

# THE DESERT STAR

## Tooele welcomes the AMC commanding general

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**ALWAYS AT THE READY**

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# Commander's Corner

## Tough times ahead...

By Col. Yolanda C. Dennis-Lowman  
Tooele Army Depot commander



**I'm sure that** I don't have to tell any of you that times are getting tough. You only have to go to the gas station or to the grocery store to see the effects of our worsening economy. Times are also getting tough within the Department of Defense and the "sting" will be felt here at Tooele Army Depot. So in a time of dwindling resources, the challenge will be to "do more WITHOUT more."

You may ask yourself, how can we possibly do more without more when we've already been doing more with less? Though both phrases are oxymoronic, the truth of the matter is that we must learn to do our business, supporting the Warfighter, without more dollars or people. It may seem impossible, but I offer a few suggestions on how Tooele Army Depot can come out on top.

1. Constantly seek ways to improve how we do our business. Process improvement is needed across this depot, in all areas and the responsibility does not lie solely with the Continuous Improvement Office.

2. Find ways to maximize your output during the workday.

3. Recognizing that there are some

enterprise deficiencies that are being worked, we must make the Logistics Modernization Program (LMP) work for TEAD. We can't let work-arounds become the norm. To do so will cause inefficiencies and inevitably, more money. We must get to the point where we are maximizing the full potential of LMP.

4. Always strive for excellence. Don't settle for mediocrity. A mediocre mentality will not survive the tough times that we will encounter.

5. Finally, take advantage of the successes that TEAD has already experienced...market the TEAD brand.

Let's be proactive and find ways to manage the expected tough times. TEAD has and will continue to be resilient.

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# What is the Chief of the Fire Department's Special Sauce?

By Kathy Anderson  
Tooele Army Depot Public Affairs

**Team Member: Danny Dow**  
**Position: Chief, Fire and Emergency Services Branch**  
**Command Staff: Garrison Operations**

It is not uncommon for firefighters to follow in the footsteps of their parents or older siblings that have been devoted to fighting fires. Some have even been on the same crew with a parent during a fire or rescue. Danny Dow grew up with this in his blood. He followed his father and uncle's example as a fire fighter on the Tooele City volunteer fire department.

Dow started his firefighting career 28 years ago as a trainee for the Tooele Army Depot fire department, which is still the only full-time fire agency in the county.

He became the depot's fire chief in December 2009. "I've worked my way from the very bottom to the chief's position," he said.

Dow's priorities are fire prevention and safety of the depot employees at both Tooele Army Depot and Deseret Chemical Depot, including medical calls. The Fire Department also respond to calls in the southern part of the county from Tooele to the Utah and Juab county lines. He has a 36-person, 15-vehicle department that handles chemical and hazmat accidents, as well as rescues in unstable areas, such as in a canyon or confined spaces.

Since taking over as chief, he has enhanced the training for both the firefighting and physical fitness programs. This was an effort to meet and maintain the Army's firefighting standards and preparing to tackle any situation that arises.

Firefighter fitness has become a big emphasis at the depot, since heart attacks are a significant cause of



Danny Dow, Chief, Fire and Emergency Services Branch, Garrison Operations. (U.S. Army Photo by Kathy Anderson)

deaths among firefighters. "Firefighters at the depot are given about an hour per shift to work out in the stations gym," Dow said. "And by regulation they're required to retire from the department by the age of 57."

Dow is still a volunteer firefighter for Tooele City and has even been placed on their "senior" list because of the length of his service, which is 25 years.

"Volunteer and paid fire departments both have their own strengths and weaknesses, but the firefighters in either are similar in that they are both professionals," he said. "Firefighters risk their lives every day because they want to serve – we have a strong brotherhood."

What is the Fire Chief's Special Sauce? Currently, Dow's priority for keeping people and property safe and protected, through prevention and training programs is a major piece of the depot's mission. The fire department is "Always at the Ready."

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**COVER PHOTO:** Jerry Romano, Chief, Shipping and Receiving, at TEAD, explains to Gen. Dunwoody the out loading of 155mm projectiles that were being containerized for a shipment to Hawthorne Army Depot, Nevada. (U.S. Army Photo by Kathy Anderson)

# Tooele welcomes the AMC commanding general

By Kathy Anderson  
Tooele Army Depot Public Affairs

**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, February 8, 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, Dunwoody 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 ten 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



Gen. Ann E. Dunwoody, Army Materiel Command, commanding general, discusses various issues affecting AMC installations with TEAD managers during her visit on Feb. 8. (U.S. Army Photo by Ely Trapp)

all ammunition peculiar equipment maintenance and manufacturing and the basis for the CITE designation, Dunwoody learned the various capabilities including traditional machining, forming sheet metal, welding, fabrication and inspection of 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 said. Dunwoody was able to see various pieces of APE on display at the Pilot Model Shop and also in the Ammunition Operations Directorate, Ammunition Maintenance Facility.

"The visit from a four-star Army general was a very special occasion," Heath said. To see her showing her appreciation and support for what we do here means a



Gen. Dunwoody, Col. Dennis-Lowman and Jason Smart cut the ribbon at a ceremony for the newly renovated ammunition maintenance facility. (U.S. Army Photo by Kathy Anderson)

# New general for Joint Munitions Command visits TEAD

By Kathy Anderson  
Tooele Army Depot Public Affairs

**Brig. Gen. Gustave Perna**, commanding general for the Joint Munitions and Lethality Life Cycle Management Command and the Joint Munitions Command, visited Tooele Army Depot on Mar. 9 for a personal look at the installation to learn more about the depot's mission and capabilities by seeing first-hand how the depot supports the ammunition industrial base.

During his one-day visit, BG Perna had the opportunity to receive mission briefings and have discussions with staff on what the Army's strategic focus is for 2011 and beyond.

During lunch, he explained his top priorities for FY 2011. He emphasized that customer support is his number one priority.

"While our primary customers are the ones who wear the uniform voluntarily to defend our nation, we have other customers that help secure borders and fight crime daily and also our Allies in foreign countries. Superior customer service will not be a problem while I'm in command," he said.

BG Perna also spoke on 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, BG Perna walked through the Ammunition Equipment and Manufacturing Directorate, Pilot Model Shop, where he had the opportunity to see the newly designated Center for Industrial and Technical Excellence (CITE) for Ammunition Peculiar Equipment (APE). He was able to see a demonstration of Ammunition Peculiar Equipment and a display of Landing Gear parts for the T38 Aircraft that were manufactured for the Defense Logistics Agency (DLA).



Brig. Gen. Perna, commanding general, JMC, discusses various HQ JMC priorities for FY 2011 with TEAD managers during his visit on Mar. 9. (U.S. Army Photo by Kathy Anderson)

"I am very impressed with the many capabilities that this workforce brings to support JMC," Perna said. "TEAD needs to continue to provide the best product at the best value to compete with private industry."

Following the tour of the Pilot Model Shop, Perna was provided a mission briefing and tour of the ammunition operations area which employs approximately 43 percent of the total depot workforce. It was explained to the general that Army assets only make up 41 percent of the ammunition in storage. Air Force, Marine Corps and Navy also store assets at TEAD, making the depot a worldwide provider of conventional ammunition.

In addition to ammunition operation initiatives, Perna's tour highlighted the Container Repair Facility where approximately 550 containers per year are being repaired for transportation of military ammunition and general supplies. TEAD is one of the primary Army locations for repairs of various types of containers.

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# Earthquake leaves depot employ

By Kathy Anderson

Tooele Army Depot Public Affairs

The 9.0 earthquake that devastated Japan left two Tooele Army Depot employees stranded at the Narita International Airport.

Chuck Holland and Gary Holbrook, civilian employees from the Tooele Army Depot (TEAD), Ammunition Equipment and Manufacturing Directorate, were stranded at the Narita International Airport, near Tokyo, for over 24 nerve-racking hours waiting for an airplane back to the United States.

Holland, equipment specialist, and Holbrook, general engineer, were in Japan on temporary travel orders from Feb. 25 to Mar. 12 to analyze problems the Japanese were experiencing with the Deactivation Furnace that TEAD designed and installed for the 83rd Ordnance Corps (U.S. Army owned, Japanese operated) in 2000.

Holland and Holbrook felt the quake while waiting for their airplane at the Tokyo's Narita International Airport. "It took us approximately five hours to travel the 422 miles on the bullet train, going through several tunnels to get from Hiroshima to Tokyo," said Holbrook. "It was around 1:30 p.m. Japan Standard Time (JST) when we arrived at the airport and checked in our bags and at approximately 2:45 p.m. JST, the first tremors of the earthquake hit."

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

At that time, Holbrook didn't feel that the shaking was any cause for concern. "I have been in Japan before during an earthquake and I didn't feel like this was as bad as the others," Holbrook stated.

Security guards began ushering approximately 13,000 people out of the airport onto the cement tarmac next to the airplane, where they believed it to be safe.

"The thing I thought was so interesting was there wasn't a lot of panic. Sure people were scared but there wasn't panic and the Japanese airport staff really took control of the situation and kept things pretty calm," stated Holland. "I thought they handled the situation pretty well."

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

"I don't know, maybe I should have been more panicked, but I felt like if the building was still standing, I was still alive, it couldn't be that bad," Holbrook said. It wasn't until they returned back inside the airport that they saw actual footage of the destruction from both the earthquake and the tsunami. That's when the severity of the event really hit them.

Once the airport staff started letting people back inside the building, they were allowed to go to their terminal and wait for the airplane or any word about a scheduled departure time.

Airport staff began handing people blankets, bottled water and some food. Some were even given the airplane meals that were available but there wasn't enough to go around.

# Employees stranded at Tokyo airport

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

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

Right after the earthquake, all the phone lines went down; they were congested for several hours. Holland and Holbrook were able to get word to their families, via text messaging.

“After sending several text messages, I finally received a reply back from my daughter, but it was several hours later,” Holland said. It wasn’t until the next day that they were able to place a call to their families and work to let them know they were safe and would be home soon.

“I felt like there was something I should be doing to help these people,” Holland said. “I am a volunteer with the Tooele County, Search and Rescue, and I wanted to do something, I just wasn’t sure where to start.”

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

TEAD will have future opportunities to return to Japan for rework on the Deactivation Furnace. Both Holbrook and Holland stated they would not have a problem returning to Japan.



Gary Holbrook (far left), general engineer, Tooele Army Depot, waiting on the tarmac at the Narita International Airport after the 8-9 magnitude earthquake in Japan. (Courtesy photo provided by Chuck Holland)



Gary Holbrook and Chuck Holland wait at airport terminal for 24 hours before boarding the plane to return home to Utah. (Courtesy photo provided by Chuck Holland)

# Senior Commander of Picatinny Arsenal impressed with TEADs capabilities

By Kathy Anderson

Tooele Army Depot Public Affairs

**The Program Executive** Officer for Ammunition (PEO-Ammo), Brig. Gen. Jonathan A. Maddux, visited Tooele Army Depot, Feb. 24, and saw many of the demilitarization operations performed at TEAD.

Joining the general on his visit to TEAD was the Deputy Product Manager for Demil, Carl Roller.

The purpose of Maddux's visit was to get familiarized with TEAD's mission and capabilities. Discussions with TEAD management were held on current demil process operations and future plans.

"I am very glad I got this opportunity to visit the installation and to see what you all do and see how the Product Managers can help out with various demil programs" said Maddux. "I'm very interested in the demil capabilities and to see how we can work together to do more with less."

During Maddux's tour he observed R3 (Resource, Recovery and Recycle) operations which included: the Super Pull Apart Machine (SPAM), where 20mm rounds were being disassembled; the Deactivation Furnace; and the Hydrolysis operations where Cartridge Actuated Devices/Propellant Actuated Devices (CAD/PAD) were being processed.

Maddux was also given the opportunity to see the Pilot Model Shop facility where Ammunition Peculiar Equipment (APE) was on display. He was given an Ammunition Equipment and Manufacturing Directorate mission briefing, explaining the cycle of APE. It was explained that the Pilot Model Shop is the hub for all APE maintenance and



Program Executive Officer for PEO-Ammo, Brig. Gen. Jonathan A. Maddux and Col. Yolanda Dennis-Lowman discuss the mission of the Pilot Model Shop and demilitarization capabilities at Tooele Army Depot. (U.S. Army Photo by Kathy Anderson)

formed the basis for the Center of Industrial and Technical Excellence (CITE) designation in 2010.

This was Maddux's first visit to TEAD since being appointed as PEO-Ammo, on Feb. 19, 2010. In this role, he leads the mission to develop and procure conventional and leap-ahead munitions to increase combat power for the Warfighter. In addition to his role as PEO-Ammo, Maddux also serves as the senior mission commander at Picatinny Arsenal, NJ.

# Army Civilian Service Website

A new recruitment site for the Army now serves as the employment portal for Army positions worldwide. Army civilian service employees under the Civil Service Retirement System (CSRS) will be retiring en masse over the next 10 years. To attract the next generation of employees, a focused enterprise-wide recruitment strategy required the development of a new website to promote the Army as an employer of choice. The Army Civilian Service website establishes an Army civilian web presence to increase prospective employees understanding of any motivation to join the Army civilian team.

Previously the Army maintained an employment board on the Civilian Personnel On-Line (CPOL) website. The CPOL employment board did not highlight the advantages of civilian employment with the Army. A dot com would provide the added ability to raise awareness, interest and understanding about Army Civilian employment, ultimately recruiting potential candidates. Establishing a site dedicated to Army Civilian Service would dispel the myth that employment with the Army requires a uniform.



“CPOL at CPOL.army.mil, will still be available to employees to access information such as MyBiz and HR Guidance,” stated Aaron Lee, TEAD CPAC Advisor.

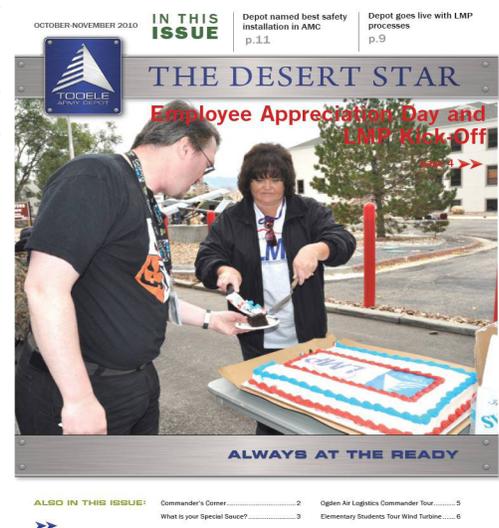
Over the next two years, the Army will transition from one automated recruitment tool, called Resumix, to another, USA Staffing, for advertising vacant positions, accepting applications and evaluating the job seeker’s eligibility and qualifications. To facilitate this movement, all Army announcements will now be posted on the new website (www.armycivilianservice.com). The Army Civilian Service website will eventually become the information center for civilian employment. This site is one of the enterprise-wide Army Civilian Service initiatives to meet the President’s Hiring Reform mandate to reduce the hiring time for federal positions.

## TEAD Public Affairs wins 2010 AMC Keith L. Ware competition

The Maj. Gen. Keith L. Ware Journalism Awards Competition recognizes military and civilian employee print and broadcast practitioners for journalistic excellence in furthering the objectives of the Department of the Army internal information program.

This competition also provides additional exposure to some of the finest Army stories, images and information campaigns.

For the second year running, Tooele Army Depot, Public Affairs has placed in two categories in the Army Materiel Command wide competition. Second Place - Category C (Magazine Format) - *Desert Star*. Third Place - Category M (Story Series) - *TEAD Goes Green*, Ely Trapp.



## Tooele welcomes the AMC commanding general

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lot to all our employees.

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

"After the completion of the 105mm renovation project last fall, we decided to take advantage of some down-time by giving this workhorse of the depot a facelift," Col. Yolanda C. Dennis-Lowman, TEAD commander said. "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.

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## New general for Joint Munitions Command visits TEAD

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"It was a great honor to have Brig. Gen. Perna visit the depot and for him to get a better understanding of how the depot operates and supports the ammunition enterprise and ultimately the Warfighter," Col. Dennis-Lowman said.

As Brig. Gen. Perna departed the depot he told the staff that TEAD is the best kept secret within JMC and everyone should be very proud of that. "If

you like coming to work, that is what it is all about. Positive attitude is what will keep the workforce going," he said.

# Critical ammunition inspection: a job for TEAD

By Ely Trapp

Tooele Army Depot Public Affairs

**While most people** were beginning their holiday break, employees at Tooele Army Depot were setting up an ammunition inspection line and living up to their motto of being “Always at the Ready.”

On Dec. 20, TEAD received an urgent request from the Department of the Army to inspect 4,000 90mm anti-personnel (APERS) recoilless rifle rounds, with instructions to ship 1,874 as soon as possible to support operations in theater. An eight man team from the Ammunition Operations Directorate (AOD) moved out quickly and prepared a building, set up an inspection line and completed all inspection requirements in less than five working days.

“Once again, the employees at TEAD demonstrated why we are ‘Always at the Ready,’” said William Smith, Chief of the Logistics Support, Maintenance and Demil Division of AOD. “An ammunition inspection program like this is absolutely critical for the safety of the Warfighter. We want the Warfighter to have confidence in the ammunition that we provide. When we received the call to ‘move forward,’ TEAD employees did not hesitate to perform their duties during the holiday season.”

The purpose of the inspection was to measure the depth of the primers, which had to be .025 inch or less to ensure the weapon’s firing pin made contact with the primer, guaranteeing reliability of the rounds, Smith added.

The 90 mm APERS round is designed for close-in defense against large attacks or assaults on personnel positions. The canister consists of a thin-walled, deep-drawn, scored aluminum body which contains steel-wire fragments called flechettes.

The inspection crew inspected an average of 803 rounds per day, ensuring the entire project was complete by the deadline.



Jason Alexander, a Tooele Army Depot Quality Assurance Specialist (QASAS), checks and verifies proper depth of a 90 mm anti-personnel round primer. Tooele Army Depot personnel inspected more than 4,000, 90 mm rounds as part of a Department of the Army urgent request for support. (U.S. Army Photo by Kathy Anderson)

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“When it comes to supporting the Warfighter, TEAD employees will do whatever has to be done to accomplish the mission,” said Col. Yolanda Dennis-Lowman, TEAD commander.

# Process improvement's are key in new Strategic Plan

By Tamika Johnson and Ron Snyder  
Continuous Improvement Office



**Over the past** year, cross functional teams at the depot have participated in developing a new Strategic Plan. This aggressive and visionary plan provides a detailed road map for all depot employees to follow to insure our continued viability in regards to competing and obtaining new and innovative workload, modernizing facilities and equipment, increasing productivity, and developing future leaders.

There are five primary Strategic Plan goals:

Group 1&2. By FY2014, achieve 600-thousand Direct Labor Hours within mission organizations (200 to 250-thousand for Ammunition Equipment and Manufacturing Directorate and 350 to 400-thousand for Ammunition Operations Directorate).

Group 3. Construct, replace and renovate infrastructure to support current and future installation requirements. Upgrade replace and purchase new equipment to support current and future mission requirements in order to achieve a higher degree of safety and modern technology.

Group 4. Increase productivity and throughput of all products across the installation by five-percent annually with a goal of 30 percent by FY2015.

Group 5. Develop Leadership and Supervisor Training Program.

Each of these goals have specified action items, Process Owners responsible for the action items being completed, time lines for completion and Key Performance Indicator (KPI) metrics or scorecards which will be used to measure progress.

For the implementation one of Group 4, Increased Productivity, the Continuous Improvement Office will be working with individual directorates and organizations to insure Strategic Planning Board productivity expectations are known and acted upon throughout the depot. The ongoing implementation of the following top/down line of communication for productivity initiatives is a key first step.

**(1) Strategic Planning Board.** SPB review Strategic Plan Productivity goals and determine best methods

to achieve. Set other objectives or modify goals. Strategic Plan 4, FY2011 metrics as approved by the SPB:

- \$2.6 million in Process Improvement and Value Engineering savings. Lean Six Sigma Goal: \$1.3 million

- Combine for a yet to be determined increase in overall Process Improvement Initiatives.

- Each Directorate conducts four Lean Assessments. Total of 28 assessments.

- Twenty-five percent of Green Belts participate in a process improvement project. Total of 18 Green Belt's participating.

- Each Directorate develops as a minimum one Lean Team. Total of seven Lean Teams.

- Each Directorate develops as a minimum one Productivity/Business Scorecard. Total of seven Scorecards.

- Each Directorate develops one Visual Management Board for a process operation or facility per year, a total of seven Visual Management Boards.

**(2) Continuous Improvement Office.** Work with the SPB and Process Improvement Steering Council (PISC) to implement Lean Six Sigma at TEAD. Provide Lean training and guidance.

**(3) Productivity Improvement Steering Council (PISC).** Personnel represent directorates in developing and implementing Strategic Plan and other process improvement initiatives. Report to SPB.

**(4) Lean Teams.** Teams responsible for researching and providing process improvement and Lean ideas, conducting Lean Assessments. Implement SPB goals. Report to PISC.

**(5) Process Owners.** Identify and support productivity process improvement projects. Work with Lean Teams.

Next steps will include providing additional Lean Training to Green Belts, Lean Team Members and we look forward to working with you all on implementing Action Items to meet the FY2011 Strategic Plan goals.