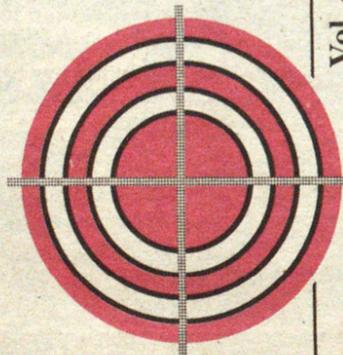


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THE TARGET

AUGUST
1995

"Arsenal Island's Community Newspaper"

Vol. 40, No. 13

Rock Island, Illinois



The Headquarters of the U.S. Army Industrial Operations Command is now up and running on Arsenal Island. But who does what and where can you find them? To get some answers to that question, turn to page 6 for the Target's guide to IOC Headquarters.

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RIA's approach to lead-based paint recognized



Photo by TED CAVANAUGH

Terry Harris of the Public Works Directorate collects paint chips from the porch behind Quarters Four. The chips will be tested for the presence of lead. It's likely that lead paint is in most, if not all of RIA's older housing.

Rock Island Arsenal's program for managing the environmental and health problems posed by lead-based paint underwent some high-level scrutiny last month.

The scrutinizers were four members of the Army Science Board, an independent panel of experts charged with assessing programs for their scientific and technical validity. The board members, all of whom carry the title "Dr." before their names, came to the Arsenal to perform an independent assessment of RIA's approach to lead paint.

Those involved with the lead paint program believe that the Army Science Board chose to send a delegation here because they recognized RIA as being on the cutting edge when it comes to managing the lead paint problem.

In any event, the four board members left with what appeared to be a good impression of the lead paint program. That conclusion was drawn by Kim Johnson of RIA's Public Works Directorate, who serves as facilitator for the lead paint program and who was with the board members throughout most of their visit.

"These are some very sharp people who really know the subject, and they asked some tough questions," Mr. Johnson said. "In the end, however, their comments were very positive and they indicated that our approach to lead paint was on the right track."

Mr. Johnson has heard similar comments through other channels, and so expects that the Arsenal's approach to managing lead-based paint will be shared with other installations. Accord-

Turn to 'Lead paint,' page 7

Arsenal adds second laser etching machine

Laser etching at Rock Island Arsenal took a step forward recently with the addition of a second laser etching machine.

The new machine joins an existing laser etcher which has been in use for about two years. Both machines are located in Bldg. 332 in the V area.

RIA's Directorate of Logistics is responsible for the operation of the laser etching machines. DL decided to add a second laser etcher to increase its laser etching capacity; the new machine also features programs and applications not found on the old machine.

Laser etching is just one more way to harness the power of laser beams, which can be simply defined as intensely focused and amplified rays of lights. Once found only in science fiction, lasers are now commonly used in surgery, communications and industrial processes.

Laser etching machines use lasers to place permanent marks on metal. Powerful laser beams within the machines etch into the metal at precisely controlled depths, widths and angles.

The operator of a laser etching machine sets its controls via a computer keyboard. The commands entered by the operator program the software which tells the laser what to do.

The item to be "lased" — the verb "to lase" and its forms are commonly used by laser etching operators — is placed upon a table inside the machine. The laser itself is contained within a mechanical arm poised above the table. Both the table and the laser can be moved to produce the desired etchings.

Before lasing can begin, the door to

the machine must be closed. To assure the safety of the operator and of anyone else standing nearby, the laser will not operate with the door open.

A hose within the machine is attached to a vacuum cleaner that removes metal shavings lased out of etched areas.

The machine can etch items as large as five square inches. Multiple items can be placed upon the table, and the machine can be set to etch them one by one.

Letters and numbers can be etched by the laser at various sizes, from as small

as 1/32nd of an inch high to as large as one inch high. The machine can also be programmed to etch simple artwork, including the RIA logo.

Operators are available for the laser etching machines on both the day and evening shifts. When workload demands, both machines can be operated at the same time.

Today, the most common uses for the laser etching machines include etching identification marks, usually numbers and letters, onto the tools which go in

the tool sets assembled by DL, and etching metal plaques that are placed on various items, including the war reserve ship containers made in Bldg. 299.

The permanent markings left by laser etching greatly enhance tool accountability in the field. The Arsenal's cost for laser etching beats the commercial price per tool by between 25 and 60 percent.

Given their capabilities, RIA's laser etching machines mark an opportunity to attract new workload and to better serve existing customers.



Photo by TED CAVANAUGH

Henry Shelton places a tool in the new laser etching machine.

Arsenal tests paperless EEO complaint system

By PAUL LEVESQUE
Target Editor

Rock Island Arsenal has been chosen as the first installation in the Army for a test of a new computer system designed to automate the processing of EEO complaints.

The system is called the "Paperless EEO Complaint System." If the one-year demonstration project now underway at RIA proves successful, the new system could become the standard for the Army, the Department of Defense, and possibly even the entire federal government.

The test of the Paperless EEO Complaint System is being conducted as a joint effort between RIA's Equal Employment Opportunity Office and the EEO Office at IOC Headquarters. The system itself is located within RIA's office, which services most Arsenal Island organizations and does the hands-on work associated with the administrative processing of discrimination complaints.

Gail Satterwhite-Burton, who serves as RIA's EEO officer, noted that processing EEO complaints tends to be very paper-intensive work.

"The file for a single EEO complaint is usually hundreds, if not thousands, of pages long," Ms. Satterwhite-Burton said. "Every piece of paper in a complaint file must be safeguarded, both to protect the privacy of individuals and because of its potential use in administrative and legal proceedings. But everything in the file also has to be accessible to EEO specialists, our legal staff, complainants' attorneys, and anyone else with a legitimate need to review the case."

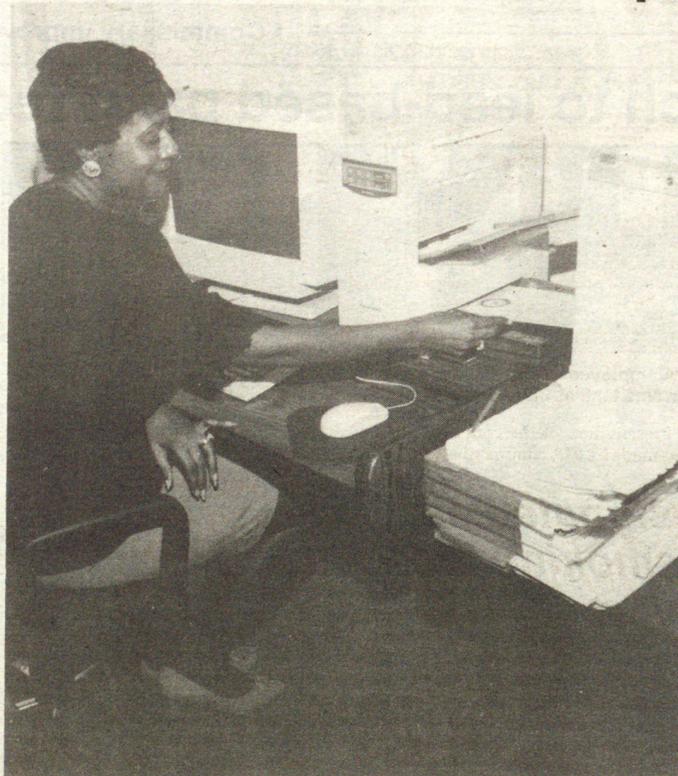


Photo by TED CAVANAUGH
Gail Satterwhite-Burton demonstrates the hardware at the heart of the Paperless EEO Complaint System. The system reads the contents of a complaint file, such as the one seen here, onto a compact disk.

Ms. Satterwhite-Burton added that the contents of a complaint file are photocopied at least four times, and usually more, as complaints work their way through the system to resolution. Packaging and mailing copies of complaint files to off-island organizations is expensive, due to their bulk and to the fact

that they must be registered and certified for security reasons.

Even after a complaint is resolved, the entire file must be retained for a set period of time as an official record.

Over the years, EEO offices have made little progress in curbing the insatiable appetite for paper possessed by the present complaint processing systems. But if the Paperless EEO Complaint System works as advertised and is accepted, the paper-devouring dinosaur will be starved down to the size of an ant.

Along with saving trees, the paperless system makes it quicker and easier to find specific parts of a complaint file. It does all this without sacrificing security, and in fact offers safeguards not found in the "copy it, file it and lock it up" method of securing files.

The Paperless EEO Complaint System was designed by RBP Associates, a computer development and consulting firm based in Landover, Md. It was purchased under contract at a cost of \$24,800, an investment which, according to Ms. Satterwhite-Burton, could quickly be recouped simply in the savings achieved through reduced photocopying and cheaper mailing.

RBP Associates also designed and installed EEOMAS, a software system used to analyze EEO-related statistics and create reports. The paperless complaint system is an add-on module to EEOMAS, which has been in place at the Arsenal for several years and is used throughout the Army Materiel Command.

During the one-year demonstration project, the Arsenal's EEO staff will work closely with contractor representatives, as they work the bugs out of the system and identify areas in need of change or

Tun to 'Paperless System,' page 8

Gun team earns commendation from Kuwait post commander

Seven Arsenal Island employees who went to Kuwait earlier this year to work on the gun mount for the Abrams tanks have been commended by the commander of the post where the work was performed.

The commendations were signed by Lt. Col. Robert Smalser, commander of the Army Support Group at Camp Doha in Kuwait, and addressed to members of the Armament Enhancement Initiative team. Team members also received commendations from Lt. Col. Gary Starn, who serves at Camp Doha as the director of logistics for the U.S. Army Central Command.

The employees receiving the commendations were Gordon Bieri of ACALA and Chris Baltzer, Tim Blackwell, Scott Castel, Donald Hughes, and in fact offers safeguards not found in the "copy it, file it and lock it up" method of securing files.

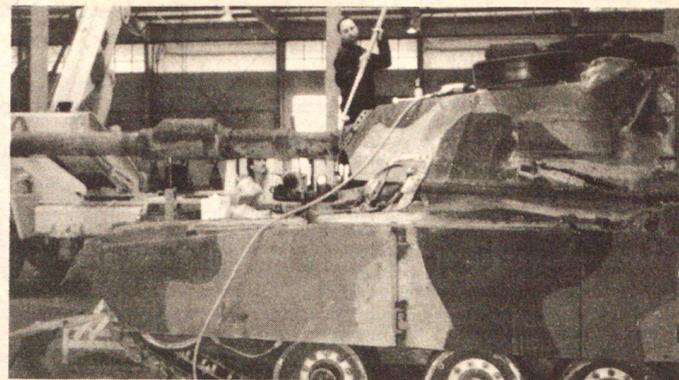
Caisson room designated as Post Restaurant smoking area

The Caisson Room will be designated the smoking area for the Post Restaurant's Main Cafeteria in Bldg. 60 beginning Tuesday, Aug. 15.

On that date, the remainder of the cafeteria in Bldg. 60 will become smoke-free.

When the change is implemented, the Caisson Room will be open for general dining during the same hours that the Main Cafeteria is open. Since the Department of Defense smoke-free workplace smoking policy is implemented on Arsenal Island last October, cafeteria facilities have been among the few indoor spaces on the island where smoking is permitted. The policy contains an exception allowing commanders to designate smoking areas in dining facilities.

Diane Francque of RIA's Community Recreation Division, who has helped coordinate the smoking policy for the Arsenal, said that several attempts had been made to set up a properly ventilated smoking area in the Main Cafeteria. "Unfortunately, because of the size



RIA employees Scott Castel (on tank) and Tim Blackwell work on an M1A1 Abrams tank at Camp Doha, Kuwait.

Presentation of the commendations was made by RIA commander Col. John Storm, who noted that it was rare for two officers to commend a group of

civilian employees. "You don't see this very often from combat arms officers," Col. Storm stated. "They usually reserve their commendations for their soldiers. This is indeed very special, and very indicative of the fine work you did."

Col. Storm noted that the work for which the commendations were received was part of the Army's future, since it involved the maintenance of pre-positioned equipment.

"These sorts of projects will become important as we move toward an Army which is based in the United States but able to rapidly deploy overseas," he said.

During the project, the Armament Enhancement Initiative Team installed new gun mounts on 37 M1A1 Abrams tanks in storage at Camp Doha. The "upgunning" modification is designed to enable the gun mounts to accommodate the new, more powerful 120mm round.

Change of command scheduled

The U.S. Army Industrial Operations Command will host a change of command ceremony on Monday, Sept. 18, at 10 a.m.

The ceremony will take place at Memorial Field. In the event of inclement weather, it will be moved indoors to the Fitness Center.

During the ceremony, Maj. Gen. Dennis Benchoff will pass the IOC colors to Maj. Gen. James Monroe, who was named last month as IOC's second commanding general.

The ceremony will also mark the official inactivation of the Armament, Munitions and Chemical Command and of the Depot System Command. As part of the inactivation, the flags of both AMCCOM and DESCOM will be retired.

Maj. Gen. Benchoff will go on to an assignment at U.S. Army Materiel Command Headquarters in Alexandria, Va., where he will serve as AMC's deputy chief of staff for logistics and operations.

Maj. Gen. Monroe will come here from the U.S. Army Ordnance Center and School at Aberdeen, Md., where he serves as commanding general. A native of Laurinburg, N.C., Maj. Gen. Monroe has held a number of key leadership posts during his career, including deputy commanding general of the Tank-automotive and Armaments Command; commanding general of AMC's Logistics Support Group, set up in Florida following Hurricane Andrew; and deputy chief of staff for logistics for the U.S. Army Central Command during Operations Desert Shield and Desert Storm.

Look for more information on the ceremony in the September issue of the Target.

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CFC start date is announced

The Illowa Bi-State Combined Federal Campaign for 1995 will begin on Sept. 15.

During the campaign, federal and postal employees on Arsenal Island and throughout eight counties in western Illinois and eastern Iowa will be given the opportunity to donate to a wide variety of non-profit organizations through CFC.

The campaign will continue for about one month. Employees will receive information about CFC, along with the forms needed to make donations, from coworkers who will serve as campaign keypersons.

Look for more on CFC in the September issue of the Target.

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Commander's Corner

Families first

Which is more important to you: Your family or your career?

I'd expect that most of you, when asked that question, would choose your family. In fact, I think that many of you would say that *nothing* is more important to you than your family.

For that reason alone, it's vital that organizations in both the public and private sectors be "family-friendly" places to work. I'd like to see Rock Island Arsenal become as family-friendly as possible, and I believe that some steps we've taken recently have moved us in that direction.

The past year has seen local implementation of both the Family Friendly Leave Act and the Family and Medical Leave Act. These laws make it possible to use paid and unpaid leave benefits to handle a variety of family-related situations, and thus to maintain both your family and your career.

Next month, those RIA employees who choose to do so will begin working under a compressed work schedule. As explained elsewhere in this issue of the *Target*, CWS gives employees the opportunity to take one extra day off per two-week pay period, in exchange for working one hour longer on eight of the nine remaining work days.

It's likely that many of you will spend your day off doing things with or for your family. If so, I'm sure you'll consider it time well spent.

CWS is a product of our Labor-Management Partnership Council. I'd like to thank all the members of the council for their work on this very challenging subject, and for proving that partnering really can

produce results.

Last month, RIA hosted its first "Bring Your Families to Work Day." The purpose of this event was to swing the gates of the Arsenal open for the families of RIA employees, so they could look at some of our workplaces and enjoy an afternoon of food and fun activities together.

While the idea for "Bring Your Families to Work Day" came from me, the hard work of putting it together came from dozens of different people. Thanks to all of you for putting together an event that far exceeded my expectations.

As you can tell, I thoroughly enjoyed the day, and I think I learned something from it. No matter how you choose to prioritize career and family, the two can work together to create a healthy, balanced life. From my point of view, you can't have one without the other.

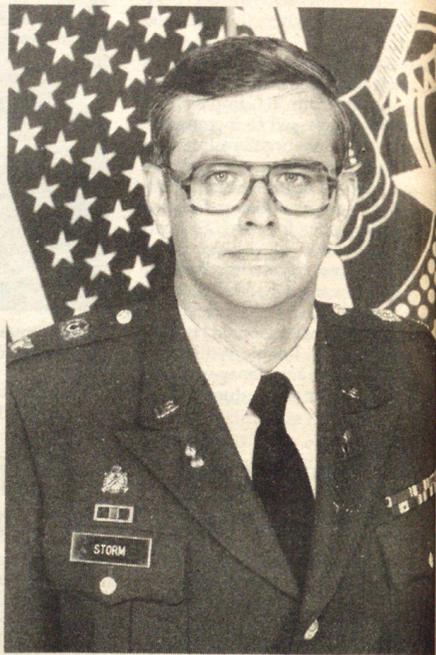
In appreciation

This newspaper went to press before the weekend event known collectively as the Island Fest / World War II Victory Celebration, though most readers won't receive it until after the celebration is over.

With that caveat in mind, I hope that you had an opportunity to attend the celebration, and that you found it both enjoyable and meaningful.

On behalf of everyone who was there, I'd like to extend my appreciation to the people who made the celebration possible. Throughout this year of commemoration, you've made history come alive and reminded us all of the debt we owe to our World War II veterans and to those who never returned from battle.

By Col. John L. Storm



RIA employees offered compressed work schedule

By PAUL LEVESQUE
Target Editor

The eight-hour day may become the exception rather than the rule for many Rock Island Arsenal employees beginning next month, when RIA begins testing a compressed work schedule.

RIA's new schedule, commonly abbreviated as CWS, is similar to the alternate work schedule offered at IOC Headquarters and other Arsenal Island organizations in that it gives employees the opportunity to work nine days, rather than ten, within a standard two-week, 80-hour pay period. However, there are differences designed to assure fairness and keep RIA's costs down.

RIA employees are currently being trained in CWS. They will be able to request a CWS schedule between Aug. 18 and Aug. 24, and can begin working under such a schedule beginning Sept. 3.

The test of CWS will continue for 12 months. If the test proves successful, the schedule will become a permanent benefit for RIA employees.

Under a compressed work schedule, employees work nine days within a two-week pay period, and have the tenth day designated as their regular day off, or RDO. Of the nine working days, eight of them are nine hours in length and one is eight hours in length, yielding a total of 80 hours.

Adopting a "5-4/9" CWS schedule is voluntary, so employees can remain on the standard schedule of 10 eight-hour days within a two-week pay period if they wish.

The agreement to adopt a compressed work schedule is a product of RIA's Labor-Management Partnership Council, a group made up of union and management representatives. Dave Webb of the Civilian Personnel Office, who serves as the council's facilitator, said that the agreement is a good example of how labor-management partnerships work.

"The unions were interested in getting a new benefit for employees," Mr. Webb said. "Management didn't object to that idea, but wanted to be sure that it wouldn't cause a substantial increase in costs. Both sides worked together to come up with a system that hopefully will work to everyone's benefit."

Reaching a final agreement took six months of meetings and consensus building, Mr. Webb said. During that time, the council considered a number of different ideas, including a four-day, 10-hour work week and a "5-4/9" schedule under which all employees would have the same day off.

"The concerns of the council were finding a system that would be fair to all employees, would not drive our costs up, and would not hamper productivity or customer service," Mr. Webb remarked.

To meet those concerns, it was agreed that CWS would be tested before it was permanently implemented, and that specific criteria would be used to decide whether or not CWS had passed the test.

Under the agreement, CWS will be judged based on its impact on sick leave usage, productivity, product quality and employee morale.

Because sick leave usage was a special concern, Mr. Webb said, the council decided to issue a challenge to the RIA workforce.

"Employees have been challenged to fully use the flexibility offered by CWS," he stated, "and to help the Arsenal achieve a 10 percent reduction in the use of sick leave during the test period."

"The idea of this challenge is to make everyone aware of the impor-

CWS AT A GLANCE

- RIA employees who choose CWS will use a "5-4/9" schedule, under which they will work eight nine-hour days and one eight-hour day within a two-week pay period. Use of the new schedule is not mandatory, and employees may remain under the old schedule of 10 eight-hour days within a pay period if they wish.
- CWS will be tested for one year, and will be evaluated based on its impact on sick leave usage, productivity, product quality and employee morale.
- The first opportunity to sign up for CWS will take place Aug. 18-24, with new schedules effective Sept. 3. Three more sign-up opportunities will be offered later in the test year.
- Employees will have the flexibility to move their RDO to cover sick or annual leave or mandatory shutdown days.
- Holidays will be designated as eight-hour days. If two holidays occur in a pay period, the first will be the eight-hour day. An employee whose RDO falls on a holiday will be able to move it to any other day in the pay period with supervisory approval.
- Employees on travel or training may be required to temporarily adopt the schedule of the TDY or training site.

tance of keeping costs down in this critical area," Mr. Webb added. Employees will be regularly updated on sick leave usage during the test period, he added.

Because of the flexibility found in the agreement, employees can use CWS to help save sick and annual leave.

Under the agreement, employees can use their regular day off to cover a day of sick leave, provided that both occur during the same pay period and that the unscheduled sick day occurred before the scheduled RDO.

For example, an employee whose regular day off is the second Monday of the pay period, but who had to call in sick the previous Wednesday, can designate the sick day as his RDO and come in to work on what was scheduled as his RDO. No charge is made against the employee's sick leave balance as a result.

Employees can also save an hour of sick leave by substituting an eight-hour day for a nine-hour day on which they called in sick. The same flexibility is offered in regard to annual leave; thus, you can get a jump on your vacation by moving your RDO to the second Friday of the pay period even if it normally occurs on the first Monday.

Mr. Webb stressed that the substituting scheduled RDOs for sick days will be done strictly on a voluntary basis, and that changes in RDOs to accommodate the use of annual leave must receive supervisory approval in advance. Employees under CWS who take annual or sick leave will be charged in full, and thus will use nine hours of leave if they take a whole nine-hour day off.

"We hope that employees take advantage of this flexibility," Mr. Webb said. "If every employee substitutes a scheduled RDO for a sick day just once during the year, we can reach our goal."

All holidays will be designated as eight-hour days, and all schedules will be adjusted accordingly. Thus, during a pay period with a holiday, employees covered by CWS will work eight eight-hour days, and will still receive their regular day off.

When holidays coincide with employees' scheduled RDOs, those employees will be able to move their RDOs to any other day in the pay period of their choosing, with supervisory approval. In those rare instances where two holidays occur within a pay period, the first holiday will be designated as the eight-hour day.

According to Mr. Webb, the designation of holidays as eight-hour days was done in the interest of fairness.

"This way, everyone gets the same amount of time off," he explained, "and everyone ends up working 72 hours in a pay period with a holiday, including those who stayed with a standard 10-day schedule."

Employees will also be allowed, though not required, to move their scheduled RDOs or eight-hours days to planned shutdown days, such as the day after Thanksgiving. Those who

not make such a move will be charged with nine hours of annual leave.

RDOs can also be moved to accommodate mission requirements, such as workload, expected and unexpected deadlines, and meetings. To avoid unnecessary overtime, employees who go on travel or take training can be required to adopt the schedule of the temporary work site or training source, and thus may revert temporarily to a standard five-day, eight-hour schedule.

Employees who elect CWS must provide a proposed schedule to their supervisors in writing, using a new form known as the SIORI 690-8. The proposal must specify which day in the two-week pay period the employee wants as a regular day off, and which he wants identified as his eight-hour day.

Proposed schedules will be reviewed and approved based on their impact on mission accomplishment. According to the agreement, no more than 25 percent of a supervisor's employees may be granted the same RDO; however, Mr. Webb noted that this was not a hard and fast rule.

"If supervisors feel that they can get the job done with more than 25 percent of their people off on a given day, they can set the schedules accordingly," Mr. Webb said. In any event, he added, the fact that there are two Mondays and two Fridays in each pay period means that all employees, including those in areas where the 25 percent limit is enforced, can get three-day weekends every pay period.

In areas where more employees

request a specific RDO than can be accommodated, employees with an earlier service computation date will be given preference.

If, for any reason, an employee's requested schedule cannot be approved, the employee and the supervisor will meet to work out a mutually agreeable schedule. If no agreement can be reached, the supervisor can assign a schedule, or the employee can opt out of CWS and return to the old five-day, eight-hour work schedule.

As under present guidelines, all CWS day shift schedules may start no earlier than 6 a.m. CWS will be offered to employees working on the second and third shifts.

Some RIA employees will not be offered CWS due to the unique nature of their jobs or other mission requirements. According to Mr. Webb, firefighters offer the best example of exempt positions since they are already working a non-standard schedule: Firefighters usually work 24 hours on followed by 24 hours off.

All exemptions to CWS must be identified by the appropriate director and approved by the RIA commander.

Later in the test year, three CWS windows will be open. During the windows, RIA employees will be able to make permanent changes to their CWS schedule, drop CWS in favor of the old schedule, or go on CWS. The windows will occur in designated weeks prior to Feb. 1, June 1 and Oct. 1, and changes will take effect in the pay periods immediately following those dates.

During 1995 and 1996, the periods when changes can be requested will be Sept. 17-23 for the Oct. 1 date; Jan. 17-23 for the Feb. 1 date; and May 17-23 for the June 1 date. The CWS windows coincide with RIA's "shift bumping" windows, when employees can move among shifts according to preference based on seniority.

Mr. Webb pointed out that it was no coincidence that the first window will close less than a month after CWS schedules are implemented.

"Employees will get a chance to try CWS out for a brief period time, or see how their coworkers like it," he said, "and then make a final decision."

Women's Equality Day marks 75th anniversary

This year, the nation will celebrate the 75th anniversary of Women's Equality Day, an event which can trace its roots to the mid-19th century.

In 1848, Elizabeth Cady Stanton organized the first women's rights convention in the United States. Held in Seneca Falls, N.Y., the convention was attended by about 300 people, many of whom were active in the anti-slavery and temperance movements.

The convention changed women's rights from an idea into a movement. Delegates quickly passed 11 resolutions; included were demands for women to own property, exercise free speech, and enjoy equal access to commerce, education and trades.

But the 12th resolution shocked many of those present. It asked that women be given the right to vote.

Obtaining women's suffrage became a 70-year struggle. It culminated with the introduction of the 19th Amendment to the Constitution to the Congress on June 4, 1919.

The amendment, which granted permanent voting rights to women, was passed by Congress and sent to the states. It received the required ratification of three-fourths of the states on Aug. 18, 1920, when Tennessee became the 36th state to approve it.

On Aug. 26, the ratification of the 19th Amendment was officially certified by the Secretary of State. Only one woman who attended the Seneca Falls convention was still alive to see the original vision become reality.

In August 1974, U.S. Rep. Bella Abzug sponsored a resolution which proclaimed each Aug. 26 as Women's Equality Day. Originally a presidential proclamation, the observance of Women's Equality Day later became a public law.

Today, Women's Equality Day is an occasion to remember to the 70-year suffragette movement, and to pay tribute to the women who surmounted overwhelming obstacles in order to obtain their basic rights as citizens of the United States.

Submitted by the Commander's Special Emphasis Committee



New installation security badges issued

New installation security badges will be issued to all Arsenal Island employees to replace their present badges, which are due to expire at the end of this year.

The rebadging of the workforce began Aug. 9 and is scheduled to run through Oct. 6. It is being done by building complex, so the place you go to get your new badge should be within walking distance.

A message on the times and places of

the rebadging has gone out to all organizations. Employees should be notified through supervisory channels about where and when they should go to get rebadged.

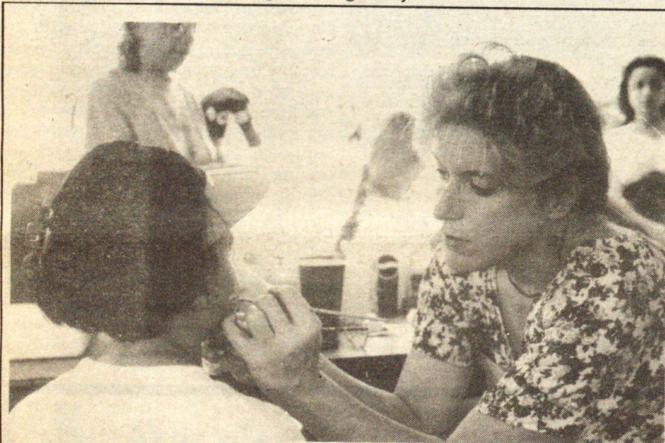
To expedite the process, employees are asked to bring their old badges along with a completed copy of the security index, a form needed to request a badge. Those who come prepared should get rebadged in less than five minutes.

Moore's send thanks for donated leave

My wife and I wish to thank everyone for their generous gifts of donated leave. Because you are anonymous, we must settle for this group thank-you, which is inadequate for your unselfish sacrifices.

May God's blessings shine on each of you and your families for your kindness and may he award you for your generous nature.

Charles (Bud) and Vicky Moore



Helen Ostrander of RIA's Contracting Directorate paints a youngster's face during "Bring Your Families to Work Day." The afternoon-long event gave RIA employees a chance to take their families through work areas, enjoy a picnic luncheon, and participate in a variety of sports and family activities. "Bring Your Families to Work Day" was well attended and may return next year.



RIA Commander COL. JOHN L. STORM Editor PAUL LEVESQUE Advertising Director MIKE ARTH

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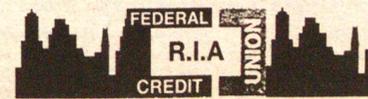
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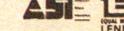
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At the Heart of the Community



On July 1, the Headquarters of the U.S. Army Industrial Operations Command was functionally established on Arsenal Island. In practical terms, this means that employees who formerly worked for AMCCOM or DESCOM Headquarters were moved into their IOC jobs. Some of the "moves" were done in place, with employees remaining at their present desks. Many others, however, involved actual physical relocations.

Nearly all the moves, physical and other-wise, have been completed, and IOC Headquarters is now up and running. It's been built as an entirely new organization, not as a reorganized version of a past command. In these early days, this has made navigating IOC Headquarters a challenging experience.

It's been suggested that the Target print a guide to IOC Headquarters as a service to its readers. This is a response to that request. Hopefully, you can use this to put together the pieces of the puzzle and assemble a coherent snapshot of the Headquarters.

Due to space limitations, this guide only presents the "bare bones" of IOC Headquarters. But you should be able to use this to flesh out the details that you need.

The guide shows the name of each Headquarters organization (Note: DCS stands for "deputy chief of staff"); its office symbol; the name of the person who heads the organization; and a thumbnail sketch of the organization's mission. The phone number

and location shown is that of the office of the organization's chief; in most cases all other employees can be found somewhere near that location. Sub-organizations are shown only down to the division level; some divisions also have branches, offices and teams that aren't shown here.

The Target thanks the IOC External Affairs Office, and all Headquarters organizations listed here, for their help and cooperation in assembling this guide.

COMMAND GROUP

AMSI0-CG MG DENNIS BENCHOFF

MISSION: To provide overall command and control for activities of the U.S. Army Industrial Operations Command. When assigned, five industrial sector executives who report directly to the commanding general will provide overall guidance in five areas — ammunition, aviation, communications electronics, ground combat, and missiles.

PHONE: Ext. 2-5111
HEAD OFFICE LOCATION: Bldg. 390, 1st floor
SUB-ORGANIZATIONS: Deputy Commanding General (AMSI0-DCG) Chief of Staff (AMSI0-CS) Command Sergeant Major (AMSI0-CSM) Secretary of the General Staff (AMSI0-GS) Protocol Office (AMSI0-GSP)

EXECUTIVE DIRECTOR FOR INDUSTRIAL OPERATIONS

AMSI0-IO COL P. G. PHILLIPS

MISSION: To provide direct support and guidance to IOC installations. (Note: Will be the second "hat" of the deputy commanding general, when assigned.)

PHONE: Ext. 2-3434
HEAD OFFICE LOCATION: Bldg. 350, 6th floor
SUB-ORGANIZATIONS: Ammunition Production and Logistics Division (AMSI0-IOA) Engineering and Assessment Division (AMSI0-IOE) Industrial Complex Division (AMSI0-IOP) Integrated Logistics and Technical Support Division (AMSI0-IOI) Weapons Maintenance and Manufacturing Division (AMSI0-IOW)

DCS FOR ACQUISITION / PARC

AMSI0-AC COL JAMES SMITH

MISSION: Will serve as the Principal Assistant Responsible for Contracting and direct and execute acquisition actions.

PHONE: Ext. 2-6895
HEAD OFFICE LOCATION: Bldg. 350, 5th floor
SUB-ORGANIZATIONS: Acquisition Policy Division (AMSI0-ACA) Acquisition Support Office (AMSI0-ACS) Commercial Procurement Division (AMSI0-ACC) Contract Pricing Division (AMSI0-ACP) Environmental Contracting Division (AMSI0-ACE) GOCO/Facilities Division (AMSI0-ACG)

DCS FOR RESOURCE MANAGEMENT

AMSI0-RM JESSE ESLICK

MISSION: To manage and control business management processes and support and integrate the actions of IOC elements in areas such as finance, manpower, value engineering and cost analysis.

PHONE: Ext. 2-2043
HEAD OFFICE LOCATION: Bldg. 390, 3rd floor
SUB-ORGANIZATIONS: Cost Analysis Division (AMSI0-RMA) Defense Base Operating Fund (DBOF) Division (AMSI0-RMD) Financial Analysis Division (AMSI0-RMF) Fund Control and Compliance Division (AMSI0-RMC) Investment Appropriations Division (AMSI0-RMI) Manpower and Force Management Division (AMSI0-RMM) Operating Funds Division (AMSI0-RMO) Program Management and Analysis Division (AMSI0-RMP) Resource Systems and Support Division (AMSI0-RMS) Value Engineering Division (AMSI0-RMV)

DCS FOR HUMAN RESOURCE MANAGEMENT

AMSI0-HR MILTON BOSSCH

MISSION: To administer the civilian and military personnel programs and civilian career development and training programs, and oversee operations related to morale, welfare and recreation, employee assistance, and alcohol and drug abuse prevention and control.

PHONE: Ext. 2-5134
HEAD OFFICE LOCATION: Bldg. 390, 4th floor
SUB-ORGANIZATIONS: Civilian Personnel Division (AMSI0-HRC) Military Personnel Division (AMSI0-HRM) Community and Health Activities Division (AMSI0-HRS)

DCS FOR INDUSTRIAL READINESS

AMSI0-IR RICHARD JANIK

MISSION: To manage industrial base planning for over 450 end items and components, plan and execute the production base support and capital investment programs, and provide command and control for 14 inactive installations.

PHONE: Ext. 2-2226
HEAD OFFICE LOCATION: Bldg. 350, 3rd floor
SUB-ORGANIZATIONS: Advanced Systems Integration Division (AMSI0-IRA) Electronic Equipment Division (AMSI0-IRE) Inactive Base Division (AMSI0-IRI) Inactive Installations Division (AMSI0-IRG) Mechanical Equipment Division (AMSI0-IRM) Munitions Division (AMSI0-IRC) Program Management Division (AMSI0-IRP) Propellants and Explosives Division (AMSI0-IRD) Strategic Base Analysis Division (AMSI0-IRS)

*Located at Dover, NJ

DCS FOR INDUSTRIAL RISK

AMSI0-DM TIM SIMMONS

MISSION: To provide centralized policy and direction for programs related to safety, surety, provost marshal / intelligence, emergency operations center and radioactive waste disposal programs.

PHONE: Ext. 2-1611
HEAD OFFICE LOCATION: Bldg. 350, 5th floor
SUB-ORGANIZATIONS: Mobilization and Operations Division (AMSI0-DMM) Provost Marshal / Intelligence Division (AMSI0-DMP) Radioactive Waste Disposal Office (AMSI0-DMW) Safety Division (AMSI0-DMS) Surety Division (AMSI0-DMU)

DCS FOR INFORMATION MANAGEMENT

AMSI0-IM DICK FISCHER

MISSION: To lead the effort to integrate information technology throughout the command and interface with higher levels on information management issues.

PHONE: Ext. 2-0304
HEAD OFFICE LOCATION: Bldg. 350, 3rd floor
SUB-ORGANIZATIONS: Acquisition and SMCA Systems Support Division (AMSI0-IMA) Industrial Systems Support Division (AMSI0-IMS) Information Mission Area Logistics and Operations Division (AMSI0-IML) Information Systems, Integration and Standardization Division (AMSI0-IMU) Information Technology, Planning and Analysis Division (AMSI0-IMT) Resources Systems Support Division (AMSI0-IMR)

DCS FOR INSTALLATION SUPPORT

AMSI0-IS PERRY REYNOLDS

MISSION: To plan and execute programs related to construction, maintenance and use of IOC installations and properties.

PHONE: Ext. 2-1400
HEAD OFFICE LOCATION: Bldg. 390, 4th floor
SUB-ORGANIZATIONS: Facilities Engineering Division (AMSI0-ISF) Housing Management Office (AMSI0-ISH) Installation Logistics Division (AMSI0-ISL) Real Property and Natural Resources Division (AMSI0-ISR)

DCS FOR ENVIRONMENTAL MANAGEMENT

AMSI0-EQ ROBERT RADKIEWICZ

MISSION: To manage the environmental program with emphasis on compliance, restoration and pollution prevention.

PHONE: Ext. 2-1401
HEAD OFFICE LOCATION: Bldg. 390, 4th floor
SUB-ORGANIZATIONS: Environmental Compliance Division (AMSI0-EQC) Environmental Management Division (AMSI0-EQM) Restoration and Engineering Division (AMSI0-EQE)

JOINT ACTIVITIES OFFICE

AMSI0-JS RICHARD LINDABURY

MISSION: To provide principal staffing advice on command management policies and procedures related to SMCA, and provide day-to-day direction, coordination and control of the Joint Ordnance Commanders Group.

PHONE: Ext. 2-3320
HEAD OFFICE LOCATION: Bldg. 350, 5th floor

DCS FOR SECURITY ASSISTANCE MANAGEMENT

AMSI0-IL RONALD HERTER

MISSION: To manage, direct and control the security assistance program for IOC-managed ammunition and related services and licensed co-production.

PHONE: Ext. 2-8576
HEAD OFFICE LOCATION: Bldg. 350, 4th floor
SUB-ORGANIZATIONS: Ammunition Management Division (AMSI0-ILA) Program Management Division (AMSI0-ILP) Co-Production Division (AMSI0-ILC)

DCS FOR SMCA

AMSI0-SM MURRAY BICKNELL

MISSION: To execute the Single Manger for Conventional Ammunition Mission for product line, intensive management, supply, storage, maintenance, demilitarization, CAWCF financial management, ammunition systems and customer support.

PHONE: Ext. 2-3018
HEAD OFFICE LOCATION: Bldg. 350, 5th floor
SUB-ORGANIZATIONS: 120MM Tank Ammunition Team (AMSI0-SMT) Ammunition Intensive Management Division (AMSI0-SMI) Ammunition Product Line Management Office (AMSI0-SMP) Ammunition Supply and Maintenance Division (AMSI0-SMA) CAWCF Management Division (AMSI0-SMC) SMCA Operations Division (AMSI0-SMS) SMCA Systems Division (AMSI0-SMM)

DCS FOR TRANSPORTATION AND TRAFFIC MANAGEMENT

AMSI0-TM WILLIAM TURNIS

MISSION: To develop, manage and direct transportation policies and programs to meet customer delivery requirements, and to manage the IOC aviation program.

PHONE: Ext. 2-5824
HEAD OFFICE LOCATION: Bldg. 350, 4th floor
SUB-ORGANIZATIONS: Aviation and Special Movements Office (AMSI0-TMA) Joint Munitions Transportation Division (AMSI0-TMJ) Transportation Operations Division (AMSI0-TMO)

DCS FOR ARMY WAR RESERVES

AMSI0-WR LARRY GOODKNIGHT

MISSION: To establish policies and procedures governing the receipt, storage, inspection and maintenance of war reserve materiel, maintain records of such materiel, and manage programs such as pre-positioned ships afloat.

PHONE: Ext. 2-4311
HEAD OFFICE LOCATION: Bldg. 350, 3rd floor
SUB-ORGANIZATIONS: Operations Division (AMSI0-WRO) Plans Division (AMSI0-WRP)

PLANS, ANALYSIS AND EVALUATION OFFICE

AMSI0-AE ALAN WILSON

MISSION: To prepare, coordinate and integrate overall strategic and business planning, provide an independent analysis and study capability, and facilitate the assimilation of Total Army Quality principles in command operations.

PHONE: Ext. 2-3930
HEAD OFFICE LOCATION: Bldg. 390, 2nd floor
SUB-ORGANIZATIONS: Analysis Division (AMSI0-AEA) Performance Evaluation Division (AMSI0-AEE) Planning Division (AMSI0-AEP) Total Army Quality Office (AMSI0-AEQ)

SPECIAL STAFF

MISSION: To support the command group, headquarters elements, and IOC installations and activities in various assigned functions.

SPECIAL STAFF ORGANIZATIONS: •Business Relations Center (AMSI0-BR; Craig Colledge Ext. 2-5880; Bldg. 390, 2nd floor) •Office of Counsel (AMSI0-OC; Anthony Sconyers Ext. 2-8406; Bldg. 390, 1st floor) •Command Chaplain (AMSI0-CC; LTC Mark Fritch Ext. 2-4736; Bldg. 60, 2nd floor) •Equal Employment Opportunity Office (AMSI0-EE; (Vacant) Ext. 2-5127; Bldg. 390, 2nd floor) •External Affairs Office (AMSI0-EA; Al Schwartz Ext. 2-5421; Bldg. 390, 2nd floor) •Office of the Inspector General (AMSI0-IG; LTC Michael Giblin Ext. 2-4495; Bldg. 390, 2nd floor) •Internal Review and Audit Compliance Office (AMSI0-IA; Anton Hopp Ext. 2-2239; Bldg. 390, 2nd floor) •Reserve Component Advisors (AMSI0-AR / NG MAJ Lynn Hintze (AR); Ext. 2-3007 MAJ Terry Clark (NG); Ext. 2-4795 Bldg. 390, 2nd floor)

Lead paint

Continued from page 1

THE LOWDOWN ON LEAD

Chemically speaking, lead is an element, so it cannot be broken down into a different substance. Thus, the only way to abate lead in a given area is to remove it, because no practical technology exists to destroy it or render it harmless in place.

While lead is a naturally occurring substance, nearly all of the lead now found in the human environment got there due to human activities. People have been using lead for at least 8,000 years, and probably longer. Lead was, and still is, prized because it is one of the softest metals available, and so can be easily worked and shaped.

During the era of the Roman Empire, lead was used extensively in everyday objects. It was found in utensils, as a lining in vessels used to store water and wine, and as a glaze on pottery. In later years, the use of lead expanded into art, manufacturing and construction. The demand for lead increased greatly in the 1800s, following the Industrial Revolution.

From then until well into the present century, many household water and sewer pipes, and most of the solder used to connect the pipes, contained lead. (In fact, "plumbing" is derived from *plumbum*, the Latin word for lead.) Lead compounds were commonly used as paint pigments, and so were found in the paint used to cover interior and exterior surfaces in homes, as well as in the paint found on furniture and other household items.

Though lead was as a component in some "cures" administered by early physicians, lead serves no beneficial purpose in the body; in fact, it acts as a poison that can be harmful and even fatal. Lead binds with the chemicals that aid the body's biological reactions and so interferes with the normal functions of the brain, the kidneys and the blood-forming system.

The ancient Greeks were the first to recognize lead poisoning, which some now say contributed to the fall of Rome. Beginning in the 1950s, it was recognized that the victims of acute lead poisoning weren't the only people suffering from the effects of lead. Scientists began to associate long-term exposure to what then seemed like low levels of lead with health and behavioral problems, especially in children.

Young children are more vulnerable to lead because of its potential for hindering their development. Lead exposure, even at low levels, can have a long-lasting negative impact on intelligence, motor control and hearing, and can cause learning and emotional problems. The point at which medical intervention is recommended in children is measured by the level of lead in the blood; that level was first set at 40 milligrams per deciliter in 1971, and is now set at 10 milligrams per deciliter.

During the 1950s and 1960s, some cities began to regulate the use of lead-based paint, and some paint manufacturers adopted voluntary standards. But it wasn't until the 1970s, when federal laws and regulations took effect, that lead began to disappear from most paint. The new environmental rules also called for phasing out lead in plumbing and as a gasoline additive.

If your home was built after 1980, you can rest assured that its paint and plumbing are lead-free. But you may have a lead problem if you own an older home, especially one built before 1960.

Owners of older homes sometimes react to the suspected presence of interior lead paint by scraping or sanding it off. Such a removal can actually make a lead exposure problem worse, or create a problem where none existed before, by releasing lead dust into the atmosphere and allowing it to settle on the floor and other surfaces.

Lead paint removal can be done by do-it-yourselfers who follow the proper procedures. A booklet on removing lead paint safely is available by contacting the Iowa Department of Public Health at (800) 972-2026. If you'd rather not tackle the job yourself, hire a certified lead abatement professional.

Residents of older homes should also have their water tested. Since lead settles in soil, children should be restricted from playing in areas of exposed dirt near older buildings. Glazed pottery and plates acquired overseas may contain lead, and so should be used as decorations and not as eating or serving dishes. Some hobbyists, such as those who work with stained glass or who make their own lead sinkers or shot, may need to take precautions to minimize lead exposure.

Source: Environmental Protection Agency

Health departments offer lead screening

Lead screening tests for children are done at the U.S. Army Health Clinic, but only for military families. Civilians who work on Arsenal Island can get their children tested at two health departments in the Quad Cities.

The Rock Island County Health Department conducts lead screening tests by appointment. The cost for the test is based on family income, and is a maximum of \$25. To make an appointment, and for more information, call 793-1955.

The Scott County Health Department conducts lead screening tests on Monday and Wednesday from 9 to 11 a.m. The tests are free for all families. Call 326-8618 for more information.

an appointment with the Health Clinic to have a blood test taken within one month of their arrival. Parents may decline the test by signing a waiver.

"What's mandatory about the program is our obligation to inform military parents and give them the opportunity to get the blood test performed in our clinic at no cost," Mr. Johnson explained.

Initial screening is done through a finger prick test. If a problem is indicated, a more precise test is performed. So far, only one child has failed the finger prick test, and the follow-up test on that child indicated no lead problem.

Following the initial test, young children are tested once every year, to assure that they have not been exposed to high levels of lead in the environment.

Protecting young children was also the primary emphasis of a program of testing and inspection carried out last fall. Mr. Johnson and PW's Terry Harris, who are certified risk assessors, looked for lead paint in targeted areas such as family housing units, child care facilities, playgrounds and garden plots.

Paint samples were taken from playground equipment, and soil samples were taken from the gardens and play areas. All housing units were visually inspected, and samples were taken from spots where paint was deteriorating. Interior dust was also sampled in some homes, especially in areas where children spent the most time.

As part of the housing inspection program, occupants were interviewed about subjects such as where their children played and housekeeping practices. As an added precaution, a visual inspection was done, with the occupants' permission, to look for personal items that might contain lead hazards, such as pottery brought in from overseas and old painted furniture.

When the test results came in, one government-owned swingset and a few personal items were disposed of due to the presence of lead paint. Otherwise, the Arsenal's play areas were found to be lead-free, as was Bldg. 16, RIA's newest child care facility.

Lead paint was found on the exterior trim of Bldg. 11, an older building used for child care. However, the paint poses

no significant risk to the children since it is not flaking and is generally out of reach, and since the windows in the building are never opened.

"We'll keep a close watch on that situation, and repair any areas that begin to deteriorate," Mr. Johnson said.

Not surprisingly, the inspection found lead paint in all of the older quarters on the Arsenal, most of which were built in the late 19th or early 20th century. Spot treatment will be done in some areas; in others, such as the windows in Quarters Ten and the porch behind Quarters Four, total abatement is either planned or under way.

No lead paint was found in the newer housing units on Rodman Avenue, which were built in the early 1970s. Nevertheless, because of the date of construction and the fact that total testing has not been performed, those units have yet to be designated as lead-free.

As a result of the risk assessment, housing units on the Arsenal have been rated as either green, amber or red. Green units are known to be lead-free, and so may be assigned to any family regardless of how old the children are, and may also be used as family child care homes.

"So far, none of our units are rated green," Mr. Johnson said. "As we do more testing in the new units, we believe that we'll eventually begin to put some if not all of them into that category."

For the time being, the newer units are rated amber. In these units, lead paint may be present but no immediate hazard exists. Families with young children can be assigned in amber units, and they can be used as child care homes; however, residents are informed of the potential risks and the steps they can take to lessen them, and periodic reinspections are performed.

Housing units rated as red, a category which includes all of the older quarters on the Arsenal, are known to contain lead paint. Because of the potential hazard, these units are not assigned to families with children under age 6 and pregnant women. Other families can voluntarily accept these units, but are made aware of the specific problems present in the home and the steps they can take to protect themselves. Families may request to move from such a home even after they accept it.

All residents are given lead information brochures and learn how to protect themselves and their families from lead. Family members are often present as inspections and assessments are done and are encouraged to ask questions. The topic of lead paint has also been discussed at the town hall meetings periodically held for Arsenal residents.

"We share all the information we have with residents, we encourage them to report suspected problems, and we educate them on lead paint and how to handle it," Mr. Johnson said. "Because we're open with the residents, I think they understand the problem and generally understand what we're trying to do and what they should do."

Though resident families have been the main focus of the lead paint program to date, mainly due to public health requirements regarding children, employees have not been ignored.

Manufacturing and logistics employees who work with known or suspected lead sources are given hazard communications training specific to lead. Their potential exposure to lead can be controlled through ventilation and protective gear. To assure that these precautions are effective, employees who may have lead exposure take a blood test every six months.

Lead paint hazards in administrative areas are minimal, Mr. Johnson said.

To further protect employees, testing for lead paint is done before all construction and renovation projects in all areas. If lead paint is found, abatement of the paint becomes part of the contract.

Korean War veteran remains on top after 44 years

By ANGLEA DIXON
AMCCOM External Affairs

When CW5 Cecil Hutson enlisted in January 1951, he had no idea that, 44 years later, he would become one of the highest ranking warrant officers in the Army.

But that's exactly what happened recently when Maj. Gen. Dennis L. Benchoff, commanding general of the Industrial Operations Command, promoted Chief Hutson, a nuclear weapons surety officer at IOC, to the rank of chief warrant officer 5. According to Maj. Gen. Benchoff, this is the first time he has ever promoted an officer who exceeded him in years of service.

"A few of my friends talked me into joining the Air Force," Chief Hutson said in recalling how his long career began. "We went down to the local recruiter for the initial stage and were told to come back the next day."

Unknowningly, Chief Hutson returned to find that his teenage friends had changed their minds. At the time, spaces were limited in the Air Force, so Chief Hutson found himself enlisting in the Army instead.

He enlisted at the age of 16, six weeks shy of the required 17 years of age. However, his parents agreed to sign a statement acknowledging that he was indeed 17.

Chief Hutson's career began as a medical aidman with the 561st Medical Ambulance Company, 52d Medical Bat-

alion in Korea. Being a medic in Korea brought a great deal of responsibility.

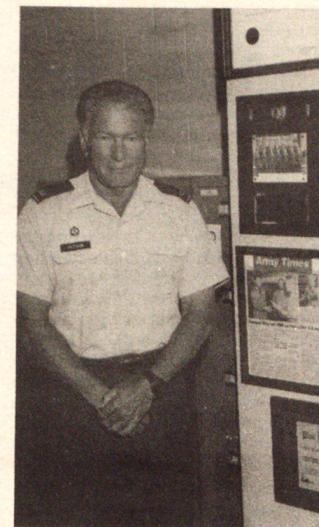
Chief Hutson, then a private, cared for wounded soldiers and transported them from field hospitals to one of the three major hospitals in his area. He said that his time in Korea proved to be one of his most meaningful assignments.

"What I really learned during the Korean War was that what you see in the movies about how wars are fought is a lot different from what you experience on the ground," he said. "You find that it's not all glamour; people are really getting wounded and killed."

Korea proved to be Chief Hutson's only assignment in a wartime situation. Like most dedicated soldiers, though, he was eager to take on challenging assignments. In addition to his two tours in Korea, Chief Hutson has served in Japan, Italy, Greenland, Germany, Okinawa and various cities in the United States. Among his many jobs, he has served as a missile repairman, nuclear weapons assembler and a machine gun section chief.

In 1966, Chief Hutson was approached by his commander to apply to become a warrant officer, because he was already performing the duties that went with that rank. At the same time, he was number one on the promotion list to E8.

During this time, Chief Hutson worked with nuclear weapons and enjoyed the responsibilities. His commander explained to him that, if he became a warrant officer, he could con-



The wall behind CW5 Cecil Hutson's desk is covered with mementoes of his long career.

Management, who serves as program coordinator, said that the goal of CLDP was to enhance participants' leadership skills and knowledge.

"This program isn't designed to provide technical training, but to give participants a chance to learn how to be good leaders," Mr. Schroeder said. "The command needs this type of program, because we need to develop a base of leadership skills to enable us to operate in a new environment."

The Civilian Leader Development Program aims to build those skills by requiring each participant to create his or her own individual development plan. The plan must consist of three formal leadership training courses, three cross-training assignments, and one developmental assignment.

Mr. Schroeder pointed out that participants can use past courses or experiences to satisfy any of the requirements, as long as they can demonstrate that the past training or assignment helped them develop leadership skills.

"You need no past training or experience to participate in this program," Mr. Schroeder said, "as long as

you demonstrate that you are a good candidate to be a leader." Participants in CLDP must be in grade GS-11 or above, or its equivalents.

Cross-training and developmental assignments can be completed on Arsenal Island or at another site, including at agencies outside the Department of Defense. Personal and family considerations must be taken into account when deciding when and where assignments will be completed, Mr. Schroeder said.

"Creating your own individual development plan is an integral part of the program," Mr. Schroeder said, "because that in itself helps people hone leadership skills such as coordination and decision making."

Participants have up to three years to complete the program, though some will probably finish it sooner.

A call for new participants is expected to go out once every year, probably in December or January. Depending on availability, about 10 to 15 spaces in CLDP will be open annually.

If you'd like to know more about the Civilian Leader Development Program, call Mr. Schroeder at Ext. 2-3232.

gression. Chief Hutson benefited from those opportunities when, in November 1991, his present rank was created by Congress.

"We didn't know if this rank was ever going to exist. They tried for many years; in fact, in the late 1970's they tried to get a five and a six established but didn't make it," Chief Hutson said.

According to Chief Hutson, the first Master Warrant class, a forerunner to CW5, graduated in 1988. A few years later, Congress approved the Warrant Officer Management Act. This bill opened up the doors for many warrant officers to progress to CW5, with the first being appointed in September 1992.

Chief Hutson has seen many changes in the Army. "The overall philosophy has changed, especially in leadership," he said. "Now we tend to lead by example; before we led by might or 'Do as I say and not as I do.'" Chief Hutson added that people in the Army today are better educated and trained.

After 44 years, Chief Hutson's attitude about the Army continues to be positive. "Based on where I am now, I have had a successful career, and I've been exceptionally lucky to enjoy this long career," Chief Hutson said.

As for the future, Chief Hutson plans to retire from the Army next year, but wants to work a few more years after that.

"My first choice is to work for the government because that is closest to what I'm doing now," he said.

Paperless system

Continued from page 2

improvement.

"The people from RBP have been cooperative and helpful," Ms. Satterwhite-Burton said, "and, in fact, have already made several changes to the system based on our input."

Three EEO staffers, including Ms. Satterwhite-Burton, have been trained in the use of the paperless complaint system. Those staffers have demonstrated the system to members of RIA's top staff and to EEO officers from around AMC who came to the Arsenal recently for a conference.

The Paperless EEO Complaint System combines computer hardware and software into a single package capable of converting hard-copy documents into digital information that can then be accessed and read on a large-format screen and copied onto a compact disk.

The heart of the system is a Pentium-driven processor with a four-gigabyte hard drive and an optical disk drive measuring 1.5 gigabytes. (Translated: They're real big.)

Documents from a complaint file are placed in the system through a scanner that quickly reads and digitizes anything printed, typed or hand-written on paper. The scanner can process up to 40 pages a minute through an automatic feeder, and can even handle onion-skin paper.

Double-sided documents can be sent on single trips through the scanner, which can be set to replace or append documents already in the system.

Once a piece of paper is scanned in, an exact replica of it can be called up on the monitor. Users can zoom in on part of the document; they can also enhance readability by lightening or darkening the document, or by reversing it, i.e. making black areas white and white areas black.

Complete complaint files can be accessed by using several different identifiers, including individual complaint numbers and "master" numbers that can be assigned to different but related complaints. No one will be able to get into any part of the system without entering the correct password.

When a file is called up, it is initially displayed in tabs that follow the tabbing system used in hard-copy complaint files. This feature allows users to click on a tab and zip through pages to get to the one they'd like to read.

Individual pages or sections of a file can be printed on a high-resolution laser printer, which is not actually part of the system but was already in place in the office when the system arrived.

The entire contents of a complaint file can be stored on the hard drive and copied onto an optical disk. Copies can be made from the optical disks onto CD-ROM (for "read-only memory") disks, which can be accessed and read by users but cannot be altered or copied. The disks generated by the paperless complaint

system will also be password-protected.

"These features will give us legal protection," Ms. Satterwhite-Burton said, "because they make it virtually impossible for anyone to tamper with a file after it is received from us."

But the most obvious benefits of the paperless system lie in the administrative rather than the legal arena. Documents from a complaint file can now be scanned in once, rather than photocopied four or more times. Entire files can now be mailed as a disk that's as thin as a birthday card and a little bigger around than the palm of your hand, rather than as an overstuffed package that strains the arm muscles.

Compact disks generated by the system can also be used as record copies of closed-out complaint files, vastly reducing the amount of space required for permanent storage and making the files easier to access if necessary in the future. Past and present files stored on disk or the hard drive are easy to find, thanks to the system's automatic indexing feature.

As the demonstration project moves into new phases, more features will be added to the system. For example, a key word search function is being developed that will make it even easier to find specific parts of individual files.

While EEO staffers must now go into the room where the system is housed to use it, all their personal computers will eventually be linked to it, giving them access without leaving their desks. Such access may also be granted to others, such as RIA attorneys, with a need to use the system.

For now, the paperless complaint system is unique to RIA, though the EEO Office at IOC Headquarters should soon get some of its capabilities. Because none of the other outside agencies which RIA must deal with when processing complaints has the paperless system, the old copy-and-mail methods still prevail.

But the EEO Office has taken advantage of the system by using it to store and collate past case files. Ms. Satterwhite-Burton's goal is to scan in the last two year's worth of cases.

When the demonstration project officially comes to an end next year, contractor and government representatives will review lessons learned during the test and look at possible modifications. If the project is indeed deemed a success, EEO offices at other Army installations will follow RIA's lead and begin to go paperless.

While she couldn't foresee the final outcome, Ms. Satterwhite-Burton said that the demonstration project had gone well so far.

"The paperless system has the potential to eliminate duplication of effort and to make a lot of time-consuming tasks unnecessary," she concluded. "That will free us to concentrate on serving our customers and doing more of what we do best."

Bone marrow drive set

A bone marrow donor drive will be held at the Naval / Marine Reserve Center on Wednesday, Aug. 30, from 10 a.m. to 3 p.m.

The drive is open to all Department of Defense civilian employees and active and reserve members of the military, and their immediate family members.

The purpose of the drive is to find volunteer donors for the DoD National Marrow Donor Program. Program participants are placed on a registry, from which they can be matched with potential recipients of bone marrow transplants.

The DoD National Marrow Donor Program was established under a law passed by Congress in 1990. The goal of the legislation was to give DoD personnel an expanded opportunity to serve as bone marrow donors.

The program is operated by the C.W. "Bill" Young Marrow Donor Center, an independent, non-profit organization based in Bethesda, Md. The Young Donor Center is one of more than 100 marrow centers in the United States, and was set up specifically to recruit marrow donors from among DoD employees and family members.

Representatives from the Young Donor Center will be on hand for the Aug. 30 drive, and will be assisted by personnel from the U.S. Army Health Clinic.

Volunteers who participate in the drive will be given a general health screening, then have a small amount of blood withdrawn. All potential marrow donors must be between 18 and 55 years of age and be in generally good health, and must sign a consent form.

Blood samples taken during the drive will be forwarded to a laboratory and tested for a factor known as the human leukocyte antigen, or HLA. An HLA match is the first step in determining whether or not a potential donor can give his or her bone marrow to a person in need of a marrow transplant.

Bone marrow transplantation is used as a treatment for more than 50 different blood disorders, such as leukemia and aplastic anemia. These disorders, which strike up to 16,000 Americans a year, are always serious and usually fatal.

Due to the closeness of the genetic match, bone marrow donations often come from family members. However, up to 70 percent of those who need a marrow transplant have no matched family members as potential donors.

They must seek unrelated people who might serve as marrow donors, or be

denied the opportunity to receive therapy which could save their lives.

DoD personnel who take part in the marrow donor program are privately informed if and when they are identified as a potential match for someone in need of a transplant. They are asked to take a more extensive blood test and medical evaluation to determine whether or not they are indeed a precise match with the intended marrow recipient.

If a match is made, potential donors are then given counseling and thorough information on the donation process. If they choose to go forward with the process, they are transported, at the recipients' expense, to the medical facility where the donation will take place.

Marrow donation is a surgical procedure which involves general or local anesthesia. During the procedure, the liquid marrow is collected from the back of the pelvic bone using a needle and syringe. No more than 5 percent of the body's total bone marrow is taken, an amount which is naturally replenished within a few weeks.

Typically, marrow donors are hospitalized overnight and feel some lower back pain for several days following the procedure. All medical expenses related to the procedure are paid either by the recipient or by private organizations.

Potential donors are informed every step of the way and can withdraw at any time without penalty. Safeguards are also in place to preserve the confidentiality and privacy of donors.

DoD civilian employees are authorized to receive up to seven days of excused leave per calendar year for bone marrow donation and related procedures. Contact your supervisor for more information.

More information on the Aug. 30 bone marrow drive is available by contacting Walter McClure at Ext. 2-7356.

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Bowling leagues invite new members

The league bowling season is about to begin, and three leagues associated with Arsenal Island are inviting new members to join them. Here are the details:

• Any and all bowlers are welcome to participate in the **RIA Mixed League**.

Those interested in joining are welcome to attend a meeting that will be held on Thursday, Aug. 17, at 6 p.m. at Town and Country Lanes in Rock Island. League play is scheduled to begin on Aug. 31 at the same time and place and continue for 32 Thursdays.

Teams in the mixed league must consist of two men and two women. You may form your own team or you may ask to be assigned to one.

For more information, contact any of the following league officers: Carol Hanson, Ext. 2-9461; Leroy Haywood, Ext. 2-5594; Marcia Jones, 794-0303; or Chuck Flucas, 788-9408.

• Openings for individuals and teams are available in the **SNAFU Bowling League**, a men's handicap league that traces its roots back to the World War II era.

The league will hold its organizational meeting on Wednesday, Aug. 23,

at Plaza Bowl North in Davenport. The season begins on Sept. 6 at 6 p.m. and continues on Wednesday evenings through the end of September.

Each team in the **SNAFU** league has five members; however, team rosters may include extra bowlers who can serve as substitutes when the regulars can't make it.

To find out more, call Rich Turek at Ext. 2-6459 or 797-5370, or call Jim Hendren at 391-4571.

• The fall bowling season for the **Taxpayer's Delight Women's Bowling League** begins on Tuesday, Sept. 5, and continues for 30 weeks. League play takes place at 4:30 p.m. on Tuesday evenings at Plaza Bowl North.

Female employees and retirees who are interested in joining the league are invited to an organizational meeting on Tuesday, Aug. 29, at 4:30 p.m. at Plaza Bowl North. Teams in the league have three members; you may form your own team or ask to be assigned to one.

You can learn more by calling any of these league officers: Lisa Jump, Ext. 2-5139; Theresa Solis, Ext. 2-3468; or Judy Marberry, Ext. 2-8035.

August features two golf tournaments

• The seventh annual **RIA Preferred Ball Golf Tournament** will be held on Monday, Aug. 28, at Golfmohr in Hampton beginning at 8 a.m.

The cost to enter the tournament is \$12 per person. Payment is due by Aug. 21. Carts may be rented for an additional fee.

Trophies will be awarded to the top finishers in three flights. In addition, cash prizes will be awarded for the best shots on certain holes.

Each team entered in the tournament must have four members. An attempt will be made to match individual entrants with a team.

More information is available by calling Mike Brown at Ext. 2-6419 or Bob Matesevack at Ext. 2-6432.

• The local chapter of the Federal Manager's Association will hold its 4th annual **Muscular Dystrophy Association Benefit Tournament** on Friday, Aug. 25, at Highland Springs Municipal Golf Course in Rock Island.

The tournament will follow a preferred ball format. Space is available for 27 four-person teams. All employees and members of the general public are invited to enter.

The fee is \$35 per player, which includes greens fees, a cart, a deli luncheon, trophies and prizes. All proceeds will benefit local programs of MDA. Call Gwen Schwindt at Ext. 2-2872 for registration forms and more information.

Talk of the Town

Arsenal Island's recent community speakers included:

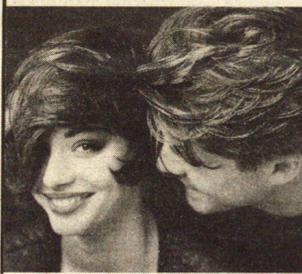
• **SFC Paul Jones**, who made an Independence Day Speech for the Moline High Twelve Club.

• **Sherry Weller**, who discussed RIA's Total Army Quality process at a meeting of the Society of American Military Engineers.

• **Ron Sikorski**, who discussed the future of Rock Island Arsenal at a luncheon meeting of the Moline Rotary Club.

If you'd like to become a member of the Speaker's Bureau, or would like more information about the Arsenal's community relations program, contact Vicki Stapes at Ext. 2-4786.

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Help Wanted RIA Museum gift shop managers part time position. Contact Dolores Bates 796-0616.

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Improvements earn commissary two regional awards

The Rock Island Arsenal Commissary was recently named as winner of two prestigious awards within its region.

The RIA Commissary, which is in the Defense Commissary Agency's Central Region, earned both the Director's Award as the most improved commissary and the Best Small Grocery Department Award in the small store category.

The Central Region contains 32 of the 317 commissaries located worldwide. The RIA Commissary, which is classified as a small store, has 30 employees, serves about 104,000 customers per year, and posts annual sales of around \$5.5 million.

Commissary officer Norman Brown pointed out that it was rare for one commissary to win two awards within the same year.

"We were able to do it because of the combined effort of everyone who works here," he said. "These awards reflect on their commitment to excellence and customer service."

That commitment has been nurtured by some new policies put into place by Mr. Brown. Weekly staff meetings are now held with all department managers present, and managers themselves are required to hold staff meetings with all employees present at least once a month.

"We don't hold meetings for the sake of holding meetings," Mr. Brown said "but to share ideas and information and to get problems out in the open before they grow too big to handle."

A new training program was also put into place. The program gives every employee the opportunity to rotate among jobs within their departments in the commissary, sharpening old skills and learning new ones.

"Because all our employees are now cross-trained, we're better able to back one another up," Mr. Brown said. "In addition, employees have a better understanding of how the commissary

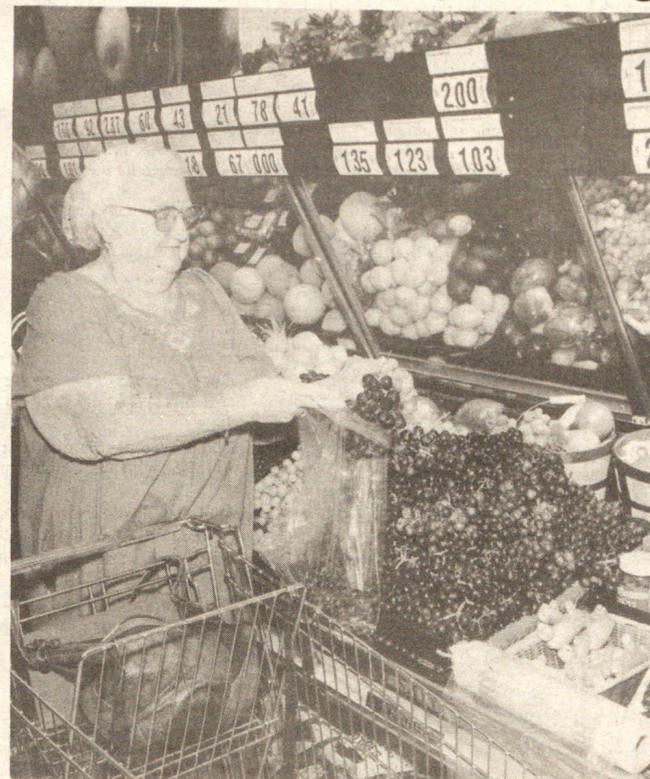


Photo by TONY LOPEZ

Dolores Walker of Galesburg selects some grapes in the produce department of the RIA Commissary.

works as a whole and how the different parts of it fit together."

To modernize commissary operations, new computers were acquired, and employees were trained in various software programs.

Employee morale has improved as a result of the training and communica-

tion efforts, Mr. Brown said. Customers are now often greeted at the door, sometimes by name, and cashiers have taken to dressing for the holidays, such as when they appeared in Easter Bunny outfits.

"Our customer service image has really improved," Mr. Brown said, "and a

Auto Craft shop adds air conditioning service, rotary lift

Some new services are now available in RIA's Auto Craft Shop.

The shop now has equipment capable of recharging automobile air conditioning systems and reclaiming and recycling freon from the systems.

Due to environmental regulations, the air conditioning equipment cannot be operated by customers. Recharging and reclaiming can only be done by craft shop mechanics, who have been certi-

fied in use of the equipment.

The cost for the service is \$11 per pound of freon, plus a flat charge of \$8 regardless of the amount of freon used. The cost for reclaiming freon is \$10.

Craft shop mechanics will recharge air conditioners and reclaim freon, and will also assist in diagnosing air conditioning problems and provide guidance on repairing them.

Also new at the Auto Craft Shop is a

four-post rotary lift capable of lifting large passenger vehicles, such as full-sized trucks and vans. By next month, the shop should also add a laser alignment system capable of aligning all four wheels.

The Auto Craft Shop is a self-help center where customers can work on their own vehicles using professional equipment and advice. Use of the shop

is open to all active and retired Arsenal Island employees.

The shop is open Tuesday through Friday from 1 to 7:30 p.m. and on Saturday from 9 a.m. to 4:30 p.m., and is closed Sunday and Monday. Rates for use of the shop vary depending on the type of work performed.

More information is available by calling the shop at Ext. 2-8631.

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