



The Bullet'n



Volume 3, Issue 11

"Supporting the Warfighter"

July 31, 2008

JMC change of command set for August 1



Gen. Benjamin S. Griffin



Brig. Gen. James E. Rogers



Col. (Promotable) Larry D. Wyche

Joint Munitions Command
News Release

ROCK ISLAND ARSENAL, Ill. -- Employees of the Joint Munitions Command are making preparation for a change of command ceremony to take place on August 1 at 9 a.m.

Brig. Gen. James E. Rogers will pass the commander's title to incoming commander Col. (promotable) Larry D Wyche.

Congress has approved

Wyche's nomination for promotion to brigadier general.

Gen. Benjamin S. Griffin, commanding general of the Army Materiel Command, will officiate the ceremony.

Wyche previously served as the director, logistics, strategy and integration, Office of the Deputy Chief of Staff, Logistics, at the Pentagon.

Rogers, who has led the command since September 2005, will become the commanding general of the 1st Sustainment Command (Expeditionary), at

Fort Bragg, N.C.

Wyche will lead an organization that is responsible for the production, storage, issue and demilitarization of conventional ammunition for all U.S. military services. From its headquarters here, JMC operates a nationwide network of ammunition manufacturing plants and storage depots, and maintains a global presence wherever U.S. combat units are stationed or deployed.

Army News

Army launches new Web site for "gifts" to Soldiers

Army News Service

WASHINGTON -- The "Gifts to Army" Web site, launched July 21, is an online resource developed to streamline and process gifts to the Army that benefit Soldiers and their Families.

Citizens often ask Soldiers, their Family members, and Army Civilians how they can support their Army. They want to know how they can help men and women in uniform. This Web site will provide the public an online resource to answer the question: "How can we help?"

"Many individuals have asked how they can help the Army," said Joyce Morrow, administrative assistant to the secretary of the Army. "We appreciate how generous the public is and the concern they have for the welfare of our Soldiers and Families. We've developed this Web site to provide information on how to contribute money, goods or services to benefit Soldiers and their Families."

The launch of the site centralized the many venues and paths for the

public whose offers of support fall within the Army's overall Gift Program, which is managed by the Office of the Administrative Assistant to the Secretary of the Army. Contribution options addressed on the site include support for the Army, Soldiers and their Families, wounded warriors, Army installations and more.

"This Web site is not intended as a solicitation, but merely as a way to provide information on the options and programs available to those who have expressed a desire to make a contribution," said Morrow.

The Army Gift Program has existed for many years under the authority of Title 10 United States Code, Section 2601. On Jan. 28, 2008, President Bush signed into law, the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181, Section 593), which expanded the Army's gift acceptance authority to include acceptance of gifts on behalf of wounded Soldiers, wounded civilian employees, and their Families.

America's support of its military is not new. During World War II, tin drives, support for food rationing, and canteens were common. At a train depot in North Platte, Neb., a small group of volunteers in a city of no more than 12,000 provided food, magazines, and conversation to the hundreds of troop trains that stopped in their town. This major undertaking went on for the duration of the war and was done without government support.

The people of the United States carry on the tradition of caring for and supporting their men and women in uniform.

The "Gifts to Army" Web site provides a central source of information to refer those interested in contributing to and supporting Soldiers and Army Families and offers ways for them to express that support, should they choose.

For more information, visit the "Gifts to Army" Web site at <http://giftstoarmy.army.mil/>.



The JM&L LCMC Bullet'n is an authorized publication for members of the Department of Defense. Contents of The Bullet'n are unofficial and are not necessarily the views of, or endorsed by, the Joint Munitions & Lethality Life Cycle Management Command, the Department of the Army, the Department of Defense, or any other U.S. government agency.

The editorial content of The Bullet'n is the responsibility of the Public Affairs Office at Joint Munitions Command headquarters. Contributions to The Bullet'n are welcome; contact information follows.

Brig. Gen. William N. Phillips
Commanding General

Steve Abney
Chief, Public Affairs Office, JMC

Peter Rowland
Chief, Public Affairs Office, Picatinny Arsenal

Darryl G. Howlett
Editor

Rikeshia Davidson
Assistant Editor

Maggie Browne
Lean Six Sigma Section



E-mail address: darryl.howlett@us.army.mil. Postal address: The Bullet'n, ATTN: AMSJM-PA, 1 Rock Island Arsenal, Rock Island, Ill. 61299-6000. Phone: (309) 782-1514, DSN 793-4516. Datafax: (309) 782-3935, DSN 793-3935.

Change of Command

Note: "This is the first issue of the Bulletin that will highlight some of the changes of command and management at Joint Munitions Command installations."

Blue Grass Army Depot News Release

RICHMOND, Ky. -- Col. Joseph A. Tirone became the new commander of Blue Grass Army Depot July 10 during a change of command ceremony officiated by Brig. Gen. James E. Rogers, commanding general, Joint Munitions Command.

Tirone assumed command from Col. Richard J. Mason, Jr., who had served as the BGAD commander from June 30, 2005, to July 10.

During the ceremony, Tirone addressed the depot employees, "Since 2001, I have been on the receiving end of much of your work. On behalf of our service members throughout the world who you support on a daily basis, I thank you."

His last assignment was in the Pentagon as the Department of the Army Operations Munitions Chief.

A native of Port Chester, N.Y., he has held a number of special and conventional weapons leadership positions at the tactical, operational, and strategic levels in U.S. and NATO units.

Tirone's command positions include commander of a multi-functional field artillery battery, commander of the Savanna Army Depot, Lone Star and Kansas Army Ammunition plants and Red River Munitions Center. He has planned and coordinated ammunition support for operations in Bosnia, Somalia, Rwanda, Kuwait City and other locations.

He deployed numerous times from November 2001 to June 2006 to Afghanistan, Iraq, Turkey, Kuwait, Pakistan and other locations in support of Operations Enduring and Iraqi Freedom.

Tooele Army Depot gains new commander

By Kathy Anderson
Tooele Army Depot

TOOELE ARMY DEPOT, Utah--Tooele Army Depot hosted a change of command ceremony July 8, formally passing leadership of the depot from Col. Anne L. Davis to her successor, Col. Yolanda C. Dennis-Lowman.

Brig. Gen. James E. Rogers, Commander of Joint Munitions Command, presided over the ceremony and praised the work accomplished under

Davis' direction, as well as setting great expectations for the depot under Dennis-Lowman's leadership.

"Colonel Davis has had an outstanding command tour," said Brig. Gen. Rogers during his speech at the ceremony. "Tooele Army Depot is lucky to have someone of Colonel Dennis-Lowman's caliber."

During the ceremony, Davis expressed her thanks to everyone that she worked with over her three-year assignment. "It has certainly been easy

Tirone takes command at Blue Grass Army Depot



U.S. Army photo by Jo Adail Stephenson

From left to right: Incoming Blue Grass Army Depot Commander Col. Joseph A. Tirone with JMC Commanding General Brig. Gen. James E. Rogers, and outgoing BGAD Commander Col. Richard J. Mason, Jr.

From 2005 to 2006 he was the theater ammunition chief for Operations Iraqi and Enduring Freedom and, in 2006, deployed to Beirut to train and assess units of the Lebanese Armed Forces.

He holds a Bachelor of Science degree from the University of Wyoming and master's degree from Central Michigan University and the U.S. Air War College. He is a graduate of the Ordnance Officers Basic and Advanced Courses, Combined Arms Services Staff School, Command and General Staff College, Logistics Executive Development Course, and the Air War College.

for me to see why Tooele has such an outstanding reputation," she said. "I can tell you that it is well deserved. The positive attitude and proactive approach of everyone who works here comes across loud and clear."

Under Davis the depot vastly improved their safety record and began a commitment to strengthen the civilian industry through business development and strategic communications initiatives. She was also instrumental in gaining access to the

"Tooele" continued on page 13

Change of Command

Outgoing Tooele Army Depot commander Col. Anne L. Davis, JMC commanding general, Brig. Gen. James E. Rogers and incoming Tooele Army Depot commander Col. Yolanda C. Dennis-Lowman are pictured as they approach Tooele Army Depot's change of command activities.

U.S. Army photo courtesy of Kathy Anderson



U.S. Army photo courtesy of Kathy Anderson



Outgoing Tooele Army Depot commander, Col. Anne L. Davis, JMC commanding general Brig. Gen. James E. Rogers and incoming Tooele Army Depot commander Col. Yolanda C. Dennis-Lowman salute during the change of command ceremony.

Lone Star Army Ammunition Plant Change of Management



U.S. Army photo courtesy of Lone Star Army Ammunition Plant

Lt. Col. Patrick O. Harris, second from left, served as the plant's last military commander. Also pictured (center) is McAlester Army Ammunition Plant commander Col. Arnold Montgomery. MCAAP serves as Lone Star's regional mission commander. As Lone Star's last government manager, Maggie Ashlin will preside over the completion of ammunition production on the plant.

PM for demilitarization leaves legacy in retirement

By Eric Kowal
Picatinny Public Affairs Office

PICATINNY ARSENAL, N.J. -- After more than two decades of military service, the manager of a Picatinny organization that plays a significant role in supporting today's warfighters retired June 3. During the ceremony, Joint Munitions and Lethality Life Cycle Management Command Commanding General and Program Executive Officer for Ammunition, Brig. Gen. William N. Phillips, spoke highly of product manager for demilitarization, Lt. Col. Brian Raftery saying that "Brian's name is synonymous with Acquisition Corps."

Raftery's 21-year military career included serving as the Department of the Army's systems coordinator for the Stryker program in the office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology, as well as the executive officer to the assistant deputy for Acquisition and Systems Management. Arriving at Picatinny in 2007, he single-handedly revamped the entire demilitarization organization. Phillips read off a long list of accomplishments Raftery completed during his career; however, one achievement stood out in Phillips' mind. He explained that Raftery's decisive actions averted the impact of potential environmental, security and safety hazards when he directed and led the removal of more than 1,000 tons of hazardous material from abandoned contractor sites in West Virginia and New Mexico.

Because of his actions, Raftery minimized the cost to the government both in terms of funds and public relations.

Raftery put "demilitarization on the map for the Army," Phillips said during his speech, adding that "the person assigned to follow him will have a much easier job because of what Brian has done." During his speech, Raftery thanked the many people who both worked with and supported him throughout his illustrious career, and said he learned an important lesson early at a young age. "I learned that it's not so much about me and my promotions or

awards, but those around me." Raftery compared leaving PM Demilitarization to a legendary rock song by The Eagles when he said, "It's like Hotel California. You can check out, but you can never leave." Raftery also received the Legion of Merit for his service to the Army, as well as congratulatory letters from U.S. Rep. Rodney Frelinghuysen (N.J.) and Brig. Gen. James E. Rogers, commanding general for the Joint Munitions Command. In addition to a certificate of appreciation from President Bush and a United States flag. Additionally, his wife Mary was presented with a certificate of appreciation from the Army Chief of Staff, Gen. George W. Casey.

The office of the Product Manager for Demilitarization was formally established in December 2002 by the assistant secretary of the Army for Acquisition, Logistics and Technology, under the Project Manager for Joint Services, which is organized as part of the Program Executive Office for Ammunition.



U.S. Army photo courtesy of Picatinny Arsenal

Brig. Gen. William N. Phillips, commander, Joint Munitions & Lethality and Life Cycle Management, makes a presentation to Lt. Col. Brian Raftery following Raftery's 21 years of service. He worked at Picatinny Arsenal since 2007.

Defense Ammunition Center awarded candidate status

By Jaime Thompson
DAC Public Affairs

MCALESTER, Okla. -- The commission executive committee of the Council on Occupational Education (COE) has awarded Candidate for Accreditation status to the Defense Ammunition Center's Training Directorate, located at McAlester, Okla.

The Council on Occupational Education, based in Atlanta, Ga., offers quality assurance services to postsecondary workforce education providers across the nation. The non-profit corporation's mission is to assure quality and integrity in career and technical education. COE services include: institutional accreditation, program quality reviews for states and workforce education providers, and informational services.

DAC is currently in the pre-accreditation status, which is granted to institutions actively seeking accreditation by the Commission of the Council.

Candidate institutions must complete a self-study based on the standards, criteria, and conditions of the Commission and host a visiting team before it is reviewed for initial accreditation.

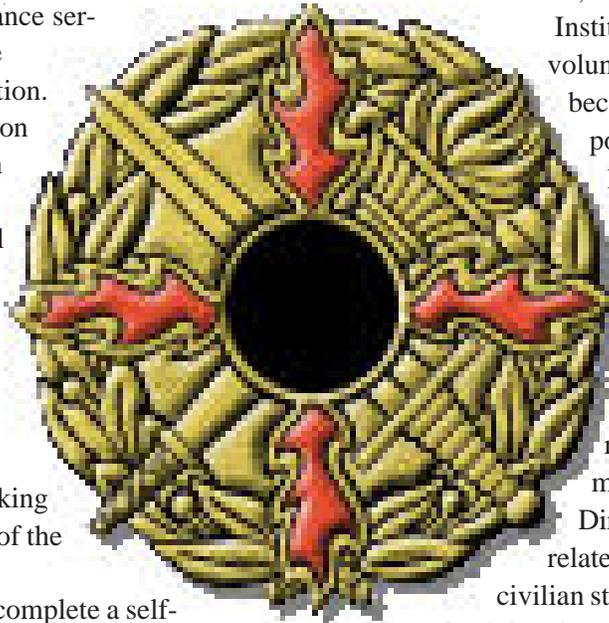
The purpose of the self-study is to examine DAC's qualifications for accreditation through a comprehensive self-evaluation conducted by our personnel," said Sally Riggins, chief of the HAZMAT Training Division.

COE provides guidelines for a self-study in a manual that organizations are expected to use in planning, conducting, and reporting their self-study. The eleven standards

and specific criteria addressed in a self-study include the following: institutional mission, educational programs, program and institutional outcomes, strategic planning, learning resources, physical resources, financial resources, human resources, organizational structure, student services and activities, and distance education.

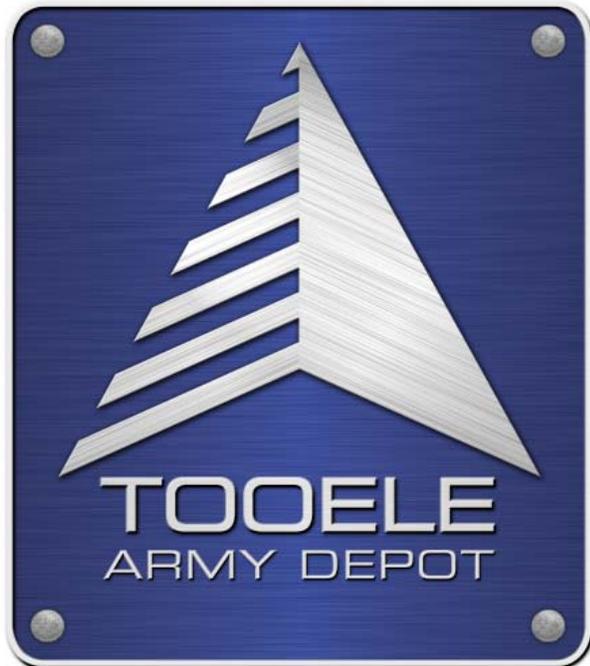
Institutional membership in the COE is voluntary, but can be achieved only by becoming accredited. Members include postsecondary public technical colleges, specialized military and national defense institutions, Job Corps Centers, private career institutions, non-profit workforce education providers, corporate and industry education units, and federal agency institutions. Currently there are over 400 institutional members. DAC's Training Directorate provides ammunition-related training to over 35,000 military and civilian students annually, and offers a variety of training through on-site mobile training teams, accredited off-campus instruction facilities, and distance learning products.

One of the directorate's main missions is to provide training for the Quality Assurance Specialist Ammunition Surveillance (QASAS), the Army's oldest career program, and the Ammunition Managers career program. Combined, these career programs have equipped more than 1,000 qualified civilian employees who give on-site ammunition expertise to warfighters.



A New Look for Tooele

Always at the Ready



By Kathy Anderson
Tooele Army Depot Public Affairs

TOOELE, Utah-- On June 30, Tooele Army Depot unveiled a new look as part of an overall plan for the depot to promote itself to supporters and potential customers. The new logo and tagline, *Always at the Ready*, reinforce the depot's top qualities of readiness, expertise and dedication. Signage around the depot, as well as a redesigned Web site and newsletter are also part of the plan.

The changes will allow the depot to better show the world TEAD employees' talent and their commitment to excellence. In an era where the lines between business and military are blurring, the depot also will be taking a bold step in building an image for itself as a facility rich with munitions expertise and capabilities.

TEAD's image will be especially important as business development initiatives examine new partners, customers and channels of work, securing the workforce and helping the depot to grow. Other military installations have developed similar programs to help them achieve operational goals and promote themselves. For TEAD, the communication plans allow the depot to take advantage of evolving opportunities, both within the military and the private sector.

“The updated look recognizes the truly standout work being done here.”

-- former TEAD Commander Anne L. Davis

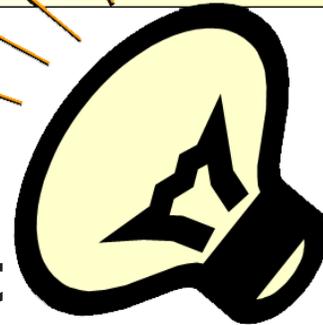
A recent report by the Defense Science Board stressed the importance of strategic communication and marketing for the government and military. The report attributed strategic communication plans to successfully bringing skills and people together, integrating and building new technologies.

Tooele's leadership recognized the value of having a communication plan and is now working to turn plans into actions. The new image is one step towards that aim.

“TEAD employees have been living the mission for a long time,” said former TEAD Commander Col. Anne L. Davis, former TEAD commander, “The updated look recognizes the truly standout work being done here.”

Spotlight on Lean Six Sigma

Blockbuster savings credited to LSS project



By Laura C. Walker
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.-- The Joint Munitions Command has saved \$65,376.49 on a recent Lean Six Sigma project.

How did this happen? A team of seven people, led by Matt Vilmont, spent the year gathering and analyzing information, which resulted in a significant process improvement and cost avoidance. The project, titled "Improve Efficiency in Process of Managing Human and Associated Financial Resources," has already proven effective, according to Vilmont.

At first glance, the term Lean Six Sigma might sound like a blockbuster movie. But the term actually means an integrated, disciplined, proven approach for enhancing business performance, including manufacturing businesses. Vilmont, who works in the JMC LSS office, completed the project with team members Linda Bergo, Shawn Boyd, Amy Duwa, John Glanz, Marsha Huttenlocher, Brenda Seyller and Bruce Thomas.

This project employed LSS strategies to design a system to improve the accuracy of data within Human Resources and Resource

Management directorates. Simply put, LSS is a group of people getting together as a team to help solve a problem. In the groups the individual people merge to create a unit and use strategies to develop new ideas. The team has a task to work on and the task can be a number of things.

The goal of the team was to reduce by 30 percent the amount of time spent finding and correcting errors between the Operating Table of Distribution and Allowances, the Standard Operation and Maintenance Army Research and Development System (accounting system), the Automated Time and Attendance Payroll System, and distribution and allowances in a civilian personnel system. Before the project launched the group had to manually compare the output from the four systems. The team used an Ishikawa (cause and effect) diagram to uncover the root cause of variances within the baseline process. This tool allowed them to pare down the list of root causes and to make a decision on the improved solution by multi-voting. After implementing the improvement the team

was able to use the automated program they designed to find the variances.

An important result of this teamwork was the ability to coordinate the timing of the output so the auto compare would only run when an updated file was present. They performed an initial test of the system before the actual pilot study to make sure the output met the intent of their effort. After that, they made a few minor changes to the sequencing of these files in the auto compare program, and minor changes to the actual input files so that only true variances showed on the reports.

The core members then had a clear understanding of the process, and issues such as rework, idle time, wasted motion and overprocessing have been reduced. The improved process will result in considerably more accurate results obtained in less time.

Vilmont is pleased that the cost avoidance of \$65,376.49, including programming costs, and the projected savings of \$80,111.40 in the out years, far exceeded the goal of the project.



Ishikawa diagram: Encourages the development of an in-depth and objective representation ensuring all participants keep on track. It discourages partial or premature solutions, and shows the relative importance and inter-relationships between different parts of a problem.

JMC HQ finalizing preparations for yellow belt certifications

By Steve Tutt
JMC Lean Six Sigma Office

ROCK ISLAND ARSENAL, Ill.-- Being a team player at the Joint Munitions Command could earn employees a yellow belt.

The JMC headquarters Lean Six Sigma office is recognizing subject-matter-experts with a yellow belt certificate and a special yellow belt coin for the contributions SMEs make in bringing about the successful completion of a JMC headquarters green belt or black belt projects. This is being implemented to recognize SME's that go "above and beyond" simply going to some of the team meetings, and therefore play a vital role in the success of green belt/black belt projects.

SME's can be from the JMC headquarters, JMC installations and

the Joint Munitions & Lethality Life Cycle Management Command headquarters staff.

A yellow belt nomination form has been loaded on the JMC extranet Lean Six Sigma website (under "C.I Tools" on the "Templates and Guides" dropdown list). For any JMC headquarters green belt or black belt project with a control tollgate approved

in Power Steering, the project sponsor (with assistance from the project's lead green belt or black belt as needed) can use this form to nominate one or more project SME's (one SME per form).

The form includes instructions for filling out and submitting it. Once the form is completed and processed, and the certificate and coin are prepared, presentation to the yellow belt will be scheduled (example at a JMC town hall meeting). A Swimlane Process Map of the certification process has also been loaded in the templates and guides list.

If anyone has questions or suggestions, please contact: in the HQ JMC LSS Office at DSN 793-6215 or 309-782-6218.



PM small caliber ammo changes management

By Jack Crowley
Contributed by the *Picatinny Voice*

PICATINNY, N.J. -- Management of the Joint Munitions and Lethality Life Cycle Command's office of the Product Manager for Small Caliber Ammunition changed hands during a ceremony here June 26.

Project Manager for Maneuver Ammunition Systems, Chris Grassano, welcomed Product Manager for Small Caliber Ammunition, Lt. Col. Jeffrey Woods, to his new assignment by noting that Woods has "earned the T-shirt as a Desert Storm fire direction officer, logistics, and in other challenging branch assignments, then by seeking a solid grounding in his chosen Acquisition career field."

Grassano said that with nearly 150 individual munitions items in the SCA portfolio, Woods' business training, logistics assignments and "beltway skills" will be important.

He also explained that the Joint Contracting Com-

mands in Iraq and Afghanistan, led by Woods, and his Department of the Army systems coordinator assignments, along with his product management and acquisition experience, will all pay off in his new job.

As for his departing product manager, Grassano offered high praise to Lt. Col. Eric Fletcher, and wife, Jenny, during the ceremony, saying that, "I've been privileged to watch -- and, in some small measure, to support -- a true professional accomplish amazing things for our warfighters, always with the full support of his family."

Highlighting several of Fletcher's team's accomplishments, Grassano noted that the Armament Research, Development and Engineering Center, Office of the Project Manager for Maneuver Ammunition Systems and Joint Munitions Command

"Ammo" continued on page 12

From Soldier to Civilian, Miller remains connected as planner

By Laura C. Walker
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.-- Some might think Army training is developed on the battlefield, but think again.

At the Joint Munitions Command, Kathy Miller, strategic planning officer, along with her co-workers, Lisa Hale, John Holloway, Lisa Olson and Rich Lennon, function as a team to integrate exercises and implement planning for the command.

Miller has been with JMC more than a year. If you ever wondered how exercises, vital to successful military planning, are created you need look no further than the exercise and planning office headed by Miller. She and her co-workers are continuously collaborating on planning exercises for the JMC and are dedicated to analysis and detail.

"To perform the exercise you need to develop a scenario," said Miller. "You determine what you need to evaluate and develop events. The planning and exercises are important because they give you a starting point from which to work."

From considerable experience Miller observes, "When you exercise a plan you are able to improve."

"We want to make sure our process and procedures are efficient and effective," Miller said.

"The team of our plans and exercise office in the Joint Munitions Command strives to synchronize new plans for the Soldier." Miller, who served in the Army for 10 years, spent two years in Korea and one in Germany.

planned JMC's participation in Positive Force 07, Ardent Sentry 07, and National Level Exercise 2-08, which included exercise Ardent Sentry 08 and Service Response Force Exercise 08. We are currently planning for Ardent Sentry 09," she added.

A few other scenarios Miller's team worked with during the most recent exercise, NLE 2-08, included response to a hurricane that hit the District of Columbia and Virginia, and response to a high-yield explosion in

Seattle, Wash. Both of these events required JMC to take action to ensure that there was no negative impact on ammunition operations across the country.

When asked her part in JMC's mission, Miller said, "I think the JMC performs an important mission in the defense of our nation. Several of the Army Material Command organizations residing with us on the Rock Island

Arsenal are critical to the Army's logistics mission. I am proud to be part of the JMC and our outstanding support to the nation's war fighters." Miller continuously plans and is always redeveloping new plans. "This is the best job in the world, I really like it because you get to see how the organization works," Miller concluded.



U.S. Army photo by Laura Walker

Pictured from left: Rich Lennon, Lisa Olson, Kathy Miller and John Holloway.

In Germany, she participated in several exercises. In Korea, she monitored daily Department of Defense telecommunications' status from Seoul to the Demilitarized Zone. She was also responsible for the development and implementation of theatre wartime communications plans.

"While assigned to JMC, I have

Ammunition testing: rigorous process, well worth it

By Margaret Browne
JMC Public Affairs

INDEPENDENCE, Mo.--When a consumer purchases a product, they want to be assured that the product has met certain high standards so that it will be fit for the purpose for which it is intended.

The same is true for the warfighter in the field. But when the standard is not met, the result could be disastrous and result in injury or even death.

So, in ammunition manufacturing, quality control is an especially crucial part of the process. Lake City Army Ammunition Plant in Independence, Mo., the largest manufacturer of small caliber ammunition in the United States, is the only JMC installation that has a full-service quality assurance testing facility.

All ammunition produced here is tested for most of all the weapons it is intended for and for every condition the warfighter would experience.

"We test random samples and have a 98 percent lot acceptance rate," said Ken McKee, chief, Quality Assurance, Ballistics Division.

The facility performs both indoor and outdoor testing and all testing is done before 11 p.m. due to the noise it produces.

For indoor testing the weapons are fired from one of 29 firing bays within the facility and each is designed to fire a particular kind of weapon and configuration of ammunition.

For example, a bay would have a machine gun mounted inside of it and the ammunition tested would be the linked 5.56 mm M855; or a bay would have an M16 mounted and

"Testing" continued on page 13

New tarps protect Milan's igloos



U.S. Army photo by Darryl Howlett

Cows graze at Milan Army Ammunition Plant with ammunition igloos in sight but protected by plastic covering.

By Darryl Howlett
JMC Public Affairs

MILAN, Tenn. – Milan Army Ammunition Plant: 1,
Cows: 0.

That's the viewpoint from government officials when it comes to preventing cows from degrading land around ammunition storage igloos.

Milan AAP is a government-owned, contractor-operated facility that loads, assembles, packs, stores, conducts ballistic tests, extrudes, and accepts conventional ammunition items. The facility is operated by American Ordnance and owned by the Army.

According to Bruce Laird, transportation officer at Milan, since 2004, 36 igloos out of the 873 total igloos have

been re-landscaped with a hardened plastic covering.

"The majority of the igloos at MCAAP are already covered with (the plastic covering)," he said. "The rubber deters the cows from coming up and eating. No dirt, no vegetation for the cows."

Laird said the new coverings present tremendous cost savings by reducing maintenance costs, extending the life of the igloos, and preventing soil erosion from rain and other precipitation.

"We contracted out to do the work and five igloos were completed last year, 14 during the first year, and 17 during the second year," he said. "After the first year, we had to see how the igloos held up because each igloo area is different. Some igloos are located in more shade and trees, and some igloos are in more open areas. Things can be different from one area of the (plant) to the other."

No igloos will be refurbished this fiscal year due to funding shortfall, according to Laird.

"If funding is available, the contractor probably can complete 35 to 40 igloos a year," he said. "He uses a small dozer and scrapes all the vegetation off the existing dirt. Then he measures the dirt around the igloo. Each igloo has to have at least three feet of dirt before he places the plastic tarp.

"He then screws in the hard plastic tarp and caulks around it to prevent rain from getting in. Finally, he places rocks around the bottom. The rocks prevent the cows from walking on the plastic. Cows don't walk on the rocks," said Laird.

Laird said the mission to refurbish the igloos, once completed, will be a success. The igloos will have a longer shelf life, and the cows will have other areas from the 22,357 acre plant to choose from.

Depot headquarters bears name of Kentucky military hero



U.S. Army photo by Jo Adail Stephenson

By Jo Adail Stephenson
Blue Grass Army Depot Public Affairs

RICHMOND, Ky. -- In a recent ceremony, the Blue Grass Army Depot headquarters was dedicated as Sandlin Hall in honor of Sgt. Willie Sandlin, the only Kentuckian to receive the Congressional Medal of Honor in World War I.

Pictured above: Brig. Gen. James E. Rogers, commanding general, Joint Munitions Command and Col. Richard J. Mason--former commander of Blue Grass Army Depot--unveils a plaque depicting military hero Sgt. Willie Sandlin.

"It will serve as a constant reminder to all who enter this building of the gallantry, bravery and leadership of this Soldier, who through his actions epitomized extreme courage under fire," said former BGAD Commander Col. Richard J. Mason, Jr., who performed the unveiling of the bronze relief of Sandlin as one of his last official duties as BGAD commander prior to the depot's change of command.

Sandlin received the nation's highest military honor for his actions on Sept. 26, 1918, at Bois-de-Forges, France, when he single-handedly destroyed three German machinegun emplacements and killed 24 of the enemy.

His Congressional Medal of Honor citation reads: "He showed conspicuous gallantry in action by advancing alone directly on a machinegun nest which was holding up the line with its fire. He killed the crew with a grenade and enabled the line to advance. Later

in the day, he attacked alone and put out of action two other machinegun nests, setting a splendid example of bravery and coolness to his men."

A Jackson, Ky., native, Sandlin enlisted in the U.S. Army at Hyden, Ky., in 1914 and served on the Mexican border. In 1917, he was sent to France with the 132D Infantry, 33D Division, Company A. During that time, he was promoted to sergeant.

The bronze relief of Sandlin will be displayed along his citation and biographical information in the front hallway of Sandlin Hall, the BGAD headquarters building.

BGAD is one of the Department of Defense's premiere logistics centers of excellence supporting joint warfighters with conventional ammunition, Go-To-War personal Chemical Defense Equipment, and industrial manufacturing. Established in 1941, BGAD executes annual budgets of \$120 million and provides employment for more than 1,100 personnel.

AMMO *Continued from page 9*

team had:

- Established and is managing a highly complex \$242 million modernization program at Lake City Army Ammunition Plant -- replacing 1940's technology with state-of-the-art production equipment while continuing to assure a smooth supply of ammunition to U.S. engaged forces;

- Successfully managed a dual-source, multinational team that has contracted for and delivered more than 1.5 billion rounds of small caliber and 40 mm grenade ammunition with a more than 98 percent on-time delivery rate using suppliers, under a U.S. prime contractor from Korea, Taiwan, Israel, Spain and here in the United

States;

- Matured and is reliably delivering on the Army's largest small-business award ever, supplying some 10 million low- and high-velocity 40 mm grenades per year through a pair of former small-business prime contractors, and,
- With the Army Research Lab, JMC, ARDEC and industry partners, his M855 product improvement team is accomplishing the rapid program acceleration of the premier 5.56 small caliber ammunition program -- this program has received significant general officer attention at the highest levels of both the U.S. Army and Marine Corps.



U.S. Army photo submitted by Picatinny Arsenal

Chris Grassano welcomes Lt. Col. Jeffery Woods, Picatinny's new Product Manager for Small Caliber Ammunition.

Testing *Continued from page 11*

the ammunition tested would be in a magazine. The weapon is mounted to a base stand. A switch is connected to the weapon allows it to be fired remotely.

"The ammunition is fired into sandtraps and water traps," said Leonardo Ojeda, ballistics manager, Quality Assurance, Ballistics Division. "If fired into steel plates, it must penetrate or perforate the plate, depending on what the purpose of the fired round is," he said.

Although the majority of the testing that takes place here is performed on finished ammunition, one of the basic components of a cartridge, the primer, is tested here. The primer is tested for sensitivity or how much force is necessary to initiate the explosive train.

The continuous testing of already accepted ammunition takes place here, too. It is tested for reliability and interoperability with NATO weapons. Because the coalition formed for the Global War on Terror is so diverse, it must be assured that the ammunition will work with a variety of weapon makes and models. So this testing is essential.

The guns that are used to perform the tests vary widely in model and age. To make sure the guns are working properly, there is a gunsmith on hand to maintain them.

"They have not changed much," said Ojeda.

He is in charge of the "gun room", which houses a variety of guns from World War I to the present day.

The facility also houses an armory where unused weapons are stored along with parts for current weapons.

Ojeda is a former Marine and he spent time in Saudi Arabia and Kuwait during the first Gulf War, so he knows firsthand the importance of reliable ammunition and therefore, the importance of testing. "I would hate for a piece of ammunition to misfire and harm our troops," he said.

All standard operating procedures are strictly adhered to when testing. "The rounds must be conditioned so that the temperature is just right and the propellant is evenly distributed. We want to make sure that all the tests are identical," said Ojeda.

Every type of bullet goes through this conditioning and it must be done in sequence. First the rounds to be tested are divided into three sets and are brought to three different temperatures. "We have to make sure the ammo fires in all these conditions," said Ojeda.

"If a gun stops working during a test, a group of individuals consisting of government personnel, engineers and the gunsmith examine all the evidence in order to determine what caused the

stoppage," said Ojeda. "Once the ammunition is fired, the spent cases are further inspected for any visible defects, and to insure that the case has not broken apart or was not extensively damaged by the actions of the weapon."

The approximate shelf life of the ammunition is also tested here. "We place the ammunition in a chemical solution. This process allows for the brass imperfections to be easily identified" said Ojeda. "Any potential defects in the brass will become more apparent due to the reaction of the solution. Theoretically, the test makes it possible to identify flaws in the brass that under normal conditions, could only be noticed after a lengthy period of time."

There is also a test for waterproofing the ammunition. "The rounds are put in water and have pressure applied to them. This tests the seal of the cartridge in case the ammunition is immersed in water," said Ojeda. "This way our warfighters knows that a round will fire even if it is wet."

All in all, the testing of ammunition is a rigorous process but well worth it, for no task is too difficult if it means making sure our fighting men and women get safe, quality ammunition that does what it is supposed to do. And Ojeda takes this personally: "They are my brothers in arms," he said.

Tooele *Continued from page 3*

Deseret Chemical Depot igloos for conventional storage. This has set a national level precedence and given the path ahead to other installations in need of storage for conventional ammunition. It was vitally important for Tooele because it had the highest storage density in the nation for several years.

Dennis-Lowman thanked Davis, saying she was honored to be given the opportunity to serve as a leader of such accomplished professionals at the depot.

"I realize that this opportunity is not of my own doing. I anxiously look forward to the days ahead and am ever mindful that 'to whom much is

given, much is expected,'" said Dennis-Lowman. "I look forward to being here and proudly serving Tooele Army Depot and the local community."

"My vision for the depot will be based on my higher command's vision for the depot. I guess to put it simply, to continue doing the good things that have been going on, look for other opportunities and continue supporting the war that is currently going on in two countries," stated Dennis-Lowman.

She comes to Tooele from Stuttgart, Germany, where she was chief of the International Cooperation Division, Logistics and Security Assistance Directorate, U.S. European

Command, which provides military assistance to foreign countries.

Tooele provides mission readiness through specialized resources and expertise in munitions power projection and the engineering and deployment of support systems to meet difficult and pressing challenges around the globe – anytime, anywhere. Tooele's mission provides core capabilities in logistics and engineering which translate into readiness, responsiveness and speed for other applications. Our continuous improvement culture results in increased efficiency and reduced cycle times.

JM&L LCMC's Safety Spot Check

Motorcycle safety success during Independence Day holiday

JM&L LCMC
Safety
Spot Check

Over the recent Independence Day holiday period, the active Army experienced zero recordable fatalities resulting from off-duty accidents. To put this into perspective, this is the first recorded fatality-free Fourth of July holiday period the Army has experienced since the U.S. Army Combat Readiness/Safety Center began keeping records in 1974. Unfortunately, there were three reserve component, not in-duty status Soldiers, who lost their lives in motorcycle accidents.

Although the loss of a single Soldier is too much, our leaders continue to demonstrate that engaged leadership does immediately save lives. This reversal of a 34-year trend is a direct result of engaged leadership at every echelon.

Every leader, Soldier, Family member, Civilian and battle buddy who used composite risk management and made good decisions to avoid or prevent off-duty accidents, on what is historically one of the most hazardous holidays of the year, contributed to this "safety success".

Engaged leaders communicate effectively with their subordinates to gain an in-depth understanding and knowledge of their behaviors. Soldiers and Soldiers' expectations are defined by influences of their past. To change or adjust Soldiers' lifestyles, all the while, capitalizing on what they

bring to the fight, without degrading inherent capabilities of independent thought is tough work. Successful leadership requires Engaged leaders to take actions to influence attitudes, to clarify standards and ingrain habits of adherence to those standards and instill Soldiers with the confidence in their leaders' abilities to enhance and ensure mission success.

Engaged leadership lays the foundation for a cultural shift and that, in conjunction with Soldiers taking personal responsibility for their own safety, will further drive down accidental losses.

It is important for all of us in our Army to take a moment and acknowledge such a momentous milestone. However, we can not afford to rest on the laurels of our success and give accidents a chance to strike when our guard is down. We must always remain vigilant to preserve our Nation's combat power, both on and off duty, if we want to continue to enjoy our success.

Army Safe is Army Strong!
WILLIAM H. FORRESTER
Brig. Gen., U.S. Army
Commanding