

The

# BULLET'N



JM&L LCMC

Vol. 6, Issue 2

March 2011

## Gen. Dunwoody visits Tooele, shares: “Teamwork doesn’t happen by accident”

**By Kathy Anderson  
Tooele Public Affairs**

TOOELE, Utah --The Army’s senior logistician visited the Army Materiel Command’s newest Center of Industrial and Technical Excellence installation.

Gen. Ann E. Dunwoody, AMC’s commanding general, visited Tooele Army Depot early February to tour the recently CITE-designated installation for ammunition peculiar equipment maintenance and the western hub for shipping and receiving conventional ammunition.

While at TEAD, Dun-

woody had the opportunity to recognize members of the workforce and tour the facilities of the Ammunition Equipment and Manufacturing and Ammunition Operations directorates.

“I am always impressed at the dedication of employees from our installations,” she said during a recognition ceremony of five employees.

“My last 10 years in the Army have been incredible. I have seen great teamwork in the most complex environments. It doesn’t happen by accident -- it happens because of our dedicated and

well-trained workforce.”

While touring the Pilot Model Shop, TEAD’s core for all ammunition peculiar equipment maintenance and manufacturing and the basis for the CITE designation, Dunwoody learned the various capabilities including traditional machining, sheet metal, welding, fabrication and inspection of the APE and other components. Ted Heath, supervisory production manager for the Ammunition Equipment and Manufacturing directorate, explained to her that this

unique equipment is designed and manufactured for all the military services.

“Currently, we have 407 unique pieces of APE all over the United States and in countries around the

world,” Heath explained. Dunwoody was able to see various pieces of inactive APE that were on display at the Pilot Model Shop and also at the Ammunition Maintenance Facility.

“The visit from a four-star Army general was a very special occasion. To see her showing her appreciation and support for what we do here means a lot to all our employees,” he said.

Dunwoody preceded her tour through the Ammunition Operations directorate, where she participated in a ribbon-cutting ceremony for the newly renovated ammunition maintenance facility. This 26,000-square-foot building was one of many that was designed for explosive operations and is TEAD’s primary ammunition maintenance facility. Constructed in the mid-1970s, it remains a critical

“Teamwork” continued on page 3

**At Tooele** Jerry Romano, Chief, Shipping & Receiving at Tooele Army Depot, explains to Gen. Dunwoody and Col. Dennis-Lowman the outloading of 155 mm projectiles that are being containerized for a shipment to Hawthorne Army Depot, in Nevada.

*U.S. Army photo courtesy of Tooele Army Depot*





Photo Illustration

# Scranton AAP hosts Perna

**The Product** Brig. Gen. Gustave F. Perna, Joint Munitions Command commanding general, looks at an Army 105 mm cargo round held by Jeff Brunozzi, vice president of GDOTS Scranton. This round was made with an as-forged cavity. An as-forged cavity is the inside of the shell after it is pressed into shape without any additional machining. The 105 mm is used in the howitzer and is an important munition for artillery units.

By Justine Barati  
JMC Public Affairs

SCRANTON, Pa. -- Scranton Army Ammunition Plant may be the Joint Munitions Command's smallest plant in acreage, but this small package packs a major punch. Brig. Gen. Gustave F. Perna, JMC's Commanding General, toured this unique installation early February to learn more about its unequalled forging mission, how it helps the Warfighter, and modernization efforts to make it more efficient and effective.

SCAAP produces 120 mm and 155 mm diameter projectiles from raw steel stock using long stroke, 400- to 2,500-ton presses. "Scranton is the leading source of large caliber and mortar projectiles," said Richard Hansen, SCAAP Commander's Representative.

It is a government-owned, contractor-operated installation. "The government staff and General Dynamics Ordnance and Tactical Systems staff work well together to produce a quality product for the Warfighter," said Hansen.

"The products made at Scranton are actively used in the fight right now. The 120 mm illumination round is in heavy use in Afghanistan. It is used to light up the night and deter insurgents from using the cover of darkness to get to our folks," said Hansen.

In order to increase efficiency and effectiveness of pro-

duction, SCAAP's key machinery is being modernized.

According to Perna, modernization involves three elements: safety, a quality work environment, and product enhancements. "They all work together," said Perna.

These are the tenets that SCAAP follows in their modernization efforts.

"We recently upgraded our Bliss 3 Press," said Hansen.

The press is a three-component system. There is the furnace that heats the metal billets, the material handling equipment that moves the hot metal, and the press itself that forms the interior and exterior dimension of the projectile.

"We rebuilt the entire system. The equipment was originally manufactured in the 1970s, and it is now upgraded to 2010 standards. The upgraded system is environmentally friendly, requires less unscheduled maintenance, and produces longer run times," he said.

"We also received a new nosing press and completed the installation and runoff two weeks ago," said Hansen. This press puts the nose cone on projectiles using sheer force.

"The new press will increase our manufacturing capability by balancing our four lines and will dramatically cut down on our retooling time. Some estimates state that production could be increased by 15 percent with the new press," said Hansen.

"Commander" continued on page 3

## Teamwork

*continued from page 1*

facility for the maintenance of conventional ammunition.

"Facility modernization, such as this, needs to be one of the Army's focal points," Dunwoody said. Approximately 70 percent of the facilities within AMC are 50 years or older."

Col. Yolanda C. Dennis-Lowman, TEAD commander remarked, "After the completion of the 105 mm renovation project last fall, we decided to take advantage of some down-time by giving this workhorse of the depot a facelift. Not only have we improved the morale and quality of the work environment for those who operate in this building, but we've also set the conditions to better showcase our capabilities to potential public and private sector partners."

The tour proceeded to the Hydrolysis Demil Plant where Dunwoody was able to see the demonstration of the hydrolysis process. This is the depot's latest demil capability for destruction of the Cartridge Actuated Devices/ Propellant Actuated Devices. This process resulted from a partnership between TEAD, the Defense Ammunition Center, General Atomics and the Air Force Research Lab.

"I've heard good things about the depot, and I'm glad to see first-hand what our good employees are doing here and what they are doing to support the warfighter," said Dunwoody at the end of her visit.

Dunwoody, AMC's commanding general since 2008, mentioned that the Materiel Enterprise is yielding improved support to deployed units for an Army at war. Through best practices, the Army is learning and transforming. As a consequence, we are faster, more agile and offer comprehensive equipment solution to the Soldiers in the field. "We are saving lives and improving support to units and Soldiers in the ARFORGEN (Army Force Generation) process," she said. <sup>4</sup><sub>c</sub>

## Commander



*Continued from page 2*

SCAAP has also reduced facility costs through environmentally friendly methods.

"We have a brand new roof on the production shop," said Hansen.

This 2.5 acre roof includes an integrated water collection system, which collects rainwater that falls on the roof. The rainwater is then stored in three 23,000 gallon tanks. The captured water is reused for cooling the production equipment. Sixty-two thousand gallons of water are captured from just one inch of rain, he said.

"This innovation saves the installation on a huge utility bill, which in turn, reduces the cost of producing the product for the warfighter. It cut down so drastically on our use of water that the water company came to visit, because they thought our meters were broken," said Hansen.

"We are saving in excess of \$38,000 a year with the new roof. Everything we do here to increase efficiency is significant, when you can save tens of thousands of dollars a year from just one project, that's huge," he said.

Perna said that modernization is like looking through a kaleidoscope, no matter how you turn it, you get a different view. It is important to see all those different views to make up the

modernization picture, he said.

Hansen agrees. He said that it is important to note that SCAAP, an installation the size of a postage stamp, when compared to size of other JMC installations, is completing an important and unique mission for the warfighter, and is doing it more efficiently and effectively than ever.

Perna also emphasized the importance of a "trained and ready workforce, providing the best product at the best value." This is another area where SCAAP excels.

"Employees here are so happy with the work they do that GDOTS' retention rate is at 99 percent. We have a multi-generational workforce with sons, fathers, and grandfathers having worked here. Everyone takes pride in what they do to support the warfighter. They understand who they work for and take a lot of pride in doing the job right," said Hansen. <sup>4</sup><sub>c</sub>

**The Joint Munitions and Lethality Life Cycle Management Command *Bullet'n*** is an authorized publication for members of the Department of Defense.

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The editorial content of *The Bullet'n* is the responsibility of the Public Affairs Office at Joint Munitions Command headquarters.

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**Brig. Gen. Gustave F. Perna**  
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# Updates at Pine Bluff Arsenal

## highlight of tour

By Darryl Howlett  
JMC Public Affairs

PINE BLUFF ARSENAL, Ark. – Brig. Gen. Gustave F. Perna, commanding general, of the Joint Munitions Command and Joint Munitions and Lethality Life Cycle Management Command, paid his first visit to Pine Bluff Arsenal on March 29.

Perna, along with several JMC and PEO officials, received a command briefing from Pine Bluff Arsenal Commander Col. Franz Amann and Civilian Executive Assistant Larry Wright.

After the command briefing, Perna toured the installation's commodity display ammunition room, before heading outside for demonstrations including smoke and riot control grenades and pyrotechnic munitions.

Perna asked a question concerning the marketing of some of the products.

"I can't help but to wonder if other organizations need these products such as (the New York Police Department), (Los Angeles Police Department), or something," he said.

Upon completion of the outdoor demonstration, the tour took Perna to the ammunitions operations manufacturing area where the load, assemble, and packing of 155 mm illumination rounds were being accomplished.

Each line displayed pictures of the various modernization efforts and improvements. For the 155 mm line, the improvements included lighting, updated equipment, and drill and pin machine replacements.

The white phosphorus facility illustrated a need for more modernization as installation officials took

Perna to an inactive line.

Then they compared the line to a modern, active line. Perna then toured the M40 mask production line, where he saw first-hand, employees testing the various pieces that make up the mask.

"Prior to Brig. Gen. Perna's visit, I have been promoting Pine Bluff's capabilities. Our dedicated workforce is our best sales representative, and they provided the general with a greater appreciation for our versatility and our drive to produce the best high-quality products for the warfighter. We look forward to him returning to the installation in

the near future to talk further about our capacity for future growth," said Amann. <sup>JMC</sup>

**NOTE:** Perna has visited most of the JMC installations. He begins his second round of tours during the summer months.

**LAP up Close** Pine Bluff Arsenal Ammunition Operations Director Roch Byrne points out some features of the M485 load, assemble and pack facility to Brig. Gen. Gustave F. Perna, commander, Joint Munitions Command, during a visit March 29.



# Perna takes message to Crane

*"Now we really have to dig in to save the big chunks of money and solve the hard problems." -- Brig. Gen. Perna*

**By Tom Peske**  
Crane AAA Public Affairs

CRANE, Ind. - With the realization that the future business years for the Joint Munitions Command will not look as they do today, the Crane Army Ammunition Activity is actively taking steps to improve its production effectiveness and efficiency.

This commitment to modernization was a key topic of discussion late February when Brig. Gen. Gustave F. Perna, commanding general for JMC and Joint Munitions & Lethality Life Cycle Management Command, toured the activity in order to gain a better understanding of its products, processes and capabilities that are vital to keeping the warfighter supplied with ammunition.

"The underlying principle is that the way we do business today is not how we will be doing business in 2015," Perna said. He stated that in order to avoid layoffs and stay competitive, the activities and depots in JMC will need to be more efficient and effective with the money and resources they have available.

According to Perna, modernization involves three elements: safety, a quality work environment, and product enhancements. He said, "You must achieve these three things to have modernization."

Part of what puts Crane in a good position toward building a strong future is found in its strong safety record. CAAA, which receives, stores, ships, produces, renovates and demilitarizes conventional ammunition, missiles and related components, has developed a culture of safety in order to better know and understand the dangers involved in their job and avoid them.

Perna stated that both safety and continuous improvement need to be culturally embedded into a command. Crane Army Ammunition Activity Commander Col. Linwood Clark echoed that idea when he said that there is no way that CAAA can support

the warfighter without constantly thinking about safety. It is a cultural belief made evident at CAAA through its more than three million hours without a lost work day and Voluntary Protection Program Star Status.

CAAA Civilian Executive Assistant Norman Thomas provided Perna with a tour of CAAA's Manufacturing and Depot Operations facilities, highlighting the efforts being taken to enhance production. Through Lean Six Sigma and Value Engineering, CAAA is constantly improving the quality of work it provides.

Perna praised CAAA for its efforts and encouraged the activity to work even harder to find savings. He said, "Now we really have to dig in to save the big chunks of money and solve the hard problems." <sup>JM</sup><sub>C</sub>

**Crane Capabilities** Angie Chase, engineering container coordinator, Crane AAA, demonstrates CAAA's Item Unique Identification Barcode capability done with the Container Repair Facility's laser engraver to Brig. Gen. Gustave F. Perna, commander, Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command.

*U.S. Army Photo courtesy of Crane Army Ammunition Activity*



**By Darryl Howlett**  
**JMC Public Affairs**

CHAMBERSBURG, Pa. - Alexandropoulos, Greece is a long way from Chambersburg, Pennsylvania. So is the country of Turkey.

Those are destinations traveled by members of the Letterkenny Munitions Center mobile missile maintenance team.

Two LEMC employees, Nicholas Buhrman and Ronald McGee, deployed to Greece as part of the Army Tactical Missile System (ATACMS) Stockpile Reliability Program (SRP).

The team assessed the physical condition of their Foreign Military Sales assets, their infrastructure and environmental conditions, local procedures and equipment in use. The team also trained the host country on maintaining various missiles.

"We spent two weeks at each location," said Buhrmann.

Buhrman and McGee returned from Greece Nov. 15 before leaving again and spending two weeks in Turkey, returning in early December.

Buhrman and McGee are both electronics integrated systems mechanics with more than 30 years of government service each.

Other members of the mobile maintenance team are Ralph Peters, a logistics management specialist, and Lori Hepfer, a production controller, who joined the team in August 2010. Hepfer, although new to the team, has an important responsibility considering today's economic environment.

"It's my job to make sure the program stays within budget," she said. "That includes travel and addressing shipping issues for the testing equipment."

"LEMC is the only place that provides ATAACS-Guided Multiple

Launch Rocket System maintenance to foreign countries," said Peters. "(Aviation and Missile Command) set up these two trips."

In fact, along with Buhrman and McGee, two members of the inspec-

**JMC's**  
**global impact:**



**From Letterkenny**  
**to Turkey, Greece**

tion team came from Redstone Arsenal, Ala.

So how was life in Greece and Turkey?

"In some ways it was like stepping back in time. They had little villages and little horse drawn buggies," said McGee.

Once on the ground, the team used its Missile Common Test Device. It has been affectionately described as a "computerized testing device in a suitcase."

The team performed maintenance on several missiles in Greece and Turkey. But how was the communi-

cation in the two countries?

"The younger people spoke English, so that made it better," said Buhrman. Buhrman and McGee kept in constant contact with team members at LEMC including weekly team meetings at first cell through phones but later satellite phones and continental Blackberry devices.

LEMC Director Ed Averill said the team plays a critical part of the command's overall mission.

"The mobile maintenance teams provide the Army a tremendous savings. To return ATACMS missiles from OCONUS costs an average of \$4,000 each. A two-man team can easily conduct minor maintenance on 100 assets in theater for \$10,000 to \$12,000 total."

With support to Greece and Turkey now complete, team members are always on the ready to support other foreign allies and customers.

"We are up for more trips. We have missiles in both the U.K. and Japan," McGee said. <sup>J</sup><sub>M</sub><sup>C</sup>

**Global Impact** Soldiers from Turkey stand alongside members of the missile maintenance team from Letterkenny Munitions Center and the U.S. Army Aviation and Missile Life Cycle Management Command.

*U.S. Army courtesy of Letterkenny Munitions Center*





**Long time Quad Cities resident** Mr. Shelby Harris arrives wearing a crown at his birthday celebration on March 26, 2011 with Ms. Ida Bland, relative. Harris' actual birthday was March 31.

Col. Arnold P. Montgomery, chief of staff, JMC, recalls the significance of the 75 mm artillery shell he presents to Harris. The 75 mm artillery shell was commonly used during World War II. During the war effort, the shell was produced by Kingsbury Ordnance Plant in LaPorte, Ind., some five and a half hours north of Harris' hometown of Ayrshire, Ind.

**By Rikeshia Davidson  
JMC Public Affairs**

ROCK ISLAND, ILL. -- *"Waiting and watching, looking above...Lost in His love...Praising my Savior, all the daylong"* are the words of "Blessed Assurance," one of two songs sang to Shelby Harris.

Harris quietly reflected for a moment saying, "The Lord is my shepherd".

On March 26, 2011 family, friends, church members, local leadership and well-wishers gathered to celebrate Harris' 110th birthday and the Joint Munitions Command also honored the veteran for his service.

Actually born on March 31, the longtime Rock Island, Ill., resident and World War II veteran arrived wearing a crown. And king for the day he was.

The day began with songs from the Second Baptist Church (Rock Island) male choir, the church where Harris actively served as deacon until

the age of 102.

Visibly moved, when asked if he wanted to have a word, Harris said, "What could I say?"

"I would like to say something but I just can't get it out." But at the end of it all, he said, "It's the most wonderful day of my life and I want to thank everyone for coming."

Quite humble for a man who held the keys to the city of Rock Island and holds a proclamation granting him his very own day.

Col. Arnold P. Montgomery, chief of staff, JMC, presented Harris a certificate of appreciation, 75 mm artillery shell and JMC coin. (The 75 mm artillery shell represented the type of ammunition used during World

War II; and interestingly enough, the 75 mm would have been produced at Kingsbury Ordnance Plant in LaPorte, Ind., some five and a half hours north of Harris' hometown.)

On behalf of JMC, Montgomery expressed thanks to Harris.

"We appreciate your tireless efforts in support of our U.S. Armed Forces. Your dedication to our country and its military is commendable and an honorable addition to the fight for freedom throughout the world. Your legacy of service inspires today while adding to the history of this great nation. A history steeped in service, love of one's country and the tireless fight for the very freedoms we enjoy today. "

*"110" continued on page 14*



U.S. Army photos by Rikeshia Davidson

# King for the day, veteran celebrates 110 years



# QASAS takes chance, wins big on Jeopardy

By Jaime Thompson  
DAC Public Affairs

DEFENSE AMMUNITION CENTER, Okla. -- I'll take Ammunition Surveillance for a thousand, Alex! This would have definitely been a category for 33-year-veteran Tim Maas, a Quality Assurance Specialist (Ammunition Surveillance), or QASAS, at the Defense Ammunition Center.

Maas's dream to participate on the game show JEOPARDY! became reality when he received a phone call from the show in late October 2010, requesting him to travel to Los Angeles for a taping on November 10.

Maas started his efforts to become a JEOPARDY! contestant in the mid-1990s.

As a QASAS, he has been transferred to various locations within the United States, and each time he trans-

ferred to a new location, he would try his luck in auditioning as a contestant on the show.

In June 2010, Maas was again selected into the pool of candidates for the upcoming season of the show, which began taping in July 2010, and his fifth time in the pool proved to be the charm.

"Each year the show will take 400 contestants to place in the contestant pool" said Maas. "That number is pretty small, considering the thousands of individuals who try out for the show each year."

Maas's debut on Jeopardy aired March 10 and 11, 2011. The March 10 show was a special experience for Maas. "A 15 year journey to participate on JEOPARDY! was reaching the finale," said Maas, "As we walked to the stage, I was cool and collected and ready to play the game." And play he

did. Maas was in the lead at the end of the Double JEOPARDY! round, and the Final JEOPARDY! category was "20<sup>th</sup> Century Presidential Elections." Since Maas had been a political science major in college, his knowledge came through when he wagered just enough of his winnings to take the game.

The second

game on March 11 was similar to the first. Maas once again did well in the JEOPARDY! and Double JEOPARDY! rounds. One of the categories from that game dealt with "The King and 'I' – questions focused on Elvis Presley song lyrics starting with the word 'I'." Also, Maas noted "how darn good Alex Trebek looked for a 70-year-old." As in the first game, Maas reached the Final JEOPARDY! round leading his competitors. And as he did in the first game, he wagered a sizable portion of his winnings on the Final JEOPARDY! question category "European Capitals" in order to shut out his closest opponent. Unfortunately, his opponent wagered a minimal amount of her winnings, and beat Maas when both of them missed the Final JEOPARDY! question. "If I had not bet anything, I would have won the game," said Maas, "but that was my strategy, and it had worked for me in the first game."

"Playing on JEOPARDY! was an exciting experience; it was a goal I wanted to accomplish in my life." As to his winnings, Maas and his wife will be relocating to Huntsville, Ala, in June 2011, so he won enough to make a nice down payment on a new home. He also mentioned he and his wife will be celebrating their 25<sup>th</sup> wedding anniversary soon, and that he has noticed the word "Hawaii" appearing in his wife's conversation lately.

*"Winning" continued on page 9*

**QASAS for 100** Tim Maas, QASAS or Quality Assurance Specialist (Ammunition Surveillance), at the Defense Ammunition Center competed on JEOPARDY! early March making a long time dream a reality.

*U.S. Army photo by Jaime Thompson*



# Furlough, shutdown: Answers to your questions

**From *Federal Times* and OPM**

## What is a shutdown?

(A) In a “shutdown” furlough, the agency no longer has the necessary funds to operate and must shut down those activities which are not excepted by Office of Management and Budget, OMB, standards. In many cases, the agency will have very little lead time to plan for the furlough, making it an “emergency” furlough.

## What is a furlough?

(A) A furlough is the placing of an employee in a temporary nonduty, non-pay status because of lack of work or funds, or other nondisciplinary reasons. For most employees, there are two basic categories of furloughs, each involving different procedures.

## If I am an excepted employee and have to keep working, will I get paid?

(A) Most likely yes, but not right away. Excepted employees will work on a non-pay status and will presumably be paid retroactively by

Congress when the funding dispute is resolved.

## What if I am not excepted? Will the government reimburse me?

(A) Hard to say, that’s up to Congress. After the 1995-96 shutdowns, Congress passed a bill reimbursing furloughed employees for their pay missed during the furlough period, even though they did not work. But political realities on Capitol Hill may keep that from happening.

## Can I volunteer to keep working, even though I am not being paid?

(A) No. If you’re specifically excepted from the shutdown, you are prohibited by law from working.

## How many federal employees were furloughed during the 1995-1996 shutdown?

(A) During the first, from November 13-19, 1995, an estimated 800,000 were sent home. Near the end of the second, which ran from Dec. 15, 1995 to Jan. 6, 1996,

an estimated 284,000 were furloughed while 475,000 kept working, but in nonpay status.

## Can I receive unemployment benefits if furloughed?

(A) Yes, if the shutdown lasts long enough. Each state handles unemployment benefits differently, so you should check your state’s rules and requirements.

## Can I use paid leave during the shutdown?

(A) No.

## What if I’m already on paid leave when the shutdown begins?

(A) Your leave will be canceled and you will be placed on nonpay status.

## Can I take another job while the shutdown is in effect?

(A) Yes, as long as it doesn’t violate ethical or other agency rules prohibiting certain types of outside employment. If you think you’ll take another job dur-

ing the shutdown and worry that it could violate those rules, you should check with your agency’s ethics officer before the shutdown begins.

## Can I check my e-mails if I’m not retained?

(A) Logging into your government e-mail account is considered work and, thus, not allowed for employees who are not authorized to work during a shutdown. Agencies may suspend e-mail accounts and network logins for those employees.

## Will I have to turn in my government-issued smart phone if I am not retained?

(A) It will be up to each agency. Agency managers may also simply suspend those smart phone accounts for those not retained.

## For more shutdown and furlough information visit:

[http://ourpublicservice.org/OPS/governmentshutdown\\_employeeefurlough.shtml](http://ourpublicservice.org/OPS/governmentshutdown_employeeefurlough.shtml)

<http://www.opm.gov/furlough2011/>

## Winning continued from page 8

Maas joined the QASAS program in 1978 (Class 45). After training at Savanna, Ill., his program experience has featured assignments at Crane Army Ammunition Activity (Indiana), Joint Munitions Command (Illinois), Vilseck/Grafenwoehr, Germany, Blue Grass Army Depot (Kentucky), Sierra Army Depot (California) and DAC.

“The QASAS program is not what I started out aiming for in my life, but it has provided wonderful experiences and a challenging career,” he said.<sup>1</sup><sub>c</sub>

# Superior customer service will not be a problem

## Perna visits Tooele Army Depot

By Kathy Anderson  
Tooele Public Affairs

TOOELE, Utah -- The commanding general for Joint Munitions and Lethality Life Cycle Management Command and Joint Munitions Command, Brig. Gen. Gustave F. Perna, visited Tooele Army Depot early March as part of his orientation tour to all JMC depots and ammunition plants.

During his one-day visit, Perna had the opportunity to tour the installation and receive mission overview briefings from TEAD managers.

Brig. Gen. Perna addressed the staff during a luncheon, explaining his top priorities for fiscal year 2011. During discussions, he emphasized that the customer is his number one priority.

"Our customers are the ones who wear the uniform voluntarily to defend our nation," Perna said. The customers are also those who help secure borders and fight crime daily. Other customers are the Allies in foreign countries. "Superior customer service will not be a problem while I'm here at JM&L LCMC and JMC," Perna said.

As discussions progressed, Perna challenged the staff with revisiting the current JMC Vision. "What do we want ammo operations to look like in 2015 through 2020? That should be our vision," he said. He questioned the staff, "As

**Repair Parts** Don Fanning, Tooele Army Depot, Director of Ammunition Equipment & Manufacturing, shows Brig. Gen. Gustave F. Perna repair parts that were manufactured on the new Lathe machine at the Pilot Model Shop.

an enterprise, what should JM&L LCMC and JMC look like? This is an issue that everyone should start thinking about right now."

Perna also emphasized the importance of using Lean Six Sigma to help the depot get past the current budget crunch and to help grow after we get past these trying times, using the suggestions and skills of the workforce. "You as leaders have to be willing to listen, empower and then support," Perna said.

While on the installation tour, Perna walked through AEMD's Pilot Model Shop, where he had the opportunity to see the designated Center for Industrial and Technical Excellence for Ammunition Peculiar Equipment maintenance.

"I am very impressed with the many capabilities that this workforce brings to support JMC," Perna said.

Other areas of the installation the general toured were: Health Clinic, Morale, Welfare and Recreation facilities, Logistics Management Program, Ammunition Maintenance Facility, Super Pull Apart Machine, Ammunition Equipment and Manufacturing Test Site, Hydrolysis, Outloading Spur, Ammunition Surveillance Workshop and the Container Repair Facility.

"It was a great honor to have Brig. Gen. Perna visit the installation. He departed with a better understanding of what we do here and was able to see areas where he may be able to help improve," said Col. Yolanda Dennis-Lowman, commander, Tooele Army Depot.

Brig. Gen. Perna's departed at the end of the day by asking Dennis-Lowman and the staff to look at several other avenues and opportunities for future depot workload.

"I believe that TEAD is the best kept secret within JMC and you should be very proud of that," Perna commented. He told the staff, "if you like coming to work, that is what it is all about. Positive attitude is what will keep the workforce going."<sup>JMC</sup>



# Iowa AAP visit offers newly hired production managers insight

By Brooke Waller  
Iowa AAP Public Affairs

MIDDLETOWN, Iowa -- Newly hired production managers of Joint Munitions Command headquarters toured the Iowa Army Ammunition Plant early March to gain a better understanding of its capabilities, ammunition production process, and gain insight on how their efforts as a production manager supports the warfighter.

These visits enable new production managers to see the actual phases of Load, Assemble, Pack or LAP, quality check points, and how the overall production process work at an ammunition plant.

“As the commander of Iowa Army Ammunition Plant, we are always pleased to have visitors tour our operations whether they are from JMC headquarters, other major commands, private industry or chamber of commerce’s. This gives us the opportunity to display our capabilities and world class products that we provide to our joint warfighter supporting our country”, said Lt. Col. Tommie Hewitt, IAAAP Commander

Julie Solinski, IAAAP chief installation management division briefed the visitors with an overall command brief of the plant highlighting the plant’s capabilities, management structure, and demolition facilities. Immediately after the briefing, visitors gathered in the lobby for a group photo.

Iowa Army Ammunition Plant government and contractor personnel gave



JMC visitors a thorough tour of 155 mm artillery production, 120 mm tank ammunition production and special projects and warheads production. The visitors were guided through the plant’s lines of ammunition and artillery production from start to finish.

“I used the opportunity to see how my role, as a production manager, fit into the ammunition production process. The tour allowed me to gain a better overall understanding of how the LAP process operates at a plant. It is one thing to hear people talk about the LAP process, but I think it is more important to see it, in order to understand how it fully works,” said Tess Meenan, who is a production manager for mortars.

According to Jana Meyer, Iowa installation advocate says the tour provided the opportunity to newer employees to visit a production facility.

Their position requires that they manage production schedules of both components of delivery and LAP

among other things. The visit to Iowa allowed them to view the process they remotely manage here from headquarters JMC.

The new JMC production managers handle the logistics of small caliber, mortars, 25 mm and 30 mm ammunition just to name a few. They were able to partake in a visual perspective of IAAAP in addition to learning the history of IAAAP workers and community.

“All of the tour guides were very knowledgeable and were more than willing to stop and answer questions. Even when we were just driving from one facility to another there was always conversation pertaining to the history of IAAAP, along with the

“Managers” continued on 14

**How it works** Production Managers from headquarters Joint Munitions Command tour Iowa Army Ammunition Plant. A few of Iowa AAP’s capabilities includes production of 105 mm and 120 mm tank ammunition as well as 81 and 120 mm large caliber mortars.

U.S. Army photo by Brooke Waller



Spotlight on

# Lean Six Sigma

## Project improves information-gathering techniques

By Linda Loebach  
JMC Public Affairs

ROCK ISLAND ARSENAL, Ill. -- At the Joint Munitions Command's security assistance management directorate, a Lean Six Sigma green belt project designed to improve information gathering efficiencies for the monthly overview report was completed recently by Adam Sulouff and his team.

Due to numerous reporting requirements and underutilization of databases and technology, the staff of security assistance was manually recording data pertaining to the monthly report.

The goal of the project aimed to decrease the touch-time, or typing/input time, by 25 percent.

The scope of the project encompassed the time frame from incorporating the first retrieval of data on the first of the month to report completion and submission of reports.

This project involved mapping the current process and collecting data through process touch-time, including six months worth of data for the base-

line and two months for the pilot.

The team utilized LSS brainstorming and ranking tools to determine root causes and proposed solutions, and to prioritize solutions.

As a result, changes were made in three key areas including automation, requirements, and materials used for the overview report.

Outcomes of the project were impressive. The team reduced touch-time by providing more reliance on automation, streamlining the reporting process, and emphasizing organization.

Sulouff and his team remained on schedule and project goals exceeded expectations. Touch-time was reduced by more than 92 percent which resulted in cost avoidance of \$49,436 a year and in increased

customer satisfaction.

The cost avoidance gained by this project can be used for other high-priority JMC mission backlogged workloads or other reporting needs. <sup>J</sup><sub>M</sub><sup>C</sup>

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# Perna's Hawthorne visit coincides with final mercury shipment

By Linda Loebach  
JMC Public Affairs

HAWTHORNE ARMY DEPOT, Nev. -- On March 8, 2011, Brig. Gen. Gustave F. Perna, Commander for the Joint Munitions and Lethality Life Cycle Management Command and the Joint Munitions Command, received a whirlwind yet comprehensive one-day tour of Hawthorne Army Depot, Hawthorne, Nev.

It was Perna's first visit to the JMC installation, and HWAD's staff was well-prepared to showcase the facilities of the immense 147,000-acre-depot.

Perna's tour began with an aerial exploration via helicopter, provided by nearby Naval Air Station Fallon.

The commander viewed Hawthorne's isolated, rugged location, which is a three-and-a-half hour drive from Reno, or five hours from Las Vegas, and he joked, "I just want to make sure you're feeding my mule here!"

Perna visited the new mercury storage buildings, where all Department of Defense elemental mercury has been consolidated from three separate storage locations. (One of three chemical forms of mercury, elemental mercury is metallic and liquid in form.) Hawthorne was the site chosen because of the installation's strong commitment to the protection of employees, the local community and the environment.

The arrival of the last truckload of mercury coincided with Perna's tour. More than 300 truckloads trans-

ferred 4,890 metric tons of pure, virgin elemental mercury to the depot in a strategic partnership with the Defense Logistics Agency. The entire shipment process was completed safely and securely over seven months, with no adverse incidents.

The commander also toured the geothermal ground-water treatment plant, which is nearing completion and which will meet Environmental Protection Agency standards for reduction of arsenic in drinking water.

Other highlights of Perna's depot tour included observation of the operating contractor's demilitarization operations, the Marine Corps Program Office's simulation of 81mm lot acceptance testing, and the Naval Undersea Warfare Center battery reclamation and

torpedo demil activities.

Perna challenged the depot's workforce to consider its 42 percent magazine vacancy rate.

"What else can HWAD do to increase capacity?" he asked. "We need to exploit this capacity. JMC must utilize the capabilities of its installations in the most efficient and effective ways. We need to figure out how to be more efficient without becoming less effective."

Perna met Hawthorne's government staff and presented several with awards. He had high praise for Hawthorne's employees and their accomplishment of the mission at the installation.

"Excellent, great work. Keep moving forward," he urged. 

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- Contact your local emergency management office and learn your community's warning signals and evacuation plans
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**110** continued from page 7

And for this day, Harris was surrounded by relatives from his home state of Indiana.

He was joined by two grandchildren: Al (Cynthia) and Beverly; two great-grandchildren: Sasha and Stacy (Emily); as well as at least two great-great-grandchildren, Marquice and Jade. The Harris family also includes eight great-grandchildren and at least six great-great-great grandchildren.

Harris is a native of Ayrshire, Ind., and according to family, he was a coal miner.

After relocating to Illinois, he made the Quad Cities his home. Employed with Union Malleable (now John Deere), it was there that Harris left his employment in September 1942 for World War II. He recalls being in the Army, serving for no more than a year.

Resuming life in the Quad Cities after the war, he was active in his church well past the age of 100 and worked at another Quad Cities staple: The Dutch Inn. Harris' active life was most recently recounted in The Rock Island Argus and The (Moline) Dispatch as he cast his ballot in the 2008 Presidential Election at the age of 107.

**Managers** continued from page 11

history of the workers and the community,” said Martin Carlin, a medium caliber production manager.

During the tour, visitors were afforded the opportunity to view IAAAP chamber gage and the 40 pound Cratering Charge production. Few visitors have been allowed to view the chamber gage due to government regulations.

“My favorite part of the tour was seeing the chemicals being poured into the container; I always wondered how that step took place,” said Thauica Johnson, production manager. <sup>JM</sup>C



**Note:** Brooke Waller is currently a Minority College Relations Program intern at Iowa Army Ammunition Plant.

# Local chamber members get sneak peek at Iowa AAP



U.S. Army photo by Brooke Waller

**Visit** Local chambers of commerce visited the Iowa Army Ammunition Plant for a closer look at facilities and operations. Representing local communities like Mount Pleasant, Burlington, Fort Madison, New London and Keokuk, chamber members left the plant with a better understanding of the mission, capabilities and future.

## By Brooke Waller Iowa AAP Public Affairs

MIDDLETOWN, Iowa -- Local southeast Iowa chambers of commerce members toured the Iowa Army Ammunition Plant mid-March for a closer look into ammunition production facilities.

Chamber of commerce members in attendance were: Dennis Hinkle (Burlington); Angela Shipley (Mount Pleasant); Sarah Cantrell, Nancy Snaadt, Craig Abolt, and Scott Snider (Fort Madison); April Girad, Katie O' Brien, and Tim Peevler (Keokuk); Arlo Walljasper and Jens Lee (New London).

The tour began with a command brief that highlighting the plant's mission, capabilities, electrical infrastructure, demolition facilities, and IAAAP's safety and environmental program from Lt. Col. Tommie Hewitt.

"It was an honor to host the local chambers of commerce. They were given the opportunity to see the inner-workings of the plant and meet plant employees during their informative tour. It was also a great opportunity for IAAAP to sell its story to the local community. We will continue to host visits to ensure we communicate our goals and to foster better relationships with the community," said Hewitt.

Tom Rudy, chief operating officer for American Ordnance briefed them on the structure of the business units: indirect, direct, warheads and special projects, and production facilities for propelling charges for mortars.

Tammy Dean, business development manager for American Ordnance gave an overall briefing on the U.S. Army Retooling and Manufacturing Support Program, ARMS, which American Ordnance coordinates with the Army including renovation, maintenance and demilitarization of ammunition devices.

Dean explained that American Ordnance looks to attract companies who need affordable storage and 24-hour security.

"Currently American Ordnance is looking for individuals who have a background in roof repairs, road repairs, and metal fabricators," Dean said.

Iowa Army Ammunition Plant government and contractor personnel gave local chamber of commerce visitors a walk through tour of the 40 Pound Cratering Charge, the 120 mm ammunition, and their last stop they viewed the special projects and warheads production line.

While touring IAAAP, the chamber of commerce visitors learned about the demilitarization capabilities and available storage areas for lease at the plant.

"I gained greater understanding of the energy usage related to the processes. The tour dispelled some of the mystery and misconceptions about what goes on at Iowa Army Ammunition Plant," said Nancy Snaadt a member of the Fort Madison Chamber of Commerce.

To apply for future job openings, the public is encouraged to go to the suppliers section on [www.alloc.biz/](http://www.alloc.biz/)