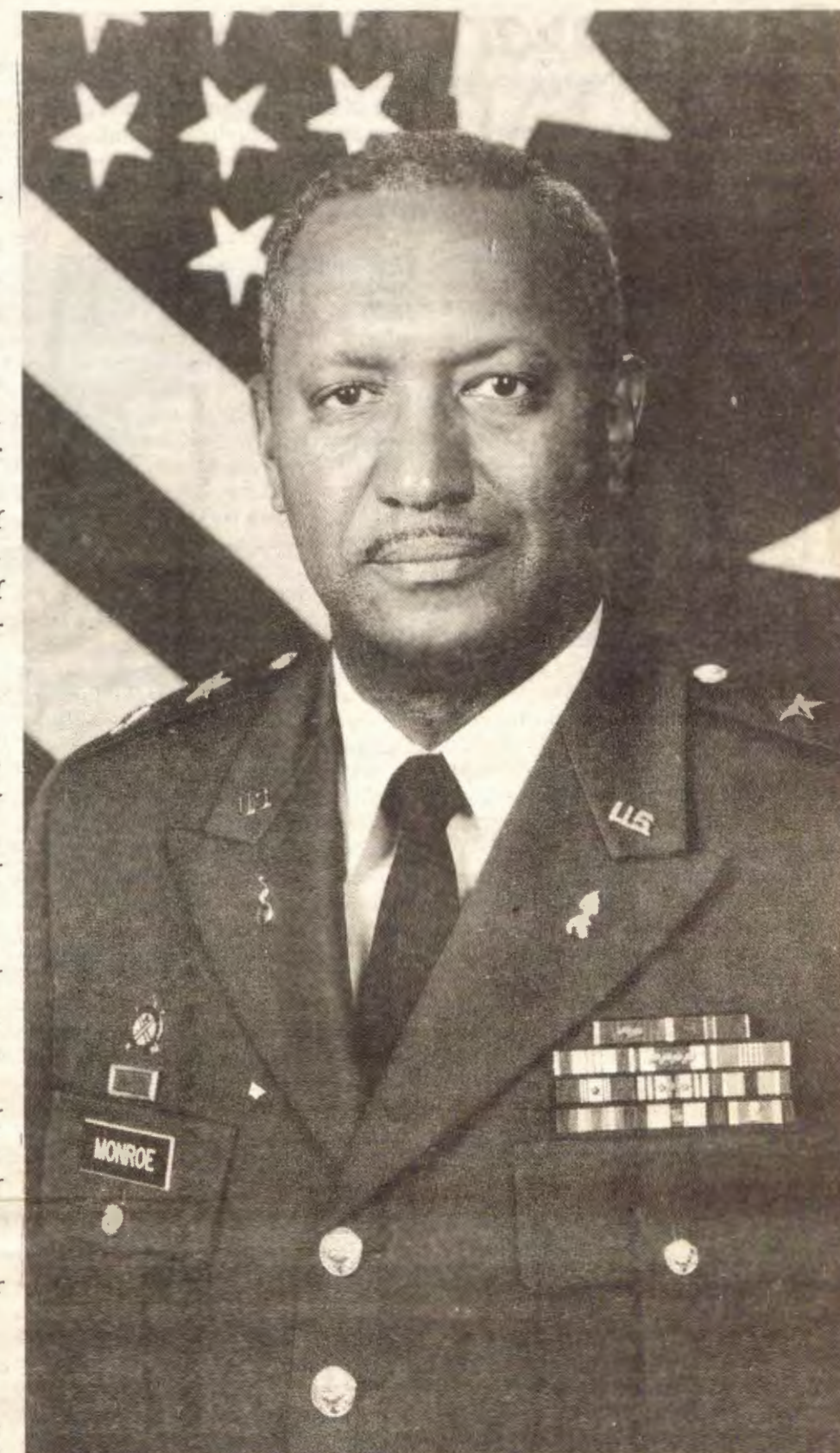
Pine Bluff Arsenal: SIOPB / PBA	Watervliet Arsenal: SIOVV / WVA
Rock Island Arsenal: SIORI / RIA	

ACTIVITIES

Crane Army Ammunition Activity: SIOCN / CAAA	Savanna Army Depot Activity: SIOSV / SVDA
Hythe Army Depot Activity: SIOHY / HYDA	Seneca Army Depot Activity: SIOSE / SEDA
Pueblo Army Depot Activity: SIOPU / PUDA	Umatilla Army Depot Activity: SIOUM / UMDA

OTHER

Defense Generator and Rail Center: SIODG / DGRC	Strategic Reserve Storage Activity: SIOSR / SRSA*
Depot Support Activity - Far East: SIOFE / DSAFE	U.S. Army Defense Ammunition Center and School: SIOAC / USADACS
Strategic Mobility Logistics Base: SIOSM / SMLB	*Encompasses seven sites in Europe



A PROFILE OF MG JAMES W. MONROE

CURRENT/UPCOMING ASSIGNMENT: Currently serves as chief of ordnance, commanding general of the U.S. Army Ordnance Centers and Schools at Aberdeen Proving Ground, Md., and deputy commanding general for ordnance of the Combined Armed Support Command. Will formally take command of the U.S. Army Industrial Operations Command on Sept. 18.

PERSONAL: Born in Laurinburg, N.C. He and his wife, the former Charlyne Williams, have two grown children: Donya, president and owner of a training and financial consulting company, and Bryan, director of design for a California newspaper.

EDUCATION: Graduated from West Virginia State College with a bachelor's degree in electrical engineering. Earned his commission through the Reserve Officer Training Corps at that college, where he was named Distinguished Military Graduate. Also holds a master's degree in political science, with a concentration in Middle Eastern studies, from the University of Cincinnati and has studied Arabic languages. Military education includes graduation from the Ordnance Officer Basic and Advanced courses, Command and General Staff College, the Army Procurement Course, the Industrial College of the Armed Forces, the General Officer Capstone Course and the Joint Flag Officer Warfighting Course.

KEY ASSIGNMENTS: Began his career as a cavalry platoon leader with the 24th Infantry Division (Mechanized) and later served the division as a company commander. Staff assignments have included serving as ordnance advisor to Saudi Arabia's chief of ordnance; as professor of military history at the University of Cincinnati and instructor at the Industrial College of the Armed Forces; as Middle East analyst for the Army's assistant chief of staff for intelligence; and as assistant chief of staff for logistics for the U.S. Army Central Command. Served that command overseas as the deputy chief of staff for logistics and the deputy for host nation support during Operations Desert Shield and Desert Storm. Went to South Florida in the wake of Hurricane Andrew as deputy commanding general, and later commanding general, of the Army Materiel Command's Logistics Support Group. Was deputy commanding general of the Tank-automotive and Armaments Command.

SIGNIFICANT AWARDS AND DECORATIONS: Has earned the Bronze Star, three awards of the Legion of Merit, five awards of the Overseas Service Ribbon, two awards of the National Defense Service Medal, the Defense Meritorious Service Medal, the Humanitarian Service Medal, the Southwest Asia Service Medal, and the Kuwait Liberation Medal.

Pavemover

one supervisor per eight employees before Pavemover.

Only three levels of management, including the commander, were authorized. The three levels would generally be the commander, the director or office chief, and the division chief. Below the division level, no one could have supervisory responsibilities.

Going into Pavemover, some large Arsenal organizations had a fifth and even a sixth level of management. In those organizations, the branch, section and unit levels existed below the division level.

The "flattened" organization and reduction in supervision achieved through Pavemover will lead to some significant changes in the way work is managed and allocated at RIA. The future should bring an increase in teaming and in individual empowerment and responsibility.

No deputy or assistant positions would be authorized. An exception would be made for the civilian executive assistant, a position occupied by Fred Dearborn.

Mr. Dearborn will serve as a key advisor to the commander and provide continuity and coordination for the overall organization.

The Pavemover organization could have a total of no more than 2,000 work-years. Simply stated, one work-year is equal to one full-time employee.

Under the Pavemover guidelines, every person on board would count against the total work-year figure. Student aides and other part-time employees would no longer be considered "non-strength accountable" employees.

At the end of fiscal year 1994, the work-year total for the Arsenal was calculated at 2,144. It has been brought down to the goal of 2,000 through voluntary attrition, including several VERA / VSIP windows, and by divesting some functions to other organizations outside the Arsenal.

The Pavemover team had to identify those 2,000 work-years to specific positions. Those positions then had to be coded into one of three categories: Direct, indirect and base operations.

Direct positions were defined as those held by employees who touched and worked on an item being produced by the Arsenal. Some examples would include machinists, welders, painters and tool kit assemblers.

Indirect positions were defined as those held by employees who provided daily support to production functions. This category includes supervisors, process planners, quality inspectors, clerical and administrative personnel, cost estimators and production equipment repair and maintenance specialists.

Base operations positions were defined as those which provided overall support to RIA mission elements and installation tenants. This category encompassed a number of functions, including personnel, contracting, supply, security and legal.

Under the Pavemover guidelines, directorates which primarily performed manufacturing and maintenance func-

Continued from page 1A

tions could have no more than 40 percent of their personnel spaces coded as indirect. Directorates performing logistics missions could have no more than 20 percent of their personnel spaces coded as indirect.

Given these restrictions, the Pavemover team had to allocate the 2,000 work-years available to RIA as follows: 1,200 to manufacturing, of which no more than 480 could be indirect; 200 to logistics, of which no more than 40 could be indirect; and 600 to base operations.

A review done at the beginning of the Pavemover process showed that more than 700 work-years could be classified as base operations. The team whittled that figure down to 600 by reclassifying some positions as indirect and by divesting and eliminating others.

Once that hurdle was crossed, the Pavemover team had to craft the overall RIA organization under an additional restriction: All base operations positions had to be placed in directorates and offices that were separate from direct and indirect positions.

This guideline necessitated the division of the old Directorate of Logistics, which performed both production and base support functions. Under Pavemover, DL's production work will be moved to the Directorate of Industrial Operations, and what remains will become the Installation Supply and Services Directorate.

Along with the new IO, the directorates where direct and indirect mission work will be performed are Arsenal Operations, Arsenal Programs and Control, Quality Systems, and Science and Engineering. All other directorates and offices are categorized as base operations.

To keep within the 1:15 supervisory ratio, the Pavemover team was encouraged, though not required, to create multiple mission directorates. At least one such directorate was created when personnel and safety functions were combined.

Relatively speaking, the personnel impact of Pavemover will be minimal. In fact, no RIA employee will be adversely impacted by Pavemover in the form of a downgrade or involuntary separation.

The majority of employees will remain in their present positions, within organizations that may have been renamed but essentially perform the same functions they did pre-Pavemover. Others will retain their present positions but be moved to new organizations.

However, some reassignments will be necessary due to the changes brought about by Pavemover. Reassignments will be made according to retention standing order, with employees at the bottom of the register being the first to be reassigned.

As stated, reassigned employees will retain their present grade in all cases. When possible, they will also be kept in their present series. When this can't be done, they will be placed according to their qualifications.

RIA'S NEW STRUCTURE



Here's a brief rundown of the organizations which will make up RIA's new organization structure and their assigned missions.

Office of the Commander (SIORI-CO): Will have overall command and control responsibilities for all missions assigned to RIA; will create local policies and apply and interpret the policies of higher headquarters elements.

Army Career and Alumni Program (SIORI-AC): Will administer and direct the Army Career and Alumni Program, which provides transition assistance to members of the total Department of the Army family who've experienced voluntary or involuntary separation at RIA, co-located activities and other assigned activities.

Arsenal Operations Directorate (SIORI-AO): Will manufacture, assemble and modify major items and component parts; provide prototype support; and provide assigned manufacturing services in support of other U.S. services and international logistics programs.

Arsenal Programs and Control Office (SIORI-AP): Will serve as the customer interface for all work or services performed by the Arsenal; will coordinate requirements, accept customer orders and distribute projects to appropriate organizational elements; and will provide integrate planning and analysis for RIA.

Directorate of Community and Family Activities (SIORI-CF): Will oversee programs pertaining to installation community affairs, family and human services, and Morale, Welfare and Recreation business operations, e.g. the Post Restaurant and the Fitness Center. Will also be responsible for the Community Counseling Center.

Directorate of Contracting (SIORI-CT): Will perform the full range of contracting activities to fulfill requirements for supplies and services in support of RIA's manufacturing and logistics missions; manage the RIA acquisition plan and the Arsenal's small business program; and provide contracting and acquisition services in support of the RIA base operations mission, co-located activities, and the U.S. Army Defense Ammunition Center and School at Savanna, Ill.

Equal Employment Opportunity Office (SIORI-EO): Will administer and direct the civilian EEO program for RIA, co-located activities, and other assigned activities.

Office of Counsel (SIORI-GC): Will provide legal advice and support in all areas, including acquisition, environmental, personnel, ethics, fraud, and general and administrative law.

Headquarters Support Troops (SIORI-HD): Will conduct military training for all military personnel assigned to Arsenal Island; administer or coordinate the Uniform Code of Military Justice for enlisted personnel; advise and counsel enlisted personnel on career reenlistment options; and assist and advise IOC unit commanders on military personnel and administration matters.

Internal Review Office (SIORI-IA): Will furnish a full spectrum of audit services designed to provide an objective evaluation of operations and related management controls.

Directorate of Industrial Operations (SIORI-IO): Will perform a full range of assigned logistics missions, including tool set assembly and requisition; assembly of shelters and containers in support of missions such as war reserve; preservation, packaging and shipping of RIA-manufactured products and other items; acquisition and issue of basic issue items; disassembly of items for the recovery of component parts; and participation in the development of prototype maintenance and shop equipment.

Installation Supplies and Services Directorate (SIORI-IS): Will direct activities connected with traffic management and with the movement of personnel, supplies and equipment for RIA and co-located activities; direct the equipment management program; maintain reports of survey logs and advise and assist equipment managers; and control the station supply activity for the installation.

Information Technology Directorate (SIORI-IT): Will manage and operate information technology functions for RIA and co-located activities; these functions include computer automation, telecommunications, visual information, records management, printing and publications, and library services.

Provost Marshal Office (SIORI-PM): Will provide law enforcement for the installation and implement policies on physical security, preservation of order, and criminal investigation, and manage security operations in areas such as the protection of classified information.

Directorate of Personnel and Safety (SIORI-PS): Will provide civilian personnel services for RIA, co-located activities and some remote installations, and will operate and oversee the Arsenal's safety program.

Directorate of Public Works (SIORI-PW): Will manage all real property activities for the installation, including the operation and maintenance of utility plants and services, and the maintenance, repair and construction of buildings, grounds and other real property; manage all housing programs; oversee the performance of the base operations contractor; and perform Fire Department functions.

Quality Systems Directorate (SIORI-QS): Will develop and manage a product quality program for manufacturing, logistics and support operations; exercise final authority to accept or reject items; and coordinate Total Army Quality initiatives for RIA.

Directorate of Resource Management (SIORI-RM): Will administer and direct resource management activities, including program and budget management, financial management, managerial accounting, manpower management, management analysis, the suggestion program and public affairs.

Science and Engineering Directorate (SIORI-SE): Will manage and perform production engineering, testing, material science, and environmental programs for RIA mission elements.

Combined Federal Campaign ready for Sept. 19 kickoff

By PAUL LEVESQUE
Target Editor

Just five months ago, the peace of an early spring morning in a community in America's heartland was shattered by an explosion at a federal facility.

The bombing of the Alfred P. Murrah Federal Building in Oklahoma City sent shock waves throughout the nation, in large part because it reminded us all of our own vulnerability.

Today, the survivors of the bombing, and the families of those who died, are continuing the long and painful process of recovery. They've been helped along by moral and material support from a number of sources, primarily charitable organizations financed through private donations.

We all noticed the Oklahoma City bombing because of its horrifying scale and shocking impact. But we often fail to notice those all around us who are impacted by individual cataclysms, such as disease and economic hardship, and who use private charity to help reconstruct their own lives.

Beginning Sept. 19, Arsenal Island employees will get an opportunity to pay notice to their fellow citizens in crisis, and to assist those who help ease the pain, by participating in the annual Illowa Bi-State Combined Federal Campaign.

First established in 1964, CFC is the only authorized charitable fund drive within the federal workplace. This year, more than 500 local campaigns will be conducted at federal agencies and sites around the nation and overseas.

The Illowa Bi-State Combined Fed-



THE CAMPAIGN IN PERSPECTIVE

The Combined Federal Campaign dates back to 1964, when President Lyndon Johnson issued an executive order establishing it as "the only authorized charitable fund-raising drive in the federal workplace." The order limited CFC to a single six-week campaign conducted anytime between Sept. 1 and Nov. 15. CFC was created to end the excesses and abuses of past, when many federal work sites saw a dozen or more individual charity drives per year.

Giving through CFC is strictly voluntary, and practices such as accumulating or listing the names of non-donors or setting 100 percent participation goals are forbidden.

Last year, federal employees worldwide gave more than \$195 million through CFC. The campaign peaked in 1991, when contributions totaled \$204 million. The decline can be attributed to the overall decrease in employment levels, since the average amount contributed per individual donor has steadily increased.

The goal for this year's campaign is to collect a total of \$325,000 in donations. That's slightly below the total of \$325,025.10 collected last year, and reflects the continuing decline in federal and postal employment.

"Share the Spirit" has been selected as the theme for the 1995 Combined Federal Campaign. The local campaign is scheduled to end Oct. 20.

CFC will officially begin with a kickoff ceremony scheduled for Sept. 19 at 1:15 p.m. in the Main Cafeteria. All employees are invited to attend.

The ceremony will feature remarks by campaign manager Milt Bossch; by Linda Zachman, who chairs the local United Way; and by representatives of some of the agencies supported through CFC. The RIA Band will provide music.

John Gunter of IOC's DCS for Human Resources Management serves as operations manager for the campaign. He noted that CFC could be summed up in two words: Choice and convenience.

"Through CFC, you can choose to designate your donation to any of the more than 1,000 local, national and international charitable and health organizations listed in the CFC brochure," Mr. Gunter said. "You're sure to find one that advances a cause that's important to you."

The CFC brochure will be distributed to all potential donors. According to Mr. Gunter, this year's brochure will feature an index that should make it easier to use.

The convenience of CFC, Mr. Gunter continued, comes courtesy of the fact that donations can be made via payroll deduction.

"Instead of writing out one big check, you can give a little bit at a time," he said. "Your donation comes directly out of your paycheck; the campaign does all the record keeping and distribution."

Though employees are strongly encouraged to designate their donations and to use payroll deduction, CFC will accept undesignated donations and contributions made in the form of a check.

Any undesignated donations are placed in a pool and divided among all the organizations participating in CFC according to the proportion of designated donations received during the campaign.

Donors have the option of designating to groups of organizations by using special four-letter general designation codes on their donation forms. The code "LLLL" earmarks your contribution for local agencies; "NNNN" for national agencies; "IIII" for international agencies; and "AAAA" for all agencies.

The money received under each of those designations will be pooled and distributed proportionately.

Basically, only two restrictions exist for CFC donors who designate their contributions. First, you may designate donations to no more than five different individual agencies or group designations. (You may give your entire donation to one agency if you choose.)

Turn to 'CFC,' page 2B

ABOUT THE COVER

The cover of this month's Target depicts people helped by these agencies listed in the CFC brochure:

The Teen Center in downtown Davenport, which is supported by a number of different agencies, provides local youth with a fun, safe place to go on Saturday night.

Through his participation in the Intouch Program, Joe has shaken off the depression which began when his wife died and has become an active and loving grandfather again.

The Friends of New Parents Program conducted by Lutheran Social Services provides support to single mothers like Sharyne so they can take care of their kids while pursuing training and employment.

Victory on parade



At the end of the Victory Parade through downtown Davenport, Staff Sgt. Rick Holmes and his son, Harry, look out the hatch of a Bradley Fighting Vehicle at some helicopters passing overhead. The parade was part of a week-end-long World War II Victory Celebration which took place Aug. 12-13. The celebration, which marked the 50th anniversary of the end of World War II, included events such as Island Fest, the Soldier Show, and a ceremony at the All Veterans Memorial in Davenport. Turn to page 5B for a look at more photos from the Victory Celebration.

CCTV Schedule

A training series entitled "Leadership Amid Change" will be broadcast on CCTV beginning Sept. 12. All sessions in the seminar will be two hours long and will be broadcast at noon. Here is the schedule of seminars for the coming month:

Sept. 12: RESPONDING TO THE CHALLENGES OF CHANGE: Led by Stuart Levine, CEO of Dale Carnegie and Associates.

Sept. 26: USING TEAMS TO GET RESULTS: Led by Peter Scholtes, author of "The Team Handbook."

Oct. 3: EXAMPLES IN IMPROVEMENT: Led by Brian Joiner, CEO of Joiner Inc.

Oct. 10: GAINING CONTROL: FIVE STEPS TO FREEDOM: Led by Hyrum Smith, CEO of Franklin Quest.

Schedule subject to change

CEO has golf tickets and a whole lot more

If you're planning to attend this year's Quad City Golf Classic, RIA's Community Events Office is the place to go for your tickets.

CEO has any-day tickets on sale for just \$9 each. Advance tickets are being sold for \$12 at most other locations.

In addition, if you buy your tickets through CEO, you'll be eligible to enter a drawing for an additional pair of tickets plus clubhouse admission. A total of four pairs will be given away.

The tournament, which will bring some of the world's top golfers to Oakwood Country Club in Coal Valley,

takes place Sept. 20-24.

Call the Community Events Office at Ext. 2-6959 for information on the golf tickets and on these items:

• Yes, it's time to think about Christmas again and about the annual holiday shopping trip. This year's trip has been set for Saturday, Dec. 2.

On that day, buses will depart from the Arsenal for the Loop, Woodfield Mall and Fox Valley Mall. The trip to the Loop will depart at 6:30 a.m., while the Woodfield and Fox Valley trips will have a 7 a.m. departure time.

The cost is \$19 per person. To assure a spot on the trip, you should have your payment in by Sept. 30.

• Jesters Comedy Club in downtown Moline is offering free admission for Arsenal Island employees and their guests.

The offer is good for any performance between Sept. 15 and Sept. 30. To make a reservation, call Jesters at 736-JOKE (736-5653).

• A trip to the Par-A-Dice Riverboat Casino in Peoria has been scheduled for Friday, Sept. 22.

The cost is just \$2 per person, a price which includes transportation, admission and a buffet meal.

The departure time will be 5:30 p.m. from in front of the Arsenal Club. Since only two buses will be used on the trip, space is limited.



CFC Continued from page 1B

Second, you may not write in any charitable organization which is not listed in the CFC brochure. Any write-in donations which are received will be returned.

Copies of the CFC brochure, and the forms needed to make CFC contributions, will be distributed to employees by coworkers selected as keypersons. This year, more than 400 employees will serve as keypersons and will conduct the campaign on the ground level.

"Our keypersons really do a great job of explaining the campaign and of giving everyone an opportunity to donate," Mr. Gunter said.

But the people that really make the campaign work, Mr. Gunter added, are the individual donors.

"You'll probably never see all the good that's done with your CFC contribution," he said, "but you can be sure that it's having a positive impact on the lives of a lot of different people."

Seven-acre site is selected for Army's national museum

The Army has earmarked \$17 million in its budget for fiscal year 1996 for the purchase of seven acres near the Pentagon.

The land will serve as the site for the National Museum of the United States Army. The museum will be designed as a tribute to American soldiers and tell the story of how they lived, served and died for the nation throughout its history.

The United States is the only major nation in existence for more than a century that does not have a national army museum in its capital city. The Army is the only U.S. military service that does not yet have a national museum.

More than 60 locations were considered before the proposed site was chosen. The site is located adjacent to Arlington National Cemetery across the Potomac River from the Jefferson Memorial.

Army officials said that the land, commonly referred to as the "Twin Bridges site," is the last feasible location that would provide the 20 million people who visit Washington annually easy access to the other monuments and museums located on the Mall and elsewhere in the city.

According to officials, the location of the museum at the Twin Bridges site is supported by the National Capital Planning Commission, the Commission of Fine Arts, the National Park Service, and Arlington County, Va.

Planners estimate that the National

Museum of the United States Army will draw more than 1 million visitors every year.

Museum plans call for a facility of 375,000 square feet with an exhibition space for both major and temporary exhibits. Exhibits will include a 19th century brick casement with an iron 32-pounder gun; a troop ship interior and landing craft from World War II; furnishings from enlisted barracks from 1840 onward; and flags from the Revolutionary War to the present, including a signal flag used at the Battle of Gettysburg.

The museum will serve as a permanent, environmentally controlled center where the Army can preserve its collection of more than 500,000 artifacts and 12,000 works of art. That collection, which is valued at about \$1 billion, is now housed in storage sites which are nearing capacity.

The cost to build the museum is estimated at \$72 million, a cost which will be funded entirely through private contributions. A private, non-stock charitable organization has been formed to raise the money.

The museum will cost about \$2 million a year to operate and maintain. This expense will be offset by the \$2 million in annual savings achieved by moving the Center for Military History, which is now occupying leased space but which will be relocated to the museum.

Army News Service



Around The Arsenal

MBA program earns national accreditation

St. Ambrose University's College of Business has received national accreditation from the Association of Collegiate Business Schools and Programs.

The accreditation certifies that the master's of business administration, master's of accounting and undergraduate degree programs conducted at St. Ambrose meet the rigorous standards set by the association. Of the 2,400 colleges and universities who grant such degrees, only about 500 are nationally accredited.

Under the university's H.L. McLaughlin MBA program, students can earn their degrees by taking classes either at the Davenport campus or at six different remote sites, including Arsenal Island. The satellite program is designed for students who want to complete their studies while they remain employed full-time.

For more information about the MBA program, contact Robert Jacobsen at Ext. 2-2187.

Openings remain in seminar

A few openings still remain in a lunchtime seminar designed for employees who have elderly parents.

The seminar takes place on Tuesday, Sept. 19, from 11:30 a.m. until noon in the Training Auditorium on the second floor of Bldg. 102. It will be presented by the Center for Aging Services.

The topics covered in the seminar will include physical and mental changes brought on by aging, available services in the community, and housing decisions. Time will be set aside for questions and answers.

The seminar will serve as the introduction for an effort known as the Workplace Information Series on Eldercare. WISE was initiated by the Department of Defense to assist the growing number of civilian and military employees who have elderly parents and who, to some degree, now serve as caregivers for their parents.

To find out more about the upcoming seminar and WISE, contact Ron Bass at Ext. 2-0829.

Marketing display set up in cafeteria

It's been at trade shows around the country, where it's been seen by generals, admirals and VIPs by the score. And now, it's come to Bldg. 60.

It's the Industrial Operations Command marketing display, and it will be set up in the Main Cafeteria throughout most of the month of September. All employees and visitors are invited to take a look at the display and pick up a brochure.

The display was created by IOC's Business Development Team as part of the command's marketing efforts. It was built by the Army Materiel Command's Exhibits Division.

World War II souvenirs still available

Some of the World War II souvenirs which were sold during Island Fest and the Victory Celebration are still available.

T-shirts from the celebration are being sold for \$5. They are available at the retail store in Bldg. 60 and at the Community Events Office.

Copies of the "Arsenal Record," a compilation of articles from a World War II-era magazine of the same name, can be purchased at the RIA Museum for \$2.

Book sale takes place Sept. 25-27

A book sale will take place at the Main Cafeteria in Bldg. 60 on Sept. 25, 26 and 27 from 10 a.m. to 4 p.m., and in the cafeteria in Bldg. 350 on the same dates from 10 a.m. to 1:30 p.m.

The sale will be conducted by Reading's Fun Ltd. A portion of all proceeds will benefit local morale, welfare and recreation activities.

More than 90 different hardcover titles will be available at the sale, most at prices well below regular retail. Included will be cookbooks, gardening books, self-help and health manuals, and children's books.

Men's bowling league seeks members

The RIA Men's Monday Night Bowling League is seeking individuals and teams to come bowl with them.

The league, which is composed of 10 teams of five bowlers each, competes on Monday nights at 6:30 p.m. at Town and Country Lanes in Rock Island. You'd better hurry if you'd like to join, because league play begins Sept. 11.

The league is one of the few that bowls a 30-week season. The 1995-96 season ends April 22. The league will not compete on Dec. 25 or Jan. 1 due to the holidays, and will also take a break on Feb. 19 for the city tournament.

If you're interested, contact one of the following: Hector Colon, Ext. 2-1223; Larry Johnson, Ext. 2-3636; Dick Castle, 762-8605; or Dick Anderson, 786-1962.

Military ID card office closed on Mondays

The office on Arsenal Island which issues military identification cards is now closed Monday but offers expanded hours the remainder of the week.

Hours at the military ID card office are now Tuesday through Friday from 8 a.m. to 5 p.m. During weeks when a holiday falls on a Monday, the office will also be closed on Tuesday.

ID cards will be issued by appointment only. However, a walk-in period for active duty military personnel and their family members will take place every Wednesday from 8:30 to 11 a.m.

The office is located on the first floor of Bldg. 110 and can be reached at Ext. 2-0596.

Call Russ at 319-355-4808 to place your ad in the Target



TSP interfund transfers can now be made monthly

The annual number of interfund transfers that can be made within an individual Thrift Savings Plan account has been tripled.

Since July 17, TSP investors have been able to make one interfund transfer per month. Investors who choose to do so could make up to 12 interfund transfers in a year.

Previously, TSP investors could only make four interfund transfers per year. They were restricted to no more than one interfund transfer in a calendar month, a restriction which remains in place.

Interfund transfers can be used to move money in an individual account among the three funds that make up the Thrift Savings Plan. Those funds are the C Fund, which is invested in common

stocks; the F Fund, which is invested in high-quality bonds; and the G Fund, which is invested in U.S. government securities.

The basic rules of interfund transfers are as follows:

• Interfund transfers affect all the money in an individual TSP account, including employee and government contributions and earnings. FERS employees who have never contributed to their own account, and so whose account is made up solely of government contributions and earnings, may still make interfund transfers if they choose.

• When making an interfund transfer, changes can only be expressed in terms of the percentage of the total account balance you want invested in each of the three funds after the transfer is

completed. You cannot request that specific amounts of money be transferred.

The requested percentages must be in whole numbers that are divisible by five and that add up to 100. An example of an acceptable breakdown would be 50 percent C Fund, 35 percent G Fund and 15 percent F Fund.

• There are two ways to make an interfund transfer. You can forward a form titled the TSP-30 to the TSP Service Office in New Orleans. Or you can call the ThriftLine at (504) 255-8777.

The main advantage of using ThriftLine is that your interfund request is made electronically and entered instantly. TSP-30 forms, like all paperwork, move more slowly through the system.

To avoid confusion, it's best not to mix electronic and paper transfer requests.

A few notes: First, ThriftLine is not toll-free; however, it is available 24 hours a day, so you can reduce long-distance charges by calling on evenings and weekends. Second, TSP-30 forms can be picked up at RIA's Civilian Personnel Office; however, they cannot be submitted through CPO and must be sent directly to the TSP Service Office.

• To use ThriftLine, you must have a touch-tone phone and a personal identification number. PINs were issued to all TSP investors; if you have lost or forgotten your PIN, you can use ThriftLine to request a new one. You can use

ThriftLine to change your PIN at any time.

• Interfund transfer requests made via ThriftLine by the 15th of the month, or by the following working day, will take effect on the last calendar day of that month. Requests made via TSP-30 must be received and entered by the 15th of the month in order to take effect by the end of the month. Any requests made after the 15th of the month do not take effect until the last calendar day of the 15th of the month. If not, your original request will be processed.

ThriftLine users have the capability to make a change or cancellation right up to midnight on the 15th. Those who submit TSP-30 forms to make changes or cancellations must rely on the fact that the forms will be received and entered by the 15th; otherwise, the changes or cancellations are not made until the following month.

• Interfund transfers do not affect the amount contributed to a TSP account, nor to the way those incoming contributions are allocated among the C, F and G Funds. Changes in contribution levels or allocations can only be made during an open season.

TSP open seasons occur twice a year. The next is due to begin on Nov. 15. More information on the Thrift Savings Plan is available from CPO at Ext. 2-1299.

C Fund posts impressive gains

The Thrift Savings Plan's C Fund has run with the bulls on Wall Street and put together one of its most impressive performances ever in recent months.

In the twelve months between August 1994 and July 1995, the C Fund posted an annual rate of return of 26.04 percent. Thus, anyone who had \$1,000 invested in the fund at the beginning of that year-long period would have seen it grow to \$1,260.40 by the end.

In comparison, the F Fund, which is invested in high-quality bonds, grew by an even 10 percent during the same period, while the G Fund, which is invested in government securities, grew by 7.59 percent.

Search is on for nominees for high-level awards

Nominees are now being sought for these two high-level awards:

• The Excellence in Administration Award is given by the General Services Administration to recognize excellence in government administration. The winner will receive an engraved plaque, a certificate and a substantial cash award.

Nominations for the award must include a narrative that should not exceed two pages and a biography that should not exceed one page.

The narrative must center around specific achievements within the past two

years which exceed what would normally be expected of a person in the nominee's position. It should discuss the originality of the nominee's achievements; how measurable improvements in administrative and management systems resulted; benefits and cost savings; and long-term impact on operations; and how the improvements would have been impossible or greatly lessened without the nominee's involvement.

The local deadline for submissions for the Excellence in Administration Award is Sept. 15.

• The Nick Hoge Award for Professional Development is an essay program dedicated to promoting excellence in civilian personnel administration.

Any employee can compete for the award by writing and submitting an essay on a topic related to civilian human resource management and administration within the Army. Co-authors and group authors are permitted.

Essays will be judged based on content, quality of writing, scope of applicability, and relevance and feasibility. Authors should attempt to pose novel yet practical approaches to broad civilian personnel issues such as training and development, labor relations, performance management, and recruitment and promotions.

The local deadline for submissions for the Nick Hoge Award is Oct. 20.

For both awards, an original plus six copies must be submitted. The on-land mailing address for local submissions is SIORI-PCL-I. More information is available from Kathy Groharing at Ext. 2-1222.

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Arsenal builds prototype cab for five-ton trucks

By PAUL LEVESQUE
Target Editor

Someday, a soldier driving a supply truck in a combat zone may be shot at and live to tell about it, thanks to some work done recently at Rock Island Arsenal.

RIA did the work at the request of the U.S. Army Tank-automotive and Armament Command, which is attempting to improve the survivability of the 5-ton truck. TACOM is item manager for the truck, used in the field as an all-purpose vehicle that hauls supplies and, in some instances, troops.

Last year, the Arsenal made the truck more survivable when it created a prototype for its seat. The prototype seat was reinforced to protect the truck's driver and any passengers riding in the cab. TACOM accepted the prototype and placed an order with the Arsenal for the production of 50 seats.

This time around, TACOM wanted the Arsenal to build a prototype kit that would make the truck's cab less vulnerable to enemy fire. The goal was to build a cab kit that would provide enhanced protection for the occupants of the cab and that could be fitted onto a truck with relative ease.

The project was turned over to RIA's prototype team, which consists of machinists, process and material planners, engineers and anyone else needed to complete a particular item.

While some manufacturing employees specialize in prototyping, others can be brought in as needed. Bill Peiffer of the Arsenal Programs and Control Office, who served as project officer for the 5-ton truck project, explained that prototyping is "a method, not a department."

"As was the case in this project, the prototype team will tap whatever capability is necessary in order to meet the customer's requirements," he added.

For the 5-ton cab project, the requirements were laid out in engineering drawings provided by TACOM. According to Mr. Peiffer, the Arsenal was given the latitude to make engineering changes as needed.

"We made constant modifications to



Photo by BILL PEIFFER

A prototype truck cab is fitted onto a five-ton truck by four members of the prototype team: (from left) machinist Lambrose Mihalopoulos, assemblyman Stan Howell, project engineer Ray Stanford and process planner Dave Menke.

the original design," Mr. Peiffer said, "all of them intended to improve it and to make production more efficient."

Rene Gonzalez, who is leader of TACOM's Tactical Vehicle Protection Team, said that the Arsenal was granted plenty of flexibility due to the nature of the truck project.

"TACOM sent this work to the Arsenal because it involves development, not just production," Mr. Gonzalez explained. "We could have hired any job shop in the country if we just needed someone to build us a kit according to exact specifications. In this case, though,

we also needed to hire people who could use their intelligence, their skill and their experience to improve the product as they went along."

The prototyping and production of the truck's seat, as well as other work done here for TACOM, convinced Mr. Gonzalez and others that the required intelligence, skill and experience could be found at RIA. Mr. Gonzalez remarked that the work done on the cab kit prototype helped enhance that reputation.

"The people at the Arsenal constantly came up with suggestions and changes that improved the kit," he said. "The

final product certainly had their signature on it."

Mr. Gonzalez also praised RIA's prototypers for their willingness to incorporate the changes which he suggested.

"Everyone was very cooperative," he said. "I think that attitude stems from the fact that the emphasis here is on what's right for the Army, and for the soldiers who will ultimately use the product."

The final cab kit prototype produced by RIA consisted of about 160 component parts manufactured at the Arsenal, and more than 100 other hardware items, mostly nuts and bolts, taken off the shelf.

The main features of the prototype cab kit are an all-aluminum windshield frame strong enough to support bullet-resistant transparent armor; an aluminum frame that could support the added weight of armored doors; and a steel back frame to support an aluminum armor roof. The prototypers also installed the ballistic windshield, which was more than two inches thick at some points, and sliding side windows.

As is often the case in prototyping, assembly involved extensive hand fitting to meet new tolerances brought on by engineering changes. But such a degree of hand fitting would not be required when a design is finalized, Mr. Peiffer noted.

The production from scratch of a single prototype cab took about four weeks, within the deadline set by TACOM.

"This was an all-out effort," Mr. Peiffer remarked. "People put in some long hours to complete this project."

While TACOM was pleased with the cab kit prototype, they have not yet ordered it into production. Thus, the cab kit remains a one-of-a-kind item.

According to Mr. Gonzalez, field testing of the prototype will help determine whether it should be produced as is or modified to meet soldiers' requirements.

"We may be called on to produce the kit as is or modify it slightly, or we may be asked to build a whole new prototype," Mr. Peiffer concluded. "It's all up to the customer."

Arsenal plays host to World War II victory celebration events



During the weekend of Aug. 12-13, Arsenal Island played host to a variety of events connected with the community-wide World War II Victory Celebration. The U.S. Army Soldier Show thrilled an audience at the Mark of the Quad Cities with stirring song and dance numbers. At the opening ceremony for Island Fest, Gen. Wayne Downing, commander in chief of the Special Forces Command, honored a number of Medal of Honor recipients, including Joseph J. McCarthy. Island Fest itself featured a number of children's and family activities, such as blank firing at the M16 range.

PHOTOS BY
TONY LOPEZ
AND
TED CAVANAUGH

Procurement award received for ARMS efforts



DONNA PONCE

Donna Ponce of the DCS for Acquisition was recently named as winner of the IOC Procurement Award for fiscal year 1994. Ms. Ponce earned the annual award, given to recognize excellence in contracting, for her work as a member of the command's ARMS Team.

An acronym for "Armament Retrofitting and Manufacturing Support," ARMS is a defense conversion program created and funded by Congress which opens up government-owned, contractor-operated ammunition plants for private sector commercial production.

Under ARMS, federal funds can be used to make changes in infrastructure at the plants. For example, ARMS money has been used to refit sewing machines once used to produce bags for explosive

charges so the machines could be used to manufacture hot and cold compresses.

At each plant, a single facilities contractor is awarded a contract to oversee the commercial tenants using Army-owned buildings and equipment.

As the ARMS Team's contract specialist, Ms. Ponce worked with each facilities contractor before, during and after the award phase. She was required to do detailed cost and price analyses, develop policy, and interpret contract theory in light of ARMS legislation.

In most respects, facilities contracts awarded under ARMS are radically different from standard government contracts. ARMS contracts are awarded on a fixed price basis, as opposed to the "cost-plus" contracts traditionally awarded by the command to its GOCO contractors. In addition, ARMS contractors must develop strategic and marketing plans, a requirement that was unfamiliar to both sides.

Through her skill and determination, Ms. Ponce was able to explain these differences and assist in the successful negotiation of contracts. She worked

closely with fellow members of the ARMS team in finding ways to accept contractor initiatives to commercialize plants.

To spread the word about ARMS, Ms. Ponce organized quarterly task force meetings attended by government and industry leaders. She also volunteered to serve as editor of a bimonthly ARMS newsletter.

In all, Ms. Ponce has directly participated in the negotiation of 40 contracts totaling over \$11 million. These contracts have attracted 25 new commercial tenants which have created about 400 jobs and generated nearly \$95 million in economic benefits to local communities.

Ms. Ponce's membership on the ARMS Team has expedited the approval process. Since she came on board, the time required to complete an analysis of a contractor's conceptual proposal and provide the "go-ahead" has decreased from 90 days to only four days.

A resident of Moline, Ms. Ponce has worked here since 1979.

Last apprentices set to graduate

The members of the last machinist apprentice class conducted by Rock Island Arsenal will graduate later this month.

The graduation will mark the inactivation of RIA's machinist apprentice program, which traces its roots back to 1910.

Under terms of the traditional four-year program, machinist apprentices were full-time RIA employees who combined classroom training with rotational assignments through various production areas. The program was discontinued due to a lack of demand for machinists by RIA.

While that program has come to an end, the Arsenal has opened its training facilities for a community-based program run in cooperation with the Manufacturing Technology Consortium and Black Hawk College. Participants in the new 15-month program are full-time trainees who are qualified to enter journeyman programs upon graduation.

Most recent revision of "Yellow Book" is still available

The ninth revision of the "Yellow Book" is still available for distribution.

The Yellow Book is the common name, taken from the color of the cover, for a publication which is officially titled "Hazard Classification of United States Military Explosives and Munitions." The latest revision of the book was first issued last October, and more than 15,000 copies have already been distributed worldwide.

Published by the U.S. Army Defense Ammunition Center and School, the Yellow Book is used as a guide by ammunition operations experts worldwide, particularly in field situations where other resources such as source documents, microfiche and computer access are unavailable.

The current revision of the Yellow Book lists all ammunition items in strict Department of Defense Identification

Code (DODIC) order. For these items, the book compiles hazard and transportation information, nomenclatures, security codes and other useful data extracted from official sources.

Additions to the ninth revision include net explosive weight in kilograms, a metric system conversion table, and a hazardous materials segregation table. Department of Transportation explosive classes and old label requirements have

been deleted.

The first edition of the Yellow Book was published in 1974. A tenth revision of the book is not expected until sometime in fiscal year 1997 at the earliest.

To acquire a copy of the Yellow Book, call USADACS (SIOAC-AV) at DSN 585-8042, Commercial (815) 273-8042, or send an e-mail message to "sioacav@savannah1.army.mil."

Chaplain's memorial located in Des Moines

The nation's only large outdoor memorial honoring chaplains was dedicated in Des Moines earlier this summer. The dedication ceremony for the memorial took place during a national convention held by the Reserve Officers' Association.

The chaplains' memorial is located in small public park in front of Veterans Memorial Auditorium. It is titled, "A Veteran's Prayer for Eternal Peace." The centerpiece of the memorial is a 2-foot bronze sculpture of a pair of cupped hands raised in prayer. Surrounding the sculpture are several concentric circles of tablets and plantings, all of which incorporate religious symbolism.

One of the tablets depicts three chaplains: An Army Catholic priest during the Vietnam War, an Air Force rabbi during the Korean War, and a Navy minister during World War II.

The idea for the memorial was

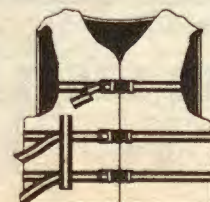
sparked by a 1989 newspaper editorial bemoaning the lack of public art in Des Moines. The editorial inspired members of the Veterans Memorial Commission to hold a series of meetings on the creation of a major piece of outdoor art for Iowa's capital city.

Once the concept of a chaplain's memorial was approved, board members held a national competition to find a suitable artist. Three criteria for the memorial were specified: It must center around the theme, "A Veteran's Prayer for Eternal Peace"; depict no instrument of war; and be dedicated to the chaplaincy corps of all the armed services.

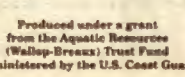
The artist selected to create the memorial was Chris Bennett of Bentonport, Iowa. Mr. Bennett stated that his design was intended to express that, in the dehumanizing times of war, chaplains bring humanity and hope, and act as counselors and healers.

Army News Service

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Center changes days of operation

Some changes have been made in the days of operation of the Outdoor Recreation Equipment Center.

The center is now open on Tuesday and Wednesday and closed on Sunday and Monday. Prior to the change, which took effect this month, the center had been open Sunday and Monday and closed Tuesday and Wednesday.

The hours for the center are as follows: Tuesday, Wednesday, Thursday and Friday from 9 a.m. to 5 p.m., and Saturday from 7:30 a.m. to 3:30 p.m.

The change was made based on customer demand. Patronage of the center had been relatively low on Sunday.

Because the center will be closed on Sunday, customers will enjoy a new price advantage. Customers will now be able to check out an item on Saturday, use for

Indoor sports season begins soon

While it's been a long, hot summer, the first signs of fall and winter are already here. One of those signs is the start of the indoor sports season.

The registration period is open for all of the following. You can find out more by calling the Fitness Center at Ext. 2-6787.

• Play in RIA's racquetball league begins Oct. 23, and Oct. 16 is the sign-up deadline.

Players will compete in A, B1, B2, C and Novice divisions. Competition will be held on the courts in Bldg. 351 and will follow a round-robin format, with each match being the best two of three games.

The cost to enter is \$12 with a golf shirt and \$5 without. First, second and third place prizes will be awarded in each division.

• The coed volleyball league starts on Nov. 2 and has a sign-up deadline of Oct. 23.

The entry fee is \$85 per team. B and C leagues are being formed. Matches will take place at Marycrest College on Thursday evenings between 6 and 9 p.m.

Teams may have either five or six

Army Ten-Miler takes place Oct. 15

There's still time left to enter the 11th annual Army Ten-Miler, a road race which takes place in Washington, D.C., on Sunday, Oct. 15.

Also called "Run the River Bridges," the Army Ten-Miler starts and ends at the Pentagon and follows a course over the Memorial Bridge, past the Jefferson and Lincoln Memorials, and back over the Potomac River via the 14th Street Bridge.

The cost to enter the race is \$17 per person before Sept. 29, and \$25 thereafter. Some hotels in the Washington area are offering special rates to race participants.

To obtain a registration form, call the Association of the United States Army at (800) 336-4570, Ext. 582, or Army Recreation Services at DSN 224-1551, Commercial (703) 614-1551.

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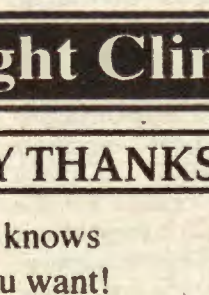
'Just for fun' golf outing set for Oct. 7

A "just for fun" golf outing will be held at Hidden Hills Golf Course in Bettendorf on Saturday, Oct. 7. All Arsenal Island employees are welcome to participate.

The outing will begin with a shotgun start at 8:30 a.m. Golfers will be divided into four-person coed teams and follow a best ball format.

Some fun challenges will be offered on various holes, along with some fun prizes. The cost to enter is \$30 per person, a price which covers greens fees, cart rental and a steak dinner.

To enter, and to find out more, call Merlin Osborn at Ext. 2-4973 or Nancy Oakes at Ext. 2-7168.



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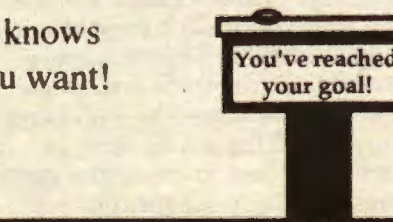
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In-line skates now available

In-line skates are now available at the Outdoor Recreation Equipment Center.

The skates, commonly known as rollerblades, can be checked out for \$1.50 per hour or \$6 per day. For that price, users also receive all needed safety gear, including wrist pads, elbow pads, knee pads and a helmet.

You need not demonstrate any proficiency in rollerblading to check out skates at the center. However, both beginners and experienced rollerbladers are advised to follow these safety tips:

• Wear all of your safety gear, especially your helmet, and make certain that it is properly fitted. Pads should be snug but shouldn't cut off circulation; your helmet should fit firmly atop your head.

• If you're a beginner, practice in an area free of traffic, such as an empty parking lot. Avoid areas congested with vehicles, bicycles and pedestrians.

• The Quad Cities offers many paths where you can rollerblade away from vehicular traffic. Since you'll have to share these paths with cyclists, runners and walkers, be sure to follow the rules of the road.

Stay to your right and pass only on the left. Remember that the person whom you're overtaking probably can't hear you coming. At intersections, yield the right of way to pedestrians.

• Skate under control. Don't hitch rides on bicycles or moving vehicles.

• Don't skate in wet conditions. Avoid oil spots, leaves, debris and cracked pavement. Stay off hills, especially if you're a beginner.

Recreation assistant Jaime Mojica demonstrates the in-line skates and safety equipment now offered at the Outdoor Recreation Equipment Center



Military simulators welcome new players

The Military Simulations Club has spots available for new players for its latest game, "Advanced Civilization."

The board game centers around leading a small tribe out of the Stone Age to a point where it becomes one of history's greatest civilizations. Competition is currently taking place every Tuesday and Thursday from 11:30 a.m. to 12:30 p.m. at the club's game room, located in the basement of Bldg. 60.

The room is located below the Main Cafeteria and can best be reached by using Bldg. 60's southwest staircase. You're welcome to come and observe or

play during competition.

New members are always welcome in the Military Simulations Club, which plays a variety of games based on historical re-creations and designed to test knowledge and skill in areas such as strategy, logistics, economics, leadership and diplomacy. Games are generally contested during lunch breaks but can also be staged or continued at other times per the mutual agreement of players.

To find out more about the club, call Kevin Moore at Ext. 2-2359 or George Robinson at Ext. 2-3081.

In The Spotlight

• **Erin Anderson**, the daughter of Carol Arp of IOC's DCS for Human Resource Management, recently returned from Boulder, Colo., where she competed in cycling at the U.S. Olympic Festival and won a bronze medal in a team event. Ms. Anderson, who is 16 years old and attends Davenport Central High School, has been competing in bicycle races for about one year and is the reigning Iowa state Road Race and Time Trial champion.

• **Rosalee Kruse** of RIA's Resource Management Directorate has her biography listed in the new edition of Marquis' "Who's Who of American Women." A registered Certified Public Accountant, Ms. Kruse is active in the Iowa Society of CPAs, the American Society of Military Comptrollers and the Institute of Management Accountants, and has served as budget chairperson for RIA's American Heritage events.

If you know of an employee or group of employees who belong in the spotlight, send your information to the Target at SIORI-APP-PA or to the e-mail address "target."

Arsenal Island People

Retirees

Frank Bogdanowicz
Wilma Bunch
Richard Burroughs
Stanley Bujak
Delores Carlson
J. Clifford Fuqua

Elizabeth Grobstein
Roy Hall
John Holvoet
Henry Pohlmann
Joan Remour
Richard Schuck

Carolyn Sherlock
Elmer Spearman
Kenneth Tyler
Toni Vandemoortel
William Walters
Franklin Zinger

Length of Service

40 years
Daniel Plutz
Cleon Walter

30 years
Robert Beat
Suzanne Carroll
Geraldine Dugan
Richard Franing
Drucilla Johnson
Don Lappin
George McDermott

Edward Payton
Linda Podolski
Harvey Rice
Joann Rosene
Dale Levetzow
Deborah White
Mildred Wilson

Suggestion Awards

Louis Artioli
Eileen Benhart
Brenda Besse
Kenneth Bremer
Patrick Broderick
Linda Chakour
Virginia Cline
Shirley Cruzen
Gordon Krueger
Laurie Lesthaeghe
JoAnn Louck
Nick Debolt
David Fitzpatrick
Joy Franich
Russell Hines

James Hunter
Ray Ingram
Patricia Jacques
Roger Kirkhove
Patricia Kohrell
Richard Kurtz
Gordon Krueger
Laurie Lesthaeghe
JoAnn Louck
Steven Marriott
Roger McCants
Jerry Mickelson
Paul Palos

Genaro Reyes
Debra Roesger
Kevin Rooker
Kris Schafer
Jeff Schueler
David Sheridan
Brent Starkey
George Stoken
Jill Tobin
Jim Whitten
Robert Williams
Ronald Wuorinen

Graduates

The following employees recently received Master of Business Administration degrees from St. Ambrose University. The two marked with an asterisk received their degrees with a concentration in management information systems.

Karen Bartel*
Timothy Bilderback
Michael Chaplin
Lisa Cooksey
Jerry Farmer

Angel Felix
Steven Ford
Rhonda Fuller
Robert Graves

Michael Koeller
Ramon Rivero*
Deborah Shivers
Donald Tice

Car Pools



Riders and/or drivers wanted for a car pool from Savanna, Mount Carroll and points south, to anywhere on Arsenal Island. Work start time is 6:30 a.m. Contact Randy Stec, Ext. 2-7447, or Charles Mason, Ext. 2-7261.

To place your free car pool notice, send the following information to SIORI-APP-PA (Target) or to the e-mail address "target": Your name, telephone extension, work hours (indicate flexitime and/or AWS / CWS), home address or location, and work location. Specify if you need a ride, or riders and/or drivers for an existing car pool.

Please fill out the form below with your CLASSIFIED AD and mail to:
The Times Record Publishing Co. "Target" P.O. Box 309, Aledo, IL 61231

Name:

Phone:

Suggestion manager earns certification

The manager of RIA's suggestion program has earned certification from the nation's leading professional organization dedicated to employee involvement.

Vickie Olson was named a certified administrator of suggestion systems by the Employee Involvement Association. She will receive a plaque honoring her certification during the association's annual convention, which will take place later this month.

To receive the certification, Ms. Olson had to earn a passing score on a long and difficult examination; demonstrate a minimum level of education, experience and industry involvement; and agree to abide by the association's code of ethics.

The goals of the certification program include establishing professional standards for the administration of suggestion systems; providing incentives and programs that suggestion system employees can use to broaden their knowledge and improve their performance; and recognizing the contributions made by those who operate and manage suggestions systems.

Earning this certification is just the first step for Ms. Olson, who now plans to go to the next level and become a certified manager of suggestion systems.

Ms. Olson has been involved in RIA's suggestion program since 1987 and been manager of it since 1989. Suggestions from RIA employees and employees of some Arsenal Island tenants are processed through the program. During fiscal year 1994, the program handled 523 suggestions.



VICKIE OLSON

POW/MIA ceremony scheduled

Arsenal Island will mark National POW/MIA Recognition Day with a ceremony on Friday, Sept. 15.

The ceremony will take place at 10 a.m. at the POW/MIA marker and flagpole across from Memorial Field. Employees and members of the public are welcome to attend.

The keynote speaker at the ceremony will be Gene Bleuer of Rock Island. Mr. Bleuer is a Korean War veteran who spent one year as a prisoner of war.

During the ceremony, RIA com-

mander Col. John Storm will join Mr. Bleuer in laying a wreath at the marker.

Also scheduled for the ceremony are a solo performance by vocalist Kristel Whitty and an honor salute and playing of "Taps" by members of VFW Post 1303 in Rock Island.

Opening and closing remarks will be made by Verl Carter, chairman of the Bi-County Memorial Association, and Chaplain Mark Fritch will deliver the benediction.

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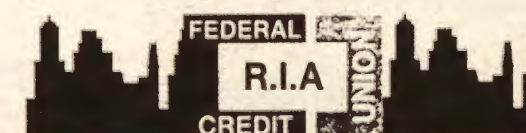
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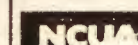
Membership open to anyone in the QC and surrounding areas.

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