



# Setting the safety standard: JMC captures five Army awards

**By Sarah Lawlor**

ROCK ISLAND ARSENAL, Ill.- The Joint Munitions Command can proudly add another plaque to the display case in its command group offices.

JMC is the recipient of the Fiscal Year 2010 Excellence in Explosives Safety Award-Division Level presented by the Secretary of the Army/Chief of Staff of the Army.

JMC accepted this same award in 2009 and won a similar safety award in 2008, Industrial Operations Safety Award-Division. The Excellence in Explosives Safety Award is given each fiscal year to the company, garrison/depot/activity, battalion, brigade or division demonstrating the most effective overall explosives safety program.

JMC is the only organization to win at the division level the past two years. This is recognized throughout the entire Army community.

"The Army Safety Award program is a great effort that recognizes the hard work of everyone, from the operator to support staff... It provides

us an opportunity to assess our progress and it forces us to benchmark and strive to be better than we were the previous year," said Tim Gallagher, safety division chief at JMC.

In a collaborative effort, the JMC Safety Office put the award nomination packets together and submitted them to the Army Materiel Command in October 2010 and then forwarded onto the Department of Army. The Army thoroughly scrutinized the packet and notified JMC in April that it had won this award at the division level for a second straight year.

JMC won based on the command's ability to provide safe and reliable ammunition to Soldiers where and when they need it.

"JMC

winning five of 17 Department of the Army safety awards shows the outstanding commitment by all JMC employees to operate safely and to develop a safety culture that is the best in the Army. This is a tremendous achievement made possible by all employees understanding and living their safety programs on a daily basis. I am extremely proud of their hard work and dedication to safety," said Brig. Gen. Gustave F. Perna,

commander, Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command.

JMC installations receiving recognition include: Exceptional Organization Safety Award-Brigade-(Tooele Army Depot, Tooele, Utah), Industrial Operations Safety Award-Battalion-(Anniston Defense Munitions Center, Anniston, Ala.), Excellence in Explosives Safety Award-Brigade-(McAlester Army

*"Standard" continued on page 4*

**Safety team (Left column rear to front)** Darlene Norton, Richard Dale & Cindy Brock

**(Middle column rear to front)** Gary Vanvekoven & Luke Kearns

**(Right column rear to front)** Charles Curtis, Ralph Knappe, Katheryn LaFrenz, Julie Sparbel, Jerry Bryan & Lyn Little

*U.S. Army photo by Darryl Howlett*



# PEO Ammo adds 155 mm Lightweight Howitzer program

**By Audra Calloway  
Picatinny Public Affairs**

PICATINNY ARSENAL, N.J. -- The Program Executive Office for Ammunition has expanded to add towed artillery systems to the growing list of products that it manages for the military.

On Jan. 20, Army Acquisition Executive Malcolm O'Neill approved the immediate transfer of the Program Manager Lightweight 155 office here from the Program Executive Office Ground Combat Systems, headquartered at Warren, Mich., to Picatinny's Program Executive Office, or PEO, Ammunition.

O'Neill also approved the immediate renaming of PM Program Manager Lightweight 155 to Project Manager Towed Artillery Systems.

Project Manager Towed Artillery Systems is a joint project management office between the Army and the United States Marine Corps, consisting

of 15 Army civilians and 11 Marine Corps civilians. The office manages all towed howitzers in the Army's inventory, the M777A2 howitzer for the Marine Corps, and two survey systems.

Because of Program Executive Office Ground Combat Systems' geographical distance from its Picatinny-based employees and its increased mission to include the Ground Combat Vehicle, senior Program Executive Office Ground Combat Systems officials recommended that Project Manager Towed Artillery Systems realign to PEO Ammunition, explained Jim Shields, Deputy Program Executive Officer for Ammunition.

The transition will also make it easier to manage personnel matters and allow Project Manager Towed Artillery Systems to engage more frequently with other PEO Ammunition organizations, such as Product Manager Excalibur, which manages the 155 mm precision-guided Excalibur artillery

round that is fired from the M777A2 howitzer.

"It makes a lot of sense because we will manage artillery systems as opposed to individual pieces," Shields said.

**Expansion** A gun crew prepares for a fire mission on an M777A2 towed 155 mm howitzer at Camp Atterbury Joint Maneuver Training Center, Ind. The Lightweight 155 mm howitzer program was one of six programs recently transferred to PEO Ammunition.

*U.S. Army photo by Sgt. David Bruce*

"The artillery propellant, fuses, primers, munitions and now weapons will all be at the same place. I think we'll see benefits when it comes to integration and a significant reduction in interface issues. We'll be able to get equipment to the Soldiers quicker and more efficiently.

"There's software that ARDEC (Armament Research, Development and Engineering Center) is developing and maintaining to support PM TAS (Project Manager Towed Artillery Systems), and now there will be improved opportunities for commonality and leveraging with the software being developed for our mortar fire control systems," Shields added.

"This will help us to re-establish the relationships as we move forward. It's going to be good for Picatinny and will make Picatinny stronger," explained Keith Gooding, with Project Manager Towed Artillery Systems.

"I've noticed already with the little time we've been under PEO Ammo, that we're starting to re-engage with ARDEC, which I think is a good thing. It's positive for us to interface with the expertise that ARDEC has in weapons systems."

The entire Program Manager Lightweight 155 office had been located at Picatinny, so no employees were relocated because of the realignment.

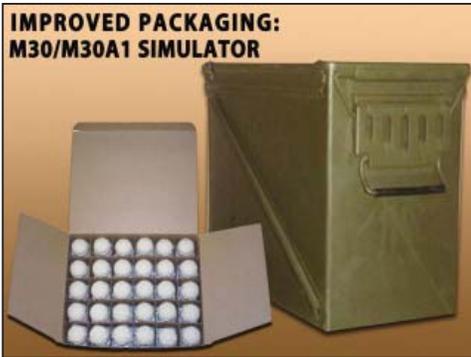
"The biggest change from the program office is how we interface and operate in the PEO," Gooding said.

"Different PEOs have different standard operating procedures and

*"Howitzer" continued on page 18*



# Picatinny unveils improved DoD packaging



Graphic by Tracy Robillard

## By Tracy Robillard Picatinny Public Affairs

PICATINNY ARSENAL, N.J. -- Soldiers will soon be equipped with a safer and better way to store their pyrotechnic simulators--a means so effective, in fact, that it was recently named by the Department of Defense as a mark of packaging excellence.

Designed to hold the M30 and M30A1 pyrotechnic simulators, the improved packaging received the 2010 DoD Packaging Excellence Award from the Office of the Secretary of Defense for Logistics and Materiel Readiness.

First instituted in 1997, the DoD Packaging Excellence Award recognizes the most outstanding individuals or organizations in the DoD packaging community that have made substantial contributions to the DoD packaging effort.

The award increases the interest in packaging development, productivity and efficiency throughout the DoD, as well as promotes its packaging functions and accomplishments.

The award was formally presented on April 13 to Picatinny engineers Jack Lam, Raymond Siroy and Joseph Granuzzo at the National Institute of Packaging, Handling and Logistics Engineers Conference in San Antonio, Texas.

**The Difference** Picatinny's improved M30 and M30A1 pyrotechnic simulator packaging design uses a fiberboard container (unit pack) like the original design, but it places the pack within an M548 gasket-sealed metal shipping and storage container, which includes a custom fiber separator to provide easier and quicker access to ammo. The sealed metal container provides moisture-proof, long-term storage protection and is easier to maneuver in the field.

## PYRO PACKAGING AND MOISTURE CONTROL

Pyrotechnics simulators are just one of many training devices warfighters use to imitate a combat environment. These devices can simulate hand grenades and incoming artillery fire. When ignited, they produce realistic battlefield effects like blasts, flashes, heat and smoke.

But when pyrotechnic simulators are exposed to excess moisture during transport and storage, their quality and effectiveness is severely compromised, which can lead to dangerous misfires and costly maintenance. Not only can this affect the Soldier's safety and damper the training mission, but it also causes higher maintenance and replacement costs for the Army.

During the last few years, warfighters have experienced moisture-control problems with the packaging for M30 and M30A1 pyrotechnic simulators. The current M30 packaging configuration is a fiberboard container (unit pack) that is over-packed with a wooden box.

"Sometimes the items were not completely sealed during the loading process due to discrepancies in the manufacturer's moisture-control process," said Joseph Granuzzo, a packaging engineer team lead with the Armament Research, Development and Engineering Center. "Also, the existing packaging used to deliver these items did not have moisture protection capability."

"It was determined that excessive moisture level in the simulators had adversely affected the quality of the

simulator products," he added.

## IN-HOUSE SOLUTION SAVES TIME AND MONEY

In 2009, the ARDEC Packaging Division needed an effective and money-saving solution to the moisture problem.

The team proposed a product improvement program to the Project Manger Close Combat Systems (PM-CCS), which manages and oversees acquisition and fielding of the M30 pyrotechnic simulator packaging.

"With the PM's support, the program quickly moved forward and became a Lean Six Sigma Green Belt project to conduct a thorough study and investigation on the simulator moisture control process in manufacturing," said Jack Lam, a supervisory engineer with the ARDEC Packaging Division.

*"Packaging" continued on page 16*

**The Joint Munitions and Lethality Life Cycle Management Command *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.

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.

**Brig. Gen. Gustave F. Perna**  
Commander

Steve Abney  
Chief, Public Affairs Office, JMC  
Peter Rowland  
Chief, Public Affairs Office, Picatinny Arsenal

Darryl G. Howlett  
Managing Editor

Rikeshia Davidson  
Editor



# Army News

## Avoided shutdown reinforces need for financial planning

By Douglas DeMaio  
IMCOM Bamberg

BAMBERG, Germany -- While the government shutdown was avoided April 8, it serves as a stark reminder for the need to save money for a rainy day.

"Everybody loves the sunshine and nice weather, but it does rain in our life," said Eugene Woods, a financial readiness program manager.

Saving money is an arduous task, Woods said, but being persistent and disciplined in saving money can allow people to avert financial calamity.

"In my briefing, I always tell Soldiers and Family members that we save money for emergencies, but we don't do it well," he said. "Part of our budget should be putting money into emergency savings. I always say that long term savings is the most critical one. Long term is critical, but emergency is just as important."

Soldiers, family members and civilians anxiously awaited a political debate almost sparked a government shutdown, but people who have saved money over the years were financially prepared.

"The emergency fund prepares us for the unforeseeable event that impacts our livelihood in a negative way," Woods said.

Woods is optimistic that the financial readiness classes he provides to community members can help people cope with a situation that might be a financial burden.

"The financial readiness program is about awareness and education," he said. "We continue to encourage Soldiers, family members to do what they need to do and that is to put a small portion of their pay away."

"Start with \$50 or \$100 every two weeks and put it to the side and discipline yourself to do it," he said. "That's the key."

"Discipline. It works," he said.

Tracking finances, budgeting and saving spare change are all things that add up financially, Woods said.

"You would be surprised how much small change adds up," he said.

Woods said limiting small purchases is also a great way

to save money.

"Watch what you are purchasing during the week during those small purchases," Woods said. "During the month, you spend more on small purchases during the weekday than during the weekend."

On weekends, people will spend large amounts of money, but are more thoughtful about large purchases, he said.

"If it's a need, justify it, but if it is just a want then make the sacrifice," Woods said. "What you will be doing is putting that money back (in your wallet) for a rainy day. Do what parents, teachers and advisers have been telling us all along. Practice what we preach by putting that small amount away for those rainy days."

"When you take those values and your kids see you doing that, then they will inherit those values," Woods said. "They will learn from those good practices you are doing."

Doing so might help people weather the next storm. People who are financially ill prepared for an emergency have options and resources to help endure a crisis.

Some financial institutions also offer short-term loans at a low interest rate.

---

### Standard continued from page 1

---

Ammunition Plant, McAlester, Okla.) and Excellence in Explosives Safety Award-Battalion-(Radford Army Ammunition Plant, Radford, Va.).

Continuing modernization efforts will improve the equipment and facilities at the installations and help sustain progress and achievements in explosive safety.

JMC has proven to have a positive impact on the Army's explosive safety program by instilling prominent safety programs and procedures in every step of the ammunition and explosive life cycle. <sup>J</sup><sub>M</sub><sub>C</sub>

*Sarah Lawlor works for the Readiness Division's Close Combat Team at JMC, HQ. She is currently on a six-week detail in the Public Affairs Office, one requirement for the Journey to Leadership development program.*

# Marine Staff Sgt. excels in joint environment

By Linda Loebach  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill.-- Marine Staff Sgt. Tony Thompson is one of the nicest guys you'll ever meet. Sounds like a cliché, but in this case, it's a fact.

At the Joint Munitions Command's headquarters, Thompson works as a Marine liaison vessel planner.

Through scheduling and logistics, he moves ammunition from the continental United States to ports all over the world to support warfighters. One ship may stop in several ports on its route, and will transport ammo for several branches of service. Thompson ensures that ammo is ready for warfighters of the Air Force, Navy, Army and his own Marines.



"I have been very appreciative of Tony's contributions

to this organization," said Allen Rus, chief of the logistics integration transportation division. "When he started working here, it was very apparent that he had the desire and capability to learn quickly, contribute and take responsibility."

"Tony is part of our vessel planning and container management team which means he is heavily involved in the planning and execution of sustainment munitions via sealift for all the services' requirements. He also has extensive field experience and that is always beneficial in that he can share real world issues with staff members who have not been in similar situations," Rus commented.

Thompson's journey as a Marine working at the Army's JMC has been eventful, and at times, arduous.

As a teenager in his hometown of St. Louis, Thompson and his best friend had big plans for their futures. They wanted to start a business together. But along came 9/11 and his buddy decided to become a firefighter. Thompson realized that he wanted to do something meaningful, too.

"I wanted a challenge," the soft-spoken Thompson said. "I wanted to make a difference, something positive, something bigger than me."

Growing up, he had listened to military stories from his

father, who served in the Air Force, and from his grandfather, who served in the Army during World War II. In 2002, right after he graduated from high school, Thompson spoke with a recruiter about joining the Marines. Two weeks later, he enlisted.

Thompson completed basic training at Camp Pendleton, Calif., and his first duty station was at Camp Lejeune in N.C. where he began working with ammunition as an ammo tech, filling ammo requests.

From 2004 to 2005, Thompson served in Iraq in an infantry unit that moved ammo to resupply bases. One day on base, an enemy mortar landed among a group of Marines, and Thompson took shrapnel to his legs and jaw.

Thompson endured several surgeries to his legs and a six hour surgery to restore his jaw. His flawless chin now covers not bone, but titanium. In order to heal well, Thompson's jaw was wired shut for two months during which he subsisted on a liquid supplement that he squirted into his closed mouth with a syringe, and subsequently lost 50 pounds.

Thompson's Marine buddies supported him during his surgeries and through three years of rehabilitation. "The Marines really is a brotherhood," he stressed.

In 2005, after completing part of his rehab, the Marine Corps sent Thompson to New Orleans to help set up an assistance center for the victims of Hurricane Katrina. There, he distributed food and clothing, cut up trees that had fallen on houses, and cleaned up debris.

From New Orleans, Thompson proceeded to Hawaii where he withstood more operations and rehab. Because of his previous experience with ammunition, Thompson was assigned to attend classes to become a marksman instructor.

During his three years in Hawaii, between work and rehab, Thompson somehow found time to volunteer at the American Cancer Society, Boys and Girls Clubs of America, the Leukemia and Lymphoma Society and to serve as a kids' soccer coach. For his volunteer efforts President Bush awarded him the Presidential Volunteer Service Medal.

In 2008, Thompson returned to North Carolina as a platoon sergeant overseeing 97 young Marines. Not surprisingly, he made it a priority to volunteer there, too, and received another Presidential Volunteer Service Medal, this time from President Obama.

"Service" continued on page 11

# DAC unveils its latest venture: the Ammunition Multimedia Encyclopedia



Graphic by Oklahoma State University Public Information Office

By Jaime Thompson  
DAC Public Affairs

MCALESTER, Okla - Imagine this scenario... a Soldier or civilian in the field needs critical information on a new piece of munitions. Where can they go to access this information?

The Defense Ammunition Center, partnering with Serco Inc. and Oklahoma State University, has responded to this need. The Ammunition Multimedia Encyclopedia was created to provide Soldiers and ammunition civilians in the field a reach-back information center that provides key data related to new munitions items and inspection points.

AME uses virtual reality technology to create a realistic, hands-on training environment and can be used on anything from a desktop computer to an iPhone.

"AME is an electronic performance support tool," referenced Dr. Upton Shimp, Associate Director of Operations and Training, DAC. "The goal of AME is to provide a surveillance tool to support personnel inspecting munitions. It provides an encyclopedia of currently used munitions

which can be used for inspection and refresher training."

AME has been in use for three years, the first year was the pilot phase, second year consisted of compiling information for the web version and the third year involved taking the AME to the application environment.

The AME was developed by a small group of OSU students, led by Dr. Ramesh Sharda, director, Institute for Research in Information Systems, OSU Spears School of Business.

"Designing the AME has been a tremendous learning experience for our students," said Sharda. "Students are gaining knowledge about immersive technology, image editing, iPhone, iPad development, and security regulations for these devices.

"Working with the students to develop new technology that can benefit warfighters has been rewarding for everyone on the project.

"In addition, it provides the students with tremendous learning experiences, making them attractive to their prospective employers," Sharda said.

Currently, there are 180 munitions items in the AME available for viewing through the Ammunition Community

**AME and You** Ammunition Multimedia Encyclopedia allows Soldiers and civilians in the field access to munitions information.

of Practice (CoP) <https://acc.dau.mil/ammo> or through the DAC website [https://www3.dac.army.mil/as/ame/AME\\_XML/index.htm](https://www3.dac.army.mil/as/ame/AME_XML/index.htm).

Additionally, 100 munitions items will be added in 2011, totaling 280 different munitions items by the end of this fiscal year.

"Munitions items can be searched by the Department of Defense Identification Code or by name," said Dr. Shimp, making AME a very user-friendly tool, that saves time and provides 24-hour munitions support.

Currently, the AME application is targeted toward Quality Assurance Specialist (Ammunition Surveillance) and Ammo Logistics Assistance Representatives in the field who are handling, packaging and inspecting ammunition.

"The plan for the applications environment is to make the AME conducive to the customer," said Sharda. "All information will be uploaded into the memory of mobile application device and used as a reference in the field."

Development of the AME is a win-win situation. It allows military and civilian personnel to have access to munitions information, even in the most remote locations, and provides hands-on training and experience for OSU business information technology students.<sup>M</sup><sub>C</sub>

# Blue Grass marks Earth Day with seedling giveaway, clean up effort

By Mary Moses  
Blue Grass Army Depot Public Affairs



BLUE GRASS ARMY DEPOT, Ky.-- Blue Grass Army Depot celebrated Arbor Day and Earth Day with

seedlings and a depot clean-up here April 19-21.

In celebration of both holidays, BGAD's Environmental Division handed out 2000 tree whips on a first-come, first-served basis April 19 and 20. Tree whip varieties included eastern redbud, flowering white dogwood, Kentucky coffee, persimmon, black cherry, and pin oak.

Depot employees and tenants were also given plastic bags, paper towels for wrapping the sapling roots, tree seedling planting instructions, and identification holders.

Allen Gilbert, BGAD environmental division, helped to lead the tree whip event and offered some seedling advice.

"All we suggest is that (employees) tend the soil and give them a little tender loving care," Gilbert said.

Alan Colwell, depot land manager, started the tree whip program last year with 600 seedlings. This year, the depot gave away 2000 trees. Gilbert ex-

plained what his division hopes to accomplish with the seedling giveaway.

"(Our goal is) to tell the employees that Earth Day is more than just a day for cleaning up the depot. Earth Day is a day for going home and cleaning up and working on your areas, because even though they're small little trees, eventually they will grow, and these are native to the state of Kentucky... instead of invasive species," said Gilbert.

In addition to bringing home seedlings for their yards, the depot also acted as responsible environmental stewards for their work areas and buildings. Each depot department participated in a two hour clean-up activity April 21.

The depot has a long history of environmental stewardship. Since 1996, over 300,000 trees have been planted at the depot as part of the land management program. More than 54,000 trees

were planted along Muddy Creek and other waterways in 2007. In this year alone, the depot has planted 5700 trees.

The tree planting program is part of the partnership between the depot and the Kentucky Department of Fish and Wildlife Resources (KDFWR) and involves staff from both organizations, utilizing a tree planter on loan from the Kentucky Division of Forestry.

The partnership has planted a variety of species native to Kentucky, including green ash, black walnut, persimmon, yellow poplar, black cherry, Kentucky coffee, flowering dogwood, and several species of oak. <sup>JM</sup><sub>C</sub>

**Earth Day 2011** Allen Gilbert, Blue Grass Army Depot environmental division, passes out free tree seedlings to a depot employee in celebration of Earth Day and Arbor Day April 20 on the depot. *U.S. Army photo by Mary Moses*



# Anniston Munitions Center top rated in safety

**By Miranda Myrick**

*formerly Anniston Army Depot*

ANNISTON, Ala. -- Anniston Munitions Center was awarded Army Materiel Command's 2010 Industrial Operations Safety Award at the battalion level after achieving 730 continuous days of no recordable lost time injury for the fiscal year.

According to the award nomination, this milestone was achieved with significant improvements in all areas of safety performance despite a sustained high operational tempo to include weekend operations in the majority of shipping and receiving areas.

With 145 employees, ADMC is a tenant on Anniston Army Depot but is structured under Kentucky's Blue Grass Army Depot, a subordinate command of Joint Munitions Command in Rock Island, Ill.

ADMC provides receipt, storage, shipment, maintenance, inspection, demilitarization and recycling of conventional ammunition and missiles in support of the joint warfighter. ADMC operates the Army's TOW Missile Recycling Center and, in 2011, will be conducting the Multiple Launch Rocket system recycling program.

ADMC commander Lt. Col. Randall DeLong said his organization's safety program is totally integrated into all aspects of the business process.

"The overall health and wellness of the ADMC workforce is top priority," said DeLong.

The injury rate for fiscal year 2010 is down 40 percent from the previous fiscal year, and injuries using any continuation of pay are down more than 50 percent.

Deputy to the commander Anthony Burdell attributed ADMC's strong safety culture to the teamwork between organizational lines. He said the culture is built and sustained through active working groups such as the Safety and Occupational Health Compliance Committee, a multi-discipline team of facilities planning, engineering, union, safety, industrial hygiene, environmental, legal, security and fire protection specialists.

"Communication is an important factor in maintaining a high level of safety consciousness," said Burdell.

Burdell said ADMC is also successful through the work accomplished within the Safety Partnership Committee, the Ergonomics Committee and ADMC's Safety Monitor Program. He also touted the depot's live, weekly television broadcast, "The Morning Show," for its safety

film series and its wide range of health-focused topics.

ADMC promotes and rewards safe behavior through employee recognition programs and a safety metric with the Group Award Payout. Work centers are also rewarded when they have an entire month's worth of injury free days on the Green Cross injury calendar.

"Having an extensive safety program such as ours is a win-win for the mission and the people, and winning this AMC safety award shows our commitment to the Army and its people," said Burdell. "Safety is everyone's responsibility."<sup>JM</sup><sub>C</sub>

**Anniston's Safety** Explosives operator Bradley Pike works safely in Anniston Defense Munitions Center's Missile Recycling Center.

*U.S. Army photo by Jeremy Guthrie*



# MCRP student uncovers green behind LSS project

By **Rikeshia Davidson**  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. -- The typical Lean Six Sigma project identifies the root cause or causes of a problem, eliminates waste, uncovers savings of some sort and adds to a command's efficiency.

As a leader in LSS implementation, the Joint Munitions Command has proven savings can be found anywhere, anytime and by anyone.

Ask Avery Wheeler.

Avery is a Minority College Relations Program student majoring in Industrial Technology. While working in the business operations office, he too has found a significant cost avoidance--nearly \$456,000--courtesy of a LSS non-gated project.

The University of Arkansas at Pine Bluff student and Tunica, Miss., native accepted the task of documenting savings from the LSS project involving Engineering Change Proposals. In the process Wheeler expanded his knowledge of LSS.

As Wheeler explained, Engineering Change Proposals could be anything from "making a change to a report making the report faster, making something that they normally do manually automated or correcting a system error or batch error.

"Pretty much anything along those lines," he said.

And those programs associated with Engineering Change Proposals include systems like Programming Budget Execution, Army Workload & Performance System and Worldwide Ammunition Reporting System. (That's PBE, AWPS and WARS if you like acronyms.)

The overall project was executed as planned with Wheeler following up to deliver the two in the one-two punch this project needed: placing a dollar amount on the savings.

In addition to savings, other benefits of the project include a formalized documentation process for all system owners allowing cost benefits to be recognized immediately in the future.



U.S. Army photo by Megan McIntyre

**Sharing the Results** Avery Wheeler, University of Arkansas at Pine Bluff student and Minority College Relations Program intern, out briefs leaders from the U.S. Army Sustainment Command, Joint Munitions Command. During his 15 week internship, Wheeler uncovered nearly \$456,000 in total estimated cost avoidance savings related to Estimated Change Proposals.

Making the project his own, Wheeler developed a formula of 15 steps to calculate potential savings which meant evaluating the project in its entirety. He began with obtaining access to PBE, AWPS and WARS, followed by developing his formula, then finally retrieving each piece of data he would need to fill in the blanks of his formula.

To the tune of \$455,795.92, Wheeler began to uncover the total estimated cost avoidance like this.

"I took the data and weeded out some of the data to capture these savings. They (the business operations team) had to contact points of contact to get some of the information they didn't have or just to get the system matter experts opinion on how long this particular task took if they didn't have the documentation for it. Because all of the (information) wasn't recorded to be documented in this way but in the future they will though," he said.

The process included inputting the data given to Wheeler.

"I just took whatever the GS (general schedule) level was of the employee and times the amount they made per hour then multiplied that times the amount of time it took them previously to do the task and the amount of times they did it annually.

"And then I found out the user time after they did the upgrade to the program--made the change--pretty much took their time, their GS grade and how much time it was done annually in the future.

"Then, (I) just compared the two prices then whatever

"MCRP" continued on page 16

# Tooele employees escape Japan following earthquake

**By Kathy Anderson**  
Tooele Army Depot Public Affairs

TOOELE ARMY DEPOT, Utah--Everyone who experienced the devastating earthquake in Japan has a different story to tell.

Chuck Holland and Gary Holbrook, two civilian employees from the Tooele Army Depot, Ammunition Equipment and Manufacturing Directorate, were stranded at the Narita International Airport, near Tokyo, for more than 24 terrifying hours waiting for a plane back to the United States.

Holland (equipment specialist) and Holbrook (general engineer) were in Japan on temporary travel orders from February 25 to March 12. The purpose of their visit was to analyze problems the Japanese were experiencing with the deactivation furnace that Tooele designed and manufactured for the 83<sup>rd</sup> Ordnance Corps (U.S. Army-owned, Japanese-operated) in 2000.

The APE 1236 Deactivation Furnace is installed at the Kawakami Ammunition Depot near Hiroshima. The depot is operated by the 83<sup>rd</sup> Ordnance Battalion. The employees are foreign national employees of the U.S. Army. There is one U.S. citizen in charge of the depot, the remainder are Japanese foreign national

employees.

Holland and Holbrook felt the quake while waiting for their plane at Tokyo's Narita International Airport. "It took us approximately five hours, 422 miles on the bullet train, going through several tunnels to get from Hiroshima to Tokyo," said Holbrook. "It was around 1 p.m. (Japan Standard Time) when we arrived at the airport and checked in our bags and at approximately 2:45 p.m. (JST) was when the first trembles of the earthquake hit."

Flights were then canceled after the 8.9-magnitude earthquake that struck near the coastal city of Sendai in northeast Japan on Thursday, March 11.

At that time, Holbrook didn't feel that the shaking was any cause for concern. "I have been in Japan before during an earthquake and I didn't feel like this was as bad as the others," Holbrook said. Security guards started ushering approximately 13,000 people out of the airport on the cement tarmac, next to the plane, where they believed it to be safe.

"The thing I thought was so interesting was there wasn't a lot of panic. Sure people were scared but there wasn't panic and the Japanese airport employees really took control of the

situation and kept things pretty calm," said Holland. "I thought they handled the situation pretty good."

"We stood outside for about five hours in 40 degree temperature(s) waiting for the inspection of the building to be completed and deemed to be safe to re-enter," Holbrook said. "It seemed two or three minutes, but might have been longer for the first after-shock. Then every five or 10 minutes the earth would shake, your foot would move up then down, then the other foot would move up then down with each tremor.

"I don't know, maybe I should have been more panicked, but I felt like if the building was still standing, I was still alive, it couldn't be that bad," Holbrook said.

It wasn't until they returned back inside the airport that they saw actual footage of destruction from both the earthquake and tsunami. Holbrook mentioned that he then thought this was a big earthquake.

Once the airport staff started letting people back inside the airport, they were able to go back to their gate and wait for the plane or any word about a scheduled departure time. Airport staff began handing people blankets, bottled water and some food. Few people were also

given the airplane meals that they had on hand but there wasn't enough to go around.

"Blankets were the big demand, everyone was starting to get cold," Holbrook said.

"My heart went out to those people sitting in the airport watching all the TV footage of their towns and homes totally destroyed, not even knowing if they had family or friends in danger," Holbrook said.

Right after the earthquake, all the phone lines were down; they were congested for several hours after. Holland and Holbrook were able to get word to their families, via text messaging. "After sending several text messages, I finally received a reply back from my daughter but it was several hours later," Holland said. It wasn't until the next day that they were able to place a call.

Twenty-four hours later, their plane departed the Narita International Airport, heading home to Utah. 

**Update:** The APE 1236 deactivation furnace is located in southern Japan, a 40 minute commuter train ride from Hiroshima, Japan. The Hiroshima area was unaffected by the earthquake. Interaction between the site, Holbrook and Holland has not been affected either.

# Crane chemist completes Black Belt project

By Tom Peske  
Crane AAA Public Affairs

CRANE, Ind. - Crane Army Ammunition Activity increased its inventory count accuracy and percentage of Compliance with Army Regulations through a Lean Six Sigma project that examined durable tools valued more than \$50 maintained and tracked by the CAAA main tool room.

The Black Belt project, conducted by CAAA chemist Trish Staggs, provided a process for accurately tracking durable hand and power tools, valued more than \$50, at the CAAA tool room from its purchase to its final disposal. The project also brought the tool room procedures into 100 percent compliance with Army regulations.

According to Staggs, "The project benefits CAAA because the new process lays out tool room personnel responsibilities, ensures tools are tracked no matter their location, safeguards tools at tool storage locations, and reduces the amount of tools unaccounted for in the system. Maintaining the correct level of inventory of tools and tracking those tools helps provide CAAA personnel with the tools they need to do their jobs to support the warfighter."

Through the use of a Microsoft Excel spreadsheet tool tracking file, CAAA increased inventory count accuracy from 84.2 to 99.87 percent. The spreadsheet process improvement increased the sigma quality level from a 2.5 to a 4.5. CAAA also increased regulatory compliance from 72 to



100 percent compliance with Army Regulations for durable hand tool tracking. This project equated to a projected cost avoidance of \$43,154 for fiscal year 2011.

Staggs explained that having a good team helping her on the project was critical to success on the event.

"The project took about nine months to complete from start to finish. The team really pulled together to get this project done; it truly was a team effort," Staggs said. <sup>J.M.C.</sup>

**How it works** Crane Army Ammunition Activity commander Col. Linwood Clark presents CAAA chemist Trish Staggs her Lean Six Sigma Black Belt Certificate. Staggs' project increased the percentage of Inventory Count Accuracy and percentage of Compliance within the Army activity.

*U.S. Army photo by Crane Army Ammunition Activity*

## Service continued from page 5

In October of 2010, Thompson received a phone call saying, "We need you here at JMC."

The Marine who works for the Army, arrived at Rock Island Arsenal in December.

"Before I came here, I didn't know this place, or JMC, even existed," said Thompson. "The transportation directorate is a good group of people to work with. They have made me feel a part of their team and I can never learn enough from them," stated Thompson.

"I learn something new on a daily basis here," said Thompson.

It's a sure bet that his co-workers are learning something from this nice guy, too. <sup>J.M.C.</sup>



*Spotlight on*

# Lean Six Sigma

## BRAC follow-up reporting process easier, less often

**By Rikeshia Davidson**  
**JMC Public Affairs**

ROCK ISLAND ARSENAL, Ill. -- The closing of an installation isn't necessarily the end of the road for Joint Munitions Command headquarters leaders. They like consistent updates on all things BRAC.

And now, there's a process in place to keep the information flowing.

As a result of a Lean Six Sigma green belt project, Base Realignment and Closure situational reports are on the rise. Also known as SITREPs, these reports are coming in from off site with much more frequency providing updates on BRAC closures and gains.

With a project goal of increasing installations reporting, the team focused on a zero percent reporting rate in 2009, down significantly from a high of 64 percent just three years earlier.

According to Jay Lundberg, project leader, the situational report was a former requirement of Army Materiel Command--higher headquarters of JMC--and later removed as a requirement.

JMC leaders and BRAC lead, Perry Reynolds revived the effort.

Lundberg says the renewed interest in installation reporting was simply due to "no response from installations for some time."

And furthermore, there was the desire to keep the JMC command group updated.

The project brainstorming session included determining and prioritizing the three root causes of the problem: low priority at the installations, lack of communication and outdated guidance.

A team discussion during the Improve Phase led to solutions. Following meetings and teleconferences with installation commanders and the JMC chief of staff, a decision

was made: change the reporting frequency from bi-weekly to monthly.

"The installations provide updates on anything significant to BRAC events. It's a way to make sure nothing falls through the cracks," said Lundberg.

And for BRAC program manager, Perry Reynolds, a benefit of the project included specific details SITREPs no entail.

According to Reynolds, the SITREPs contain, "Clearly defined required actions for gaining as well as closing installations, milestones and tracking of percentage of completion for actions. And (also) rationale and mitigation plan(s) when things DON'T move."

The rationale for the change was two-fold, not only would all bases be covered but it reduced the amount of negative or non-responses provided.

"We thought monthly was enough and the report doesn't take as much time to develop; we figure if done monthly, we'd get better participation," said Lundberg.

And so far?

"So far it's working," said Lundberg.

The team consisted of multiple subject matter experts, black belts, green belts, a sponsor and project leader.

The finished product exceeded goals in the two-month pilot period.

Although no cost savings were identified, the 100 percent installation participation greatly improves the flow of communication.

According to Reynolds, "The ultimate goal of the SITREPs is for BRAC-affected installations to keep local command and headquarters senior/executive staffs apprised of field and BRAC events/activities to prevent 'surprises and major congressional inquiries.'" <sup>JMC</sup>

# Harvesting results: Milan timber program pays off

By Brittany Bartholomew  
Milan AAP Public Affairs

MILAN, Tenn. – Around the year 1940, the federal government seized an approximately 25,000-acre tract of land in order to build what is now known as Milan Army Ammunition Plant. This land housed families, farms, schools, churches, wildlife, livestock and vegetation.

Through the governmental purchase of property from private families and institutions, the control of all assets and resources associated with the territory transferred to the federal government.

Fortunately, the Army, realizing the natural value of the land, has since established partnerships with state and local authorities to share the bounty of the land. In fact, MLAAP maintains an active natural resources program, regulating and monitoring the installation's vegetation and wildlife.

According to Steve Stephenson, forester for MLAAP, "Milan Army Ammunition Plant has had a professional forester on the natural resources staff continuously since March of 1973."

The Army recognizes the need for partnership between installations and state government. As a result, the federal government offers a program through which both the Army and the State of Tennessee benefit from the natural resources located on the plant.

Periodically, MLAAP conducts a timber sale, including various types of wood: firewood, red cedar, locust posts, paulownia, black walnut, hardwood sawtimber and pulpwood, and pine sawtimber and pulpwood.

"The pulpwood is typically used for paper and cardboard production," Stephenson explains. "The sawtimber products are used for dimension lumber, ties, rough construction lumber, flooring and some veneers."

The forester carefully chooses individual trees, thinning the forest rather than clear-cutting it. New trees grow in the space provided by the thinning. When the new trees reach a certain size, at about 20 years old, the forester allows the previously unselected trees to be cut. This cycle provides a

more efficient cash flow.

"Planting [new trees] is very expensive," Stephenson explains. "We avoid that cost by letting new trees grow naturally where older trees have been cut."

To avoid a 20-year gap between sales, the forester keeps this system moving by logging in different areas of the plant. While one thinned-out area is replenishing, the forester cuts another area.

Through a federally-regulated program, MLAAP sends 40 percent of the proceeds from these timber sales to the state of Tennessee. The plant's income from these sales ranges from \$6 per pickup load of firewood to \$1,100 per thousand board feet of specialty woods.

"MLAAP's [entitlement] payment usually ranges between \$2,495 and \$12,000 annually," Stephenson states.

This revenue-sharing program, providing entitlement payments to the state government for more than 20 years, has capitalized on MLAAP's timber sales, which have occurred nearly annually since 1949.

"The largest sale was held in 1972 and contained

approximately two million board feet of hardwood sawtimber," reflects Stephenson.

According to federal regulation, "State treasurers are required...to use these funds to the benefit of public schools and roads."

Figures for fiscal year 2010 indicate that MLAAP contributed \$2,429.42 from installation timber sales to the State of Tennessee. This money benefits the public by supplementing tax dollars, easing the burden on individuals and enhancing state programs. <sup>M</sup><sub>C</sub>

**Timber (background)** One of Milan Army Ammunition Plant's many pine forests is nearly ready for a select cut. Around the age of 20, these trees will serve new purposes in various types of wood products.

Photo courtesy of Milan Army Ammunition Plant

# DAC hosts Ecuadorian military officers

**By Jaime Thompson  
DAC Public Affairs**

MCALESTER, Okla. -- "Complete, professional, competent - your organization (Defense Ammunition Center) is a reference to us, an ammunition reference to the world," said Adm. Paez, Joint Staff Logistics Director for the Joint Combatant Command of Ecuador.

Paez, along with eight other members of the Ecuadorian military (from the branches of Navy, Air Force and Army) visited the Defense Ammunition Center facilities and toured the McAlester Army Ammunition Plant, late March. Three U.S. military mem-

bers from the Navy and Army escorted the group, along with DAC/MCAAP personnel.

"Munitions education for foreign military allies is critical. They deal with some of the same issues we are dealing with including; munitions storage, physical security, explosives safety, and demilitarization of obsolete items," said Theresa Smith, foreign assistance officer with DAC.

The delegation received briefings on munitions training courses offered online through DAC, in addition to discussions on demil, logistics engineering and explosives safety issues.

The group also toured the Applied Instruction Facility, classroom location for

packaging and preservation training.

"The packaging course not only deals with the proper packaging and preservation of ammunition, it deals with all aspects and sizes of mission critical equipment, from small circuit cards to large helicopter propellers. As the sole joint military provider of packaging and preservation training, we have an array of students, from all services, and government contractors," said Dr. Doug White, packaging and preservation lead instructor.

Part of their time at McAlester was spent touring several areas of MCAAP.

The group observed how 2,000-pound penetrator bombs were prepared prior

to being filled with explosives; visited the missile maintenance facility where Maverick missiles were refurbished; toured the open detonation-open burn range and stopped by the X-ray facility where they were briefed on the latest digital X-ray equipment.

"The interaction and dialogue between allies is crucial to the logistics and demilitarization of munitions, and DAC is leading the way to provide expert munitions knowledge to foreign ally countries," explained Dr. Upton Shimp, associate director of operations and training for DAC.<sup>M.C.</sup>

(Left) Ecuadorian military officers tour the Defense Ammunition Center's Engineering Facility.



Like the Bullet'n?  
You can find past  
issues online here.

<http://www.jmc.army.mil/SpecialStaff/PA/Bulletn.aspx>

For Army Materiel Command News:

<http://www.facebook.com/ArmyMaterielCommand>

Thanks for reading the Bullet'n!



# Milan hosts wounded veterans during turkey hunt

By Brittany Bartholomew  
Milan AAP Public Affairs

MILAN, Tenn. – On March 19-20, 2011, before the official opening of Tennessee's Statewide Spring Turkey Season, wounded veterans received the rare opportunity to hunt wild turkey in the fields and forests of Milan Army Ammunition Plant.

As a result of a partnership between the National Wild Turkey Federation and the MLAAP natural resources office, 14 wounded veterans entered the installation's gates in hopes of bagging the largest longbeards they could find.

Assisting the veterans in their hunts were 29 NWTF volunteers. These guides helped the hunters transport their gear and equipment to the various hunting zones throughout the plant's 22,000+ acres of stubble fields and ammunition igloos.

Once setup, hunters utilized specially-designed hunting blinds, or handicap enabled structures made for sheltering hunters from weather and wildlife. These structures, painted with dark camouflage markings, help hide hunters from sight while they watch for their prey. The blinds are also placed strategically on the



U.S. Army photos courtesy of Milan Army Ammunition Plant

**Hunt** Members of the Tennessee Wildlife Resources Agency facilitated a turkey hunt for wounded veterans on March 19-20, 2011. The hunt was sponsored by the National Wild Turkey Federation and held at Milan Army Ammunition Plant.

plant for optimum hunter advantage.

According to Steve Stephenson, forester for the MLAAP government staff, "The number of turkeys harvested on MLAAP land ranges from 83 to 125 per year."

On this March weekend, six hunters harvested 10 birds, five on Saturday and five on Sunday, for a success rate of 43 percent. The largest bird weighed 24 pounds, and the longest beard was 13.55 inches.

When asked about the history of the plant's turkey hunting program, Stephenson explained, "[The plant] was stocked with 12 birds in 1974. The first hunt was in 1987. Three birds were harvested during that hunt."

The wounded veteran hunt at MLAAP was a community effort. NWTF requested permission from Lt. Col. Maria Eoff, commander for MLAAP, who approved the request. The Tennessee National Guard provided barracks and a mess facility to the hunters for their overnight stay. A local citizen provided all food and preparation of the food in the dining facility.<sup>1</sup>

## Packaging continued from page 3

turing," said Jack Lam, a supervisory engineer with the ARDEC Packaging Division.

Lean Six Sigma is an improvement process that strives to eliminate redundancies, lower cost, improve quality and increase efficiency in ARDEC's wide portfolio of products and processes.

The Lean Six Sigma study encompassed the generation of proposed new M30 packaging designs, evaluation of item manufacturing defects, customer feedback, modeling and simulation data.

In the end, the solution was to use a novel application of the M548 gasket-sealed metal shipping and storage container

with a custom internal packing design.

"The new packaging configuration also packs the item first in a fiberboard container (unit pack), but then it is placed in a M548 gasket-sealed metal shipping and storage container," Lam said. "A fiber separator is used to provide easier and quicker access to ammo. The sealed metal container provides moisture-proof, long-term storage protection and is easier to maneuver in the field."

Unlike the wooden box packaging, the new metal container includes easy-to-use latches that can quickly be opened and closed. It also includes side handles that make

it easier for Soldiers to carry.

The entire program was coordinated in close conjunction with the Army's Training and Doctrine Command, a critical partner in collecting feedback from experienced Soldiers.

"Soldiers like the M548 metal container, as it allows rapid access to the items inside," said Giuseppe Sgroi, Simulators Project Officer, PM-CCS.

"Also, the gasket-sealed cover provides superior moisture protection, which eliminates the misfires and extra maintenance issues."

In addition to passing preliminary packaging tests conducted in-house at Picatinny, the design also exceeded

final hazard classification testing conducted through National Technical Systems in Camden, Ark.

After testing, ARDEC and PM-CCS instituted a Value Engineering Change Proposal to the existing M30 pyrotechnic simulator packaging, with a total cost avoidance exceeding \$489,000.

The new design is slated for use in the next contract to be awarded in fiscal year 2011 and will eventually be applied to other moisture-sensitive simulators.

"Continuously furnishing state-of-the-art packaging improvements is critical to ensure a superior logistics system for the U.S. military," Lam said.

## MCRP continued from page 9

I got (were)the total savings (and) I subtracted that from the programming costs or whatever that was because that's separate altogether. But it goes into the overall savings," said Wheeler.

Although the project included a complex series of data, formulas, methodology and reviewing, it's nothing new to Wheeler.

"I worked with another savings methodology (Enterprise Business Architecture) from another project with NASA (Ames Research Center) in Moffett Field, Calif., last summer," he said. He used that as a foundation.

From his course work at UAPB, Wheeler learned the basics of LSS. Once on site at JMC, his knowledge has expanded to include the various validating points needed to qualify a project as LSS certified.

"(I learned) where you get the data from, how it's captured, where the file exists. There is a lot that they ask for to actually say that the project has gone through all these methods or steps to (meet) LSS standard," said Wheeler.

LSS black belt trained and green belt certified, Doreen Youngberg was recommended by the LSS office to coach Wheeler during his internship. Within the 15 week program (late January to early May), Wheeler has compiled data, applied methodology, formulas and documented savings: a success by any standard. Accordingly, co-workers say his work and dedication to the project was commendable.

"I thoroughly enjoyed guiding Avery through the lean six sigma project documentation process. His prior education and experience with LSS enabled him to dive right into the project and incorporate recommendations from our bi-weekly coaching sessions.

"His skills and ability to learn quickly will add value to any organization he pursues to meet his career goals," said Youngberg.

With his project complete and the internship winding down, for other students looking to land an internship Wheeler shares this about MCRP.

"I think the MCRP is a really great program. It provides you with government experience which is crucial to

any person looking forward to working in the government or private sector because it gives you that professional experience. And, (it) let's you know how you can work with people and the program allows you to grow.

"You get a chance to meet potential people that could hire you and you get to network," he said.

Furthermore, for the student taking classes learning about LSS, Wheeler urges focusing on these points.

"I would tell them to really focus on both the math and the understanding of what it (LSS) really is. And get an in depth knowledge of it because government and private sector (are) going to it.

"Everyone is looking for more ways to be efficient. So it's always good to know these things and be able to do a project of this sort."

To date, Wheeler has completed his project as tasked and calculated total cost avoidance savings and even out briefed two chiefs of staff.

What's left to do?

Leave behind a few formulas for future use, of course. <sup>J</sup><sub>M</sub><sub>C</sub>



U.S. Army photos by Mary Moses

# Blue Grass makes a home for ducklings

By Mary Moses  
Blue Grass Army Depot Public Affairs

BLUE GRASS ARMY DEPOT, Ky. -- If you build it, the ducks will come.

This is the theory behind the work of seven Ducks Unlimited volunteers, who visited Blue Grass Army Depot April 1 to erect wood duck nesting boxes on the shores of Lake Buck.

Volunteer Jesse Godbold, from the Eastern Kentucky University (EKU) DU chapter, helped to dig the holes and erect the boxes close to the water's edge.

"We're putting out wood duck nesting boxes for a habitat," Godbold said. "More opportunities to lay their eggs,

more success for them."

The boxes, designed to imitate the inside of a hollow tree, will give mother ducks a safe place to lay their eggs and raise ducklings, and hopefully set in motion a permanent wood duck population on the lake.

Tom Edwards, the depot's wildlife biologist, said that wood ducks love to visit the lake, but they do not stay here because they have no place to nest.

"This lake has very few places that would be good for wood ducks to lay their eggs," said Edwards.

"There's a place for water, and the wood ducks come here, but they don't stay because they don't have a good nesting site."

Ducks Unlimited, a volunteer-based organization that conserves wetlands and waterfowl, has a time-tested solution for this problem, said Edwards.

"(Ducks Unlimited) realized a long time ago that if you build a duck habitat, the ducks will return," Edwards said. "So they've been putting great efforts into restoring wetlands and then other parts of the habitat."

The duck boxes are attached to 12-foot-poles, each wrapped with metal flashing as a predator guard. Inside the box are loose nesting materials similar to the inside of a tree cavity and woven wire to help the ducklings climb out of the box, said Edwards.

"The little ducks...climb out long before they ever learn to fly," said Edwards. "So they climb out, they just fall out, on the ground, and they bounce, and mama takes them on to their first trip to feed."

It takes thirty days to incubate the eggs, which are synchronized to hatch on the same day; but when the ducklings hatch, the mother must act quickly to feed her brood.

"(The mother duck) calls to them, and you can hear her calling, and she's trying to convince the babies at just a day or so old to come on out," said Edwards. "They've got to feed instantly, she's got to get them out of the box, and find them a place to get some food," he added.

"Ducks" continued on page 18



## Ducks continued from page 17

Wood ducks are not the only birds the depot's environmental department has been trying to attract. The depot has also built boxes for barn owls and the American kestrel, and ECU students have built bluebird and phoebe boxes here with enthusiastic support from the depot, said Edwards.

"I'm interested in helping the organizations, like these, like Ducks Unlimited, that want to come in and have a particular interest in water fowl, and so do we," said Edwards. "Of course we depend and really appreciate their emphasis and their efforts to come and help us do more than we could do by ourselves."

Julieann Price, area chairman for the ECU DU chapter and a wildlife management major, was happy to volunteer.

"I really like the ducks, I'd like to help the duck population, bring it back to where it used to be, especially the wetlands, they've kind of disappeared over the last couple of years, like a major portion of them have disappeared," Price said.

"I'd really like to do this again, if I could, help put up these duck boxes," she added.

Why should the depot and its wider community care about all of this conservation?

"If wildlife live in a place, then the people realize it must be safe for me," explained Edwards. "So I usually use it as the canary in the coal mine type of thing. If we can have good wildlife populations, then it must mean that the health of the land is good."

Unlike wood ducks, humans are not allowed to live on the shores of Lake Buck, but they are welcome and encouraged to come and visit the depot--and its ducks--at any time. <sup>JM</sup><sub>C</sub>

**Earth Day 2011** Ducks Unlimited members from the Eastern Kentucky University chapter erect a wood duck box to shelter ducklings along the shores of Lake Buck at Blue Grass Army Depot April 1 in Richmond, Ky.

## Howitzer continued from page 2

policies. I'm still learning how PEO Ammunition operates, how it's structured and how we need to support the organization."

"I know all the employees in that office," said Shields, who was the Program Manager Lightweight 155 before becoming the Deputy PEO for Ammunition. "I know it's a great office with high-performing people who have done tremendous work over the years. I think we're fortunate to have them join the ranks of PEO Ammo."

The suite of systems that has transferred from PEO GCS to PEO Ammunition include:

- **Lightweight 55 mm M777A2**

**Howitzer** - A joint Army and Marine program, the M777A2 is made primarily of high strength titanium alloy and weighs 40 percent less than the original M198 system it is replacing, making it much easier to transport.

- **M198 Howitzer** - The legacy 155 mm towed howitzer for the Army, which is being replaced by the M777A2.

- **M119A2 Howitzer** - A light-weight 105 mm howitzer used in a direct support artillery role for Infantry Brigade Combat Teams and used extensively in Afghanistan.

- **Russian D-30 Howitzer** - A Russian 122 mm howitzer that PEO Ammunition is responsible for refurbishing for the Afghan Army.

- **Gun Laying and Positioning System** - A legacy system that provides critical input for the field artillery mission on the digital battlefield, determining precise aiming of cannon artillery.

- **M111 Improved Position and Azimuth Determining System Program**

- An inertial survey system that is not dependent on the Global Positioning System, that is used to provide primary

and back-up, precise location, elevation and direction for field artillery cannons, rockets, missiles and Patriot air defense artillery platforms.

### **Project Manager Counter Explosive Hazards**

In addition to Project Manager Towed Artillery Systems, PEO Ammunition will stand up another new Project Manager office in 2012.

PEO Ammunition's Project Manager Close Combat Systems will be reorganized and part of its portfolio of products will be transferred to a new office that will be called Project Manager Counter Explosive Hazards, which will manage counter mine and counter improvised explosive device products.

"PM CCS has a very broad and diverse portfolio and supports hundreds of products," Shields said. "We now have approval to break-out a portion of PM Close Combat Systems' current mission and establish another PM office. PM Close Combat Systems will continue to be led by an Army O6, as will the new Project Manager Counter Explosive Hazards."

"By separating the counter explosive hazard mission out from PM CCS (PM Close Combat Systems), each office can better organize, focus and execute in their specific areas," he added.

"We're grouping similar products within a portfolio so that items like the Self-Protection Adaptive Roller Kit rollers, ground penetrating radars, and other IED-defeat products are managed separately from PM CCS items like hand grenades, demolitions, shoulder launched munitions, non-lethal, pyrotechnics and emplaced munitions." <sup>JM</sup><sub>C</sub>