



THE DISPATCH

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SPD SPECIAL PROGRAMS DIVISION Celebrates 20 years

Original announcement article as it appeared in the November 1999 issue of the Dugway Dispatch, pg. 5.

New division created



The staff of the new Special Programs Division at West Desert Test Center are (left to right) Grant Price, Vince Liddiard, Dr. Dave Brown, Dr. Michael Brown, Mike Francks and Ron Delgado. (Photo by Al Vogel)

Special Programs Division seeks non-traditional work

The newly created Special Programs Division (SPD) began operating Oct. 15 at West Desert Test Center (WDTC).

The new division will strive to develop non-traditional work at the test center, working directly with the Department of Defense Special Operations Forces, Department of Energy, Department of Justice, Army consequence management organizations and state and local first-responders.

The work will involve testing equipment that might be used in the event of a nuclear, biological or chemical incident or attack. Training responding personnel how to use the equipment will also be part of the mission.

Using existing facilities at WDTC, a variety of test support missions will be available.

Dr. Michael Glass will be the chief of the SPD. Other members of the SPD staff are Dr. Dave Brown, Grant Price, Mike Francks, Ron Delgado and Vince Liddiard.

"This will be a total team effort," Dr. Glass said.

Lt. Col. David Coker, commander of WDTC, said that Dr. Glass was highly qualified to be SPD's chief.

"Dr. Glass' demonstrated

technical expertise and management skills, coupled with his in-depth knowledge of all Special Programs areas, and experience with WDTC capabilities, support his selection as the new chief of the Special Programs Division," Lt. Col. Coker said.

Lt. Col. Coker believes that the SPD will not only increase WDTC's customer base, but justify an increase in government work force authorizations across WDTC and Dugway Proving Ground.

Dr. Glass fills the position under the Intergovernmental Personnel Agency (IPA) program which allows federal agencies to temporarily detail non-federal personnel from certified, eligible organizations to an IPA position.

The detailed position is for one year and may not be extended for more than three additional years. While serving as an IPA, Dr. Glass is subject to the same ethics rules and supervision as any federal employee in WDTC.

"We will work very closely with the individual labs within the test center to accomplish the mission," Dr. Glass said. "We all came out of the labs," he said. "We want to maintain close ties with the labs. It's imperative for our success."

By Becki Bryant

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When the Special Programs Division (SPD) began operating at West Desert Test Center (WDTC) in October 1999, Dugway leadership believed it would increase WDTC's customer base and its workforce.

They were right. Twenty years later, SPD has grown from just six contractor employees to 40 Army civilian employees supported by almost as many contractors. The division is a close-knit group largely made up of scientists, chemists, biologists, engineers and former service members with chem/bio expertise.

Lance McEntire, who first joined the division in 2001 and is now its CWMD Support Branch Chief, credits SPD's original leaders for its success. "The original leaders of SPD were team builders," said McEntire during the division's recent 20th anniversary celebration. "It was an environment where you were encouraged to succeed and do it your own way, and because of that we accomplished a lot of successful endeavors."

One of the founding SPD programs was the Advanced Chemical/Biological Integrated Response Course (ACBIRC), created out of a need for advanced chem/bio training for first responders. SPD conducted the course once a month for more than 10 years until the Department of Homeland Security lost funding. "We still get requests for

that training – eight years after it was discontinued," said McEntire, attesting to ACBIRC's popularity.

Courses like ACBIRC were well attended largely because of the events of 9/11, which emphasized the importance of military and first responder training. In addition to the increased awareness, the government eliminated its overhead fee for services in 2003, and doing business with SPD became much more affordable.

From 2000 – 2006, with business booming, SPD built a large chunk of its testing and training facilities including Georgia and Wyoming, which were originally built for Special Operations Command, as well as Yellowstone, Cheyenne, Mustang Village, Granite Mountain Tunnel, GWOT and a group of training buildings formally called the Chem and Bio Defense Mission Support Facilities. In 2014, SPD added Vicker's Village to its facilities and Brauch Tunnel in 2017.

SPD's business has remained steady since 2012, and is not expected to grow much in the

◆ SPD 20 years.

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The Explosive Ordnance Disposal (EOD) Chem/Bio Warfare Program is an annual SPD course that trains approximately 140 Soldiers before they deploy to operations worldwide.



SPD assists with the test and evaluation of ICARUS (Inbound, Controlled, Air-Releasable, Unrecoverable Systems).



SPD conducted the longest distance HIMARS (High Mobility Artillery Rocket System) missile shot in the continental U.S.



SPD conducted a series of chlorine gas releases to provide critical modeling data to help develop more accurate response procedures.



SPD conducted test and evaluation of the new Screening Obscuration Module (SOM) at the Tower Grid facility.

INSIDE YOUR DISPATCH



IT WAS 20 YEARS AGO



SPD continues to forge ahead 20 years later.

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COMMAND PERSPECTIVE



Quiet confidence in excellence.

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UNIFORM TESTING



Warfighter uniforms put to the test.

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MAJOR AWARDS



DeCA bestows prestigious awards to Dugway commissary.

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TOP TO BOTTOM



Children and Youth Services gets a complete makeover.

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MASTER BLACK BELT



Earning this Lean Six Sigma belt is an Army rarity.

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IN A NUTSHELL



The Army Modernization Strategy explained.

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AND MUCH MORE

SPD celebrates ...

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near future due to manpower constraints. "We have all the work we can handle right now," said Chris Johnson, current SPD Chief, explaining that taking on additional business would require a substantial increase in personnel in the Special Programs Division and support organizations.

than 100 tests, conducted approximately 110 training events that trained more than 3,000 Soldiers, Sailors and Marines, supported over 18,500 Unmanned Aircraft Vehicle (UAV) flights, and brought in over \$22M in revenue.

"Our work is important to U.S. and allied forces. We provide advanced level chem/bio training that no one else in the world can

provide. We also provide quick-reaction testing in response to real world incidents or threats. The data from these tests help shape DoD policies and warfighter tactics, techniques and procedures," said Johnson.

For more information about WDTC's Special Programs Division, visit www.dugway.army.mil/SpecialPrograms.aspx



Wendell Williams, the longest-serving Special Programs Division, cuts a birthday cake to celebrate its 20th birthday. Larissa Poyner, the newest SPD employee, cuts the second birthday cake during the 20th anniversary celebration.

Through the ringer

By Becki Bryant
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Hot, dry, humid and cold – Warfighters are immersed into extreme conditions, and Dugway's West Desert Test Center (WDTC) is ensuring that new Warfighter suits will hold up to those extreme conditions and still properly protect against a chemical or biological threat.

The formal test name is Uniform Integrated Protection Ensemble Family of Systems (UIPE FoS). It is a rigorous pretreatment of new suits, both under and over garments, for the Joint Services. The suits are shocked with a hot-

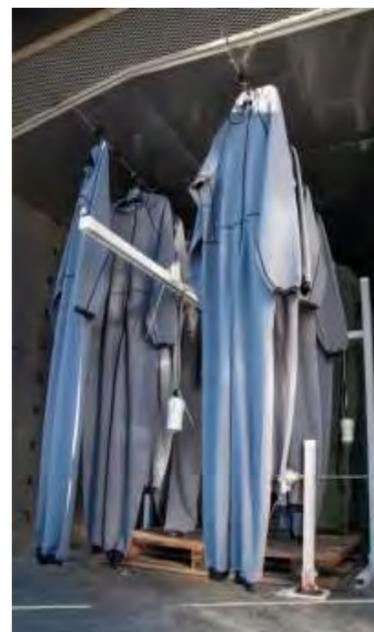
dry, hot-humid and cold cyclical operational temperatures following U.S. Military standards MIL-STD 810G.

"We look to see if the extreme environments—high humidity, very dry conditions, and temperatures ranging from -28 degrees Fahrenheit to well over 100 degrees Fahrenheit—will cause the suits to fail," said John Tobler, WDTC chemist and test officer.

WDTC employees completed the environmental testing of the new suits in October. Another set of new suits is undergoing a 29-week accelerated aging test that

simulates 10 years on the shelf. That test will be finished by the end of January 2020; then it's time for swatch testing, which will take swatches of the UIPE FoS tested suits and compare those to new swatches of the same material. The swatch tests will be conducted at the WDTC with its new Swatch Permeation Test Fixture, Reengineered (SPITFIRE).

For more information on SPITFIRE, visit <https://www.dugway.army.mil/documents/The%20Dispatch-Vol%205-No%209-FINAL-Sep%2019.pdf>



AJ Line, an engineering technician with the West Desert Test Center, prepares to move Warfighter suits from the hot/humid chamber into the cold chamber for additional testing. Photos by Daniel Jay Bryant, Dugway Scientific Technical Photographer

Command perspective

By Kenneth S. Gritton, PhD
Technical Director, West Desert Test Center

Quiet Confidence
in Excellence



As a youth I came across the following verse.

Old Fiddler Jones

*THE EARTH keeps some vibration going
There in your heart, and that is you.
And if the people find you can fiddle,
Why, fiddle you must, for all your life.*

*How could I till my forty acres
Not to speak of getting more,*

*And I never started to plow in my life
That someone did not stop in the road
And take me away to a dance or picnic.
I ended up with forty acres;
I ended up with a broken fiddle —
And a broken laugh, and a thousand memories,
And not a single regret.*

*Edgar Lee Masters
Spoon River Anthology, 1915*

The verse stuck with me because it spoke to me of the expectations people have of those who do something really well. Seems that when you are really good at doing something, people want you to do it, over and over again.

These repeat performances, be they playing a fiddle, running a test, managing the budget, repairing equipment, plowing snow, designing a test fixture, or the never-ending drills and inspection preparations, these repeat performances can seem monotonous and repetitive. But we get asked to do things repeatedly, because we do them well and people depend on us to do (repeatedly) the things we are good at doing.

When you feel drained because someone asked you for the who-knows-how-many-eth time to do something, give yourself a quiet and confident nod. Grin inwardly for a moment and know, the request came to you because you are really good at doing this thing. And while doing this task yet another time might not for the moment seem career-enhancing, you will never regret a job well done.

So if people find you can fiddle, then fiddle you must, but know too, that you were asked because of your skill, your knowledge, your unique ability to do this thing well. Enjoy the quiet confidence that comes from excellence in your performance.

Thank you for being good at what you do.

Outside was a CHILLER ...

The Oct. 29 Trunk & Treat avoided outdoor chills when temperatures dipped to the low 20s, and moderate winds blew. But the Halloween event for youngsters still provided plenty of frights, goose bumps, treats and snacks, when it moved into the Dugway K-12 School. The event was sponsored by the Dugway Parent Teacher Student Organization

The Commander of Dugway Proving Ground, and his wife Petra, swore that only the finest potions, powders, elixirs and alien technology went into the Skookum Juices they offered at their table. Children opted instead for candy in the ominous BIOHAZARD bowl.

Dugway Commissary receives two national awards

By Al Vogel
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The Defense Commissary Agency recently presented its commissary at Dugway Proving Ground with separate national awards for fiscal year 2019 excellence: Best in the continental U.S., and highest sales increase over the previous year.

For best small store, the Dugway commissary competed against approximately 50 small stores in the lower 48. For the sales increase award, it competed against eight similarly sized stores. Sales at the Dugway Commissary totaled \$982,290 in Fiscal Year 2019, a 9.98% increase over the previous year, according to Derek McNamara, manager.

"It's nice coming to this team at Dugway because the small town atmosphere allows us to treat the customers like family," McNamara said, adding that they hope to reach \$1 million in sales in FY2020.

The Richard M. Paget Award for the best small commissary in the continental U.S. was announced

in September by DeCA, an agency of the U.S. Department of Defense. The award is based on location, commissary size and DeCA's strict criteria for customer service, accountability, safety, operations and sales.

It is named in honor of Richard M. Paget, a government official who protected the commissary benefit, and championed quality-of-life issues for the military and their families.

DeCA operates nearly 240 commissaries worldwide and employs more than 18,000 civilians in 14 countries. Utah has only two DeCA commissaries, the small one at Dugway and a large one at Hill Air Force Base in Ogden. The Hill AFB commissary, approximately 130 miles from Dugway, supplies the small commissary two or three times a week.

Dugway Proving Ground is a remote Army post of nearly 800,000 acres in the desert of northwestern Utah. Its primary mission is to test defenses – gas masks, detectors, air filtration systems, etc. – against chemical



Dugway Proving Ground's Commissary recently received two national awards from the Defense Commissary Agency. In fiscal year 2019 it was judged the best small commissary in the continental U.S. The other award was for increased sales of 9.98% during FY2019. Left to right, front: Christine West, Kit Tolentino, Dominic Perez and Derek McNamara, manager, holding trophy. Middle: Dale West, Ned Hallett, May Rudd, Dylan Metcalf, Josh Camacho and Brent Wood. Rear: Joe Villegas, Steve Crossley and Marko Mihailovich. Not pictured: Emilia Thomas. Photo by Al Vogel, Dugway Public Affairs

and biological agents. Conventional training with artillery and vehicles, and testing of Unmanned Aircraft Systems, are also conducted.

Approximately 425 residents live on post; most of its civilian workforce commutes 40 to 90

miles each way. Because of their remote living, civilian and contractor residents of Dugway are allowed to shop at the Dugway Commissary. Retired military, active duty personnel and their dependents may shop too, but entry to Dugway is restricted.

For Dugway Commissary information, call 435-831-2614 or 435-831-2165 during open hours: Monday through Thursday, 11 a.m. to 7 p.m.; Friday 9 a.m. to 4:30 p.m.; and Saturday 10 a.m. to 5:30 p.m. Closed Sundays.

CYS celebrates renovation

By Becki Bryant
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Dugway Proving Ground (DPG) Child and Youth Services (CYS) celebrated the completion of its year-long, top-to-bottom

renovation of building 5124 during a ribbon cutting ceremony and open house on Oct. 17.

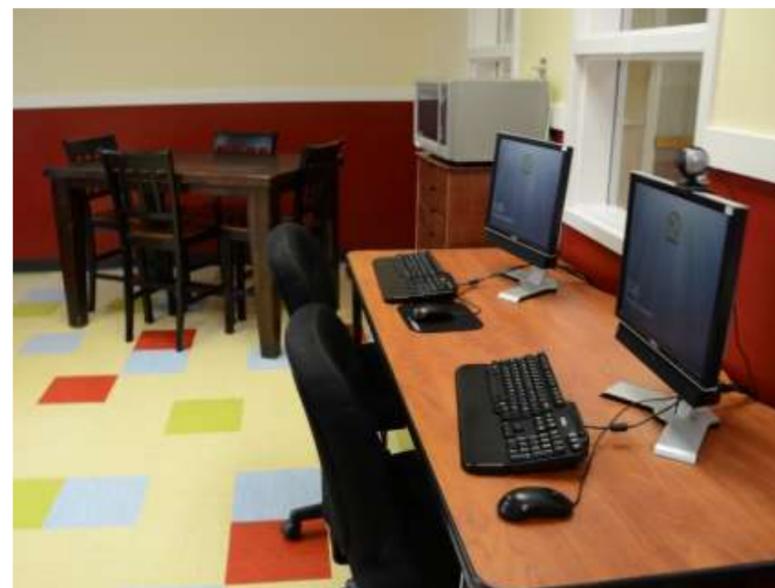
The primary focus of the renovation, said **CYS Coordinator, Amber Eissler**, was

to consolidate all **CYS programming** into one facility, building 5124. Parent and Outreach Services, the Child Development Center (ages 6 weeks - 5 years), the School Age Center (1st grade - 5th grade), and the Middle School and Teen Program (6th grade - 18 years) are now housed under one roof.

Prior to the renovation, each age group had its own facility, but maintaining and manning three facilities became too much of a cost burden. "The renovation and consolidation of **CYS** is a good example of us being proactive and remaining able to provide high quality programs for our small community," said **Aaron Goodman**, Garrison Manager. "We can still take care of our community's childcare needs with less resources," he said.

CYS programming and services continued throughout construction, which would have been impossible, said Goodman, without the Garrison staff. "So many members of our staff worked hard to ensure that we were able to remain open during the renovation. I thank them for their dedication to Dugway's children," Goodman said.

Inside building 5124, each age group now has its own spacious area. In addition to new flooring and paint, the rooms are properly equipped for their occupants. For instance, the middle school and teen room has a computer station, dining table, sink area, lockers for storage, large comfortable couches, a gaming area and its own entrance/exit, which was "really important to the older kids," shared **Command**



The new teen room features a computer station and counter-height dining table (shown), as well as comfortable furniture and a gaming station.



The renovated areas of the Child and Youth Services building are bright and cheerful, offering Dugway children a welcoming place to go for childcare, school liaison services, instructional programming and before- and after-school activities.



With the help of some children, Dugway Proving Ground's Command Sgt. Maj. Kyle Brinkman (left) and Garrison Manager Aaron Goodman (right) cut the ribbon to celebrate the completion of building 5124's year-long renovation.

DPG **CYS** receives national certification

Dugway's Child and Youth Services (**CYS**) was recently certified by the National Association for the Education of Young Children (**NAEYC**).

NAEYC is a professional membership organization that works to promote high-quality early learning for young children, birth to age 8.

To be certified, **DPG **CYS**** had to meet 10 core areas: relationships with children, curriculum, teaching approaches, child assessment, nutrition and health, staff qualifications, relationship with children's families, relationship with the community, physical environment, and program leadership and management.

"I am very proud of the hard-work and dedication that the **CYS** team here at **DPG** put into achieving this nationally recognized certification," said **Amber Eissler**, **CYS** Coordinator.

Sgt. Maj. Kyle Brinkman during the open house tour.

In addition to 5124, **CYS** will continue to utilize building 5111 for gym activities, **SKIES Unlimited** instructional programming, the Demo Kitchen for food projects, and the music room. **CYS** is also currently

gathering suggestions from children, parents and staff on what additional improvements or activities they'd like to see in the near future. Those additions will be funded by a recently obtained grant.

Grant Price earns Lean Six Sigma rarity

By Al Vogel
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Process Improvement Specialist Grant Price recently became Dugway Proving Ground's first – and the Army's 159th – Lean Six Sigma master black belt.

A process improvement specialist, Price earned the master black belt rating as he studied the Lean Six Sigma methodology. Once separate concepts for business management, Lean and Six Sigma origins go back over 50 years to Ford, Toyota and other industry giants. Lean and Six Sigma were combined in 2002.

Lean focuses on eliminating or reducing waste in a process found in transportation, inventory, movement, etc. Six Sigma seeks to reduce variation in the process of a product or service.

"When we improve processes, costs are avoided or reduced, process time is generally reduced and increased quality is attained," Price said. "We're trying to make processes more efficient and effective."

Dugway Proving Ground has benefited greatly from Lean Six Sigma. Since 2010, when it adopted Lean Six Sigma, 41 completed projects have been documented, saving approximately \$13 million in improved processes.

"Process improvement is not

easy, often our own biases get in the way of improvement, but we let the data guide us to areas of improvement we can succeed," Price said.

Concepts aside, the reality is that earning a belt in Lean Six Sigma requires hard work, study and diligence over a long time. To earn his black belt, Price had to attend in-class training, manage an improvement project using the five-stage approach emphasized in Lean Six Sigma, and pass a final test with a score of 80 percent or better for certification.

"Certification shows that you have demonstrated that you have knowledge of the Lean Six Sigma concepts," Price said.

He began working to become a master black belt in May 2014, after he'd become a black belt: more training, more projects resolved with Lean Six Sigma concepts, teaching two black belt classes, mentoring others seeking black belt, and a difficult final test that fewer than half the students pass, Price noted.

But Price passed the course, and is now awaiting his certificate signed by the director of the Army Business Transformation Office.

Those interested in taking Lean Six Sigma process improvement courses may call Grant Price of the Command Initiative Division, Quality Management Branch at his office at 435-831-5166.



Grant Price, a process improvement specialist with the Command Initiative Division, recently earned his master black belt under Lean Six Sigma. He is the first on Dugway Proving Ground, and 159th Army-wide. Photo by Al Vogel, Dugway Public Affairs

Who has Lean Six Sigma belts?

Dugway Proving Ground adopted the Lean Six Sigma process improvement concept in 2010. Different levels of trained expertise are denoted by a colored belt title of green, yellow, black and master black belts.

Master black belt
Grant Price

Black belt
Steven Minor, Ken Gritton

Black belt candidates
(completed course but not project)
Mike Ford, Jeff Hadlock

Green belt
Sheree Rydalch, Vince Liddiard and Brendt Sigvardt

Green belt candidates
Jean Baker and Scott Hunter

Chaplain Gee Promoted



Chaplain Shawn P. Gee's family, wife Evelyn and children (from left) Beau, Blake and Madeline, pin him with his new rank during his recent promotion from major to lieutenant colonel.

Chaplain Shawn P. Gee of the Dugway Hope Chapel was promoted from major to lieutenant colonel Oct. 4, 2019, at Fort Leavenworth, Kansas, in front of family and friends at the installation's Frontier Chapel.

Prior to his arrival at Dugway Proving Ground, Chaplain Gee served as the U.S. Army Command and General Staff College Chaplain at Fort Leavenworth (2016-2019). Chaplain Gee came to Dugway's Hope Chapel in May 2019.

An additional 10 spaces at the Coyote Run Campground & RV Park were dedicated Oct. 28 on West 4th Street, doubling the full hookup sites available year-round.

Each site has sewer, power and water (in a heated pipe to avoid freezing), fire pit, double-wide concrete pad and picnic table.

Full hookup (water, power and sewer) rental is \$330 a month or \$17 a day. Dry camp, without hookups, is \$125 per month, or \$8 per day. Spaces may be rented long term.

Coyote Run was created for workers who do not desire post housing, contractors who will reside short-term, or visiting family members.

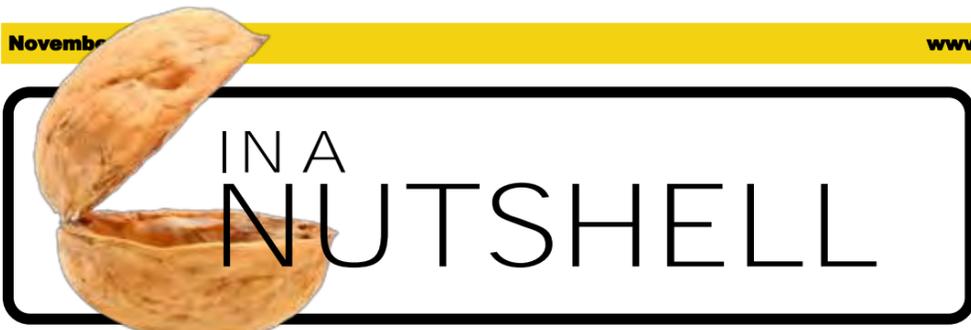
Aaron Goodman, Garrison Manager, said the goal is to keep all 20 sites open year-round. The expansion of Coyote Run will also help obtain funds for an on-site laundry, shower and rest room, Goodman noted.

For more information call Curt Fortie at 435-831-2318, Monday through Thursday, 7 a.m. to 5 p.m.

Coyote Run RV Park



Part of the dedication included making s'mores. (Top photo, from left) Command Sgt. Maj. Kyle Brinkman, Dan Fitzpatrick, Dennis Nichols, Aaron Goodman, Col. Scott Gould, and Curt Fortie joined the fun. Brian Jost, Deputy Garrison Manager (bottom right photo), enjoys a s'more while Nicole Maier, Garrison marketing coordinator, looks on. Photos by Al Vogel, Dugway Proving Ground Public Affairs.



ARMY MODERNIZATION STRATEGY

What is it?

The Army Modernization Strategy is the Army's plan to deliver a Multi-Domain Operations (MDO) capable force and explains how the Army will operationalize the concept.

The Army Modernization Strategy establishes priorities for continuous modernization, aligns the elements of modernization, and presents a roadmap to a multi-domain capable force. The AMS has five priorities:

- Develop modern operational, organizational, and functional concepts.
- Accelerate upgrades to our current combat systems to reduce near term risk.
- Innovate, prototype, and begin fielding next generation vehicles, aerial platforms, and weapon systems.
- Work more closely with defense industry, academia, and private sector partners to pursue research and development opportunities.
- Develop new formations to meet emerging challenges.

What are the current and past efforts of the Army?

The Army is unifying the modernization enterprise under the direction of Army Futures Command to deliver the MDO Capable Force of 2028.

Doctrine: develop doctrine based on a deliberate learning and experimentation program.

Organization: review and update force designs to meet the requirements for multi-domain formations.

Training: live, simulated, and realistic, at every echelon in highly contested multi-domain environments.

Materiel: develop and leverage Cross-Functional Team materiel solutions in support of the Army's modernization priorities.

Leader Development and Education: develop leaders to facilitate the complexities of cross-domain synergy and mission command.

Personnel: put the right person in the right job at the right time.

Facilities: support the new organizations, training, materiel capabilities, and calibrated force posture of a modernized Army.

Policies: pursue policy changes which enable the Army in competition and conflict.

Why is this important ?

The Army Modernization strategy is important to the Army because it enables prioritization of effort and resourcing decisions by synchronizing force modernization.

Army Futures Command:

<https://armyfuturescommand.com/>

Facebook:

@AdaptingTheArmy
<https://www.facebook.com/AdaptingTheArmy/>

Twitter:

@AdaptingTheArmy
<https://twitter.com/adaptingthearmy/>

(Source - Army STAND-TO)

Winterfest

Thursday 5 December

1430-1705

Shocklee Fitness Center Gym

DFMWR Activities/
Information Booths

1400

Employee Recognition/
Award Ceremony

1430

Winterfest Activities

1530

Tree Lighting & Kids Carols

1645

Pictures with Santa, Cookies,
Hot Chocolate & Santa's Workshop
at the Community Club

1705

For more information, please call:
(435) 831-2093

Panel Participation Positive for DPG

Dugway Proving Ground's Chief of Staff, Vincent Liddiard, participated in a panel discussion at Utah State University on Oct. 23, as part of the "Proving Ground" exhibit at Utah State University's Nora Eccles Harrison Museum of Art. Liddiard

participated in the panel to share information about Dugway's mission, chem/bio testing, and environmental efforts. He also spoke about Dugway's "passionate workforce" and how their work benefits the Nation's Warfighters and first responders.

The panel discussion attracted more than 200 people and featured (from left) USU professor and panel moderator Matthew LaPlante, DPG Chief of Staff Vincent Liddiard, author Terry Tempest Williams, photographer David Maisel, and USU

environmental ecologist Mark Brunson.

"Proving Ground" is a collection of photographs of Dugway Proving Ground by photographer David Maisel and is on display at the museum until Dec. 14. To hear a recording of the panel discussion, visit <https://www.upr.org/term/upr-presents>

