



The Bullet'n



Volume 2, Issue 10

"Supporting the Warfighter"

August 23, 2007

New howitzer a go

By Martin Kane
For the Bullet'n

PICATINNY ARSENAL, N.J. -- The commanding general of the U.S. Army TACOM Life Cycle Management Command has approved "full material release" status for the Picatinny-developed M777A2 version of the Lightweight 155 mm Howitzer.

Approval from Maj. Gen. William M. Lenaers means the latest version of the howitzer has been approved for issue to Army and Marine Corps units as it has been determined to be safe to fire, meets the services requirements, and is supportable logistically.

The A2 version of the howitzer incorporates a software update that enables the howitzer to program and fire the M982 Excalibur Guided Projectile, another Picatinny-developed product. The Excalibur brings precision fire to field artillery at all achievable ranges. The Excalibur projectile will give the M777A2 howitzer a maximum range of 40 kilometers with accuracy on target within 10 meters. This is an increase over the current range of the howitzer of 30 kilometers using un-guided munitions.

The M777A2 version of the howitzer will now be fielded to Army



U.S. Marines file photo

Marines fire a M777A2 howitzer during a training exercise at the Marine Corps Air Combat Ground Training Center in Twenty Nine Palms, Calif. The Army has approved the full material release of a new howitzer, which upgrades the A1.

and Marine Corps units scheduled to receive the weapon. Units that received earlier versions of the howitzer will have their guns upgraded to the M777A2 standard.

Both the 11th Marine Regiment and the 10th Marine Regiment have now received the M777A2 version. The 3rd Battalion, 321st Field Artillery Regiment, at Fort Bragg, N.C., is currently undergoing initial fielding of the M777A2 for the Army. The 2nd Battalion, 11th Field Artillery Regiment,

at Schofield Barracks, Hawaii, was equipped with M777A1 howitzers in January. They will be converted to the A2 version later this year.

The M777A1 provides the deployability and mobility advantages of a light howitzer but delivers the firepower of a 155 mm system. It is capable of being transported by the Marine Corps' V-22 tilt-rotor aircraft as well as all medium and heavy-lift helicopters.

The program is managed by an

"Gun" continued on page 3

Army News

Army preparing for future of conflict

By Sgt. Sara Wood
Army News Service

WASHINGTON -- The Army is growing its ranks and transforming into an agile force ready to face a future that could be rife with conflicts around the world, the Army chief of staff said August 15.

Gen. George W. Casey, Jr. spoke at the National Press Club, highlighting the Army's progress on transformation and modernization while sustaining the current conflicts in Iraq and Afghanistan, and outlining the service's needs for the future.

Casey noted that the Army's almost-six-year commitment to the war on terror has stressed the all-volunteer force. "But we remain a resilient and committed professional force," he said. "Our immediate challenge is to balance the current demands on the all-volunteer force with the need to transform and to build readiness for the future."

Security experts around the country believe that the world will soon face an era of "persistent conflict," or drawn-out confrontations between state, non-state and individual actors, Casey said. These conflicts will be fueled by the impacts of globalization, competition for energy, demographic trends, climate change, proliferation of weapons of mass destruction, and failed or



U.S. Army photo by Natalie Rostek

Army Chief of Staff Gen. George W. Casey, Jr., speaks to Soldiers from the 3rd Heavy Brigade Combat Team, Aug. 11, at Patrol Base Assassin, Iraq.

failing states that can provide safe havens for terrorists, he said.

To face this future, the Army needs to develop agile forces with adaptable leaders, Casey said. The Army has been moving toward that vision for several years, and will continue to do so, he said. "One thing we know is that we won't get the future exactly right, and so any forces that we build have to be optimized to deal with uncertainty and with a wide range of operations and engagements," he said.

Over the next several years, the

Army has to do several things so it can effectively meet future challenges, Casey said.

First, Army leaders have to continue to prepare Soldiers for success in the current conflict, Casey said. He noted that the Army has made great strides in equipping Soldiers and has adapted training and equipment to counter a versatile enemy. Also, he said he has visited all the Army training centers in the past

"Conflicts" continued on page 11

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

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

Brig. Gen. William N. Phillips
Commanding General

Steve Abney
Chief, Public Affairs Office, JMC

Peter Rowland
Chief, Public Affairs Office, Picatinny Arsenal

Darryl G. Howlett
Editor

Maggie Browne
Lean Six Sigma Section



E-mail address: darryl.howlett@us.army.mil. Postal address: The Bullet'n, ATTN: AMSJM-PA, 1 Rock Island Arsenal, Rock Island, Ill. 61299-6000. Phone: (309) 782-1514, DSN 793-4516. Datafax: (309) 782-5011, DSN 793-5011.

Pine Bluff Arsenal achieves ISO 9001

By Cheryl Avery
Pine Bluff Arsenal Public Affairs

PINE BLUFF ARSENAL, Ark. -- Pine Bluff Arsenal recently achieved International Organization for Standardization 9001:2000 certification for its quality management system related to all industrial operations.

"Attaining ISO 9001:2000 certification was just the beginning of a journey to continuously improve the quality of products and services and improve the quality management system," said Roger Johnson, chief of strategic planning and management at PBA. He said that this will provide PBA with a competitive advantage, crucial to enhancing business growth.

Recognition of ISO 9001:2000 certification means that the production and post-production support of specialized ammunition, chemical-biological defense products and services, and related support functions conforms to the highest quality standard.

"This achievement was a total



U.S. Army photo submitted by Pine Bluff Arsenal

A Pine Bluff Arsenal employee works on a M40 gas mask.

team effort including all the employees in its industrial operations," said Larry Wright, PBA civilian executive assis-

tant. "The arsenal took the more difficult route by having all mission and support areas attempt to become certified rather than seeking individual certification."

After pre-assessments in January 2006 and April 2007, the arsenal reached this goal on its first registration audit attempt in June. All manufacturing and related support areas were audited by Orion Registrar, Inc., whose personnel are accredited worldwide to evaluate and recommend certification to the rigorous ISO 9001:2000 quality management system standard.

Col. William Barnett, arsenal commander, said that audits by Orion will be repeated every six months, and current and potential customers seek Pine Bluff because of the arsenal's reputation of quality in its products and services. "The quality of our employees makes this achievement possible," he said. "We are proud of their accomplishment and thank them for a job well done."

Gun *Continued from page 1*

Army-Marine Corps Joint Program Office located at Picatinny Arsenal.

Both services are presently taking delivery of M777A1s under a multi-year contract with BAE Systems that was awarded in March 2005.

The successful development, production and fielding of the LW155 illustrates the outstanding coordination and cooperation between services on this joint program.

The joint program manager for the two services, Jim Shields, said "It has been a true team effort where everyone (the user, materiel developer, independent evaluator, the Marine Corps Systems Command, the program executive office and the Army and Navy leadership) had a hand in its success."

The weapon is manufactured by BAE Systems with final integration and assembly taking place at the firm's

Hattiesburg, Miss., facility. The new digital fire-control system was developed and is being manufactured for BAE Systems by General Dynamics Armament and Technical Products of Burlington, Vt.

Shields said that the M777A1 will replace all the Marine Corps' current M-198 towed howitzers and be the artillery system for the Army's Stryker Brigade Combat Teams.

It is the first ground-combat system that makes extensive use of titanium to trim structural weight and is 7,000 pounds lighter than the M198 weapon it replaces.

"The weight reduction improves transportability and mobility without impacting range or accuracy," Shields said.

The Marine Corps previously provided twelve M777s to Canada for its operations in Afghanistan where the guns have seen extensive use with the Canadian Army.



"CAN DO ATTITUDE"

Navy Seabees bring skills to Radford AAP

A Sailor attached to Navy Mobile Construction Battalion 23, Detachment 0223, works on an outdoor deck in Radford, Va.

U.S. Navy photos submitted by NMCB 23, Detachment 0223

By Darryl Howlett
Joint Munitions Command Public Affairs

RADFORD, Va. -- When it comes to renovation projects at the Radford Army Ammunition Plant, the Army and the Navy are on the same team.

Navy Seabees assigned to the Navy Operational Support Center Roanoke have provided their skills and dedication in renovating portions of the plant's administration building.

The Seabees are members of the Navy Mobile Construction Battalion 23, Detachment 0223. The NMCB 23 is headquartered at Fort Belvoir, Va. Navy Petty Officer 2nd Class Brian Hedrick, who works at RFAAP, serves as one of the unit's leaders.

"There's a Chief Petty Officer who works for Alliant Tech Systems in the administration building," said Hedrick, who is an equipment operator for the Navy. "He got into contact with the Army staff here and said 'I got some guys that can do projects and from there it kinda took off with our officer-in-charge.'"

Radford is a government-owned, contractor-operated facility operated by ATK.

Seabee leaders met with RFAAP's government staff in 2006 and hammered out the details of the renovation plan.

"The Sailors are doing electrical work, putting up dry wall, painting and dividing large office areas into smaller offices," said Jesus Toyens, a government civil engineer. Toyens said the additional office space will accommodate more people who are assigned to the administration building.

"The Army staff has been very understanding," Hedrick said. "They're really good and flexible in working around our time. Along with our construction projects we also have to have time for our Navy training sessions such as convoy operations."

Joy Case, installation spokesperson, said the plant donated the materials and the Seabees provided the work. "The Seabees get the experience and training they need," she said.

In fact, Hedrick noted that his unit currently has six junior enlisted Sailors receiving on-the-job training.

"Also, if we need Sailors with a different set of skills, we can get Seabees from another detachment in Greensboro, N.C.," Hedrick said. "Radford has the berthing to accommodate 26 people."

Lt. Col. Jon R. Drushal, installation commander, is thankful for the help the

Navy brings to its Army brothers.

"It's a great opportunity to bring in the Seabees and help them improve their craft. It's a win-win situation," he said.





Lean Six Sigma Corner

Improvements in ammo time



By Larry Dauphin
JMC Ammunition Surveillance Division

ROCK ISLAND ARSENAL, Ill. -- The Warfighter can count on more timely information on ammunition as a result of a Lean Six Sigma Green Belt project that reduced cycle time to issue regulation/policy ammunition information notices to the customer by 25 percent and the backlog by 43 percent.

The goal of the project was to decrease cycle time by 25 percent and AIN backlog by 50 percent.

The project was analyzed with process mapping, value stream mapping, time series plots and control charts. A time series plot and a control chart were used to analyze the improvements made during the control phase.

The project had five team members, all of whom were JMC personnel.

The project included a mini-Kaizen event to develop and prove out the value stream map. Process improvements were incorporated into ISO DPS 300-9, the AIN desk procedure, and recommended posting DRAFT SB 742-1 "Inspection of Supplies and Equipment, Ammunition Surveillance Procedures."

The project resulted in a significant improvement.

"One collateral benefit of this project was a renewed



U.S. Army photo by Darryl Howlett

Timely information is important in the storage, transportation, and production of ammunition.

emphasis on the entire AIN program. We began to more closely examine both the need *for* and the clarity *of* each AIN. As a result, the product is more timely and more useful," said Casey Troy, ammunition surveillance division.

Project improves pricing process

By Linda Anderson
JMC Security Assistance Directorate

ROCK ISLAND ARSENAL, Ill. -- Thanks to a Lean Six Sigma Green Belt project, the process for obtaining foreign military sales pricing data has improved by a 17 percent increase in the accuracy of the price and availability data and a 170 hour per year reduction in re-work. The project achieved a cost savings of \$6,810, and improved customer satisfaction, due to the P&A being easier to use, read and access.

The project began with a request for P&A from the Munitions Logistics Readiness Center and ended with an accurately completed worksheet.

The team, consisting of 11 members, measured and analyzed the FMS pricing process by using data collection, statistical sampling, value stream mapping, value added

analysis, and brainstorming meetings. The improvement phase included a process flow improvement plan and performed a pilot-run test to ascertain what other problems needed to be addressed before the solution was implemented.

"The project took a year to complete, but resulted in a better/automated price and availability process," said Lisa Duffy, logistics management specialist, Security Assistance Directorate.

A measuring system was put in place to identify errors and missing data on the P&A sheets. A new worksheet was created to replace the hand carried/ handwritten version. The new P&A is sent through e-mail and posted on the intranet. Written instructions were developed and training was given to personnel. A control plan to continue monitoring the accuracy of the new P&A worksheets was also devised.

"Although automation of the FMS P&A process was not the original focus of the team, the fact that the team was able to identify and facilitate such an improvement is a tribute to both the team and the LSS process," Michael Stechmann, industrial specialist, small caliber ammunition division.

Red River proudly trains deploying Soldiers



U.S. Army photo submitted by Red River Munitions Center

A Red River Munitions Center employee trains two Army Reserve Soldiers from the 962nd Ordnance Company on the Maverick missile during a recent training operation.

By Red River Munitions Center
Public Affairs Office

NEW BOSTON, Texas -- In early May Red River Munitions Center Director Harrell Hignight received a call from the 120th Infantry Brigade (Training Support) at Fort Hood requesting training for two Army Reserve ammunition lift platoons units deploying to Iraq and Kuwait.

RRMC was requested because the specific nature of their training could not be replicated at Fort Hood. Additionally, the units were on a short time frame of seven days for training, and Red River was within an five hour drive of their deployment station.

RRMC accepted the challenge and worked with Maj. Albert Brown, planning officer for the 120th Infantry, to develop a training plan for the units. The training plan included surveillance and inspection operations; shipping, receiving, storage, and re-warehousing lot segregation and palletizing. The plan also included inventory operations to include bar coding and Automated Identification Tracking (AIT); demolition operations; equipment training to include milvan movers (50,000 Rough Terrain Container Handlers)

and reach stacker), 6,000 variable terrain forks and 10,000 forklifts. Also included in the training plan was stock control/documentation as well as transportation functions.

The first unit, the 962nd Ordnance Company, from New York, arrived on July 8 and "hit the ground running" the next day. RRMC personnel supported the unit with hands-on training through July 15. The second unit, the 395th Ordnance Company, from Wisconsin, arrived July 16 and also "hit the ground running" the next day. The 395th training ended July 25.

With only seven days to train, RRMC's goal was to provide training that would assist and enhance the units for future deployment. The leadership of the units and RRMC made this a successful mission. Everyone demonstrated very high standards in their professionalism, work ethics, and teamwork. The coordination, communication, and pre-planning among the units and RRMC personnel was extremely smooth and a very successful experience.

RRMC members felt privileged to work with units with such high standards, professionalism, and Army values. Prior to departure, RRMC members provided a farewell reception in honor of the Soldiers to show their appreciation for their service and duty to the country.

Continuous Improvement

Joint Munitions Command eyes ammunition business process improvement opportunities in light of enterprise transformation planning.

By Ricky Peer

Joint Munitions Command

Ammo Depot Automation Project Office

ROCK ISLAND ARSENAL, Ill. -- While the Joint Munitions Command awaits a total re-engineering of its business process system, it is improving its legacy system. While the long-range plan is to replace the legacy system with the Logistics Modernization Program Enterprise Resource Planning, the command continues to make improvements in today's business processing practices that also will be exportable to the future LMP solution.

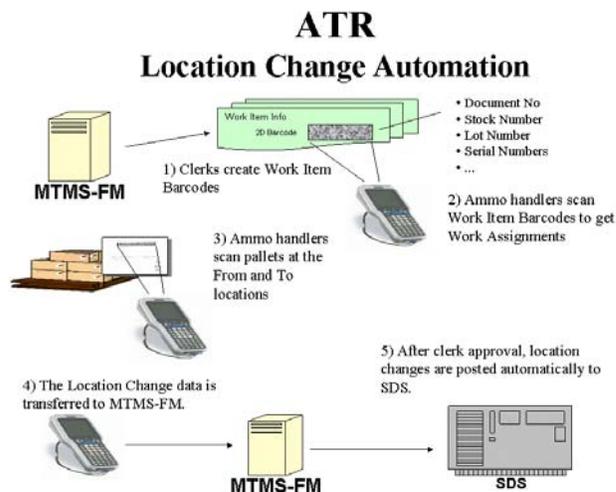
Most recently JMC improved a 30-year-old, largely paper-based system for manually recording logistics work. They replaced it with an automated business process, integrating hand-held scanners and automated posting/recording of logistics work actually performed on munitions-to-legacy custodial systems. The system functionality being initially provided is limited to automating ammunition location change transactions, which can number more than 30,000 transactions per month throughout the ammunition community.

The former process of recording ammunition movement was performed via an "Ammunition Transfer Record", also known as DA Form 4508.

The ATR is a "scratchpad" document that records a range of ammunition logistics transactions. The transactions may include:

- location changes.
- condition code changes.
- lot number changes.
- serial number changes.
- depot surveillance record data entry.
- materiel historical program data entry.

Although the ATR is not intended to serve as a work order, as a practical matter it often is used to manually record and assign tasks to logistics crews. For example, a



supervisor may manually complete an ATR directing a work crew to move a quantity of materiel from one location to another. That work crew would perform the requested move, sign and date the ATR, and turn in the ATR to clerical staff for manual entry into the system.

Today's location change process is being facilitated by the Munitions Total Management System – Field Module, an ammunition depot client business process application; and the hand-held scanner, FM Mobile application software, which executes on an Intermec CK31G scanner.

The MTMS-FM ammunition depot business process application supports numerous ammunition management activities: order fulfillment, receipt of materials, shipping activities, and associated documentation. It stores and transfers transactional ammunition and shipment data, and communicates with legacy custodial and execution systems.

For the automated location change process, the MTMS-Field Module initially provides work order asset information in the form of a scannable work item barcode. The work crew scans this information, which provides all the information required to execute a location change.

The field module subsequently becomes a central temporary repository for location change transactions. This holding area for transaction data is necessary due to the two-part nature of location change transactions, as well as to accommodate the automated updates to the system of record, and to record planning information.

A Scanner Synchronization Manager creates comma-delimited flat files representing one or more location change sessions, intended for export to MTMS-FM. Those flat files are dragged and dropped from the scanner to the MTMS-FM application using ActiveSync as a transport mechanism. MTMS-FM then imports the location change data from the flat file. Exporting the location change session data requires collaboration among the user, ActiveSync, SSM and the MTMS-FM location change application.

Safety is the goal for Crane

By Tom Peske

Crane Army Ammunition Activity Public Affairs

BLOOMINGTON, Ind. -- More than 600 Crane Army Ammunition Activity employees attended its first off-site command safety stand-down recently at the Bloomington Convention Center in an effort to reduce injuries and increase productivity.

The single-day event, comprised of speakers and a health and wellness fair, allowed the entire organization the opportunity to realize the importance of health and safety both at work and at home.

"It is imperative that Crane Army employees receive education on their health and wellness and how that education transfers to mission support and readiness for the warfighter. Whether it is an accident at work or at home, every employee impacts our ability to get the job done right and on time," Lt. Cmdr. Martin Claeys, Crane's executive officer, said.

The stand down was the first off-site training for CAAA where all employees were in the same facility at the same time. In the past, due to the work facilities being spread at Crane, the command had to have split sessions of training. CAAA wanted to have the stand down in one facility to stress the importance of safety in the most efficient manner.

"By the time you have someone do training for the first part of the day, they tended to lose their effectiveness and

enthusiasm by the second part of the day," Betty Antal, Crane Army lead management analyst, explained. "Also, (holding one training session off-site) appeared to be more cost effective because, in the past, the disruption of the two training sessions negatively affected the completion of the mission. By completing the training in one day, we were able to focus on the safety and not be interrupted by any business issues that might have arisen if we had held the training on site."

The training included presentations on influenza pandemic, explosive working dogs, explosives 101, and how the Alcohol Tobacco and Firearms agents interact with military services.

Antal explained the training provided various avenues that focused on safety— not only at the work site but also at home and for personal care. She said, "The personal care affects how we perform on the job. Taking better care of our personal lives makes us better workers and results in prevention of accidents on the job."

At the health and wellness fair, Crane employees were able to engage various vendors on a variety of safety and health topics. The vendors offered employees blood pressure readings, glucose tests, and other health screenings to alert them to possible medical problems.

Overall, feedback by management and employees was that the event was a success, according to Antal. By doing the training together, the employees were able to feel more as one team or family.

"It is not just a theme of lost time at work, but also the perception and reality that we are family and everyone in this family should live a healthy lifestyle," Claeys said. "Remember, safety is the number one mission of this command and shall remain the commander's top priority."

New VP named for D&Z Lone Star

By Elaine Kennedy
Day & Zimmerman

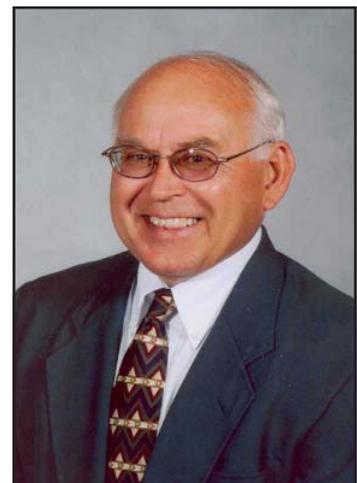
TEXARKANA, Texas -- Matthew M. Dibas has been selected to replace Jerry Smith as Vice President and General Manager of Day & Zimmermann's Lone Star Army Ammunition Plant division.

Dibas has worked for D&Z for 34 years – beginning his career at Lone Star in 1973 as a technical writer and subsequently progressing to various positions including general engineer, senior engineer, and supervisor of cost schedule control systems and project planning.

Prior to his new position, Dibas served as director of engineering, facilities maintenance, and plant utilization at Lone Star since March 2006. Prior to that assignment, he was program director of D&Z's Camden Operations at Camden, Ark., and director of plant utilization at Lone Star.

Dibas is a Six Sigma Green Belt (2003) and Black Belt (2005), both certified by VSE Corporation.

Dibas holds a Bachelor of Science in Education/Mathematics (1970) and Masters of Science in Mathematics (1973), both from Indiana University of Pennsylvania.



Matthew M. Dibas

College students make positive impact at JMC



U.S. Army photo by Darryl Howlett

Dirrick Sterdivant makes a point during his briefing. Sterdivant was hired by JMC.

By Alexandria Houston
Joint Munitions Command
MCRT Intern

ROCK ISLAND ARSENAL, III. - Eight students from various Southern colleges recently participated in an opportunity to prepare them to achieve their future career goals.

The Minority College Relations Team program is a Joint Munitions



U.S. Army photo by Darryl Howlett

Rikeshia Davidson briefs members of the JMC and ASC staff Aug. 10. Davidson will work in the JMC Public Affairs office. Richard Jayne, who manages the program looks on.

Command and Army Sustainment Command program that allows minority institutions to participate in federal programs and enhances the commands future readiness through these partnerships.

The Student Project Program started in 1997 for juniors and seniors from historically black colleges and minority institution schools.

The projects run 10 weeks in the summer and 15 weeks for the fall and spring semesters.

The success of the program has continued to break barriers such as converting six students to permanent positions, increasing participation of college students, and recently recruited two students for new hires with JMC.

“Students should set goals to learn more about specific areas that are either relevant to their future career path or simply to gain more insight into other areas of study,” said Rikeshia Davidson, a graduate of Mississippi Valley State University and a new hire with JMC.

Following the program, interns conducted an outbrief to both ASC Commanding General, Maj. Gen. Robert M. Radin, and JMC Commanding General, Brig. Gen. James E. Rogers on how the program made an positive impact on their young careers.



L-R: JMC Commanding General Brig. Gen. James E. Rogers, Katrina Connell, Maxine Bowen, Rikeshia Davidson, Dirrick Sterdivant (behind), Michelle Matthews, and Army Sustainment Command Commanding General Maj. Gen. Robert M. Radin.

Tooele awarded second ISO certification

By Kathy Anderson
Tooele Army Depot Public Affairs

TOOELE, Utah -- Tooele Army Depot announced on July 11, that the ammunition portion of the mission passed the certification inspection for compliance to the standards of the International Organization for Standardization 9001:2000.

This certification shows that Tooele Army Depot has achieved an international standard for its quality management system to ensure that the installation is consistent in its processes, procedures and service products. The scope of this quality management system include conventional ammunition logistics management that encompasses the distribution, maintenance, demilitarization, storage, inspection, and various ancillary operations to support and sustain conventional ammunition stockpile readiness for all DoD warfighters.

"ISO certification is a significant milestone in our efforts for continuous improvement and demonstrates our commitment to providing our customers quality goods and services," said Robert Anderson, chief, command program office, Tooele Army Depot.

"I am proud of the managers and employees for reaching their goal in being ISO certified and for their commitment to the success of the depot. This accomplishment is another milestone demonstrating the professionalism of the employees here," said Col. Anne L. Davis, commander, Tooele Army Depot.



U.S. Army photo by Kathy Anderson

Chuck Fowler, chief, ammunition surveillance division; Col. Anne L. Davis, Tooele Army Depot command; and Keith Siniscalchi, director, ammunition logistics and engineering, display the ISO 9001 certificate.

The ISO 9000 family of standards represents an international consensus on good management practices with the aim of ensuring that the organization can, time and time again, deliver the products or services that meet or exceed the client's quality requirements. The standards give organizations guidelines on what constitutes an effective quality management system, and models against which this system can be audited to give the organization and its clients assurance that it is operating effectively.

ISO 9000 was originally published in 1987 by the International Organization for Standardization, a worldwide

federation of national standards bodies headquartered in Geneva, Switzerland. The organization was founded in 1946 to develop a common set of standards for manufacturing, trade and communications.

The Ammunition Equipment Division at Tooele was ISO 9000 re-certified May 3 for research, development, design, manufacturing and rebuild of equipment including Ammunition Peculiar Equipment.

The certification of conventional ammunition logistics management is the depot's second ISO-certified operation.

The Bullet'n is looking for interesting stories and features. Email rock-amsjm-pa@conus.army.mil with possible stories and ideas.

Condon pays visit to Iowa AAP

By Leon Baxter

Iowa Army Ammunition Plant Public Affairs

MIDDLETON, Iowa -- Kathryn A. Condon, executive deputy to the commanding general, U.S. Army Materiel Command, Ft. Belvoir, Va., toured the Iowa Army Ammunition Plant on July 24.

Condon was accompanied by Jyuji Hewitt, deputy to commander, Joint Munitions Command; Celia Hadden, assistant deputy, JMC Munition Logistics Readiness Center; Don Morrison, JMC Base Realignment and Closure office; and Capt. Frank Benites, executive officer to Condon.

The IAAAP Army staff with American Ordnance, LLC conducted the tours. Condon and party were taken on tours of Line 3A to view artillery production and Line 2 to review the 120 mm tank production facilities. Condon also had the opportunity to review IAAAP's Flexline in its final stages of installation.

The facility, when completed, will provide the Army the capability to load insensitive munitions for 60, 81, and 120 mm mortars, and 105 mm/155 mm projectiles in a controlled environment. The facility will use the conventional melt cast process as well as the newly developed cast cure process. Condon also reviewed the exterior portion of Line 4A



U.S. Army photo by Leon Baxter

Several Iowa Army Ammunition Plant and Joint Munitions Command leaders toured the plant with Kathryn Condon (second from right), executive deputy to the commanding general, AMC.

facilities where the BRAC item (detonators) will be produced. Condon was also taken on a drive by of the Building 1-12, where there was an explosive incident last year.

Condon and party indicated they had a better understanding of the facilities and infrastructure used at a load, assemble and pack facilities, such as IAAAP.

Conflicts *Continued from page 2*

three months and is pleased with how trainers are replicating environments Soldiers face in combat.

"Our military success in this difficult war is tied to the capabilities of our leaders and of our Soldiers, and we won't fail to prepare them for success," Casey said.

The Army also needs to continue to reset forces as they come back from deployments to prepare them for future contingencies, Casey said. As units deploy and redeploy, the impact of a short reset time can be seen on Soldiers, leaders, Families and equipment. The resetting process is essential in bringing units back to combat readiness as quickly as possible, he said.

Another area the Army will continue to work on is transforming the force to meet the demands of the 21st century, Casey said. Transformation includes increasing the size of the Army, modernizing the Army, changing and adapting organizationally, changing institutions, adapting the reserve components, and changing education and training.

"Transformation requires a holistic effort to adapt how we fight, how we train, how we modernize, develop leaders, station our forces, and support our Soldiers, Families and civilians," Casey said. "Transformation is a journey, not a destination."

The last area the Army will focus on is sustaining Soldiers, Families and civilian employees, Casey said. Soldiers are the centerpiece of the Army and need to be physically tough and mentally adaptive and live by the Army values, he said. Caring for them and their Families with strong support programs is essential to the strength of the force, he said.

"These warriors are our ultimate asymmetric advantage, the one thing that cannot be matched by our adversaries now or in the future," he said. "These superb Soldiers and their Families deserve the best support, stability and compensation."

Decisions to increase the size and readiness of the Army reflect the importance of the current Army mission and the important role the force will play in future conflicts, Casey said. Implementing these decisions will take several years, he cautioned, but the resultant force will be essential in leading the nation through a future of persistent conflict.

"Your Army is a resilient organization, and while it is unquestionably stressed and stretched, it remains the best in the world, and we are that way because of our values, because of our ethos, and because of our people," he said.