



The
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The Dispatch



U S Army Dugway Proving Ground, Utah

Active shooter
exercise p.6

Dugway Proving Ground - Science Serving Warfighters and Citizens

DPG celebrates 70th anniversary



Photos by Dean Shultz, Charles Hobson and Bonnie A. Robinson; 70th Anniversary center graphic by Robert Rampton

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Teamwork equals success

I hope those who attended the Sept. 14, 70th Anniversary Ball enjoyed it as much as I did. The venue, food and the company were all fantastic. Maj. Gen. Thomas Spoehr really had some great things to say about the value of Dugway Proving Ground to the Army and our nation, and our professional and knowledgeable staff. Congratulations to all of those inductees of the Honorary Order of the Dragon — you are now members of a unique group of the Army Chemical Corps. The Army Band favored us with their outstanding talent as usual. It is a great morale builder to attend these events and feel the camaraderie. Many, many, thanks to all those who were responsible for the success of this event.

We had another great team success with the active shooter emergency response exercise. I heard numerous kudos from evaluators in nearly every area. Event planners, role players, students, first responders and emergency operations staff all came through this evaluation with flying colors — another DPG job well done!

The 911 commemoration was another successful event. Thanks to Chaplain Mizerani and our own emergency responders for planning this solemn remembrance of U.S. citizens who



COL A. Scott Estes

will never be forgotten and those who assisted them and others in their time of greatest need. We were especially honored to have retired New

York City firefighter and retired Senior Master Sergeant, William Hayes — who received several honors for his efforts during September 11, 2001, address us and relate some of his 911 experiences. Thanks also to our own Dugway High School band for participating in this somber occasion.

Continuous Process Improvement projects remain alive and well at Dugway Proving Ground. Numerous mission personnel serve on one team or another to try to eliminate, change or improve standard operating procedures, paperwork, general business practices, etc. The aim of all of these CPI projects is to improve Dugway Proving Ground by organizing operations more efficiently, realizing cost savings and improving customer satisfaction. Thanks for your efforts!

The holidays are fast approaching. We want everyone to have a memorable holiday season, and would ask that we all redouble our efforts to look out for one another during this joyous, yet often stressful time. If you or someone you know needs assistance, please contact Brent Console at 831-2387 for help. I encourage the rest of you to give generously to those in need at this time of the year. Remember, teams can make things happen that individuals struggle to complete on their own. Go Dugway!

Seven tips to avoid close encounters with deer

**Story by Bonnie A. Robinson
Public Affairs Specialist**

Autumn brings a notable change in nature. The air is brisk and summer's trees have shed their foliage, leaving only their wooden skeletons. Daylight is no longer saved, leaving the days shorter than the night.

More darkness means changes in the behavior of deer. During summer months deer are less likely to be found near a road, but with the breeding season (roughly September to February, peaking in November) small herds of does, bucks and fawns graze together on roadsides as they migrate from the high country to lower ranges that provide more food.

What are the odds of hitting a deer? Surprisingly, Utah has the lowest odds in the United States. In 2010, Utah's deer population

was estimated at 290,000, but the Utah Wildlife Division website notes that the mule deer population has been declining for several years. The answer is: 450 to 1. So what's the big deal?

Its true the odds are on the driver's side. But, the U.S. Department of Transportation website shows that deer-vehicle collisions lead to about 200 human deaths and \$1.1 billion in property damage every year. State and federal governments, insurance companies, and drivers spend an addition \$3 billion in an effort to reduce and manage the increasing number of deer-vehicle collisions.

If you want to increase your odds, here are seven safety tips to use out on the road.

Diving tips to avoid hitting deer

1. Always wear a seatbelt. The most severe injury between deer and vehicle collisions result from a failure to wear a seatbelt.

2. If you see a deer, slow down. Deer travel in small herds. There are likely more deer just out of sight.

3. Heed the deer crossing signs. The zones are there for a reason: deer cross there, slow down. Studies show that this strategy reduces collision with deer by 70 percent.

4. When driving at night, use high-beams when there is no oncoming traffic to illuminate the deer's eyes.

5. Drive cautiously from sunset to midnight and shortly before and after sunrise. These hours are high-risk times for deer-vehicle collisions.

6. Brake firmly when you notice a deer in or near your path, but stay in your lane. Do not swerve to avoid a deer. Most serious accidents occur when drivers swerve and hit another vehicle or lose control and go off the road.

7. Don't rely on deer whistles. These devices have not proven to be effective.



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COMMANDER'S HOTLINE: 831-3737

People don't need to be told what's not working, but sometimes commanders do. Actions build communities. If there's a problem, let's hear about it. Leave a message, name and phone number.

THE DISPATCH



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DPG celebrates 70th year



Photo by Bonnie A. Robinson

Three former commanders and current commander Col. A. Scott Estes came together Sept. 14 to honor Dugway Proving Ground's 70th Anniversary at the Salt Lake City Marriott Hotel. (Left to right) Retired Col. Gary R. Harter who served from June 2002 to July 2005; retired Brig Gen. David A. Nydam who served July 1984 to May 1986; Col. William E. King IV who served from July 2009 to July 2011; and Col. A. Scott Estes, current commander.

Story by Bonnie A. Robinson
Public Affairs Specialist

History, tradition and the legacy of more than 70 years of service to our nation were saluted Sept. 14 at the Dugway Proving Ground 70th Anniversary Celebration and Awards Ceremony Ball at the Salt Lake City Marriott Hotel.

The ball provided Soldiers, civilians, employees and friends of Dugway the opportunity to commemorate the Army and honor its employees for their exceptional work.

The ceremony opened with the posting of the colors by A Battery, 3rd Air Defense Regiment color guard members: Staff Sgt. Gabriel Ibarra, Sgt. Christopher Brunst, Sgt. Jordan Hobbs, Sgt. Therib Koger, Sgt. Floyvin Yazzi and Spc. Zachary Parsons.

After the colors were posted, Dugway's Chaplain (Maj.) Lucillio Miserani offered the invocation.

Then, glasses were raised during the traditional military toasts to the United States, the President, our Allies, the Army, sister services, the Chemical Corps, fallen comrades, and to the ladies.

Opening remarks were made by Dugway's commander Col. A. Scott Estes.

"This anniversary celebration highlights the numerous activities and programs DPG has been engaged in over the past seven decades," Estes said.

Estes talked with pride about the testing and evaluation of programs critical to national defense: smoke screening capabilities, collective protection systems, chemical and biological detection and warning devices, as well as newer respiratory protection and decontamination equipment.

"During the past decade, Dugway's defense efforts have expanded to include domestic preparedness and homeland security. Now, DPG has partnerships with nearly every federal agency and has become a critical national resource for

chemical and biological defense," he said.

Three former commanders returned for the 70th celebration: retired Brig. Gen. David A. Nydam, who served from July 1984 to May 1986; retired Col. Gary R. Harter, who served from June 2002 to July 2005; and Col. William E. King, who served from July 2009 to July 2011. (See page 5 for commanders comments.)

After dinner, an anniversary cake was cut using a ceremonial sword by Maj. Gen. Thomas W. Spoehr, director of Program Analysis and Evaluation, Department of the Army and Pfc. Brandon Coryea, the junior Soldier attending the anniversary celebration. The difference between general to specialist in rank symbolizes the present and future leadership of the Army.

A regimental punch bowl ceremony followed the cutting of the cake. The "Dragon Brew" honored Soldiers throughout the United States history and those who currently serve at DPG

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from the Chemical Corps and at A Battery, 3rd Air Artillery Defense.

Then, the prestigious 'Order of the Dragon' was presented to Kerry Barraclough, test control officer, Chemical Test Division; Ryan Harris, acting director, West Desert Test Center; Ron Heston, physical science technician, Special Programs Division, Operations Branch; Christopher Johnson, chief, Operations Division; Damon Nicholson, test officer, Special Programs Division; Erik Vernon, meteorologist, Meteorology Division; and Kevin Wilcock, physical science technician, Dissemination Explosives Branch.

"This is an achievement that is not easy to accomplish," Estes said of the Order of the Dragon. "Only those who have gone above and beyond, demonstrating an outstanding degree of professional standard, are bestowed this honor."

Maj. Gen. Spoehr, who attended the celebration with his wife Cynthia, is responsible for developing the Army Program Objective Memorandum for the Army's long term financial plan and provides an independent fiscal analysis to the Army Chief of Staff and the Secretary of the Army.

"I am honored to be here for this historical event as you celebrate your distinguished past and look forward to an exciting future," Spoehr said. "I remember two things from my 1997 visit: The Tower Grid and the diner's taco salad. Both were gigantic." Spoehr's remark got a laugh.

Spoehr spoke about the many capabilities at Dugway emphasizing the CBRNE School, testing the NBC Stryker, training facility at Mustang Village, and the Captains Course.

"Hat's off to those who made this happen," he said.

Spoehr also spoke of the many military lives that had been saved in Iraq thanks to the IED detector ADE651, an \$8.5 million test conducted at Dugway.

"Sometimes it is taken for granted the amount of testing accomplished over seven decades.

"Dugway has constantly reinvented itself. Your early work focused on sampling effects and food preservation that helped establish mobile kitchens for the troops. But as the world changed, so did Dugway. It moved on to armored systems, munitions, and even into aviation in 2002.

You have become a major test and training range that supports our nation with chemical and biological defense. You have graduate level training for first responders from across the nation, and you are proving the unmanned aerial systems, like the Shadow. Now, you have added training for the 3rd Air Defense Artillery to your list of accomplishments," Spoehr said.

"Thanks to the testing of the Stryker, there will be 270 fully-funded NBC Strykers to assist our troops. Soon, with the Army's approval, we will be testing dismounted system outfits, and we want them all fully tested at Dugway Proving Ground," he said.

In addition to Dugway's testing strengths, Spoehr also talked of the Department of Defense cuts to the upcoming fiscal year and the role the proving ground would play in preparing the country against weapons of mass destruction. He cautioned the test center employees about how DoD funds should be spent.

"Treat Army dollars as if they were your own," he counseled. "We are to be good stewards for the Army."

Moving through the next few years, Spoehr



Photo by Charles Hobson

As Army tradition dictates the senior and junior Soldier present, cut the anniversary cake. Maj. Gen. Thomas W. Spoehr, director of Program Analysis and Evaluation, Department of the Army and Pfc. Brandon Coryea, of A Battery 3rd Artillery Defense, cut the cake with a ceremonial sword.

spoke of critical testing that is vital to United States security.

"Weapons of mass destruction are a greater threat than ever before. Dugway Proving Ground is critical to testing our defenses and assessing the risk of our chemical and biological defense," he said.

Finally, Spoehr thanked those who are in supporting roles.

"Tonight, I not only pay tribute to your testing

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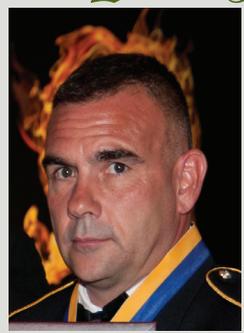
2012 Dugway Order of the Dragon



Kerry Barraclough



Ryan Harris



Ron Heston



Chris Johnson



Damon Nicholson



Erik Vernon



Kevin Wilcock



Photo by Bonnie A. Robinson

Col. A. Scott Estes offers the first toast of the evening to the United States of America. Left to right: Audy Snodgrass, Dugway's garrison manager; Vonne Snodgrass; Dugway's Sgt. Maj. Stanley Morton; Maj. Gen. Thomas W. Spoehr, director of Program Analysis and Evaluation; Connie Spoehr; Col. A. Scott Estes, DPG commander; Donna Estes; retired Brig. Gen. David Nydam, former commander; Dana Gritton; and Ken Gritton, technical director.

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and training expertise, I want to recognize those people who backup what you do here: your firefighters, security, surety and Family, Morale, Welfare and Recreation teams," he said. "Furthermore, let me thank the spouses of our Soldiers and civil support teams. You are just as much a patriot as those who serve in more active roles. Thank you for your service."

A thank you was also given to the ball committee members by the master of ceremonies Richard Olofson on behalf of the command.

Committee members include: Donna Estes, wife of Col. Estes; Destry Grogan, test officer, Life Science Division; James Esteban, visual information specialist, Optics Branch;

Alexis Andrus, management technician, Test Engineering and Integration Division; Dean Shultz, lead photographer, Optics Branch; Bob Rampton, visual information and graphic coordinator, Public Affairs Office; and Kelly Wright, radio frequency identification manager, Operations Branch; for the "countless hours" preparing for the anniversary commemoration.

Thanks to Charles Hobson, photographer and Stacy Smenos, studio photographer, Optics Branch; and Jennifer DeWitt, of Jacobs Dugway Team who helped print the more than 70 historic photos on display for the anniversary.

The evening was rounded out with dancing to music provided by Article 15, the 23rd Army Band's band serving with the Utah National Guard. The 14-member ensemble provided a crowd pleasing medley of popular music for attendees to dance until midnight.

Dragon Brew highlights



Jeffery Garcia, chief, Dissemination and Explosives Branch, tests a bottle of Tabasco Pepper Sauce used to ensure the heat of the the Dragon's Brew was at its maximum.



Clair McBride, Dugway's safety officer added a small plastic sheep to the Dragon's Brew claiming: "The agent didn't kill 'em, but the grog might."

Using a Joint Chemical Agent Detector (JCAD), Wendell Williams, acting chief of the Training and Operations Branch, tested the grog and declared it: "fit for human consumption."



Photos by Dean Shultz

What three former commanders say about Dugway

"It's terrific to be here to mark Dugway's 70th year. It is a testament to the professional commitment of Dugway's incredible workforce. I am honored to have worked beside you. It wasn't until I served as its commander that I fully realized how well respected Dugway is in the chemical and biological defense arena.



Gary R. Harter

I am pleased to continue to associate, and advocate for, such a prestigious and prominent part of our country's protection."

Photos: Harter by Charles Hobson; Nydam and King: Bonnie A. Robinson

"It is simply wonderful to be here tonight and celebrate the 70th birthday of Dugway Proving Ground. I am so proud of the time I spent as Dugway's commander. I continue to have the greatest respect for the work that is done at Dugway by such talented and professional people.



David A. Nydam

To a great part, the time I spent at Dugway was the reason my wife and I chose to settle in Utah. It was a memorable assignment and I will always think of it with great pride."

"To come back and pay tribute to Dugway in its 70th year has been a real treat. I take great pride and satisfaction in having served as one of its commanders. It is a remarkable center for chemical and biological technology, testing and training. The workforce is unmatched in their ability to meet and



Col. William E. King IV

exceed its mission. Col. Estes and I go a long way back; I can't say enough about his skill and abilities. I take pride seeing my friend follow in command at such a tremendous national asset."

Dugway first-responders react to mock active shooter mass casualty incident



The active shooter exercise provided Dugway emergency medical technicians critical training to determine: the injuries, initial medical care, controlling bleeding, use of trauma dressings to manage open chest wounds and how to evacuate and transport casualties.

Story and photos by Bonnie A. Robinson
Public Affairs Specialist

A nondescript van cruises by Dugway Proving Ground's (DPG), headquarters building on a calm workday Utah morning. Aside from a few cars driving slowly around the isolated post, the only sounds are a lawn vacuum sucking up freshly mown grass, and the cawing of a murder of crows, mocking the process. Nothing seems amiss, not even when a van stops and a passenger in a dark hoodie gets out to place an object near the building.

Soon, a plume of smoke envelops the building's side. The alarm sounds. Employees begin to evacuate. Moments later, the van parks at Building 5330, where more than 100 Soldiers and civilian employees work. The driver and passenger exit the van. They have handguns. They begin to check for unsecured doors. Once a door is found open, the men barge in. They rush down the hallway kicking doors, looking for someone — anyone — to shoot.

A Soldier comes around a doorway, but makes a hasty retreat to a stairwell. Another Soldier, found in the men's room, is shot. More locked doors. The shooters leave the building to find several unsuspecting Soldiers and civilians. They

are shot. Some will live, but most will die.

The shooters drive to the nearby school running track. Two students are jogging. The van screeches to a stop. The men jump out. They race toward the runners. A sharp popping sound is heard. Both runners fall. A women's voice is heard in the background, urgent on her cell phone pleading for help: "There has been a shooting at the track on School Street. Two men jumped out of their car and started shooting at two people. I think one of them is dead. The men are running to the high school. I need help! Send an ambulance!"

At the school, the shooters barge through a

attention. It works. The shooters head to the gym, where 14 students are playing volleyball.

Down the hall someone calls police dispatch. "There is gunfire in the high school hallways. Everyone should be locked down and barricaded in, but I'm not sure how many were able to do that. Send help!"

The students in the gym are rounded up. A shooter shouts, "Sit on your hands!" The kids sit down immediately. The shooters are agitated. They pace the floor, watching the doors. One... two... three, the seconds are ticking away. There is so much tension in the room. A minute, maybe

two, pass. No one comes to the door.

"You!" screams one of the shooters waving his gun at a girl. "Move to the middle of the gym!" She will be one of four student hostages who, one by one, will be brutally shot.

The shooters are agitated. They pace the floor, watching the doors. Seconds tick by. There is so much tension in the room. No one comes to the door. "You!" screams one of the shooters waving his gun at a girl. "Move to the middle of the gym!" She will be one four student hostages who, one by one, will be brutally shot.

hallway door. Four students soon lie bleeding or dead. Two girls are lying flat in the hall, their hands covering their heads, hoping not to attract

On Sept. 19, DPG conducted an active shooter exercise to challenge

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Dugway maxed on power?

Growing power demand sparks need for energy conservation

Story and photo by Al Vogel
Public Affairs Specialist

Dugway Proving Ground's demand for electricity is near the maximum of what Rocky Mountain Power can provide, according to Sean Svendsen, Dugway's resource efficiency manager.

The demand is particularly high during the summer months, when offices require air conditioning and West Desert Test Center's schedule teems with tests, exercises and training. At peak demand, Rocky Mountain Power provides Dugway as much as it can, given its generation and transmission capacity.

Electricity comes to Dugway on a single transmission line originating in Tooele, now at 90 percent nominal voltage capacity. Rocky Mountain Power, (RMP) the post's only source of electricity, cannot supply much more than Dugway's current peak demand of approximately 7.5 megawatts (75 million watts).

Most of the time, Dugway requires 5 to 6 megawatts, Svendsen said. In May 2012, Dugway's demand was 6.5 megawatts; over the last fiscal year it averaged 5 megawatts per month.

"Basically, it coincides with the heat, but out here it's hard to say exactly what's going on at any given time," Svendsen said, adding that major events can increase demand outside of the expected peak months.

Dugway has submitted estimates to Rocky Mountain Power of future energy requirements: 2 megawatts more each year 2013 through 2015, and 1.6 megawatts more in 2016.

Rocky Mountain Power provides 46 kilovolts to Dugway via a single, overhead 36-mile line from the Tooele substation, an RMP spokesman wrote in reply to submitted questions. The line was originally constructed in 1951. Over the years, sections of the line have been replaced as part of normal maintenance or damage.

"Because of the length of the transmission line, service quality is a concern," RMP wrote. "At the point of interconnection between Rocky Mountain Power's system and Dugway's electrical system, the voltage levels are within range of the company's service quality standard. Additional electric load by Dugway, above current levels,

would compromise the company's ability to deliver the service quality standard."

Rocky Mountain Power plans to construct a new 138 kilovolt transmission line into the Tooele substation, from the Oquirrh substation in South Jordan, RMP wrote. Completion is expected after summer, 2014

This new line will provide an alternate would



Sean Svendsen, resource efficiency manager, reminds Dugwayites that their power cord reaches as far as Dugway's substation. Rocky Mountain Power cannot supply much more than Dugway's current peak demands – and greater demand is expected. Svendsen and others are examining alternate sources of energy for Dugway. A 35-acre solar array east of 5 Mile Hill has been submitted to the Department of Defense, but no decision has been made.

would compromise the company's ability to deliver the service quality standard."

In summer 2014, Rocky Mountain Power plans to construct a new 138 kV line from the Oquirrh substation in South Jordan to the Tooele substation. This new line will provide an alternate route for delivering electricity to Tooele Valley customers if the primary line is unusable. It will also increase the substation's capacity to deliver additional power to Dugway.

But if Dugway is to have a new transmission line from Tooele, it must pay for it.

"[When] new lines are built, transmission delivery customers are responsible for the costs of the new line and the costs of constructing, upgrading and maintaining their own substation facilities, as well as any distribution lines or equipment from their substation to their facilities," RMP wrote.

Quenching Dugway's growing electrical thirst will undoubtedly take time, but users can help by curtailing their use of electricity, especially during peak demand seasons.

We got \$3.7 million to conserve energy in houses, offices!

Story by Al Vogel
Public Affairs Specialist

Dugway Proving Ground recently received \$3.7 million for improvements that will conserve energy in office buildings and housing.

Of the \$50 million available to Army installations from an energy fund, Dugway received the greatest portion – 7.2 percent, said Capt. Jonathan Houston, central energy manager at Installation Management Command (IMCOM) at Fort Sam Houston, Texas.

"Dugway was awarded the most funding out of all the 15 central region garrisons," Houston said.

Sean Svendsen, Dugway's resource efficiency manager, submitted the request for \$3.7 million in March, for improvements to heating, ventilation and air conditioning (HVAC) systems; boiler and motor replacements, attic insulation in the dormitories, pipe insulation throughout Dugway, and building exterior insulation and finishing system (EIFS).

Exterior insulation and finishing system is a type of building exterior, clad to the outside walls, that provides an insulated finished surface and waterproofing in one material.

Svendsen's submission received high praise from Houston. "Sean did a great job submitting projects, making sure that they were edited and updated, so he maximized the odds of getting the most funds. The types of projects he submitted were feasible and offered a great bang for the buck."

Attic insulation will be placed in buildings 5132 and 5140. Improvements to HVAC will be made to building 4258. Buildings receiving EIFS will be 4531, 5460, 4561, 4218, 5474, 4551, 3043, 4541, 4258, 4119, 4223, 1010, 4543, 4542 and 5474.

Buildings receiving boiler improvements are not yet determined. Pipe and water tank insulation, and motor replacements, are too numerous to list.

The work schedule will vary by project.

"For example, the boilers can't be done until the end of next spring or early summer," Svendsen said. "Insulation will be done more quickly, as will the EIFS, but exact timelines are not available."

"A lot of what people can do is really related to simple things: turn off your monitor, printer, non-essential office equipment, lights and anything else you're not using," Svendsen said. Though this won't eliminate Dugway's growing demand, it will reduce some consumption and instill conservation habits.

Meanwhile, Svendsen has studied alternative sources of energy – solar, geothermal and wind – for Dugway to generate its own power.

Of the three, solar generation shows the most promise, Svendsen said.

A proposal for a 2 megawatt solar array on 35

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Dugway active shooter exercise prepares first responders

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Left, Kevin McCollin and far right Zachery Easterly, son of Paul Easterly Dugway garrison antiterrorism officer acted as the shooters during the emergency response exercise. Center, McCollin and Easterly behind 11 Dugway High School students who volunteered to act as hostages during the event.

its first responders – police officers, firefighters, medics and emergency management technicians – reactions. The exercise was also designed to test Dugway High School’s (DHS) students and teachers’ ability to follow the school’s emergency plan. The students are taught to either shelter in place or evacuate to a safer place, as directed by emergency responders or school officials.

“It is important that everyone is prepared today,” said Paul Easterly, the garrison anti-terrorism officer, who created the scenario. “It can show us our strengths and weaknesses during an emergency and it will teach us how fast we react, and how we can improve before a real emergency.”

There are many components involved in creating a realistic scenario that challenges the Dugway teams to see how quickly they could pull the pieces together and respond with a professional and effective approach, Easterly said. He compared it to a Hollywood production.

“About 75 DPG personnel served as role players, observer controllers and logistical support to ensure a safe and coordinated exercise. Multiple observers from the [Utah Transportation Security Administration] law enforcement and sister installations observed the exercise, giving Dugway the opportunity to foster future relationships with local and outlying communities,” said Easterly, who estimates that around 150 people participated in the exercise.

The first task was for the Dugway Police Department and Tooele County’s SWAT team to work together to distract, isolate and neutralize the shooters. They are up to the task.

Peeking through the doorway, the teams decide they must move into the gym without delay. They protect their team members as they work to the edge of the school’s stage, where they can easily



Left, Dugway High School students act as the first shooting victims at the running track. The exercise gave training for medical and police first responders in a real-time scenario. Below, a student lies wounded in the school gymnasium. Students used moulage wound kits, a complicated makeup and theater technique, to simulate realistic injuries such as blood, bullet wounds and open fractures. It made first responders treat the wound rather than verbalize the treatment.

see the two men holding the students hostage.

But as soon as the shooters see the teams, they yank four students to their feet and position themselves behind them, using the kids as shields. They scream: “Seriously, we will kill the kids!” warning the officers to back away. With four wounded students on the floor, there is no doubt the shooter is serious.

The teams remain calm. Officers begin to talk to the shooters, but they are furious and begin to advance, shoving the students before them, taunting the team to “take the shot.”

An officer sees an opening. The takedown is rapid. Dismayed, the second shooter is distracted. Police rush forward, pushing him to the floor. As if choreographed, they soon have both shooters on the floor, their guns are confiscated and handcuffs secure their hands behind them.

“All the responders did an outstanding job,” said Phil Fishbeck, director of Emergency Services. “The response teams had to work in a multiagency environment to neutralize the threat, render aid to those injured, and restore the installation back to normal operations.”



Medics and EMTs are radioed. As they enter the school they find moulaged students, with a variety of simulated gunshot wounds. They swiftly assist, or carry, students to a designated triage area, near the front of the school.

Once outside, the students are assessed for wounds, medical condition and then placed on backboards before transferring them in

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Active shooter exercise

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ambulances. The students would be taken, if this were an actual emergency, to the Dugway Health Clinic or transferred to Tooele County or Salt Lake City area hospitals.

“The incident was handled with a high-level response from our team,” said, Al Beiser, an EMT who served as the medical incident commander. “The communication was effective. We knew the movement of the shooters, and how many were injured. Our triage was extremely effective, all of our casualties survived to be evacuated to medical facilities for further treatment.”

As part of the scenario, it was determined that the shooters may be disgruntled employees with a secondary motive of contaminating the school with the biological toxin, Ricin. Because of this, firefighters followed response procedures, wearing protective gear as they simulated decontamination sequences that involved spraying down students, police officers and the two shooters prior to their removal to a more secure area.

“My guys stepped up and crushed it, as they always do,” said Chief David Landis. “When the bio threat curve ball was thrown, and decon efforts were needed, I felt my guys knocked the ball out of the park with the way they handled it. It’s like I’ve said a hundred times before, I’m the luckiest supervisor on the installation to be able to work with such a great group of firefighters.”

During the exercise the police dispatch team received valuable training. By increasingly realistic calls for emergency response, the dispatchers learned to quickly process and evaluate information and update the status and location of the players. Critical data was sent to Fishbeck, who served as the incident commander at the mobile command vehicle.

“Two additional dispatchers were brought in to train with the exercise,” said Jennifer Ball, dispatch lead. “We found that in a real event, the number of emergency calls would be difficult to handle, but we feel better prepared now.”

Part of the exercise simulated an unmanned aircraft’s ability to track activity on the ground.

The Rapid Integration and Acceptance Center (RIAC) would have used one of four unmanned aircraft: the Shadow, Hunter, Warrior or Gray Eagle to assist in tracking the shooters movement and relay critical information to Fishbeck at the mobile command vehicle, said Jennie Christensen, RIAC site manager at Dugway’s Michael Army Airfield.

The high school also found the training a great way to practice their emergency skills. The day prior to the exercise, the school prepped the student body and faculty by providing a presentation on school violence and spoke frankly about why they were participating in the exercise.

“My main point was not to instill fear, but

to raise awareness that this could happen at DHS,” said Robin Nielson, school principal. “When everyone understands and practices what to do, then fear is reduced and proper actions are increased.”

At the end of the exercise the students and teachers met for a review.

“We debriefed when we reached the Shocklee Fitness Center, [which is the] DHS reunification site. Students had a better understanding of the value of the exercise and were positive in their response to the training,” Nielson said.

Nielson served as an observer during the training, letting the teachers experience what it would be like to be responsible for students in an actual mass casualty event. But the drama of the drill was higher than expected. Seeing “Students shot was unnerving,” she said.

“Our teachers learned that the decisions they make have to be automatic. When the lockdown was announced, the ‘shooter’ went through the halls looking for an unlocked door. One teacher reported his door had just been closed when the ‘shooter’ rattled the knob,” she said.

Nielson said the drill provided three lessons. First, decisions have



The shooters are swiftly handcuffed and removed from the school’s gym so that responders can promptly assist students to evacuate to a triage area in front of the school.



Dugway firefighters simulate spraying a first-responder during the active shooter exercise, since the scenario included the possibility of biological contamination at the school.

to be made in an instant. Second, accountability is critical. Third, calm compliance to DPG security is important to everyone’s safety.

The school also realized that they needed flexibility to change exit routes as they were

instructed by security. “Everyone wanted to use the fire drill exits, but wings on the building had not been secured,” she said.

See Active shooter exercise page 11 ►

Continuous Process Improvement

IT Lifecycle Replacement may save Dugway \$250K by scrutiny of computer, laptop requests



West Desert Test Center's Dr. Ken Gritton, technical director and Dan Blodgett, operations research analyst led the Continuous Process Improvement (CPI) team that proposed a process for reviewing computer requests. Team members are Grant Price, Steven Minor, Mike Ford, Tallia Cochran, Mike Cassun, Gary Millar and Nevon Bake. Increased scrutiny may cut Dugway's annual computer expenditure from \$500,000 to \$250,000 in the first year, with lesser savings in later years.

Story and photos by Al Vogel
Public Affairs Specialist

A misperception is costing Dugway Proving Ground about \$250,000 a year, and a Continuous Process Improvement team is about to take a big *byte* out of that falsity.

An old office legend holds that employees must replace their computer every three years. That's never been true but spread as an assumption, said Grant Price, coordinator for the Continuous Process Improvement (CPI) office.

With today's strained budgets across the strata – from Dugway's smallest office up to the Department of Defense – operating funds are thinner, yet must do as much or more.

Dr. Ken S. Gritton – Dugway's technical director – scrutinized Dugway's annual expenditure for new desktop and laptop computers: about \$500,000. He suspected an opportunity to save as much as half without affecting the mission.

Suggesting it as a Lean Six Sigma project, Gritton also shared the team leader position with Dan Blodgett, operations research analyst. Other team members are Steven Minor, Mike Ford, Grant Price, Tallia Cochran, Mike Cassun, Gary Millar and Nevon Bake.

The team studied how Information Technology (IT) equipment is replaced annually: an email goes out once or twice year announcing, "We're going to buy computers. Let us know if you need one."

Under the false assumption of mandated turn-in every three years, employees were turning in computers still sufficient for their work. Others saw it as an opportunity to get a new computer

– just because. There was no singular, organized system to examine the need.

The proposed IT Lifecycle Replacement process will scrutinize the need and determine if a new laptop or desktop computer is warranted or the present one suffices.

"Most computers are more capable than the need of the user," said Price.

"For the past five years, we've been spending about half a million a year on replacing desktop and laptop computers, not including any ancillary equipment, support or software," Price said. "This seems excessive in the current fiscal environment. The goal is to reduce IT hardware replacement by 50 percent."

The new computer replacement process is expected to go into effect soon.

Under IT Lifecycle Replacement, turned-in computers may be re-tasked, where a new computer may not be needed because of infrequent use or minimal requirements.

Computers at Dugway have varied lives. Those in the field are exposed to a variety of temperatures and frequent repositioning. Many are stationary in offices with ambient temperature, an ideal life. Others are used for lab work where they're frequently moved but may not be subjected to temperature extremes.

This diversity creates a variety of needs, often quite different from the norm found elsewhere. Ascertaining the user's needs – essentially tailoring the computer to the user – makes sense and saves money.

"Our goal is to save about \$250,000 the first year, but that savings will vary each year as computers are replaced and others are retained, according to the need," Price said.

Energy conservation

► Continued from page 7

acres, east of 5 Mile Hill, has been submitted to the Energy Conservation Investment Program (ECIP), overseen by the Office of the Secretary of Defense. ECIP funds are provided to individual projects, based upon a combination of the highest savings-to-investment ratio and established energy priorities. No decision has been made.

Geothermal has been suggested for what may be useful hot springs inside Dugway's southwest boundary, near Fish Springs Wildlife Refuge. However, the presence of hot water on the surface does not necessarily indicate hot springs suitable for geothermal power, Svendsen noted. More research is needed.

Wind conditions may make wind turbines feasible, but potential interference with mission activities are a serious concern, Svendsen said. With Dugway's skies bustling with Unmanned Aerial Vehicle testing, and military aircraft training, any interference is a concern.

The wind turbine at Tooele Army Depot, 40 miles from Dugway, operates in an area with few aircraft. It generates about 1.5 megawatts.

The Army and Air Force are committed to developing 1 billion watts of renewable energy on their installations by 2025.

Katharine Hammack, Assistant Secretary of the Army for Installations, Energy and Environment, explained that installations with onsite energy production can still operate if local power grids go down. Off-the-grid installations could respond, as well as provide emergency services, to the blacked-out community.

Hammack visited Dugway during its July 26 dedication of new housing that earned a Platinum rating for energy conservation. Svendsen presented to Hammack and others Dugway's growing energy demand, and possible options to meet those demands.

Dugway's energy quandary doesn't end at electricity. The cost of propane and heating oil, used to heat housing and some offices, has risen dramatically in the past few years.

In 2009, propane could be bulk-purchased for as low as \$1.43 a gallon, the internet revealed. Today, Dugway pays \$3.50 per gallon for bulk propane.

Natural gas is cheaper but cost prohibitive -- bringing a natural gas line to Dugway would be enormous. Svendsen hasn't fully investigated the cost, but initial discussions with Questar determined that a line just to Dugway's main gate could be \$50-70 million.

Faced with greater energy demands, and an increasingly tighter Department of Defense budget, Dugway continues to explore how to get the energy it needs at the lowest cost. Meanwhile, Dugwayites can help by turning off unused lights and machines and practicing energy conservation at the home and office.

Active shooter exercise

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“I am proud of the students and teachers. They responded with professionalism and maturity,” Nielson said. This was exceptional training that we would not have been able to provide without the help of Dugway’s emergency response team. We are so happy to have been asked to participate.”

Because of the detailed nature of the exercise, it was a good assessment for the post’s Emergency Operation Center (EOC) too, said Gary Wirtz, director of Plans, Training, Mobilization and Security.

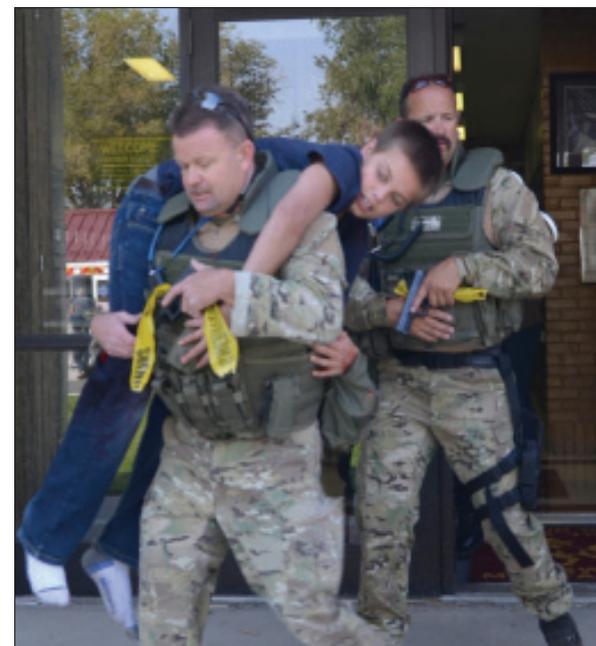
The EOC is a central command facility that functions at the strategic level in an incident or disaster. The team gathers and analyzes data, makes decisions that protect life and property, and ensures the continuity of operations on the post. It also serves as a communication center, notifying other employees, higher headquarters, state and national agencies, he said.

Using the Public Affairs Office, the EOC helps communicate with local officials off the post and informs members of the press by posting press releases and organizing press conferences, if needed.

The day before the exercise, the Army’s Installation Management Command sent an evaluation team to provide feedback after the exercise.

“The evaluator’s comments were constructive and helpful,” Wirtz said. “They provided a fresh and unbiased look from experts from around the county. They said we used, ‘great teamwork,’ that was critical for the operation’s success.”

“These types of exercises give those involved better skills if there were a real-world event,” Fishbeck said. “With recent national events, I feel it’s important to have our responders’ skills sharp and ready to go in an emergency. It’s also an opportunity for the public to see that we are capable of responding to a large scale event, such as an active shooter response. It’s a situation we never want to encounter, but know we are prepared if we ever have to.”



During the exercise, first responders moved rapidly through the high school hallways to locate wounded students. Once the area was secure, students were removed to the front lawn for further medical assessment then transported by ambulance to medical facilities for treatment.



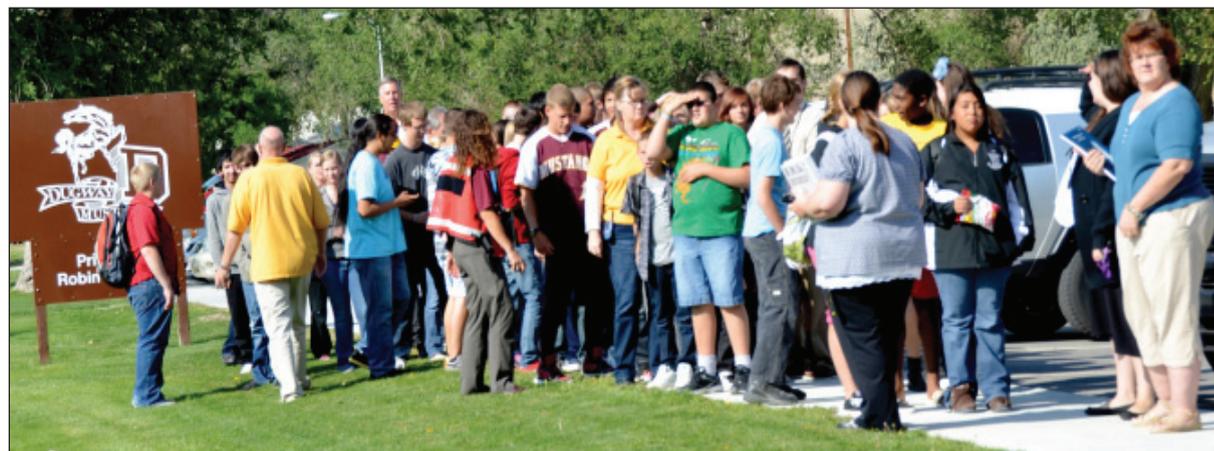
The exercise practiced critical skills used in crisis counseling that would assist students in a traumatic event. Crisis management research shows early intervention helps teens and children deal more effectively with increased fear and anxiety, and are quicker to regain self-confidence.



Dugway’s Emergency Operations Center, or EOC, is a central command and control facility for emergency preparedness and management during an incident or disaster. The EOC ensures continuity during an emergency on post.



Dugway’s Mobile Command Vehicle includes internet access, radios and cell phones to give the incident commander the ability to be on the scene and communicate quickly with the response teams and the emergency operations center.



Dugway High School students and teachers gather on the sidewalk in front of the school before evacuating to the Shocklee Fitness Center for debriefing. In an actual emergency, the center would be used to collect additional information by authorities, and a place to reunite students with their parents.

Sept. 11 firefighter shares personal story during Dugway Patriot Day commemoration

Story and photos by Bonnie A. Robinson
Public Affairs Specialist

Two young brothers waited in line Sept. 11 at Dugway Shocklee Fitness Center as Soldiers, residents and employees lingered to shake the hand of a real-life firefighter hero. William C. "Bill" Hayes had been invited by the Dugway Garrison Office and the Dugway's Chaplain (Maj.) Gabriel Mizerani to speak as part of a Patriot Day commemoration.

Although the boys, Zalrek Grogan, 12 and younger brother Zhander, 6, sons of Destry and Heidie Grogan, are too young to remember the actual attack, they were brought to the ceremony by their grandmother, Beth Olsen.

"I thought this was a great way to teach them why this day is so important and a chance to honor one of the heroes," Olsen said.

Olsen wasn't the only one who felt this way. More than 450 Dugway Soldiers, residents and employees also came to listen to Hayes who responded to the Sept. 11, 2001 attacks on the World Trade Center as a firefighter with the New York Fire Department.

Hayes is a tall, quiet man in a navy blue dress firefighter uniform. Though he is retired now, he still keeps his hair neat and tight, just like he was taught by the Navy when he served in an antisubmarine squadron as an aircraft electrician aboard the USS Enterprise. He has an easy, gentle smile and a simple, approachable manner as he talks about the valiant effort made by his fellow first responders, who answered the call to rescue as the twin towers of the World Trade Center (WTC) collapsed.

In 2001, Hayes served with Ladder Company 45 in Manhattan, N.Y. when the alarm sounded on that clear summer September morning that no American will ever forget. Nearly 3,000 people lost their lives at the WTC, the Pentagon, and in a Pennsylvania farm field.

"I was just like a lot of you, our
Former New York City firefighter William C. Hayes presents Col. A. Scott Estes, Dugway's commander, with a U-shaped piece of grid from a tower of the World Trade Center that collapsed Sept. 11, 2001.



Former New York City firefighter William C. "Bill" Hayes greets Zalrek Grogan, 12, son of Destry and Heidie Grogan, as younger brother Zhander, 6, and grandmother Beth Olsen look on. The family came to hear Hayes speak at a Patriot Day remembrance Sept. 11 at the Shocklee Fitness Center at Dugway Proving Ground.

station learned of the first strike on television," Hayes said. "I was on duty when the first calls came in before the alarm sounded. Everyone was stunned. We couldn't believe what we were seeing. Even though it was 11 years ago, it is a day I cannot forget."

After the first shocking reports were aired, Hayes said his team began dressing immediately and were ready when the alarm sounded.

As the company made their way through the countless pieces of broken glass to the perimeter of the WTC, he said he began to mentally prepare

himself to collect the remains of the people who had been trapped in the mammoth twin steel building's rubble.

"No one had ever anticipated this kind of event," Hayes said as he looked around the room. As the firefighter recalled the event, it was as if he had stepped back in time and was seeing the damage for the first time.

"There were a lot of procedures we had never done before. I had been to fires before, and I had always felt prepared, but this was the most destruction I had ever seen," he said.

This includes the times he served on active duty during Operation Iraqi Freedom in 2006 and Operation Enduring Freedom in 2007 and 2008.

"The towers had always been a reference point in the city, but as we arrived there was nothing but empty space. It's hard to describe. There was twisted metal, wood, paper, dust and



Left to right, Sgt. Maj. Stanley Morton, DPG; Col. A. Scott Estes, commander DPG; Command Sgt. Maj. Allen G. Fritzsching Army Test and Evaluation Command; Maj. Gen. Genaro Dellarocco, commander Army Test and Evaluation Command; and David Landis, Dugway Fire Department chief watch as William C. “Bill” Hayes, former New York City Fire Department firefighter lights a remembrance candle Sept 11 at the Shocklee Fitness Center to honor those who lost their lives Sept. 11, 2001 at the World Trade Center when the twin towers collapsed after a terrorist attack.

Remembering 9/11

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shards of glass everywhere, most not larger than the palm of my hand.”

“It was rough to just move forward in the sheer volume of debris,” he said of his brother firefighters who had worked feverishly, driving themselves to find survivors.

“The landscape around the trade center was so completely changed that it was difficult to see any progress,” he said haltingly as he recalled the nearly 10 stories buried rubble. “Because our shifts were long and the work was slow, it took an emotional toll on all of us. To be honest, it’s still difficult to talk about.”

“We all kept hoping to find someone—anyone. But when the sun came up that second day, we all realized that few, if any, bodies would be retrieved from Ground Zero. Later as I wiped the dust from my face, I looked down and I saw that my eyes were bleeding from the pulverized glass. I knew then, no one had survived,” Hayes confided.

The first chance to rest from the rescue efforts came later. Hayes, like so many others, wanted — needed really—to contact his own family, who had not had been in direct communication with him during the immediate hours after the rescue. First he called his wife, who told him she hadn’t been sure if he was alive.

“I was so glad to just hear her voice,” he said. “And she was real glad to hear mine.”

After reassuring his wife, he walked directly to his daughter’s elementary school, which was a short distance from the rescue site.

“I had so much emotion inside,” he said as his voice began to break slightly as he struggled to

explain what it was like to see his daughter for the first time after the towers fell. “I scooped her into my arms and held her tight. We both had a good cry. I realized I had so much to be thankful for and, at the same time, how much so many others had lost.

“Not only were there those who had perished in the buildings, but there were so many of my fellow firefighters who died. No one wanted to give up hope,” he said.

But hope faded and the emotional challenges grew as the number of firefighters’ funerals were announced. News reports from the following weeks counted an unprecedented 343 New York firefighters killed in the line of duty.

“When the funerals began, those were some of the worse days,” he said of the 35 firefighters he had served with who lost their lives. “They sacrificed their lives to save others. It will always be my greatest honor to have served with those heroes.”

In the days, weeks and months that followed came a grueling schedule of shoveling and sifting through the ash and rubble left by the collapse of the towers. First responders began to report respiratory symptoms that would continue as lasting health problems. In spite of concerns, firefighters continued with their recovery efforts.

“We just kept moving forward,” Hayes said. “It was what we all needed to do.”

Hayes retired from the New York Fire Department in May 2011 due to a line-of-duty injury and a WTC related illness. He served as a firefighter more than 24 years.

Although Hayes doesn’t count himself among the heroes that he came to talk about, looking around the audience, it was clear that they felt he was. It was poignant that Hayes thanked the

audience for coming to listen to his story.

After his speech, he asked Col. A. Scott Estes, Dugway’s commander, if he would come forward. Hayes then removed a package from a bag he had brought with him, and carefully began to unpack a 12-inch, U-shaped, piece of steel he had saved from the World Trade Center’s rubble.

Addressing Estes, Hayes said, “Thank you for inviting me to share my story,” then he placed the piece of the twin tower’s grid into the hand of an obviously surprised and touched commander.

“This will always be one of my greatest honors,” Estes said with emotion he did not try to hide. Accepting the gift on behalf of Dugway Proving Ground, Estes in turn presented a mounted brass eagle to thank Hayes.

The observance ended with a candle lighting ceremony. The fitness center was darkened and a long, brass candlestick was lit by Chaplain Mizerani, who passed it to Dugway’s Sgt. Maj. Stanley Morton and in sequence to Estes; Command Sgt. Maj. Allen Fritzsching to Maj. Gen. Genaro Dellarocco, both visiting from the Army’s Test and Evaluation Command, to Dugway’s Fire Chief David Landis; and finally to Hayes who as last in the line, lit the large, white candle across the room from the podium where Dave Watson, chief of Family, Morale, Welfare and Recreation gave a final tribute.

A solemn moment of silence followed as everyone marked the day of remembrance.

So, what’s it like to shake the hand of a real-life hero?

“It’s real neat,” Zalrek said with a huge smile. Then, he became more serious, “I was just a baby when this happened, but I am glad I got to come and learn about it today.”

Making the Holidays Bright

Sponsor a child for holiday assistance or help a single Soldier or civilian employee enjoy a holiday meal

Story by Bonnie A. Robinson
Public Affairs Specialist

Imagine a little boy or girl excited about the coming holidays. What will Santa bring? Then, imagine the holiday without gifts under a tree, or something tucked into a stocking. Imagine that there is nothing special to look forward to during the holiday meal. Pretty bleak. But no child at Dugway needs to experience this kind of disappointment, and no parent should have to experience uncertainty about providing for a child during the holidays.

"This year we have more Soldiers' Families than ever before. Since last Christmas, more than 60 Soldiers have been assigned to Dugway. We want to ensure that every military family that can use a little help can benefit from this program," said Brent Console, Army Community Service, Financial Readiness and Army Emergency Relief manager.

Military members and civilians wishing to receive assistance are required to provide a Holiday Assistance Income and

Expense statement, which can be picked up at Dugway Army Community office in the Dugway Community Center.

Families requesting help can fill out a Wish List that asks the age, gender, shirt, pants and shoe size of each child and special likes and requests.

Thanksgiving Assistance

Application deadline to receive a Thanksgiving meal is Thursday, Nov. 8.

Applications for residents and employees who would like to sponsor a meal will be Tuesday, Nov. 13.

Army Community Services will match up military single Soldiers and or military Families for Thanksgiving dinner at a volunteer home by Thursday, Nov. 15.

Gift certificates may be picked up on Thursday, Nov. 15.

Sixty turkey and the fixings are being provided by Tooele County, Console said.

Christmas Assistance

Application deadline for Christmas assistance will be Monday Nov. 26.

Deadline for Christmas sponsors will be Monday, Dec. 3

Deadline for wish lists sign up will be Tuesday, Dec. 4.

Deadline for all monies collected and turned in to the ACS will be Wednesday, Dec. 5.

Want to make the holiday brighter? Care enough to help. Call ACS at (435) 831-2387.



Community Notes

Free Thanksgiving Dinner

Join the Dugway Chapel for a free Thanksgiving Dinner Nov. 22 at noon at the Community Club.

RSVP by Nov. 14 by calling Chaplain Gabriel Mizerani at (435) 831-2431 or 830-8929.

To ensure everyone can celebrate, these additional items are needed:

Canned vegetables, cranberry sauce, turkey gravy, canned fruit, canned yams, drink mixes, instant mashed potatoes, stuffing, sugar, tea, coffee and desserts.



For more information call 831-2344 or 2093.

Christmas Bazaar

Start the holiday season off with a shopping event in English Village. Dugway's annual Christmas Bazaar is Thursday, Nov. 15 from 11 a.m. to 7 p.m. at the Shocklee Fitness Center.

Enjoy a variety of vendors, Santa Claus, holiday music, activities, and more fun for everyone. Vendor tables are available for \$25.

Call 831-2030 for details.



Digital coupon card slated for commissary shoppers

Story by Bonnie A. Robinson
Public Affairs Specialist

Using coupons at the commissary may soon be less of a hassle with the Commissary Reward Card by allowing shoppers to forego traditional coupon clipping.

To participate, customers must pick up a card at their local commissary, visit the DeCA's website to register the card and load digital coupons to their account.

Digital coupons are, of course, paperless. They work automatically when scanned at the checkout. According to the DeCA website, new offers will be posted every two to three weeks. Like their



paper cousins, they are offered by manufacturers and have expiration dates and terms of condition to be honored when used.

The new card may offer individual savings based upon specific customer use, sales alerts at local stores and incentive rewards for frequent shoppers.

For more information, visit the Commissary Rewards Card facts and questions at: http://www.commissaries.com/documents/contact_deca/faqs/rewardscard.cfm, or you may call the customer service hotline at (855) 829-6219, email at commissarysupport@inmar.com or contact the DPG commissary at 831-3465.