The U.S. Army Joint Munitions Command

Bullet'n

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Joint Munitions Command !

No longer provisional; history behind crest

By Keri Pleasant-Hagedorn
JMC Command Historian

Heritage and Symbolism: The U.S. Army Joint Munitions Command (JMC) designated unit insignia traces its lineage to the U.S. Army Armaments, Munitions and Chemical Command (AMCCOM). AMCCOM has transitioned several times in the past 20 years. Upon formation in the 1980's, AMCCOM brought R&D and readiness back together; however there were still issues within the life cycle over transition from Research & Development to production.

AMCCOM later shed its chemical mission at that time to the newly formed Chemical and Biological Defense Command (CBDCOM) at Aberdeen Proving Grounds, Md., and its armaments management to Tank-Automotive Command (TACOM), which became Tank-automotive and Armaments Command (still TACOM). In order to address the transition and manage all of the Army's arsenals, depots and ammunition facilities in a single command, the remainder of AMCCOM combined with the U.S. Army Depot System Command (DESCOM) in 1994 to form the Industrial Operations Command (IOC). This merger also placed the Army's maintenance depots and manufacturing arsenals under the IOC.

In 2000, the operational aspect of the command was stressed when IOC transitioned to the Operations Support Command (OSC). The previous Army War Reserve Support Command mission continued to grow and was retitled the Field Support Command (FSC). OSC managed ammunition and FSC focused on readiness and being the face to the field for Army Materiel Command (AMC), while managing the War Reserve and logistics information missions. The command proved its significance and readiness stance in its ability to begin shipping munitions within hours of the Sept. 11, 2001 attack on the World Trade Center.

In 2003, OSC was renamed the Joint Munitions Command (JMC) to emphasize the joint nature of supply to all Services with munitions and logistical support. Later that year, the Army Field Support Command was made the major subordinate command as the Global War on Terrorism expanded its objectives into Iraq. The Army Field Support Command mission and footprint began growing from the outset.

On September 22, the AFSC stood up as the Army Sustainment Command (ASC) and JMC was reintroduced as an AMC major subordinate command. As JMC embraces AMC initiatives to integrate all aspects of the life cycle to ensure best value practices and total visibility of items from end-to-end are achieved, the command will continue to transition.

Because the JMC will be independent from the newly created ASC, the Institute of Heraldry has assisted the command in the design of a new designated unit insignia. Because JMC's path and missions are still well rooted with initiatives that began in the 1980s with the creation of AMCCOM, it was agreed to use the old AMCCOM authorized insignia with slight modifications.

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From the Commanding General's Desk

As the Army transforms itself to better defend our country, our command continues to change.

As of October 1, the Joint Munitions Command is no longer a provisional command under the Army Field Support Command. We will report directly to the Army Materiel Command as a major subordinate command in our own right. One thing that does not change is our vision: Supplying our warfighters with the right ammunition, at the right place, on time, everytime.

Just as important as the macro changes are the changes taking place at the shop floor and office level. We are committed to continuously improving every thing we do. When you come to work each day, you should be thinking about how you can improve the operation in your area.

Lean Six Sigma must become a way of life for JMC. I am looking for a culture change that is built on data-based decision making.

Although the tools are not new -- Lean Six Sigma builds on the work of Dr. W. Edwards Deming -- our implementation of the tools and our accountability of projects are new. All LSS projects are started with a charter that is developed by a process owner (leader/manager). All projects are tracked in a database to assure steady progress is being made. I personally have ownership for the LSS program and review project metrics on a bi-weekly basis.

Brig. Gen. James E. Rogers

I'd like to discuss briefly three specific areas where I am stressing improvement: safety, the environment and communications.

Throughout the command, we are building an improved safety culture. As a foundation for growth in this vital area, safety training and awareness initiatives are in progress. I appreciate all JMC employees taking the time to complete the recent safety climate surveys and risk management training. Vigilance is the key to safety – we must practice safe ways of doing business in every operation, every day. We must never permit either the rush of business or complacency to put our teammates at risk.

JMC installations are improving their safety records through the Voluntary Protection Program at GOGO facilities and similar initiatives elsewhere. I am committed to these best business practices as a proven way forward to safety excellence. Continuous safety improvement in all JMC processes must be our goal.

A related area is the environment. We in JMC have strengthened our commitment to environmental excellence by implementing world-standard ISO 14001-conformant management systems at our installations. My staff is following up with audits to verify conformance and share success stories throughout the command.

Our installations are implementing enhanced pollution prevention projects. For example, Crane partnered with its Navy host to successfully renovate defective decoy flares. For this effort, Crane received the Office of the Federal Environmental Executive 2006 White House Closing the Circle Award in Waste Pollution Prevention.

Other examples of prevention projects underway include the recycling and reuse at Radford of nitrocellulose material that was previously deposed of as waste, and the closed-loop recycling and filtration of solvents used in parts washers at Tooele.

Additionally, Lake City is pursuing designation as an EPA National

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Brig. Gen. James E. Rogers
Commanding General

Steve Abney
Chief, Public Affairs Office

Darryl Howlett
Editor

darryl.howlett@us.army.mil. Postal address: **The JMC Bullet'n,** ***ATTN: AMSJM-PA, 1 Rock Island Arsenal, Rock Island, Ill. 61299-6500. Phone: (309) 782-5421, DSN 793-4516. Datafax: (309) 782-5011, DSN 793-5011.***

Missile Recycling Center performs unique role

By Magaret Browne
JMC Public Affairs

The heart of the South is home to one of the world's premier recycling ventures. Located on Anniston Army Depot, the Anniston Defense Munitions Center (ADMC) operates the Missile Recycling Center (MRC), where the tube-launched, optical-tracked, wire-guided (TOW) missiles are demilitarized and dissembled for recycling or disposal of components.

Designed by a team consisting of the Aviation and Missile Command, Huntsville, Ala.; the Defense Ammunition Center, McAlester, Okla.; the ADMC and the depot, the facility is the first of its kind in the nation, according to Reginald Smith, Munitions Operator Supervisor. The MRC is run by the U.S. Army in partnership with AMTEC Corporation, whose headquarters is located in Huntsville.

"Traditional disposal methods pose additional environmental risks and recoverable assets are completely lost in open burn/open detonation disposal," he said. "That is why the MRC was established." Open burn and open detonation are the methods previously used to dispose of the materials in these missiles.

"It is a first of its kind process that utilizes the R-3 approach," said Smith. "R3" is an Army environmental initiative that stands for resource, recovery and recycling. "It views the aging missile stockpile as a valuable asset. Missile recycling reduces the cost associated with environmental cleanup and provides, to the maximum extent possible, recovered components that can be used in production of new missiles and to generate spare parts for sustaining the missile system late in its shelf life," he said.

The missiles that end up here are those that have outlived their shelf lives or are old technology that is no longer relevant on the battlefield. The missiles, in their prime, were versatile, in that they were fired from many platforms such as tri-pod mounted missile launchers.

"When the missiles exceed their shelf life, they become part of an obsolete inventory that is accompanied by both costs and risks," said Smith. "Aging missiles take up valuable space that is needed to store newer inventory and prepositioned war reserves."

The MRC represents Phase I. Phase II will consist of the Slurry Explosives Module (SEM) and is to be operational early FY07. Phase III is the Energetics Processing Module (EPM) and are anticipated to be operational in late FY 07. The function of the SEM will be to take different grades of propellants retrieved from the missiles and combine with other ingredients to make commercial mining explosives. The EPM breaks the high explosives down into its original missile explosive product.

Submitted by Anniston Defense Munitions Center

A worker at the Missile Recycling Center removes solid propellant from a tube launcher.

The recycling process starts with the removal of the missile from the fiberglass launch tube that serves as the housing for the missile. From there, all components are rendered down. These components include such things as warheads, coupling assemblies, batteries, flight motors, propellants, explosives, copper lining and copper wiring.

Components such as copper lining are recycled and others such as the fiberglass launch tube are sold back to the original manufacturer for use in current production of missiles, resulting in a substantial cost reduction.

To date the MRC has recycled 36,925 TOW missiles.

The center has an exceptional safety record as evidenced by the fact there have been no major accidents since the center came online in January 2003. Furthermore, the MRC has been recognized for its environmental stewardship.

"After only one year of operation, the MRC was the recipient of the Alabama Department of Environmental Management Pollution Prevention Award," said Gordon Williamson, Civilian Executive Assistant, ADMC.

"This is an amazing operation that makes a positive impact on our environment while at the same time postures the United States of America to produce advance technology weapons from components of legacy weapon systems making the Army ready, reliable, and lethal," said Lt. Col.

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New command surgeon ready to serve

U.S. Army photo by Darryl Howlett

Maj. Michael Staker, a native of Salt Lake City, reported to the command on July 31.

By Darryl Howlett
JMC Public Affairs

Founding father Benjamin Franklin and the new command surgeon share a common philosophy when it comes to people's health: "An ounce of prevention is worth a pound of cure."

Maj. Michael Staker is the Joint Munitions Command's new command surgeon after reporting for duty July 31. Staker takes over for Lt. Col. Jose M. Ortiz, who had served in the position since 2003.

"I feel honored to serve as JMC's command consultant for occupational health and industrial hygiene, along with any other medical issues facing the command," he said. "I look forward to JMC (installation) site visits to provide assessment and assistance. I'm also excited to continue to work to prevent injury and illness, bringing costs down for the Army, and improving health, life expectancy and quality of life for employees."

A native of Salt Lake City, Staker graduated from Brigham Young University with a bachelor's degree in English before he turned his attention to medicine, where after joining the Army, he graduated from the University of Utah, School of Medicine. In addition to his M.D., Dr. Staker also earned a Masters in Public Health from the Uniformed Services University of Health Science in Bethesda, Md., where Staker and Ortiz were classmates.

Staker strong connection to preventive medicine started when his father suffered from a massive stroke.

"After my father had a stroke, I wanted to teach people in preventing illnesses, disability and death," he said. "I found fulfillment in preventive medicine."

When called upon Staker also has responded to emergencies. His experience includes post 9-11 work at Ground Zero. He received recognition from the American College of Occupational and Environmental Medicine for his outstanding original research on prevention of injuries and illnesses among response workers at the World Trade Center site.

"I spent 10 days on the ground," Staker said on his work at Ground Zero. "Most of my work was research gathering data in D.C.," he said.

Staker led medical disaster response preparedness at the nation's largest chemical stockpile at Deseret Chemical Depot, where he received a Meritorious Service Medal for his efforts as Director of Health Services.

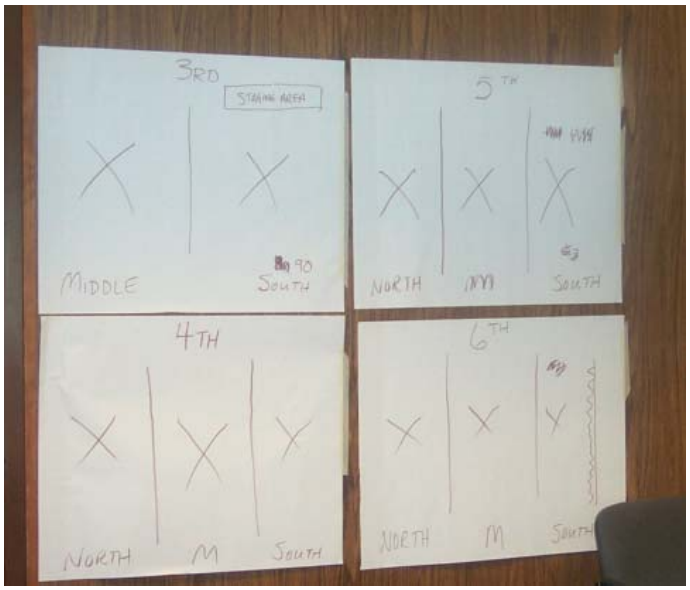
Staker also works at the Rock Island Arsenal health clinic to maintain his clinical skills and to assist the staff.

"I will probably volunteer a day or two a week. It's volunteer only," he said. "My priority is the command. And there will be weeks when I'm on travel and not able to make it to the clinic, but it is nice to keep up on your clinical skills."

Away from the job, Staker maintains a busy lifestyle with his wife, Donna, and seven children: two sons and five daughters, ages 5 months to 13 years old. In fact, Staker delivered his last five children.

Staker said his family is looking forward to the next two or three years at JMC.

Joint Munitions Command...On the Move



U.S. Army photos by Darryl Howlett and Margaret Browne

Various stages of JMC headquarters move: Top left: JMC leaders participate in Kaizen event for headquarters move. Top right: A diagram of planned office moves and locations. Bottom left: Hallways are staged with boxes, cabinets and moving supplies. Bottom right: Contractors begin moving office furniture.

JMC Public Affairs Office

Remember those puzzles where you try to get 15 numbered pieces in the correct sequence by sliding them around a grid with 16 holes? You can only move a piece into the vacant square, which leaves a space elsewhere, so it takes several moves to get all the pieces in place.

JMC is working its own puzzle to move all headquarters personnel into the Building 350 on Rock Island Arsenal, while adding new modular furniture and upgrading the ceiling tiles and carpets. JMC will have space for approximately 1250 personnel in the 12 bays on floors three through six, with some employees moving from Bldg 390 as their space becomes ready.

The first move was to free up a bay in the building that could be used as the interim. The Safety-Radioactive Waste Directorate volunteered to be the organization to move.

Over the next two years, most employees will move to the temporary space on the third floor while their bay is renovated. Then they'll return to the new space. By moving one group at a time within the building, JMC eliminated the cost of moving workers to temporary space in another building. Additionally, no group will move more than twice and some organizations will need to move only once.

A Lean Six Sigma Kaizen team from headquarters organizations determined the move sequence that would meet each organization's needs, minimize moves and finish the project as quickly as possible.

JMC/TRANSCOM LSS project a success

By Margaret Browne
JMC Public Affairs

The Joint Munitions Command's Transportation Office along with other elements has completed a Lean Six Sigma Kaizen event and project involving its container lease program.

The project involved four JMC installations (Crane, Tooele, Blue Grass and McAlester); Headquarters, Transportation Command; and the Army Intermodal & Distribution Platform Management Office. The goal of the project was to reduce the time it takes to order, lease, transport, receive and inspect leased and Department of Defense containers. The time to administratively process the requirements through the contracting process was reduced from seven days to three days. This was achieved by eliminating several non-value-added steps to the leasing process. Of all the locations, however, Crane was the only installation to report any signification dollar savings. They saved a total of $155,291 in overtime costs.

"The fact that none of the others reported a similar saving was because they were not specifically directed to track their overtime,"according to Melvin Outen, traffic management specialist.

The containers are leased from Textainer Corporation. They hold the master lease agreement with the Army for obtaining leased containers for vessel shipments. The 20-foot ammunition grade containers must meet certain criteria to be considered ammunition grade.

The project started with a Kaizen event, a brainstorming activity that is germane to Lean Six Sigma. A Kaizen event can last two to five days and begins with the project specifics and goals. The Kaizen proceeded using the DMAIC model and was warfighter focused in that it centered on movement of containerized munitions via vessel lift to Europe and Southwest Asia. DMAIC stands for *defining* what is important to the customer, *measuring* how well we are doing, *analyzing* the process, *improving* the process performance measures and *controlling* the process gains.

U.S. Army submitted by Abby Arensdorff

JMC Employees brainstorm during a JMC/TRANSCOM Kaizen event meeting.

Executed by an integrated team that included people from the members of the JMC Transportation Office and a representative from each of the depots involved, the Kaizen focused on ways to decrease the amount of administrative time it took to lease containers. All participants contribute to figuring out a way to meet the goals. The Kaizen remains in session until a conclusion is reached and a consensus is formed.

"The Kaizen event and the project were a great success," said Outen. "They both went smoothly and everybody was satisfied."

"The result of the project will be applied to other vessels," said Abby Arensdorff, transportation management specialist.

JMC Public Affairs is looking for great installation stories: Please send stories to amsjm-pa@afsc.army.mil or darryl.howlett@us.army.mil

CG's Column

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U.S. Army photo by Darryl Howlett

Brig. Gen. Rogers visits Kansas AAP.

Environmental Performance Track facility, which recognizes top environmental performance and leadership in preventing pollution at its source.

My final topic is communications. We need to continuously improve our communications with customers, suppliers and higher headquarters.

The two Total Army Ammunition Authorization and Allocation Conferences (TA4C) that we held this year are examples of how we are working with our customers to improve our products and processes through better communication.

Our successes echo our strong belief in continuous improvement, whether through formal Lean Six Sigma projects or through "quick-win" projects. In the areas of safety, the environment and communication, we have made major improvements. That we still have far to go is a measure of the high standards we have set, not a reflection on our ability to meet today's challenges of supporting America's fighting forces at war.

History

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U.S. Army photo by Darryl Howlett

AMCCOM's authorized insignia has been modified for the JMC to include a motto on the benzene ring. JMC's affiliation with the Army Material Command (AMC) is highlighted by the colors red, white and blue from the AMC flaming bomb symbolize the ordnance mission managed by the JMC headquarters, located in Rock Island, Ill. and executed by installations across the United States.

The benzene ring represents the chemical mission and the command's management of chemical production facilities like Holston and Radford Army Ammunition Plants. Tenants at Blue Grass and Tooele Army Depots also provide to the chemical munitions missions.

In addition, JMC is also responsible for portions of chemical demilitarization. The laurel wreath symbolizes excellence and achievement.

Command Sgt. Maj. Norberto Osbourne displays the new JMC Command flag outside JMC headquarters.

Recycling

Continued from page 3

Garry McClendon, commander, ADMC.

The MRC has also joined the Lean Six Sigma revolution. The MRC predated any talk of LSS, but, in the quest for constant improvement, they have embarked on a project. According to Bruce Britton, Transportation Officer, ANAD, the project focused on streamlining the operations and increase production at the MRC. The goal of the project is to "maximize space utilization of the building affecting unpack and missile extraction operation by opening access to an adjoining work bay that now consists of temporary storage," said Britton.

This project is in progress with full completion to be realized "as soon as possible" according to Britton. The modifications to the building have been made and an increase in throughput will be in the offing upon completion of the project.

All in all, the MRC is representative of the current state and the state of things to come in the environmentally friendly demilitarization of weapons in the Army inventory.

Holston AAP holds appreciation day

photo submitted by Holston AAP

Employees at Holston AAP celebrated a day of fun and festivities as part of plant contractor, BAE Systems, Employee's Appreciation Day.

By Nancy Gray
Holston AAP Public Affairs

Holston Army Ammunition Plant contractor BAE Systems, Ordnance Systems Inc., sponsored an Employees' Appreciation Day Sept. 10. The event was open to all employees and their family members.

One of the most popular events was the "dunk tank". Installation Commander Lt. Col. Garry McClendon was one of the volunteers that put himself on the hot seat for charity and received a thorough dunking.

All proceeds from the dunk tank as well as three other events went to the American Cancer Society. There were numerous activities for the kids and a "BAE Idol" contest that caught everyone's interest.

The Tennessee Army National Guard brought in a Bradley tank for display along with various trucks that was a very popular attraction mainly because they were accessible for children and adults to sit in, have their pictures taken and examine at their leisure.

BAE has sponsored the event for the last three years and anticipates continued growth.

Army, Navy engineers dedicate new home

By Carolyn Baldwin
Crane Army Ammunition Activity
Public Affairs

CRANE AAA – Crane officials recently welcomed the Army and Navy engineering departments into their new facility.

The dedication signaled the merging of the engineering and logistics planning capability residing in the Navy's ordnance engineering department with the ammunition manufacturing and demilitarization engineering department of Crane Army Ammunition Activity into one facility. According to Crane officials, ordnance items are becoming more complex with the addition of engineering and logistics.

photo submitted by Crane AAA

Engineers from the Navy and Army located at Crane will now call this building home.

The Joint Facility will allow the consolidation of Navy and Army personnel from 19 different buildings throughout the base, and co-locates them under one roof. Base officials said this will further enhance their ability to respond quickly and effectively to the needs of the Department of Defense.

The guest speaker for the dedication ceremony was Indiana-native, B.J. Penn, assistant Secretary of the Navy for installations and environment. In his position, Penn is responsible for formulating policy and procedures for the effective management of Navy and Marine Corps property, housing, and other facilities; environmental protection ashore and afloat; occupational health for both military and civilian personnel; and timely completion of closures and realignments of installations under base closure laws.

JMC hosts second ammunition Conference

U.S. Army photo by Darryl Howlett

Participants in the TA4C met to discuss ammunition requirements.

By Angela Hamerlinck
JMC Public Affairs

JMC hosted the second Total Army Authorization and Allocation Conference (TA4C) recently in Bettendorf, Iowa. Over 120 ammunition managers from throughout the world met to discuss ammunition operational and training allocations and authorizations for all the Army major commands (MACOMs).

As a result of finite resources, prioritizing the ammunition supply is a vital management task. The conference ensures that warfighters' operational and training ammunition requirements are met so they can successfully complete their missions.

During the six days of this conference, participants reviewed 650 requests for ammunition, ranging from small caliber ammunition to missiles.

Conference organizer, Sharon Myers, JMC Planning and Execution Division chief noted, "The demand is high and is continuing to grow, and this conference is a method to impartially distribute ammunition. We are allocating the supply so every warfighter can complete their missions effectively."

The next T4AC is scheduled for April 2007.