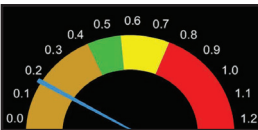




**Pine Bluff  
Arsenal  
24/7 SHARP  
Hotline  
870-209-4093**

**PBA Safety  
Glance**



**Safety Element for fiscal year 2022  
Lost Day Case Rate: 0.17  
Award Goal: 0.57**

\*Lost time injuries for fiscal year 2022 is one. There is zero lost time injuries for July 2022.

\*Recordable injuries for fiscal year 2022 is three. Recordable injuries is zero for July 2022.

\*Pine Bluff Arsenal days without a lost time injury is 204.

\*Pine Bluff Arsenal days without a recordable injury is 34.

\*Estimated hours worked without a lost time injury: 813,509.



## Change of Command



Photo above, Pine Bluff Arsenal's 40th commander Col. Tod T. Marchand speaks during the Change of Command ceremony July 28.



Photo left, incoming Pine Bluff Arsenal commander Col. Tod T. Marchand takes the flag as it passed from the U.S. Army Joint Munitions Command Commander Col. Landis C. Maddox during a change of command ceremony July 28, as JMC Command Sgt. Maj. Petra Casarez and outgoing Arsenal commander Col. Patrick S. Daulton look on.

U.S. ARMY PHOTOS BY HUGH MORGAN

## Lieber named director of Business Operations

By Rachel Selby

Justin Lieber has been named director of Pine Bluff Arsenal's Directorate of Business Operations and Planning. Lieber, who has been at the Arsenal for 12 years, replaces Mark Lumpkin who retired in 2021.

As director, his office is responsible for the day-to-day operations of the Arsenal, as well as managing the functions of human resources, business development and public private partnerships.

"My current focus is to

ensure the Arsenal remains a vibrant and active part of the Army's Organic Industrial Base, manufacturing items and supporting the Joint Warfighter," said Lieber.

When he first started at PBA, he joined the Directorate of Chemical and Biological Defense Operations. "I was a production line engineer on the M40 mask line at CB," he said. "It was back when CB was humming on masks, pushing out approximately 750 to 800 a day on the main line and approximately 450 on

the refurbishment line."

Moving to PBA's Directorate of Engineering and Technology, he worked for them five years. "The majority of the project engineering I did for E&T was on the chem bio lines. I did a little work with the ammunition side but the majority of my projects were with CB," he said. "I worked with large filters and CIDAS (Contamination Indicator Decontamination Assurance System). I came into the engineering side of the textile production line after it had al-



**Justin Lieber**

ready started. I was helping in the background."

See LIEBER page 2

### Right Today

Accomplishing the mission "right today" simply means complying with regulations, policies, plans, work instructions, SOPs, and other requirements. We will not compromise the quality of products that will be used by our Warfighters and when we make these products, we will minimize impact on the environment and we will ensure no one gets hurt in the process.

### Better Tomorrow

"Better tomorrow" means that every day, we will make improvements. Every time we start a manufacturing or administrative process, it should be more efficient and more environmentally friendly than it was before. Every day should be safer than the last one.



# Holston sets change of command

Lt. Col. Joel Calo will assume command of Holston Army Ammunition Plant Aug. 5, 2022. Holston Army Ammunition Plant produces a wide range of high-quality explosives for the Department of Defense.

Calo holds a Bachelor's of Science in Business Administration from the University of Puerto Rico and a Master's of Arts in Executive Leadership from Liberty University. He was commissioned as a 2nd Lt. in the U.S. Army in 2004.

His assignments include: Tank Platoon Leader for C Company, 2d Battalion, 1st

Brigade of the 8th Cavalry Regiment, 1CD, Fort Hood, 2005-2007; Executive Officer of E Forward Support, 1st Brigade of the 115th Brigade Support Battalion, 1CD, Fort Hood, 2007- 2008, deploying for OIF, 2006-2008; Logistic Advisor, Iraqi Training and Advisory Mission, United States Forces – Iraq, deploying for OIF, 2009; Battalion S4 for the 49th Movement Control Battalion of the 4th Sustainment Brigade, 13th ESC, Fort Hood, 2010- 2011; Commander of the 289th Quartermaster Company, 553d Combat Sustainment Support Battalion for the 4th

Sustainment Brigade, 13th ESC, Fort Hood 2011-2014, deploying for OEF, 2013; Support Operations Officer and Brigade S4, 75th Field Artillery Brigade III Corps, Fort Sill, 2015-2016; Battalion Executive Officer, 262nd Quartermaster Battalion, 23d Quartermaster Brigade QMS, Fort Lee, 2016-2017; Chief of the Sustainment Mission Command Product Development, Enterprise Systems Directorate, CASCOM, 2018-2020; Chief of the G4 Logistics Operations and Exercises Branch, U.S. Army Pacific Command, 2020-2022.

Calo's military education includes the Armor Officer Basic Course, the Combined Logistics Captain Career Course, the Aerial Delivery and Materiel Officer Course, the Support Operations Course and the Capabilities Development Course. He was also a part of the Military Transitions Team and attended the U.S. Command and General Staff College.

His awards and achievements include: one Valorous Unit Award; two Meritorious Unit Commendations; the Bronze Star Medal (1 Oak Leaf Cluster); Meritorious



**Lt. Col. Joel Calo**

Unit Commendation (1 Oak Leaf Cluster); the Army Commendation Medal (2 Oak Leaf Cluster); the Army Achievement Medal; the Parachutist Badge; and the Parachute Rigger Badge.

## LIEBER from Page 1

Other CB projects Lieber worked with bringing online here were the Analytical Laboratory System-Modified Work Order and the M333-General Purpose Decontaminant for Hardened Military Equipment.

"It's been a wild ride," said Lieber. "I did some project management in Business Operations when I started with the directorate, and became the first accredited Project Management Professional on the Arsenal," said Lieber, who is also Level III certified in Systems Engineering from the Defense Acquisition University, a graduate of Army Management Staff College's advanced course, and a distinguished graduate of Leadership Arkansas, a nine-month program run by the Arkansas State Chamber of Commerce.

Born in Southern California, Lieber said he grew up in the Little Rock area. "I went to high school at Sylvan Hills in Sherwood," he said.

Lieber received a Bachelor of Science in Systems Engineering-Mechanical Systems from the University of Arkansas at Little Rock in 2010. Before coming to PBA, he worked at Welspun Tubular in Little Rock for about six months. "They do large diameter steel piping," said Lieber. "This was my first big job af-

ter college."

Transitioning into the director job for Business Operations hasn't been a huge learning curve for Lieber so far. "I worked with Mark (Lumpkin), and also worked with the director previous to him – Roger Johnson," he said. "I had BOP experience and understood the mission very well. I am still learning about the S1-Human Resources side, and trying to glean as much information as

I needed to do this. I noticed the need and went there," said Lieber. "Speaking the language of the customer is super important. Acquisition is important and our customers talk acquisition. I see a lot of value in this."

He said you can usually see very clearly from an organizational chart who you need to talk to. "I am an org chart fanatic. This helps me organize my thoughts," said

***"I look at my job as a strategic lead and one who casts a vision for the Arsenal. This is most important to me. I try to see beyond what is right in front of me. Our mission is important but I've been trying to be vision centric too."***

possible from Laverne Graham so we stay relevant and smart."

Lieber said he has always had a strategic mindset. "I look at my job as a strategic lead and one who casts a vision for the Arsenal. This is most important to me," he said. "I try to see beyond what is right in front of me. Our mission is important but I've been trying to be vision centric too."

Trying to plan for 10 to 15 years ahead of now, Lieber said has been the most challenging. "Knowing our customers intimately is where I think I come into the picture. No one told me

Lieber. "I have tried to focus on who we serve."

Arsenal Deputy to the Commander Roch Byrne said Lieber is an excellent communicator.

"He stays in touch with our current customer base. He has also established relationships with potential new customers, allowing PBA to continue to provide military value to our Warfighters," he said. "With varied leadership courses under his belt, Lieber is well positioned to lead the directorate."

## Congressional visit



Brandy Aaron, textile production worker, sews part of a Ghillie suit, as Congressman Bruce Westerman (R-AR) looks on during a tour of Pine Bluff Arsenal's Individual Protective Clothing Facility-Textiles July 5. U.S. ARMY PHOTOS BY HUGH MORGAN



Justin Lieber, Pine Bluff Arsenal Director of Operations and Planning, Congressman Bruce Westerman (R-AR), John Burkhead, PBA Director of Chemical and Biological Defense Operations and Arsenal Commander Col. Patrick S. Daulton watch as Julee Johnson, textile production leader, demonstrates an embroidery machine with the ability to sew six digital patterns simultaneously, during the tour.



# Commander's Column

*Editor's note: Pine Bluff Arsenal's Change of Command was held yesterday at Creasy Auditorium.*

Col. Tod T. Marchand assumed command of Pine Bluff Arsenal July 28, 2022. He was commissioned into the U.S. Army Chemical Corps after graduating from New Mexico State University in May 1999.

Col. Marchand comes to the Arsenal from the U.S. Army Nuclear and Countering Weapons of Mass Destruction Agency at Fort Belvoir, Va., where he served as a division chief for CWMD and CBRN-Defense Planning and Strategy.

His assignments include: Battalion Chemical Officer, 3-7 Field Artillery Battalion; Platoon Leader and Executive Officer, 71st CBRN Company, Schofield Barracks; BCT Chemical Officer, 3rd Brigade Combat Team, 1st Cavalry Division, deploying for OIF



**Col. Tod T. Marchand**

I, 2003; Company Commander, 13th Chemical Company BIDS; Company Commander, HHC, 48th CBRNE Brigade, Fort Hood; Observer, Controller and Trainer at the National Training Center, Fort Irwin; Battalion Executive Officer, 84th CBRN Battalion; Brigade S3, 3d CBRN Brigade, Fort Leonard Wood; Combating Weapons of Mass Destruction Operations Officer and Executive Assistant to the Deputy Director for J33, Joint Staff,

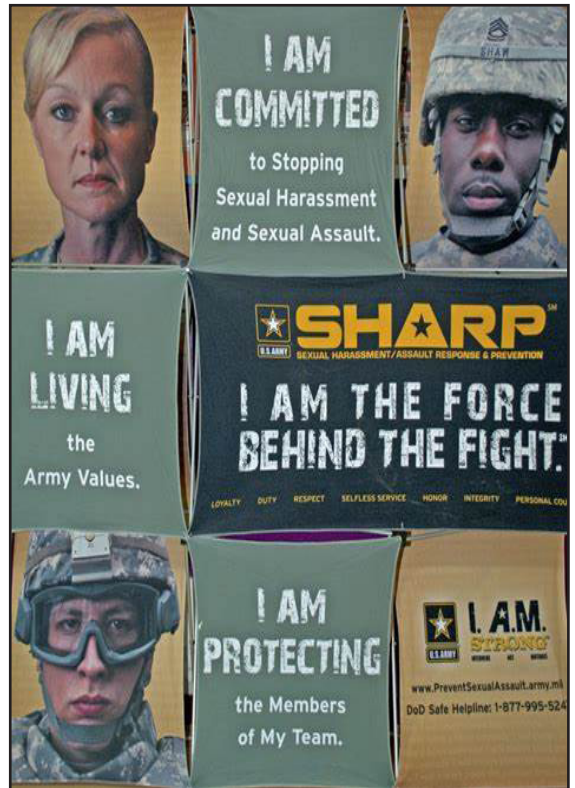
Pentagon; Division CBRN Officer, 2d Infantry Division, Camp Red Cloud, Korea; Battalion Commander, 110th CBRN Battalion, Joint Base Lewis-McChord; HQDA DCS G-8 FDB, Chemical Biological Defense Program Executive Agent; Division Chief, CWMD.

His awards and achievements include: the Defense Meritorious Service Medal; the Meritorious Service Medal (3 Oak Leaf Cluster); the Meritorious Service Medal (1 Silver Leaf Cluster); the Army Commendation Medal (2 Oak Leaf Clusters); the Army Achievement Medal (2 Oak Leaf Clusters); the Iraq Campaign Medal (2 Campaign Stars); the Global War on Terrorism Service Medal; Korea Defense Service Medal; the Joint Meritorious Unit Award; Parachutist Badge; the Combat Action Badge and the Joint Service Identification Badge.

# Hails and Farewells

## Hails

**Benito Javier Gallardo**, Quality Assurance Specialist (Ammo), has joined the Directorate of Material Management.



# Online Conduct

## Think.Type.Post

“Army Professionals, by our solemn oath, voluntarily incur an extraordinary moral obligation to uphold the Army Values, which apply to all aspects of our life. Although our lives are changed by the Internet and social media in general, the standards of our conduct have not.

Online misconduct is misconduct - wherever, whenever, and however it occurs. Whether in the form of online harassment, assault, bullying, hazing, stalking, discrimination, retaliation, improper relationships, or any other type of misconduct, we hold ourselves and others accountable.

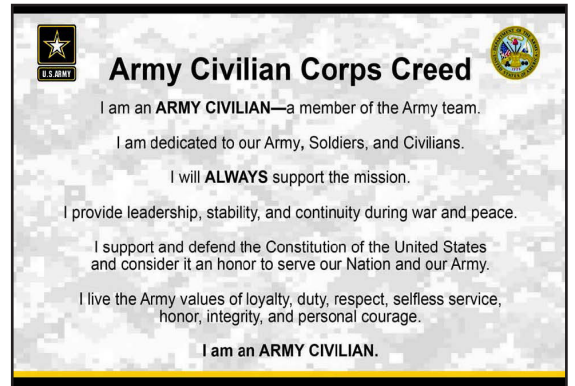
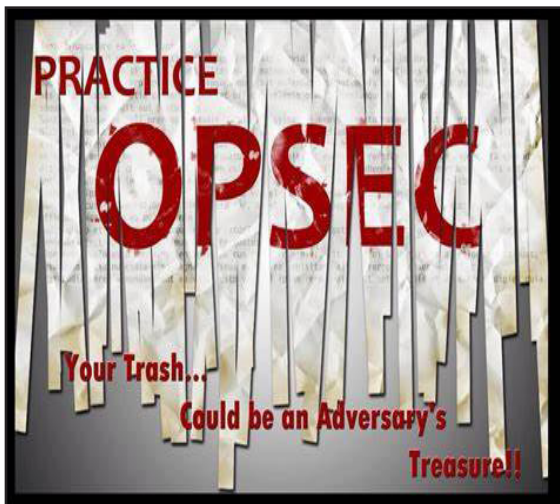
Trustworthy Army Professionals do not tol-

erate double standards.; anything that is unacceptable to say or do in person is also unacceptable to write or post online.

When using electronic communication, members of the Army Team should apply “Think, Type, Post.”

“Think” about what message/information is being communicated and who could potentially view it; “Type” messages or convey information that is consistent with the Army Values; and “Post” if the message/information is responsible and demonstrates dignity and respect for others.

Remember whenever online - “Think, Type, Post.”



## Arsenal Sentinel

**Col. Tod T. Marchand, Commander**  
**Roch Byrne, Deputy to the Commander**  
**Cheryl Avery, Public Affairs Officer**  
**Rachel Selby, Sentinel Editor/Social Media**  
**Hugh Morgan, Photographer**

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# DPW Spotlight



Multiple divisions of Pine Bluff Arsenal's Directorate of Public Works, including the Pipe Shop and Fire Department, Directorate of Ammunition Operations and Directorate of Risk Management and Regulatory Affairs-Safety Division connect a railcar to the Arsenal's white phosphorus system for unloading. The system must be kept in water to prevent catching fire.



Jeff Daigle with Pine Bluff Arsenal's Directorate of Public Works Carpenter Shop power washes a building. U.S. ARMY PHOTOS BY TRACEE MILLS-BOID-DPW



DEPARTMENT OF THE ARMY  
OFFICE OF THE SURGEON GENERAL  
7700 ARLINGTON BOULEVARD  
FALLS CHURCH, VA 22042-5140

DASG-HCO

20 April 2022

MEMORANDUM THRU

LTC Mark T. Williams, Chief CBRN Branch, HCO/G37FM, OTSG, Arlington, VA 22042

Mr. John Burkhead, Director Chem Bio Defense, Pine Bluff Arsenal, Pine Bluff, AR 71602

COL Scott Daulton, Commander, Pine Bluff Arsenal, Pine Bluff, AR 71602

FOR Mr. Jason Fullen, CPPW Lead, Pine Bluff Arsenal

SUBJECT: Letter of Appreciation

1. On behalf of Health Care Operations, Office of the Surgeon General, I would like to thank you and the entire Chemical Patient Protective Wrap (CPPW) Team for all the work you have done in the past during the establishment of the CPPW program but especially now, as you supported the fast paced operations in the EUCOM theater, your Team was amazing. You and your Team have been major contributors to the readiness and safety of our deployed warfighters. When major operations or rapid response forces are heading to places in the world with the threat of chemical, biological, radiological, or nuclear (CBRN) activity, everyone wants your services and you have been ready when those calls came in.

2. My CBRN Team has expressed their appreciation and admiration on your flexibility and willingness to go the extra mile for your customers. Not only Army Medicine but the whole of Army is appreciative of your efforts.

3. You are to be commended on a job well done.

*MS*

DUBRAY KINNEY SR.  
COL, MS  
Director, Health Care Operations



Pine Bluff Arsenal Commander Col. Patrick S. Daulton (right) presents a letter of appreciation from the Department of the Army-Office of the Surgeon General to Jason Fullen with the Arsenal's Directorate of Chemical Biological Defense Operations. The letter was a thank you to the CB Textile team who established and produced the Chemical Patient Protective Wraps, and their support to the readiness and safety of deployed warfighters.

U.S. ARMY PHOTO BY JOHN BURKHEAD-PBA



## EAP Corner

# Resilience in the workplace

*Courtesy of Pine Bluff Arsenal Employee Assistance Program*

What is resilience in the workplace? When we talk about resilience, we're talking about the ability to cope with the ups and downs and bounce back from challenges.

In a workplace setting, this can be applied to employees' abilities to manage anything from a tough workload to frustrating colleagues.

Resilience is associated with greater job satisfaction, work happiness, organizational commitment and employee engagement.

Raising resilience contributes to improved self-esteem, sense of control over life events, sense of purpose in life and improved employee interpersonal relationships.

It is said those with greater resilience are better able to manage stress, which is a risk factor for conditions such as anxiety and depression.

There are many different views about how important resilience is and how much emphasis we should put on it in the workplace.

An article on the Army Benefits Center website states resilience is about much more than the ability to 'bounce back': "Resilient people have strong resources and skills to manage stress and conflict as well as a good support network to help them deal with the pressures of work. Resilience is more than coping however. Resilient people are also flexible, adapt to new and different situations, learn from experience, are optimistic and ask for help when they need it."

Dr. Sam Harvey, a psychiatrist with Black Dog Institute, believes "enhancing resilience removes the notion that employees are passive recipients of workplace stress without anything they can do about it."

Creating a healthy work-

place isn't as difficult as you might think. If you're in a position to make changes in your team or organization here are some ideas for what you can do:

- Encourage leaders to make a commitment to mental health in the workplace by offering education or training in mental health.
- Focus on the work environment: simple things like natural light, plants, standing desk options, social meeting spaces.
- Create flexible working arrangements combined with discounts from nearby fitness establishments or providing options to relax within the office environment.
- Free counselling through an Employee Assistance Program or another peer support program.
- Policies to swap pay for leave.

Thinking and coping strategies like mindfulness can help improve judgement accuracy and decision making, while lifestyle factors like getting enough exercise and eating healthy can help keep your mental health on track. Having a strong support network outside of work can also help support you and contribute to a more resilient skill set.

Getting personal about mental health is a sign of strong leadership. Leaders who speak openly about their own mental health make powerful contributions to developing and maintaining mentally healthy workplaces.

Sharing stories can set the tone for positive communication and empower colleagues to reflect on and discuss their own mental well-being.


The Arsenal's Employee Assistance Program staff is here to help. We offer you a safe and confidential place to discuss concerns, challenges, and strategies for managing difficulties in your life.

We are located in Building 13-040, and can be reached at 870-540-3094.

NAME \_\_\_\_\_ OFF SYM \_\_\_\_\_

## Resilience in the Workplace

I O B C P D F B I J M B R J E N R S S E R T S Q K W C O Z M N L S Z Q I P B E J G N H J P K E X R Z T Q V J R I D V Q L R A O M J E G A R U O C N E O E D I I K A B O U N C E A G Y S E G N E L L A H C V P M W E I R L D Z B U D M F R B J R E L S Z F O N Y E O V T X O T S I H I U W A C M D C V Z B E U E I U L V U L M A N A G E E C N P W N Z X H E A L T H E E O C V S E L E N T Y L C U U C F E T H S C H E C A L P K R O W T E U S E R K C A O Q F U O O	RESILIENCE WORKPLACE JOB MANAGE CHALLENGES BOUNCE STRESS ENCOURAGE FOCUS MINDFULNESS HEALTH EMPLOYEES LEADERSHIP
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## The roads belong to us all: Let's make safe choices

The nation's roadways are a place of constant risk, with millions of vehicles moving alongside one another. Since it's impossible to control the choices of everyone on the road, we need to be defensive drivers. Getting behind the wheel is a time for patience and focus – qualities that can help you avoid a collision should someone else make a bad decision.

**Be Distraction-free**

Thousands of crashes have involved distracted driving. Anything that prevents a driver from being able to safely operate the vehicle should be avoided.

- Never use a cell phone behind the wheel, even hands-free
- Pre-set your navigation system and music playlists before driving

**Avoid Impairment**

An average of one alcohol-impaired driving fatality occurs every 53 minutes in the U.S. But impairment can also include being under the influence of drugs – both legal and illegal.

- Designate an alcohol and drug-free driver or arrange alternate transportation
- Check the side effects of your medications before getting behind the wheel

**Check Your Speed**

Speeding was a factor in 28 percent of all traffic fatalities in 2014. Speeding reduces the amount of time a driver has to react in a dangerous situation to avoid a crash.

**Rest Up**

Our lives are busy and sometimes we try to fit in too much. This can be very dangerous behind the wheel if we don't get enough rest. Most adults need 7-8 hours of sleep a day, while teens need 9-10 hours.

- Create a regular sleep pattern so you can get plenty of rest
- On long trips, take regular breaks to avoid fatigue

**Help Teens and Children**

Driving is a complex skill that demands judgment and experience, which can take years to acquire. Teen drivers need as much experience as possible, and parents should help provide that by driving with their teens on a regular basis.

Do not allow teens to drive with their friends. A single young passenger can increase a teen driver's fatal crash risk 44 percent.

The safety of child passengers is the responsibility of the driver, and requirements change as kids grow.

- Make certain child safety seats are properly installed, that children are correctly secured and that the seats are appropriate to the child's height, weight and developmental level
- Regardless of age, make sure all passengers are correctly belted before setting off

**FAST STAT:**

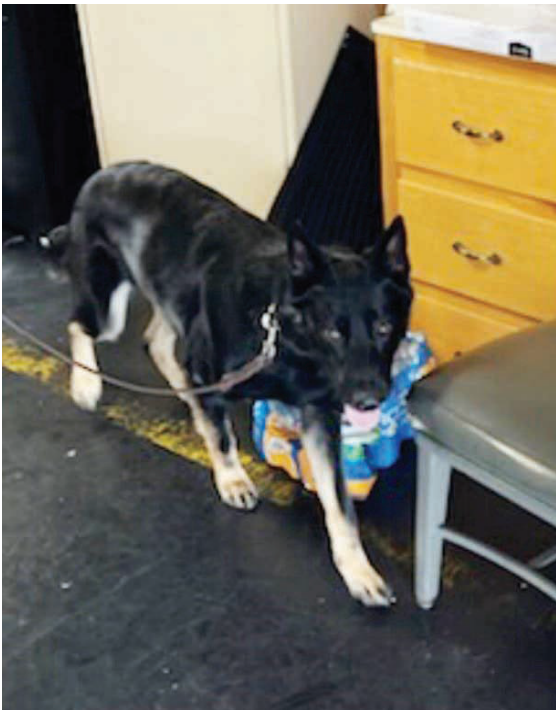
In an average year, speeding is involved in 27 traffic deaths every day during June, July and August.

Source: NCS Analysis of National Highway Traffic Safety Administration FARS data, 2014

**GREEN CROSS TIP:**

Many vehicles are coming equipped with advanced safety technologies, but to be effective you need to know how to use them. Visit [mycardoeswhat.org](http://mycardoeswhat.org) to learn more.

National Safety Council | 1121 Spring Lake Drive | Itasca, IL 60143 | [nsc.org](http://nsc.org)



The Radford Army Ammunition Plant (Va.) Department of the Army Civilian Police and members of the New River Valley K9 Team made up of local agencies in the surrounding area conducted a mass search of the installation July 18. The New River Valley K9 Team produced ten K9's (one pictured) and handlers to support this request from the installation. This is a successful partnership to ensure the safety and security of the ammunition plant and its local community. U.S. ARMY PHOTO BY RAAP

# Stranger Danger



Tiffany Penister, Pine Bluff Arsenal's Army Community Service Director, speaks to the School-Age group at the Arsenal's Child and Youth Service Center. The open topic of the discussion centered around Stranger Danger and what the children knew. Penister said she shared tips the kids should use in avoiding potentially strange or dangerous people and situations, as well as provided an example of good people for them to look for when dangerous situations happen such as law enforcement personnel. U.S. ARMY PHOTO BY AMBER WEBBER-CYS

# Cool Breezes menu

## SALADS!

All salads are served with crackers, croutons, and one dressing: Ranch, Thousand Island, or Lite Italian. Additional Dressing \$0.50

All Salads start with a blend of iceberg and romaine lettuces. Add in some diced tomatoes and shredded cheese, top with carrots, cabbage, 3 slices of egg, bacon bits, and two pepperoncini peppers.

**Garden Salad (No Meat) \$3.50**

**Chef Salad (Ham Chunks) \$5.50**

**Crispy Chicken Strip Salad (2 Chicken Strips) \$6.50**

**Philly Steak Salad (Philly Meat) \$7.00**

**Additional Toppings \$0.25**

- Onions
- Jalapenos
- Pineapples
- Pepperoni

\$0.75

### \*NEW ITEMS\*

#### Personal 7" Pizza

Cheese \$5.25

Additional Toppings (Each) \$0.25

- Onions
- Jalapenos
- Pineapples

Additional Meat Toppings \$0.75

- Pepperoni (5)
- Ham

## QUARTER POUND BURGERS!

- Hamburger \$4.25
- Combo (with fries) \$5.60
- Cheeseburger \$4.50
- Combo (with fries) \$5.80

*Ask for American or Swiss Cheese!*

## OTHER ITEMS!

- Country Fried Steak Sandwich \$4.75
- (with fries) \$6.10
- Philly Cheesesteak \$5.90
- (with fries) \$7.60
- Polish \$3.00
- (with fries) \$4.50

- Seasoned Fries \$1.85
- Waffle Fries \$1.85
- Onion Rings \$2.25
- Frito Pie \$3.50
- Nachos \$3.00
- Fried Pickles \$3.25
- Fried Green Bean \$3.25
- Pizza Stick \$2.25

## EXTRAS!

- Extra Meat \$1.75
- Slice Cheese \$0.25
- Nacho Cheese \$1.00
- Chili \$1.00

Call in orders welcomed from 0930-1230!  
(870) 540 - 3777  
Monday - Thursday

Ask about our WEEKLY specials!



## CHICKEN!

- Chicken Strips (3) \$4.60
- Combo (with fries) \$5.85
- Crispy Chicken Sandwich \$4.50
- Combo (with fries) \$5.65

*\*Ask for Buffalo Sauce on your chicken!\**

## TREATS

- Ice Cream Bowl \$1.75
- Slushies \$1.50
- Candy Bars \$0.85
- Chips \$0.60

## DRINKS!

- Bottle Sodas \$1.85
- Minute Maid \$1.85
- Powerades \$1.60
- Water \$1.50
- Can Sodas \$1.10



Actual Double Cheeseburger Made By: **Stephen!**





# GET IT NOW!

The GSA store carries the supplies you need. Stop by building 23-330 or call 540-3416 today!