



# The Bullet'n



Volume 3, Issue 8

"Supporting the Warfighter"

May 29, 2008

## JMC installations realign June 1

Joint Munitions Command  
Public Affairs Office

ROCK ISLAND ARSE-  
NAL, Ill. -- The Joint Muni-  
tions Command will realign its  
installations June 1.

With the addition of Pine  
Bluff Arsenal in 2007, JMC  
now has five installations led  
by colonels. The command's  
other installations, led by  
lieutenant colonels and  
civilians, have been under one  
of the colonels for leadership  
and oversight. The new plan  
continues that practice;  
however, according to senior  
officials, the new alignment  
will be focused more on  
mission and not geographic  
location.

Under the plan, the  
Radford (Radford, Va.) and  
Holston (Kingsport, Tenn.)

Army Ammunition Plants will report to Pine Bluff Arsenal,  
located in Pine Bluff, Ark. Currently, both plants report to  
the Blue Grass Army Depot in Richmond, Ky. This realign-  
ment puts the explosive and propellant production facilities  
under an installation with a more similar mission.

Milan AAP, located in Milan, Tenn., will report to Crane  
Army Ammunition Activity, which is located in Crane, Ind.  
The Milan commander will continue to command the  
Mississippi AAP, located at Stennis Space Center, Miss., as  
well. Therefore, Mississippi will fall under Crane.  
Letterkenny Munitions Center and Iowa AAP also report to  
Crane. Currently, Milan and Mississippi fall under Blue  
Grass Army Depot.

Lake City AAP, located in Independence, Mo., will  
report to McAlester AAP, which is located in McAlester,



U.S. Army photo by Darryl Howlett

Under the new realignment, Blue Grass Army Depot will assume responsibility for Scranton Army Ammunition Plant in Scranton, Pa., and continue to manage the Anniston Munitions Center, Anniston, Ala. The new JMC installation alignment will focus more on mission and not geographic location.

Okla. McAlester continues to be in charge of three installa-  
tions scheduled to close due to the 2005 Base Realignment  
and Closure list: Red River Munitions Center and Lone Star  
Army Ammunition Plant, Texarkana, Texas; and Kansas  
Army Ammunition Plant, Parsons, Kan.

Blue Grass Army Depot will assume responsibility for  
Scranton AAP in Pennsylvania and continue to manage the  
Anniston Munitions Center, Anniston, Ala.

Riverbank AAP and Hawthorne Army Depot will  
continue to operate under Tooele Army Depot.

A National Security Personnel System pay pool is  
aligned under each of the five colonels. Personnel in the  
NSPS system at the smaller installations will be in the pay  
pool of their parent installation as of June 1.

# Army News

## Army striving for more efficiency

By Kelly P. Pate  
Army News Service

WASHINGTON -- When a CEO told the Army, "I'd do business with you if you were more efficient," the Army listened.

That's what happened shortly after Gen. Benjamin S. Griffin, commanding general of Army Materiel Command, took command, Griffin told a near-capacity ballroom of joint servicemembers at the Department of Defense Continuous Process Improvement Symposium at the National Convention Center in Leesburg, Va., May 13.

The DoD's CPI program provides methods, tools, and philosophies that can be used to improve the way the Army works through training and certifying its workforce.

In short, the Army is taking care of business-more efficiently, Griffin said.

The Army does this by using joint-service strategy sharing, and adopting models from the corporate world. The yield is overall gains in quality, quantity and safety, Griffin said.

As part of the four-day event, Griffin's speech for the afternoon session opened with a definition and overview of Army materiel: "If a Soldier shoots it, drives it, flies it, wears it, or eats it, Army Materiel Command probably has something to do with providing it," Griffin told the audience. He also discussed Lean Six Sigma and the role of leadership-management in shaping the military's business practices.

Lean Six Sigma is a method of improving quality while removing the causes of defects and errors. Based on the practices of Toyota and Motorola, the process centers on improving production time, eliminating waste while reducing cost and creating an infrastructure of employees (e.g. green belts, black belts) who lead these efforts.

"We're very proud of the number of green belts, black belts and master black belts we've got. We're also very proud of the fact that we're doing more and more training in-house," Griffin said.



U.S. Army photo by Kelly P. Pate

Gen. Benjamin S. Griffin speaks about the Continuous Process Improvement to servicemembers at the Department of Defense CPI Symposium May 13.

The goal is to help the warfighters, Griffin said. Applying continuous process improvement, Lean Six Sigma and other aspects of efficiency improves support to the servicemembers in the field, he said.

Griffin urged leadership-management to explain the benefits of Lean Six Sigma; otherwise, "it will go nowhere," he said.

Griffin said idea sharing benefits more than just the Army.

"What we've attempted to do is learn from how the other services do business, and also in the private sector—we've gone out and spent time with different companies and watched their process. They've shared ideas with us, and they've helped us improve our process, which all benefits the taxpayer at the end of the day," Griffin said.

The other services and the private sector are able to learn from the Army as well, Griffin said.

With events like the symposium, the Office of the Secretary of Defense is making strides in facilitating partnerships, Griffin said.

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 U.S. 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*



E-mail address: [darryl.howlett@us.army.mil](mailto: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 793-1514. Datafax: (309) 782-0097, DSN 793-0097.

# Editorial/Commentary

## A journey to the "other" front line

The long, winding road went through the grassy hills of the western Tennessee landscape for several miles until it stopped at a building with designs from another era.

Surrounding the building stood a dirt berm, standing as tall and intimidating as the Great Wall of China. An ordinary-looking building from the outside. But inside, anything but ordinary is taking place. If anything, it's the extraordinary that is taking place.

Ammunition production lines are vital to the security and peace of our nation. Just visualize. Everytime we open a newspaper or watch the evening news a Soldier, sailor, airman, Marine, or coastguardman is using ammunition; there is a good chance that at least a portion of that ammunition came from one of JM&L LCMC's ammunition plants.

Most of our ammunition plants are located in rural areas. Most were built during or immediately after World War II. For more than 60 years, these plants and the people who work in them have participated in defending our nation. The plants serve as an economic, and sometimes, social lifelines to the communities that they are located in.

Recently, I spent a week at the Milan Army Ammunition Plant in Milan, Tenn. The one thing that one immediately recognizes when entering any ammunition plant is the pride employees have for their country, service members and their ability to complete the mission at hand. Many plants have painted murals glorifying our service members. Many employees wear pro-military shirts or maybe a simple American flag lapel pin. All wear their pride in their hearts and in their speech.

During one particularly sunny, breezy afternoon, I ventured out on the 40 mm line at Milan. As soon as I entered the building, all eyes were on me. (Of course, that always happens to me since I'm the one with a camera around my neck.) However, after a few seconds, the employees returned to the work at hand. In a whirlwind of activity, they picked, turned, screwed, placed, and performed any other



**Darryl Howlett**  
Editor, *The Bullet'n*

activity needed to make sure that piece of ammunition is constructed and put together correctly.

These employees are men and women, old and young, from all types of ethnic and cultural backgrounds. Some are second, third, and fourth generational employees. They come to work everyday to make a difference. The pay is good but the job can potentially be dangerous. Many help to produce ammunition many times heavier than the people themselves. Some plant employees have died in the performance of their duties. And just like members of our military, plant workers know the risks of working at an ammunition plant and accept them.

The Soldier on the ground in Iraq and Afghanistan trusts that when he fires his weapon, the ammunition will work every time. The employees on the ammunition production line instills that trust into every bullet, bomb, mortar and grenade that they lay their hands on. The very piece of ammunition that they just sent down the assembly line could be the ammunition that saves their sons, daughters, spouses, aunts or uncles, cousins, friends, or any other service member.

Thus far in my journeys, I have visited five ammunition plants and one depot. All have my respect.

This is why these ammunition plant lines serve as our other front line. Earlier, I mentioned these ammunition plants are housed in buildings built more than 60 years ago. That

means these buildings are older than my parents. In the high-tech military world that we live in, we must update how we make ammunition. We must make the plants more efficient. We must continue to help modernize these plants. Why? Can you imagine using a 60-year-old gun. We must continue to make sure that each employee has the tools to perform their jobs to the best of their abilities. We must continue to complete the mission on the production lines here in order to complete the mission overseas.

Anything less than that would be a failure not only to the service members overseas, but for the employees on the line.



*U.S. Army photo by Darryl Howlett*

A Milan Army Ammunition Plant employee checks the quality of 40 mm rounds in Milan, Tenn.

# Warm



*U.S. Army photo by Maggie Browne*

Kristine Preston, chief, Installation Advocacy and Installation Workload Integration Office, Munitions and Logistics Readiness Center, left, confers with Celia Hadden, assistant deputy, Munitions and Logistics Readiness Center, at the Spring Warm Base Conference held March 31-April 1.

By Margaret Browne  
 Joint Munitions Command  
 Public Affairs

The Joint Munitions Command Munitions and Logistics Readiness Center hosted the Warm Base Conference, March 31 and April 1, in Bettendorf, Iowa.

The purpose of the conference was to discuss in an open forum the next two fiscal years' workload forecast for JMC's installations. It is held twice a year and affords the opportunity to hear updates on some of the JMC's initiatives, according to Kristine Preston, chief, Installation Advocacy and Workload Integration Office, Munitions and Logistics Readiness Center.

Some of these initiatives are the Integrated Logistics Strategy, Integrated Logistics Economic Strategy, Industrial Base Master Plan, First-In/First-Out, and the Logistics Modernization Plan.

Conference attendees from JMC included representatives from headquarters, Joint Munitions & Life

Cycle Management Command; headquarters, JMC, and the JMC Army Working Capital Fund installations. Additionally, representatives from the Department of the Army (Logistics), U.S. Marine Corps, U.S. Air Force and U.S. Navy were present.

"Warm base is the term used to describe 'survival workload' for each of the JMC distribution depots," said Preston. The distribution depots are Blue Grass Army Depot, Tooele Army Depot, Crane Army Ammunition Activity, Letterkenny Munitions Center and McAlester Army Ammunition Plant.

Warm base is the minimum number of personnel needed to accomplish a depot's outload requirement.

"The conference provided an opportunity for installations to ask questions and share their concerns with the (JM&L LCMC) headquarters, JMC staff and with each other," said Preston. "This conference is the first step in the budget process and the JMC will refine the planned installation workload during the next few weeks as we work through an accelerated budget cycle."

"The conference is the briefback on a host of issues and projected workload projects. It is a valuable effort that allows the depots to plan resources to ensure mission execution and accurate budget development," said Col. Richard Mason, commander, Blue Grass. "It also allows the headquarters to get a better understanding of workload shortfalls and challenges to ensure the ammunition enter-

*"Warm" continued on page 11*

# base

# Picatinny dedicates memorial

Picatinny Arsenal  
Public Affairs Office

PICATINNY ARSENAL, N.J. -- Picatinny officials unveiled a tree memorial during a ceremony May 17 that honors all New Jersey-connected service members who have lost their lives during the Global War on Terrorism.

Invited guests, including family members of the fallen service members, attended the ceremony.

The tree memorial, which is in various locations on Picatinny grounds, consists of red oak trees planted in memory of the fallen heroes.

The installation planted 119 trees to represent those New Jersey service members who have died through 2007. Nearly 50 families of those military personnel attended the event.

"This is our way of remembering those who have paid the ultimate price fighting the war on terrorism," explained Picatinny Garrison Commander Lt. Col. John P. Stack.

A red oak has been dedicated to each service member and an inscribed plaque with the service member's name, rank and hometown is located in front of each tree.

The red oak was selected for the memorial because it is the state tree of New Jersey.

The dedication ceremony began with a formal observance including remarks from Joint Munitions & Lethality Life Cycle Management Command Commanding General Brig. Gen. William N. Phillips.

Afterward, guests had the opportunity to tour the memorial sites and visit their service members' trees.



U.S. Army photo by Todd Mozes

Mackenzie Doucherty, 11, (left) and Casey Conner, 11, plant flags to honor those New Jersey service members whose families were unable to attend a memorial dedication at Picatinny Arsenal, N.J. Conner and Doucherty attended in honor of Conner's cousin Pfc. Ryan D. Christensen, who died in Operation Iraqi Freedom, Nov. 24, 2005.

Following the visit to the sites, family members attended a special reception.

## *Picatinny hosts Homeland Defense Testbed EOC ribbon-cutting ceremony*

PICATINNY ARSENAL, N.J. -- Picatinny officials hosted a ceremonial ribbon-cutting event for the grand opening of the Armament Research, Development and Engineering Center's Homeland Defense Testbed Emergency Operations Center May 2.

The center serves as a developmental battle lab, providing warfighters and first responders with interoperable, world-class decision-support technologies to meet America's 21st century security and civil-support challenges.

Designed as a fully functional command and control center, the testbed EOC also provides training, exercise and real-world operational

support to local, state and federal civil authorities, as well as National Guard and civil support responders.

Scheduled to begin operations in mid-2008, the 7,000-plus square foot testbed EOC will consist of more than 40 permanent operator workstations, arranged on a large main operations floor with a fully networked 13-by-33-foot state-of-the-art video wall.

Overlooking the main operations floor are four additional command rooms. Each will be capable of operating as an autonomous EOC with its own secure voice, video and data communications systems.

The testbed EOC is fully re-

configurable and expandable, with independent network communications and back-up uninterruptible power supply, and generator power. The facility's audio visual and information technology infrastructure is robust enough to support a surge staff of more than 100 operators during multi-agency exercises and real-world events.

The ribbon-cutting ceremony was followed by a showcase of some of ARDEC's Homeland Defense technologies and initiatives that support the Department of Defense's Homeland Defense and defense support of civil authorities' missions.

# Spotlight on Lean Six Sigma

## Army certifies two Black Belts at Tooele

By Kathy Anderson  
Tooele Army Depot Public Affairs

TOOELE, Utah -- Two Tooele Army Depot civilian employees received honors from Col. Anne L. Davis, depot commander, during a special Lean Six Sigma Black Belt certification ceremony held in the TEAD Command Program Office, May 1.

Earning the honors were Gary Hoy and Ron Snyder, both Lean Six Sigma process improvement analysts.

Snyder's project was the 105 mm Pilot Run Program, one of the largest conventional ammunition maintenance programs the depot has had in recent history with approximately 150,000 rounds scheduled for replacement propellant and primers, perform minor maintenance tasks and change out cartridge casings through fiscal year 2009.

Snyder's goals were to increase productivity, reduce process cycle time and develop new measurement metrics. The results of his Pilot Run Program showed production capability increases in hours of 20 percent, production increases of 30 percent, reduced break time by 30 percent and track time reductions from 0.57 to 0.45 seconds. The depot also utilized various process control charts to track production and instituted an overall equipment effectiveness measurement metric to track availability of equipment, operating time and quality.

Implementing Snyder's Pilot Run processes showed an estimated savings of \$103,046.

"I believe the reason the Army needs LSS and why it is so important is best summed up by a quote I saw on a Toyota production system brief, "Today's perfection is tomorrow's mediocrity." Everything can be improved upon. We owe it to the taxpayers and our warfighters to do



U.S. Army photo by Kathy Anderson

Bob Anderson, chief, program office; Ron Syner, LSS process improvement analyst; Gary Hoy, LSS process improvement analyst; and Col. Anne Davis, TEAD commander, during a May 1 ceremony in which Davis presented Synder and Hoy with their Army LSS certificates.

everything in our power to increase productivity, reduce costs and increase quality and stretch that funding dollar while driving out mediocrity," stated Snyder.

Hoy's project was to improve the TEAD Box and Crate production process through the use of value stream mapping, takt time, and modular layout and design of equipment. His program reduced process cycle times by 60 percent, increased gate production by 63 percent each shift, reduced

"Tooele" continued on page 11



**Cause-and-effect diagrams (fishbone or Ishikawa diagrams):** A format that helps you arrange and organize many potential causes. It encourages broad thinking. It ensures that a balanced list of ideas have been generated during brainstorming or that major possible causes are not overlooked.

# Practice makes for safer plant



U.S. Army photo by Nancy Gray

Members of the Hawkins County Sheriff SWAT team "clear" a building during a recent exercise at Holston Army Ammunition Plant in Kingsport, Tenn.

## *Holston Conducts Fire/ Security Two-Day Exercise*

By Nancy Gray  
Holston AAP Public Affairs

KINGSPORT, Tenn. -- Holston Army Ammunition Plant conducted a two-day exercise in late April involving fire and security personnel as well as local fire and police departments.

The first day involved Holston's Wackenhut security officers, along with Kingsport's SWAT Team, searching for armed intruders. The second day simulated an acid leak with subsequent fire and explosion resulting in the death of four individuals. Community aid support from both Kingsport and Mt. Carmel Fire and EMS was requested. Also running simultaneously with the fire exercise was a security exercise taking place in

another part of the plant. In this case, Hawkins County Sheriff's SWAT Team was called in to help Holston security officers.

What, on the surface, appeared to be normal emergency exercises, was anything but. In a plant manufacturing explosives, every emergency is life threatening, especially when you have unknowns and time is critical.

Holston is fortunate in that both fire and security services are trained in what to do. The mutual aid agreements with local law enforcement agencies and fire departments gives Holston the added support needed in emergencies.

Holston regularly allows local law enforcement access for training opportunities and has turned over a previously guard building for Kingsport Police Department use when officers are on patrol.

The exercises were hugely successful, but many lessons learned are always products of these types of exercises. Taking these lessons learned and continually improving is what Holston does best.



# RADFORD PROJECT RESHAPING NITROCELLULOSE PROCESS

By Mr. Dan McGlothlin  
Radford AAP Engineer

RADFORD, Va. -- A current project underway at the Radford Army Ammunition Plant will allow the existing nitrocellulose, or NC, manufacturing process to produce a product that will satisfy ever tighter quality and performance requirements. This project will also provide valuable data that will be used by the RFAAP Modernization Team in the design of a new NC facility which will be constructed at RFAAP in the near future.

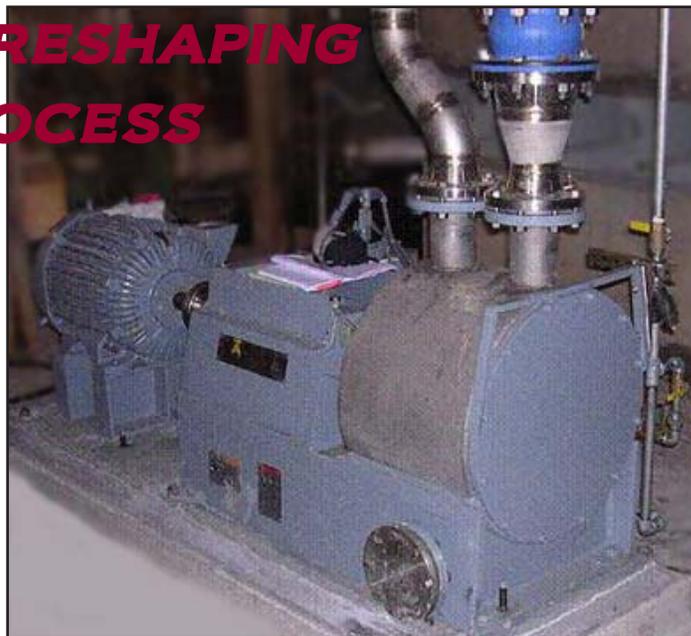
NC is a base ingredient for virtually all propellants. Radford is the sole source of this NC within the North America Technical Industrial Base, and has been operating since 1941. As the Global War on Terrorism continues, research and development on energetic products has resulted in more and more performance requirements being placed on these propellants and thus, NC.

Those increased requirements have resulted in the identification of agglomerates as a specific area of improvement. To understand agglomerates, one must first understand how NC is made. As an oversimplification, cellulose (wood pulp much like cardboard) is nitrated (mixed) with nitric and sulfuric acid. The resulting chemical reaction produces an energetic product.

The agglomerates, also called nits or bundles, are dense masses or clumps of fibers that can sometimes be found in the cellulose material. Agglomerates resist the absorption of nitric and sulfuric acids during the nitration phase of the NC production process. They also resist absorption of solvents which are used in the production of certain propellants. The presence of agglomerates in the NC and the resulting incomplete absorption of the respective acids and solvents can contribute to variances in propellant performance.

The operating contractor at Radford, Alliant TechSystems, as well as U.S. government personnel from the Armament Research Development and Engineering Center, have been working closely with members of the NC manufacturing community to understand how agglomerates can be reduced. From these efforts they have identified new pieces of equipment that will soon be integrated into the current NC manufacturing process at Radford.

This first piece of equipment is a deflaker unit. In most cases (80-85 percent) wood pulp is the source for the cellulose fibers used to manufacture NC at Radford. As the NC is fed into the deflaker, it will pull apart the cellulose fibers, and therefore, the agglomerates. The number and size of agglomerates found in the wood pulp can vary depending on the source of the pulp. The deflaker will be accompanied by several processing tanks and will be installed in an existing NC production building. The mechanical refining of the cellulose fibers by the deflaker will be in addition to that



*U.S. Army photo courtesy of ATK*

A deflaker unit pulls apart cellulose fibers in the nitrocellulose manufacturing process.

which is already used in the NC process. The goal is to maximize the number of individual cellulose fibers that leave the deflaker unit but not to the point of breaking the fibers apart into what is referred to as "fines" or undersized NC fibers, which is undesirable.

The second piece of equipment is a cutter. Uniformity, in both size and shape, of the cellulose material that is introduced into the beginning of the nitration process is a key aspect of producing quality NC. The cellulose material arrives at Radford by railcar in large rolls, similar to rolls of paper. Handled by fork lifts, these rolls are processed through a cutting machine that reduces the material into small chip shaped particles. A new cutting machine will replace an existing machine and will produce particles with more uniform characteristics and less dust. This change will lead to a more consistent material throughout each phase of the NC production process and therefore a more consistent end product. The new cutting machine is patented and marketed by Bowas-Induplan Chemie of Austria.

The NC that is produced now at Radford continues to meet all military specifications despite the agglomerate issue and meets the majority of our customers needs. But, there continues to be an increased need for higher quality NC that actually exceeds the current military specifications. These changes are being driven by advances in technology. Already European NC manufacturers operate modern facilities that produce high quality NC. With these new projects, Radford can meet those same demands and will be prepared to produce this higher quality NC in commercial quantities by fiscal year 2010. These projects will also lay the ground work for a modern NC production facility at Radford that will be capable of providing the warfighter of the future with superior propellants and energetic materials.

# Here's Rene'!



U.S. Army photo by Darryl Howlett

Rene' Arrington, a protocol/administrative officer with Milan Army Ammunition Plant, holds the framed, black-and-white photograph of her 1983 appearance on "The Tonight Show with Johnny Carson."

## *Milan AAP employee celebrates 25<sup>th</sup> anniversary of appearance on Johnny Carson Show*

By Darryl Howlett  
Joint Munitions Command Public Affairs

MILAN, Tenn. -- One black framed, black-and-white photograph stand out among many in this bright office space in western Tennessee.

This year represents the 25<sup>th</sup> anniversary of one Milan Army Ammunition Plant employee's appearance on an iconic television show.

Rene Arrington, an administrative/protocol officer at the plant, reminisced

about her 1983 appearance on "The Tonight Show starring Johnny Carson."

"I remember going on the show the day after Thanksgiving," she said about appearing on the show with her singing two-year-old Boston terrier, Scooter. "My neighbor had left a note on my car saying, 'You need to put Scooter on the Johnny Carson show and have Scooter sing'."

Arrington, who is originally from Bradford, Tenn. (located 12 miles north of Milan), lived in California from 1980 to 1984 with her husband Mike, who was serving in the U.S. Air Force while stationed at Edwards Air Force Base. Arrington worked as a government typist and clerk for civilian payroll.

"I never even thought about having Scooter sing on the show. I never stayed up that late to watch (Johnny Carson's) show," she said.

Among the celebrities making the rounds backstage during the "doggie" auditions was actor Robert Blake and of course, Carson's right hand man, Ed McMahon. Appearing with Scooter and the other dogs that night was actress Mariette Hartley and comedian Ronnie Shakes.

"I came down there to the auditions for an initial interview with 60 to 70 other owners and their pets. There were six of us at the end of the audition that appeared on the show. Scooter received a third place trophy

*"Rene'" continued on page 11*

# Milan hosts Austin Peay students



*U.S. Army photo by Darryl Howlett*

Paul Higgs, Milan Army Ammunition Plant environmental coordinator, center, shows an area on a Milan property map to Austin Peay University Professor Phillip Kimberly, while students from the university look on.

By Darryl Howlett

Joint Munitions Command Public Affairs

MILAN, Tenn. -- They came from the halls of a Tennessee university to spend a day and night learning about extracting explosives from water supplies.

They loved every minute of it.

Five senior-level hydrology students and one professor from Austin Peay University, located in Clarksville, Tenn., visited the Milan Army Ammunition Plant April 25 and saw first hand environmental remediation and what it involves.

As part of the Milan plant tour, the students saw two water treatment plants and a compost facility.

"I understand that today is your off day. I really appreciate what you're doing for us today," said Austin Peay Professor Dr. Phillip Kimberly.

"It's no problem. I'm glad you're here," said Paul Higgs, Milan's environmental coordinator.

Students arrived in Milan the evening of April 24 and attended a Restoration Advisory Board featuring Milan AAP, the U.S. Army Corps of Engineers, the Tennessee Environmental Protection Agency, the city of Milan, and the Environmental Protection Agency.

Before a tour inside Milan's plant, Dennis Mayton, geologist, U.S. Army Corps of Engineers, Mobile, Ala., District, gave a briefing on the remediation work ongoing at Milan.



*U.S. Army photo by Darryl Howlett*

Austin Peay students look inside a water treatment facility at the Milan Army Ammunition Plant as part of a tour.

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.

"In the past, students from the University of Tennessee, University of Tennessee-Martin, Union University as well as students from local high school and secondary education schools have been on tours at Milan," Higgs said, referring to the plant's eagerness to expand student's minds. "We show them our compost facility where we take explosive-contaminated soil and mix it with organic material. In about 20 days, the organic material breaks down the explosives so that we're able to use the soil again in another location on the installation."

Students also learned about the plant's three groundwater treatment facilities that operate 24 hours a day, seven days a week, 365 days a year. Another interesting feature that the students learned about dealt with the automated system the treatment plants have, thus allowing minimum time for personnel to be physically located inside the treatment plant's control room.

Bobby Ford, 21, a junior majoring in paleontology, thought highly of the tour.

"It's been a blast," he said. "I've enjoyed every minute. It was cool to see the political, historical and geographical application of Milan (AAP) and the community."

## Warm *Continued from page 4*

prise overall health and readiness.”

Mason appreciates the fact that the ammunition community, gathered together, gives depth to the discussions of great importance to all of them.

“The discussions and camaraderie developed in sidebars and during briefings are just as important to developing momentum for specific programs, understanding issues and generating potential improvements,” he said. “These ‘dialogues’ are just not developed to as great an extent within an e-mail or teleconference environment.”

Others appreciated the chance to discover that all were on one accord.

“This conference afforded many

opportunities for interaction and through that we discovered we are all playing from the same sheet of music,” said Harrell Hignight, director, Red River Munitions Center.

Col. Anne Davis, commander, Tooele Army Depot, thought the openness and the sharing of information was a great feature of the conference. “One of the biggest things we have gained from the warm base/workloading conference is the sharing of information. Previously, workloading was done in functional stovepipes and behind closed doors. Rationale for why decisions were being made were not shared throughout the ammunition enterprise. We have improved tremendously in this area.

“The briefings by the headquarters on their strategic direction are invaluable. It allows the depots to perhaps better understand impacts and direction,” said Davis. “The open forum discussions, and comments not only by leadership but action officers, can offer valuable insights and potential improvements if accepted by the headquarters.”

ILS is an ammunition logistics strategy that looks to achieve an operating optimum balance among inventory, warm-base and outload. ILES ensures appropriate measures, means, and incentives are established to drive enterprise level efficiencies and improve economic performance across the base.

## Tooele *Continued from page 6*

risk of injury by removing two manual lifts.

The project also introduced mistake proofing to the operation to ensure the product would meet shipping crew needs when received. The result is a yearly savings of \$27,178 for the depot.

“I would like to thank the TEAD directors of ammunition logistics and engineering, base operations, my team members and sponsor Jerry Romano for their support. I am looking forward to assisting the workforce in the LSS Processes and I believe the outcome will have an impact on the future of our mission,” stated Hoy.

“Lean Six Sigma will aid our depot in moving ahead by giving us the ability to generate process improvements in the most measurable and consistent way,” said Col. Davis. “These two individuals are the key in

making Lean Six Sigma processes a success, not only for our installation but for the entire Department of Army. I’m glad to see them receive the recognition they deserve.”

Tooele currently has one LSS Master Black Belt candidate, three Army certified Black Belts and 100 trained Green Belts.

The Army has instituted the use of LSS as a process improvement methodology to support business transformation that addresses all types of process problems that balances speed and quality to help an organization focus on improving service quality, as defined by the customer within a set time limit.

The Belt Black curriculum includes all the key tools and skills needed to execute large-scale, complex projects within the Army. Personnel are taught process and statistical tools to solve problems utilizing the Lean Six Sigma

methodology. The course incorporates simulations, examples, team exercises, and case studies. To ensure competency and understanding, participants are expected to demonstrate abilities through in-class evaluations, exercises, and exams. Simultaneous with the course, the Black Belt candidates will execute a Lean Six Sigma project.

Tooele’s existing mission is one of readiness. Through the specialized resources and expertise in munitions power projection and the engineering and deployment of support systems, Tooele meets difficult and pressing challenges around the globe – anytime, anywhere. The continuous improvement culture results in increased efficiency and reduced cycle times. This, in combination with the dedication and versatility of the workforce, positions the depot for new challenges and an expanded mission.

## Rene' *Continued from page 9*

and \$50. First place went to this cute ol’ Bassett hound.

“Johnny really enjoyed Scooter,” she said. “He sat down right next to Scooter and said ‘Come on, Scooter,

sing for me’.”

Arrington said she has nothing but praise for the former late-night king.

“Johnny Carson was the nicest man,” she said. “He played with the dog. He let my husband sit in his white

Corvette. His car had a special parking spot labeled ‘Mr. Carson.’ He told my husband he could take the car for a spin. How many celebrities would do that?”

Arrington said she still watches the old tape from time to time.

# JM&L LCMC's Safety Spot Check

## Water Safety: Think Before You Sink

By Chris Frazier  
U.S. Army Combat Readiness/Safety Center

FORT RUCKER, Ala. -- As the winter chill gives way to warmer temperatures, the U.S. Army Combat Readiness/Safety Center is reminding Soldiers and civilians to be mindful of the risks associated with water-related activities.

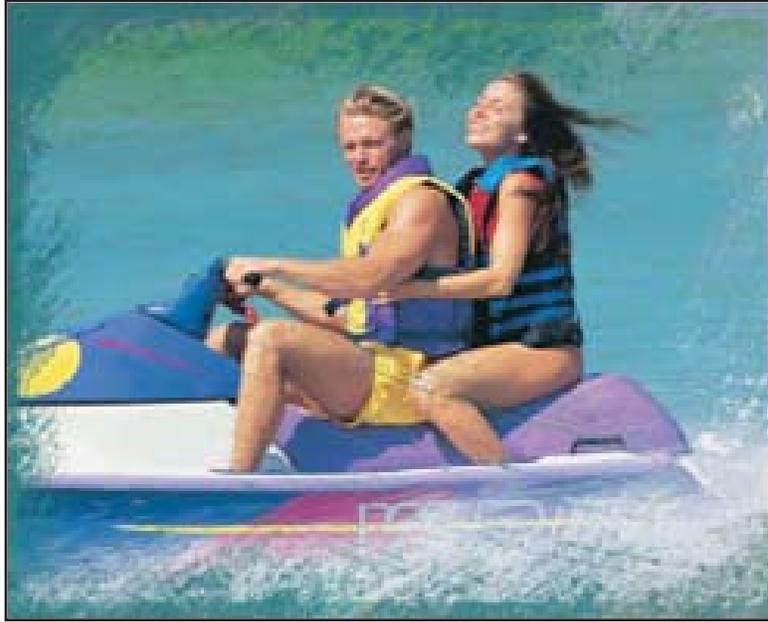
Over the last 10 years, the Army has experienced 95 water-related accidents involving one or more Soldier fatalities. In fiscal 2007, there were 14 Army water-related accidents, resulting in 15 deaths.

With the summer months approaching, many Soldiers and civilians will be drawn to some form of water, whether it's a swimming pool, river, pond, lake or ocean. However, before participating in any water-related activity, Soldiers and civilians need to take the proper safety precautions and assess the readiness of everyone in their group — especially children.

Perhaps the most important precaution a person can take is to learn to swim. Yet, no matter how confident Soldiers and civilians may be in their swimming abilities, they should always bring a buddy along before taking the plunge.

"Even the most experienced swimmer can encounter difficulties in the water," said Col. Randall Cheeseborough, USACRC Ground Task Force director. "The battle buddy system is an excellent combat multiplier to help prevent a tragic accident from occurring. Soldiers must take care of each other, on and off duty."

Another safety measure Soldiers and civilians often tend to overlook is the importance of wearing a personal flotation device while on a watercraft. According to U.S. Coast Guard statistics, small-boat accidents are the most frequent cause of drowning fatalities nationwide. In half the water-related accidents in fiscal 2007, the person did not plan on entering the water but went overboard from a



fishing boat or similar watercraft.

In one of those accidents, a Soldier drowned when his kayak capsized in the ocean and he was caught in a rip current. The Soldier was not an experienced swimmer and wasn't wearing a PFD. Just weeks later, another Soldier drowned when the canoe he was sharing with two other Soldiers overturned about 200 meters from the shoreline. While attempting to swim

to shore, the Soldier became fatigued and went underwater. His body was later recovered by emergency services divers. None of the Soldiers were wearing PFDs.

The Coast Guard estimates PFDs could have saved the lives of more than 80 percent of boating fatality victims. Because accidents can occur with terrifying speed and leave no time to reach stowed PFDs, the Coast Guard recommends they be worn at all times when on the water.

While taking the time to put on a PFD is certainly a wise decision, some Soldiers and civilians choose to negate it with a poor decision — operating a watercraft under the influence of alcohol or drugs.

Coast Guard statistics reveal that a boat operator with a blood alcohol concentration above .10 percent is estimated to be more than 10 times more likely to die in an accident than a sober operator. To make matters worse, watercraft motion, vibration, engine noise, sun, wind and spray all intensify the effects of alcohol and drugs.

"These environmental stressors can cause fatigue and dramatically affect a watercraft operator's coordination, judgment, vision and reaction time," Cheeseborough said. "Operating a watercraft while under the influence of alcohol or drugs is extremely dangerous. When it comes to water-related activities, leave the alcohol on shore."

For more information on drowning prevention and boating safety, visit <https://cra.army.mil> or <http://www.uscgboating.org/>.