

The Letterkenny Army Depot

KENNY LETTER

November/December 2020



The Army's premier professional organization in Air, Missile and Space systems



COMMANDER'S CORNER WITH COL. GREGORY GIBBONS


Team,

Another productive couple of months in the books for Letterkenny. As we prepare to embark on a new calendar year, I'm asking you to all do your part to leave COVID back in 2020.

Since March of this year, we've seen guidance and data rapidly change as we continued to learn about this invisible threat plaguing our Nation. Although we are learning more with each day that passes, four things remain the same. We can help eliminate the impact of COVID by washing our hands, keeping six feet of social distance from one another, wearing our masks and frequently cleaning our workspaces. If we as a team can continue to complete these four tasks with tenacity, we can effectively lessen the impact of COVID on our installation and surrounding community.

I would like to wish all of you a happy and safe holiday season. I'm looking forward to all the successes and challenges that 2021 will bring, and know that the Letterkenny team will rise to the occasion. Thank you for continuing to make Letterkenny the Army's premier professional organization in Air, Missile and Space Systems.

LEAD, Follow or get out of the way!


GREGORY K. GIBBONS
Colonel, LG
Commanding

FROM THE DESK OF THE SERGEANT MAJOR SGT. MAJ. SCOTT HAYMAKER



Team Letterkenny,

First and foremost, I want to thank everyone for the warm welcome to the depot. The time that I got to spend on the floor with you was invaluable—it really enabled me to see the outstanding, interesting and complex work that is done here at the depot.

As I continue to get acclimated to my new position, I want to continue to educate myself on the depot and the work that each of you do so that I can better serve you.

Most importantly, I want you, Team Letterkenny, to know that I am here to support you. My door is always open, and I welcome constructive criticism and ideas.

I am truly amazed at the work that is done here, the professionalism of our team and how folks are artisans of their craft. The pride you take in your work is evident when hearing you speak about your job.

TEAM!

A handwritten signature in black ink, which appears to read "Scott M. Haymaker".

SCOTT M. HAYMAKER
Depot and Installation Sergeant Major

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FES SUPPORTS ARMY READINESS WITH ADDITION TO THE FLEET

by Dorie E. Heyer, Public Affairs



Letterkenny Fire Department hosted a Housing Ceremony, commemorating the addition of a new fire engine to the fleet, at Letterkenny Army Depot on November 13, 2020. Remarks were provided by Letterkenny Army Depot (LEAD) Commander, Col. Gregory K. Gibbons and Robert A. Denney, Chief, Letterkenny Fire and Emergency Services.

"What's great about this addition is that this is just the first step in the modernization of Letterkenny Army Depot in its entirety," Gibbons said. Gibbons highlighted some of the facility modernization efforts that LEAD already has underway, such as the fire engine acquisition. He also discussed some efforts that are planned for future fiscal years, including a new fire station, a new central receiving facility for the Directorate of Supply and Transportation, new industrial production buildings and a new access control point – all part of LEAD's strategy for the next 10 years.

"The addition of this engine increases capabilities, incorporates modern safety engineering, reduces maintenance and repair time and offers advanced environmental equipment that reduces exhaust emissions," Denney said. The Letterkenny Fire Department provides fire and emergency services to Letterkenny Army Depot and the surrounding community in Franklin County. "The upgrades to Letterkenny's fleet are part of the Army effort to modernize the fire truck fleet. Since 2015, the Army has reduced its lifecycle rate on fire trucks from 47 years down to 35," Denney said.

The fire engine Housing Ceremony is a longstanding tradition within the fire service that signifies an engine being ready for duty. Components of the ceremony include the wetting of the new engine, pushing the engine into the station and tolling of the bell – a tradition that serves as a sign of honor and respect for all firefighters who made the ultimate sacrifice in service to the community.

"This is a tremendous opportunity to recognize the first couple of steps that we'll be taking to modernize this depot to be prepared for future workloads. The future workload here at Letterkenny is going to be vast, and it's going to be different. We need to modernize and be prepared for those new systems, and this is the first step," Gibbons said. ★

LEAD WELCOMES NEW SERGEANT MAJOR

by Dorie E. Heyer, Public Affairs

Col. Gregory K. Gibbons, commander, Letterkenny Army Depot (LEAD) presided over the Change of Responsibility ceremony where Sgt. Maj. Richard Huff, relinquished responsibility as the LEAD sergeant major to Sgt. Maj. Scott Haymaker on November 19, 2020, at the Letterkenny lodge in Chambersburg. "The sergeant major is the keystone to every operation; he is the individual who makes it all happen," Gibbons said.

The Change of Responsibility is a time honored tradition within the U.S. Army that signifies the transference of responsibility from the outgoing sergeant major to the incoming through the passing of the colors. The custodian of the colors is the sergeant major who serves as the senior enlisted soldier in the unit and the principle advisor to the commander.

Gibbons reflected on Huff's achievements while serving as the installation sergeant major. "Sgt. Maj. Huff is an exceptional leader. We have watched him utilize his skills as a leader on numerous occasions throughout this difficult year, throughout the reorganization of Letterkenny Army Depot and in the development of a new depot strategy," Gibbons said. "Sgt. Maj. Huff has been the keystone of the depot – the individual that is constantly looking forward and preparing the depot for the future."



Sgt. Maj. Huff relinquishes responsibility as the installation sergeant major in a ceremony on November 19, 2020.

-photos by Dorie E. Heyer



Huff assumed duties as the depot and installation Sergeant Major on December 1, 2016, where he served as an advisor to the depot, commander and directors on all civilian and enlisted matters, ensuring that all levels of command are responsive to Soldier and Department of the Army Civilian needs, concerns and welfare. Huff's previous assignments include Senior Ground Surveillance Sergeant with the 28th Division, Pennsylvania National Guard, First Sergeant of Delta Company with the 628th Military Intelligence Battalion, First Sergeant of Alpha Company, 55th Brigade Special Troops Battalion, Battalion Command Sergeant Major with the 55th Brigade Special Troops Battalion, Command Sergeant Major with the 3-103rd Armor Battalion and Command Sergeant Major with the 55th Armored Brigade Combat Team. Huff shared the advice, "the depot is more than an Army organization. Do not discount the knowledge and experience of the workforce," with incoming Sgt. Maj. Haymaker.

Haymaker's previous assignments include Investigator with the 28th Military Police Company, First Sergeant with the 28th Military Police Company, Provost Marshal Sergeant Major with the 28th Infantry Division, Command Sergeant Major with the North Atlantic Treaty Organization (NATO), Senior Enlisted Guard Advisor to the Assistant Chief of Staff with the National Guard Cadet Command, Senior Enlisted Leader to the Director of Policy, Plans, Strategy, Capabilities and Partnering with the U.S. European Command (EUCOM), Interim Command Senior Enlisted Leader with EUCOM and Sergeant Major with Fort Indiantown Gap Training Center Operations. "I am deeply honored and extremely grateful for being offered the opportunity to serve the employees, Soldiers and families at Letterkenny Army Depot," Haymaker said. "My intent is to continue the great work that Sgt. Maj. Huff has done during his tenure, and I will strive to be a meaningful part of the team." ★



Sgt. Maj. Haymaker accepts responsibility as the installation sergeant major in a ceremony on November 19, 2020.

-photos by Dorie E. Heyer

THE FACES BEHIND LEAD'S PROJECT MANAGEMENT TEAMS

by Corey Marshall, HIMARS project manager and
Tim Liddick, TPY-2/THAAD/UAE project manager

This past July, Letterkenny Army Depot (LEAD) officially stood up the first three Program Management Teams (PMTs) here at LEAD. Those PMTs covered the Terminal High Altitude Area Defense (THAAD), TPY-2 Surveillance Transportable Radar, High Mobility Artillery Rocket System (HIMARS) and Directorate of Missile and Aerospace Readiness (DMAR) programs. These PMTs provide the depot with the ability to put an analytical focus on these individual programs and, more importantly, the program customers. LEAD's goal with the PMTs is to develop and strengthen LEAD partnerships and utilize them to grow not only our current workload, but future workload as well.

This new structure provides a voice to everyone involved with a program and enables them to influence the program and make it a success. The chain of communication in the PMTs has been streamlined to ensure that every voice is heard.

Now that the first PMTs are stood up and running with purpose and focus, more PMTs have been added to the depot's lineup. These new PMTs are for LEADs Power Generation, Extended Range Cannon Artillery (ERCA) program, Force Provider, Material Handling Equipment (MHE) program and Route Clearance Vehicle (RCV) programs.

Power Generation

The Power Generation PMT consists of Nick Beckley,

Aaron Hurley, Curt Slick, Andrea Rice, Kim Andrew, Ben Perry, Rick Tosten, Phil Tomey and Sunny Nichols.

The Power Generation PMT covers a large variety of power generation equipment and secondary programs. Their programs can range from a small three kilowatt THAAD Generator up to the massive EPP. "The new PMT structure aligns the goals of the Industrial Business Division and Directorate of Industrial Operations under one team," Nick Beckley said. They have one team with streamlined communication. "Improved guidance and direction from one team is a huge improvement," Phil Tomey said. The Power Generation team's advice for future PMTs is to communicate.

ERCA

The ERCA PMT consists of Keith Trumble, Greg Snare, Melissa Beers, Sherry Fahrney, Crawford Peters, Eric Dysinger, Mike Kline, James Friday, Austin Doyle, Ricky Dixon, and Adam Shultz.

The ERCA program is a newer program to LEAD that has many moving parts. The PMT is currently working with the customer to develop specialized equipment in support of the ERCA program, while also working to secure the follow-on work after the initial work is complete. The new PMT structure has helped set the tone and provided a solid structure for the ERCA program. "The PMT training provided by LEAD gave the team the training and tools needed to make this a smooth transition," George Coble, Manufacturing and Fabrication Division chief, Directorate of Industrial Operations



said. The ERCA team has seen a big improvement in communication. "The communication has opened up channels from the production floor to the PMT," James Friday said. Sherry Fahrney feels more invested in the program success. "Being part of the team and being able to collaborate, makes you feel more invested in the program success," she said. Melissa Beers offers advice to future PMTs saying, "Keep an open mind and communicate."

The MHE/RCV PMT consists of Jeremy Johnson, Carl Robillard, Mark Culbertson, Richard Brenize, Nichole Chiaverini, Darryl Boggs, Teresa Cramer, Kevin Griffin and Rick Ramsey.

The MHE/RCV program has a lot of moving parts to it. These programs have multiple complex systems that the teams disassemble and assemble on a daily basis. The team has seen improved

operation was unnoticed to the customer. As for advice for incoming PMTs, "Sit down and listen, evaluate strengths, figure out lanes and positions so that you don't have multiple people doing the same job" Mark Culbertson said. "Make sure things are documented so that we can explain and evaluate what and where things went wrong to improve processes in the future," Culbertson added.

Force Provider

The Force Provider PMT consists of Rodney Armstrong, Becky Bucher, Valerie Detwiler, Chris Kline and Luke Cooley

The Force Provider program performs two main functions for the "tent city"; they

execute new builds and reset. This is everything the Solider needs to live comfortably away from home. The PMT quickly adapted to the new structure. The entire Force Provider team went into the new PMT with an open mind. The new structure has provided the team with improved communication, program focus and higher team moral. Rodney Armstrong states that "Communication is the key" to a successful PMT.

MHE/RCV



communication and organization since the transition. "As a shop floor supervisor, I thought we were already running a good program, but the new structure helped," Rick Ramsey said. "The PMT made the team much stronger – they held us more accountable for our work," Ramsey added. The team also feels this new structure will provide better direction for the program, by combining IBD and DIO. The PMTs customer has already adjusted to the new structure, as the MHE/RCV was part of the pilot PMTs, so the transition out of pilot into standard

As LEAD welcomes these new PMTs, there have been multiple successes achieved by the teams, as well as challenges encountered and overcome. The PMT concept is still fresh to the organization, but as we move forward in executing our daily mission of maintaining and repairing the equipment our warfighters rely on, every member of the LEAD workforce will ensure their personal contributions count towards the overall success of their respective PMT and the depot as a whole. ★

DMAR VALIDATES TIME SAVING PROCESS FOR PATRIOT MISSILES

by John Shinn, Directorate of Missile and Aerospace Readiness

Certified missile technicians in the Directorate of Missile and Aerospace Readiness (DMAR) at Letterkenny Army Depot (LEAD) along with personnel from Raytheon, validated the field re-pinning process for missiles and performed a training activity starting on September 28, 2020, at the depot located in Chambersburg, Pennsylvania. The training is an effort to expand on the artisans' knowledge to better support the warfighter and U.S. allies globally.

The de-pin of a missile can occur for multiple reasons when in the field. The technicians utilized a manual winch system on an inert missile round that could be deployed in the field to move and re-pin the missile allowing for safe transport to a repair or recertification facility, such as DMAR. A shorting device tool was developed as a part of this training to ensure the safety of the technicians. "This shorting device also serves as a back-up during shipment if there is damage to the internal connectors from movement of the missile round while un-pinned," Chris Frank, deputy director at DMAR, LEAD, said. The goal of this validation and training was to mimic the quality and safety standards established in the DMAR facility while in a field environment.

DMAR already had a fly-away kit used for field operations for many years, however it consists of multiple bulky containers and is difficult and expensive to transport around the world. DMAR received notification in late 2019 that there were multiple assets that needed re-pinned at an Foreign Military Sales (FMS) location. This new process uses much less tooling, and in most cases, only requires the missile to be moved a few inches to ensure proper pin engagement. The training was prompted by the need to validate the new process, tooling and fixtures. Working closely with Raytheon, DMAR was able to formally train multiple technicians and plans are in place to train the rest of the workforce prior to the first deployment.

This procedure, kit and personnel knowledge gives DMAR, and the Army, the ability to deploy to any location around the world to ensure safe missile transport in the event the missile moves while un-pinned. "It was reassuring to see Depot personnel rehearse and validate these procedures on field expedient measures to support operational units. It was also very eye opening to see the time difference from conducting testing at DMAR with digital systems as opposed to the analog processes used for field testing. "The entire process was well executed and showcased the depot's level of expertise." Chief Warrant Officer 3 Robert Brower said. Brower is at LEAD as a part of the Training with Industry (TWI) program. DMAR will be able to deploy rapidly when called upon to assist the Army or PATRIOT member nations if they have an occurrence and prevent the missile from pushing through the front cover or having an escalated issue with the missile coming completely out of the canister. ★



Left: Ben Carbaugh and Matt Knarr install the tooling necessary to move the missile into pinning position.

Right: Matt Knarr uses the Field Resistance Test Set (FRTS) to confirm the connections of the missile. - photos by Pam Goodhart



LEAD HONORS COMMAND SGT. MAJ. DURING RETIREMENT CEREMONY

by Dorie E. Heyer, Public Affairs

Letterkenny Army Depot (LEAD) hosted a retirement ceremony for Command Sgt. Maj. Richard A. Huff on November 19, 2020, celebrating his 32 years of military service. Col. Gregory K. Gibbons, commander, LEAD, presided over the ceremony.

"Command Sgt. Maj. Huff you should be very proud; 32 years of service is an absolute achievement," Gibbons stated. "The support you have provided to the workforce at Letterkenny Army Depot has been tremendous, the relationship you have created with U.S. Army Aviation and Missile Command (AMCOM) headquarters is monumental and your wisdom will continue to impact LEAD well into the future."



Huff was presented with multiple awards, including the Legion of Merit, Certificate of Retirement and the Knowlton Award – presented by retired Brig. Gen. Wilbur E. Wolf III and retired Command Sgt. Maj. Anthony Browning on behalf of the Military Intelligence Corps Association. The Knowlton Award recognizes those individuals who have made significant contributions to the Military Intelligence Corps. Recipients must have demonstrated the highest standards of integrity and moral character and displayed an outstanding degree of professional competence. Wolf highlighted Huff's history of dependability stating, "It's quite appropriate that you started as the commander's eyes and ears when you were assigned to the 2nd Infantry Division at Camp Hovey, Korea, and you end as the commander's eyes and ears here at Letterkenny Army Depot."



Top: Command Sgt. Maj. Huff provides remarks during his retirement ceremony.

Middle: Retired Brig. Gen. Wolf III and retired Command Sgt. Maj. Browning present the Knowlton Award to Command Sgt. Maj. Huff.

Bottom: Retired Brig. Gen. Wolf III and retired Command Sgt. Maj. Browning present the Knowlton Award to Command Sgt. Maj. Huff.

- photos by Pam Goodhart

Multiple directors shared remarks, highlighting Huff's accomplishments and contributions to the installation over his four year tenure. "He is someone who believes that a leader's role is a privilege, that service to others is a gift, that honor and integrity is a given and that attitude is a choice," Kate Williams, director, Operations, Planning and Support directorate, LEAD, said. As the senior enlisted Soldier in the unit, Huff served as the principle advisor to the commander and focused on ensuring that all levels of command were responsive to Soldier and Department of the Army Civilian needs, concerns and welfare. "Command Sgt. Maj. Huff is an inspiration and a friend. Above all, he always cares for the Soldiers," Timothy Wolfe, director of Emergency Services, LEAD, said.

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Huff took time to remark on how his time at LEAD contributed to his own professional development. "I have grown and become more successful as a leader because of Letterkenny. My time at the Depot has been a success because of the great people that come to work and execute the Army's mission every day." Huff said. Huff also shared advice gathered over his military career. "The most important things I have learned during my time in uniform are lead by example, listen, demonstrate empathy and maintain standards."

Huff assumed duties as the depot and installation Sergeant Major on December 1, 2016, where he served as an advisor to the depot, commander and directors. Huff's previous assignments include Senior Ground Surveillance Sergeant with the 28th Division,

Pennsylvania National Guard, First Sergeant of Delta Company with the 628th Military Intelligence Battalion, First Sergeant of Alpha Company, 55th Brigade Special Troops Battalion, Battalion Command

Sergeant Major with the 55th Brigade Special Troops Battalion, Command Sergeant Major with the 3-103rd Armor Battalion and Command Sergeant Major with the 55th

Armored Brigade Combat Team. Huff summed up his career by stating, "As I prepare to take the uniform off for the last time, I will admit it is a scary proposition, but I feel I have been prepared by my mentors and leaders to execute this mission. An old boss told me this repeatedly, 'The Army prepares you for this your entire career.' As I step away from the podium, another leader is ready and able to step into my vacated position." ★

"Lead by example, listen, demonstrate empathy and maintain standards"



Clockwise from top left: Col. Gregory Gibbons presents Command Sgt. Maj. Richard Huff with the Legion of Merit Award during Huff's retirement ceremony. Col. Gibbons and Command Sgt. Maj. Huff pose with the Legion of Merit Award. Col. Gibbons presents Command Sgt. Maj. Huff with his Certificate of Retirement. Col. Gibbons provides remarks during the retirement ceremony in honor of Command Sgt. Maj. Huff.

- photos by Pam Goodhart

Thanksgiving Wishes from the Commander



OPSEC VAULT

Operations Security; the process used to identify and protect sensitive or critical information from our adversaries.



"A good sketch is better than a long speech." The quote attributed to Napoleon Bonaparte, and the likely source of the phrase you more commonly hear...

"A picture is worth a thousand words."

Remember that you are required to have a permit to take photos, still or video, on the depot in accordance with the LEAD Installation Photography and Videography Policy.

In addition, remember that pictures are required to be processed in accordance with the LEAD Photo Policy and the LEAD OPSEC Plan.

Our adversaries are looking for little bits of data—collecting small pieces of a larger puzzle. A picture can easily contain data that helps an adversary put together the larger puzzle. The larger puzzle may display sensitive or critical information.

Help protect our sensitive or critical information. If you are authorized to take photos, make sure they are processed and reviewed properly. ★

SMALL CHANGES INCREASE DEPOT PEDESTRIAN SAFETY

by Kylie Scott, Directorate of Public Works

The Directorate of Public Works (DPW) at Letterkenny has been making instrumental changes to increase the pedestrian safety throughout the depot. Two of the projects include creating sidewalks and installing new solar-powered pedestrian crosswalk signs.

In late October, the Construction and Transportation Division (C&T) of DPW finished a project that created two sidewalks which connected the Directorate of Emergency Services (DES) police barracks to the main gate and the building 320 break area to the street-front parking along California Avenue. Both areas were identified as walking paths due to the tracks found in the snow during one of the many snow storms in the previous year. "During and after each snow storm, you could easily see where the majority of the employees were exiting the building and walking the shortest path to their cars" Kylie Scott, DPW C&T division chief stated. "Also, anytime you drive through the gate during shift change, you can see DES employees either walking along the road or in the grass to get back to the barracks," Scott said. "It just seemed logical to create a safe walking path for them." With winter quickly approaching, the new sidewalks will provide better access to both areas.

The other project included the installation of illuminated crosswalk signs in front of building 320. This was a result from a HRP submitted by a depot employee. The signs are solar-powered, and when activated, flash at oncoming traffic to alert them that someone needs to cross the road. The area between dock 2 and building 320 is a very high traffic area due to the incoming trucks, employees traveling through to get to other areas on depot and pedestrians crossing California Avenue from the dock and Property Book Officer (PBO) office in

COLLABORATION CONQUERS CONFINED SPACES CHALLENGES

by Samuel Deverell, Safety Office



The Directorate of Supply and Transportation (DS&T) and the Safety office at Letterkenny Army Depot (LEAD) have collaborated to construct a confined space simulator to provide personnel with a hands on experience as part of their confined space training. Students will learn how to recognize a confined space, how to recognize and mitigate hazards as well as the steps they should take in an emergency.

A confined space is a small area that has limited or restricted means of entry and exit, and is not designed for continuous occupancy. There are numerous confined spaces at LEAD. Examples include bins, boilers, heating and air conditioning (HVAC) duct work, dust collectors, pits (elevators, pumps, valves and milling machines), manholes (storm drains, electrical, and communications) and tanks (coal, fuel, chemical, and water).

Samuel Deverell, safety specialist, works on the construction of the confined space simulator. —photo by Pam Goodhart

building 331. When asked about the improvements to the area for his employees, Mr. Dave Pollock, Directorate of Supply and Transportation (DS&T) deputy director emphasized the relevance of these projects to the depot's safety initiative. "Safety is our number one focus area within DS&T," Pollock said. "The safety improvements occurring now are a direct result of the team voicing their concerns and leadership taking action." Pollock went on to say, "We carefully analyze each concern with Safety and DPW teams to provide a corrective action plan and an interim solution. I couldn't be happier with the results of the most recent crosswalk installation."



One of the pedestrian crosswalks installed at the depot.

-photo by Pam Goodhart

These are just a few examples of how employee ideas can affect the depot safety culture. "The sidewalks and signs have added an extra safety measure during hours of low visibility that afford both pedestrians and drivers a better, safer path of travel," Erin Shoemaker, acting depot safety manager, said. Similar projects are planned for other areas of the depot, including the front of building 370 and other high traffic areas. ★



benchmark for safety training within the Army. This facility will support LEAD compliance with federal and National Consensus standards for Safety and Occupational Health.

Credit for the engineering and construction of the confined space trainer goes to safety engineer Osvaldo Alomar and DS&T employees Eric Ott, Kirk Kennedy, and Randy Boyd. ★



There are many hazards in a confined space. Too little or too much oxygen, dust and flammable or toxic gases being present name a few. There are engulfment hazards from water, coal or grain. The space may also have low lighting, have elevated noise levels and constrict a person's ability to move freely while working in the space.

The simulator will allow the Safety office to provide training where it is possible to safely simulate many of the hazards associated with confined space work. Additionally, the goal is for Letterkenny to serve as a

Top: Samuel Deverell and Randy Boyd work on the construction of the confined space simulator.

Above: The confined space simulator.

-photos by Pam Goodhart

MEET THE SERGEANT MAJOR

by Dorie E. Heyer, Public Affairs

Sgt. Maj. Scott Haymaker succeeded Sgt. Maj. Richard Huff as the depot's Sergeant Major in November 2020. With that comes the responsibility of advising the commander on all matters related to Soldier and Civilian welfare. Haymaker brings a wealth of experience and knowledge to the depot. Public affairs recently got the opportunity to sit down with Haymaker and learn more about what he brings to the team.

How have your past experiences prepared you to serve as Letterkenny's Sergeant Major?

Letterkenny is like no other Army assignment I have ever had in my 32 years! I have had varied assignments throughout my career; most recently at European Command in Germany, which the majority of the staff were DoD Civilians, so that experience helps me understand the complex nature of working with a civilian work force.



What skills do you bring to the position?

Good question! I think my biggest skill is that I've been working at the strategic level for several years and looking at the "big picture" in those positions. It gave me ability to see the overall mission and how to think critically for the future. At Letterkenny, there is a need to think about future workloads and emerging technology and where LEAD will play a role in those.

What is your leadership style?

My leadership style is very down to earth and approachable. The old days of Soldiers being afraid to talk to the Sergeant Major are long gone. The Army does not want toxic leadership any longer, and in fact, doesn't tolerate it. My approach is more with a sense of humor, empathy and a healthy dose of common sense. If I can get you to smile or laugh, I'm off to a good start!

What is your definition of effective leadership?

I believe that effective leadership involves several things, empathy and common sense are at the core. Setting the example and the standards are just as important. At the end of the day, if folks who encounter me can say 'Sgt. Maj. Haymaker really cared about my issues and he genuinely tried to fix or did fix the problem,' then I consider it a win.

What are your priorities for the depot as you serve as the Sergeant Major?

I wish I could give a great answer for that, but this is so new to me. Right now my priority is learning the mission here and how Letterkenny operates. It is a complex enterprise that I'll need time to learn. Once I understand the 'how' and 'why,' I'll be in a better position to set priorities and how I can leave Letterkenny better than when I arrived — which is my end goal.

What are your thoughts on mentorship?

Mentorship is important in any organization, military or civilian. If I didn't have great mentors along the way, I certainly wouldn't be where I am today. I urge leaders look down two levels for your replacement. Identify that person and start to groom them for advancement. You will not be in the same position forever and you want the organization to thrive, not just survive.

What does being selected as Letterkenny's Sergeant Major mean to you?

It is an immense honor to get selected as the Sergeant Major here at LEAD. I am approaching the twilight of my career and I could not think of a better place to end it. Seeing the pride, professionalism and abilities of the workforce is truly remarkable! Every time I walk around on the floor and watch people work, it's amazing how something enters one end a complete 'train wreck', goes through the process, and comes out better than new! Everyone has been so welcoming



and friendly and I'll end my career — hopefully in a few years — on a high note having served here, being part of the LEAD TEAM!

What do you want the Soldiers and Civilians to know about you?

I have thick skin and no problems with constructive criticism. If you see me doing something wrong, against the rules or just plain dumb, feel free to correct me. As I said, I am very approachable and would rather have people enjoy talking with me instead of dreading the fact that I might stop and talk to them.

I welcome the Project Managers to reach out and get me down to your section to work with, and meet your folks. I have no problem getting dirty and am not afraid of hard work! The time I have spent on the line was extremely enjoyable and I had the chance to meet some great people. I can't wait to do it again. ★



Opposite page top: Col. Gregory Gibbons welcomes Sgt. Maj. Scott Haymaker to LEAD through the passing of the colors during the Change of Responsibility ceremony.—Photo by Pam Goodhart

Bottom: During his previous assignment to NATO Headquarters Sarajevo as the command sergeant major, Army National Guard, Pennsylvania, Sgt. Maj. Haymaker conducts a class for university students in Dobo, Bosnia and Herzegovina.—Photo by Staff Sgt. Chris Hubenthal

Above: In his previous assignment to NATO Headquarters Sarajevo as the command sergeant major, Army National Guard, Pa., Sgt. Maj. Scott Haymaker scans the ground below from a UH-60 Black Hawk prior to meeting with Armed Forces of Bosnia and Herzegovina deploying soldiers April 6, 2013, over Bosnia and Herzegovina.—Photo by Staff Sgt. Chris Hubenthal

Left: From left to right; Spc. Josh Haymaker, Sgt. Maj. Scott Haymaker, Paula Haymaker and Cpl. Tiffany McMullen. The three members of the family all served in the 28th Military Police Company in Johnstown, Pennsylvania.—Photo by Cory Angell

SAY HELLO TO THE NEW PBO

by Jessica Koerth, Directorate of Supply and Transportation

Within the Directorate of Supply and Transportation (DS&T), there are many personnel that come together to make up the team. From analytics, shipping and receiving, procurement, property accountability, and tool cribs, they all work diligently to maintain the mission statement here at Letterkenny Army Depot (LEAD). One of the positions within DS&T serves as the conduit between all of the directorates at Letterkenny, with Army Material Command (AMC) and the General Service Administration. As the New Year quickly approaches, Mrs. Tina Diaz has taken on the task as the incoming Property Book Officer (PBO).

Where was your last position?

Before coming to Letterkenny, I worked within the Communications Electronics Command (CECOM) logistics information technology department as a logistics assistance representative. During active duty as a Sergeant in the US Army at Ft. Riley, I worked in logistics and supply.

What from your previous experiences were you able to apply to the new position?

I have 25 years of experience within logistics and supply. With this background, I bring multiple benefits to LEAD within the realm of logistics.

Tell us about your new role within Directorate of Supply and Transportation

As the Property Book Officer, I am responsible for all of the property on the depot. If something belongs to the depot commander, then it falls under my responsibility. All of the GSA vehicles, hand receipts and tool crib items are materials and equipment that I am responsible for.

Are there any new challenges that you look forward to?

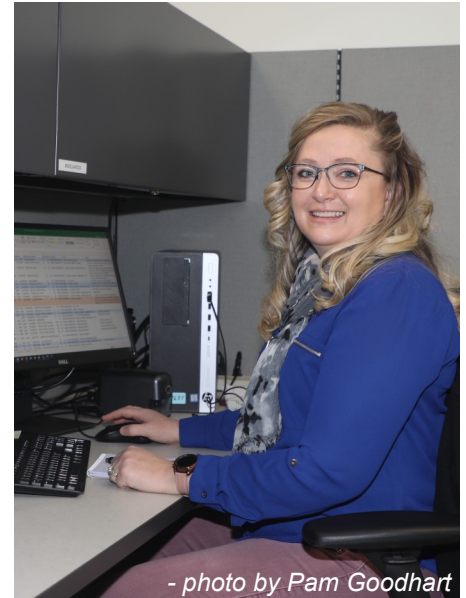
Defense Property Accountability System (DPAS) and Logistics Modernization Program (LMP) are new systems for me. Where I came from, these were not the systems that we used. I am looking forward to mastering both.

During your time so far, has there been anything about Letterkenny Army Depot that has made an impression?

Everyone has been very welcoming and excited to meet me. I have been extremely impressed with the dedication and hard work that I see every day, not only in the Property Book Office and Directorate of Supply and Transportation, but on the depot as a whole.

When you are not at work, what can you be found doing?

I enjoy spending time with my four children -- one of which is currently on active duty -- and two grandchildren. I have been sewing for many years. When COVID-19 started, I was at Ft. Campbell and I made over 800 masks for everyone that needed them.



- photo by Pam Goodhart

Outgoing property book officer, Mr. Neil Mumper, gave Diaz the advice to be flexible, be a multitasker and have integrity. Mumper also highlighted the importance of being prepared to back unpopular opinions or processes as well as getting to know the workforce -- what they do and why they do it. "I was lucky for the experience I collected as I came up through the ranks in in many areas during my tenor prior to taking over the PBO position," Mumper said. "Continue to expand the logistical knowledge of the depot, which will continue to increase efficiency as we are all one team."

The strength and success of Letterkenny is highly reliant on the skilled workforce it employs. Jeremy Crouse, logistics division chief within DS&T, emphasized the strengths Diaz adds to the DS&T team. "She brings years of experience, a wealth of knowledge and an eagerness to initiate new ideas," Crouse said. "Letterkenny, as a whole, is going to enjoy working with her."★

A TRIP THROUGH LETTERKENNY HISTORY

by Dorie Heyer, Public Affairs

Max Harrell, a Georgia native serving as a First Lt. with the Ordnance Corps, was stationed at Letterkenny Army Depot (LEAD) from 1971 to 1972. Harrell recently shared some documents from his personal archive, collected during his time at LEAD. The documents, along with Harrell's story, paint a picture of LEAD in the 1970s.

Reflecting on his time spent at LEAD, Harrell recalls Letterkenny as a relaxed, yet mission focused environment. "At the time, many of the guys were coming back from Vietnam, so they took their business seriously, but it was a welcomed break from the war," Harrell said. "We were focused on the mission, which included supporting the Vietnam effort with ammunition and rebuilds of equipment."

Much like today, LEAD was primarily a civilian workforce, but Harrell indicated that the employee population was heavily comprised of military veterans. In one of the documents Harrell provided, it indicated that there were well over 100 active duty Soldiers assigned to LEAD in 1971.

At the time, active duty personnel were provided access to hunting areas on LEAD's 17,000 acre property. "Hunting season was a great time. As a Soldier, you could go deer hunt after work," Harrell recalled. "It was unusual because there are a lot of places that you can go and deer hunt, but at Letterkenny, I was able to hunt pheasant as well." During the 1970s, Letterkenny also offered Soldiers amenities such as a ceramics shop, woodworking shop, Class six store and an Officer's club – where Harrell had his going away party upon his departure from Letterkenny.

After being stationed at LEAD, Harrell returned to the civilian population and worked in energy and food processing for the remainder of his career. He highlighted some of the skills that he was able to take with him from his time in the Army and at LEAD. "My Army experience taught me discipline, teamwork and how to motivate people during difficult times," Harrell stated. "At Letterkenny I honed a lot of management and analytical skills. You had a lot of numbers to manage at the depot," he recalled.

Harrell recounts his time at Letterkenny as a positive experience, and indicated that the area's history and

people were what made it most enjoyable. "It's a unique place with a unique history, I advise current employees to embrace it and become a part of it," Harrell said. "There's a lot to learn at Letterkenny that you can apply elsewhere. What I regret most is not staying in touch with some of the people I met there." ★

My name is Max Harrell. I was stationed at Letterkenny in 1971/1972 time period. My son was born at Chambersburg Hospital. It was great assignment much due to wonderful people and splendid topography.

An excerpt from Mr. Harrell's letter to the depot



Some of the documents donated to LEAD from Mr. Harrell's personal collection

FES AND DPW BUILD PARTNERSHIP

by Dave McGlynn, Assistant Fire Chief, Letterkenny Fire and Emergency Services

The Letterkenny Army Depot (LEAD) Fire & Emergency Services (FES) has built a great working relationship with the LEAD Directorate of Public Works (DPW) over the past few months. This relationship started with a handshake and a smile; members from both divisions initiated a dialogue over the summer of 2020 just by a simple introduction. Since that introduction, LEAD FES has secured a partnership with DPW.

DPW has been instrumental in assisting the LEAD FES Training Branch provide mission essential and realistic training scenarios. Over this past summer, the Army Reserve unit from West Virginia conducted their annual training here at LEAD, five members of that unit being firefighters. The Reserve commander reached out to LEAD FES leadership to request support for fire and emergency response training for those five reservists. In an effort to offer the services needed for those reservists, as well as refresh the skills and abilities of the LEAD FES members, the LEAD FES Training Branch needed vehicles to conduct motor vehicle extrication training. LEAD DPW offered to retrieve vehicles donated by the neighboring salvage yard so that LEAD FES members were able to train on that skill. After this training was completed, DPW picked up the vehicles and returned them.

The training scenarios consisted of, but were not limited to: vehicle stabilization, patient assessment, vehicle extrication, victim removal and many additional fire and emergency services operations. In addition to the motor vehicle extrication training, LEAD FES, along with the Reserve Unit, participated in a simulated structural fire drill, with building searches, hose line advancement and victim removal; a hazardous-materials (hazmat) mitigation drill, consisting of scene safety, scene size-up, materials research and stopping a hazmat leak; engine/pump operations; and emergency medical services basic operations, such as patient assessment, trauma victim patient packaging and much more.

In addition to training, DPW has recently assisted LEAD FES, by moving their new training building. This new building will offer the amenities needed for LEAD FES members to train in live fire scenarios, confined space rescue, technical rescue and rappelling, search and rescue and roof ventilation.

All of this was made possible by the relationship, and now partnership, between LEAD FES and DPW. Without assistance from DPW, the LEAD FES would not have been able to offer skills needed for their members to stay proficient and offer training to the Army Reserve firefighters. The partnership created made all of these operations and opportunities possible, and it all started with a handshake and a smile. ★



LEAD HOSTS RECOVERING SOLDIERS AND KIDS FOR A HUNT OF A LIFETIME

by Melissa J. Knepper, Public Affairs

Letterkenny Army Depot (LEAD) Natural Resources Branch, in coordination with the Letterkenny Munitions Center, hosted the annual Wounded Warrior Hunt and the Hunt of a Lifetime on Thursday and Friday, December 3 and 4, 2020.

For the past 13 years, LEAD has teamed up with the Walter Reed National Military Medical Center and the National Whitetail Warrior Project, Inc. to host deer hunts for severely wounded, ill and injured Soldiers, veterans and their families. LEAD also partners with the non-profit organization, Hunt of a Lifetime, to grant hunting opportunities to children under age 21 who have been diagnosed with life-threatening illnesses or life-threatening disabilities.

Since 2007, LEAD has held 33 hunts for 93 Soldiers and family members from Walter Reed National Military Medical Center and the National Whitetail Warrior Project, Inc. "These hunts at LEAD provide Soldiers the opportunity to get into the woods, spend time in nature, foster relationships with other Soldiers, and if the hunters are lucky enough, the opportunity to harvest a big buck or doe," Craig Kindlin, LEAD Natural Resources manager remarked.

This year four retired recovering Soldiers were sponsored by the National Whitetail Warrior Project, Inc. – Chief Warrant Officer 3 Sheldon Yeagley, Lykens; Chief



*Sawyer Bell, 8, heads out on the hunt with his father, Josh Bell and a guide
-photo by Pam Goodhart*

Warrant Officer 4 Russell Owens, Adams Center, New York; Cpl. Benjamin Chapman, Purple Heart recipient, Alton, Illinois, and Spc. Joshua Coggins, Purple Heart recipient, southern Illinois. Two hunters were sponsored by Hunt of a Lifetime, Dakota Blair, 17, Huntingdon, and Sawyer Bell, 8, Shermans Dale, to participate in this year's hunt. Assisted by the LEAD Natural Resources Branch, volunteers and staff, the hunters harvested 5 bucks and 2 doe. Hunting licenses were donated to the recovering Soldiers by the Pennsylvania Game Commission.

"After recovering from surgery, the Wounded Warrior Hunt is one of the first recreational opportunities in which many Soldiers participate," Chief Warrant Officer 4 Russ Owens shared. "The first time I participated in the LEAD Wounded Warrior Hunt, I had to use a stick to steady my rifle," Owens continued. "After the first day of hunting and the outpouring of support provided to me by the volunteers and LEAD staff, I realized that my life could return to normal." Owens has returned to LEAD on an annual basis to attend the Wounded Warrior Hunt to mentor and support

recovering Soldiers. Cpl. Benjamin Chapman provided his insight regarding the LEAD hunt, "I have been hunting for about 20 years; hunting isn't always about harvesting an animal, it is also about creating family bonds and friendships."

Sawyer Bell, an 8-year-old fighting Rhabdomyosarcoma, and Hunt of a Lifetime participant, has two years' experience hunting and was looking forward to a harvest. "I am excited and very grateful for the Hunt of a Lifetime and Letterkenny Army Depot for inviting me and my dad to come today," Bell shared. Dakota Blair, a 17-year-old with Type 1 Diabetes Mellitus, shared that he looked forward to a fun and exciting day filled with big bucks.

Hunt of Lifetime volunteers Vicky Lauer and Grant Fritz attended the LEAD hunt in support of the Hunt of a Lifetime participants. Lauer became involved in Hunt of a Lifetime 19 years ago after the 3D archery club she was a member of coordinated a fundraiser for Hunt of a Lifetime. "While the kids are out in the field hunting, they forget for a few days that they are sick," Lauer said. "We freely give of our

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time year after year at hunts in various cities and states in order to make miracles happen for the children." Fritz became involved with Hunt of a Lifetime after reading an article in the Pennsylvania Game News magazine. "I would do anything to help these children realize their dreams and rekindle their spirits," Fritz shared.

Prior to the start of the hunt, a luncheon provided by the Letterkenny Rod and Gun Club afforded participants the opportunity to get acquainted with other hunters, volunteers, staff and Col. Gregory Gibbons, commander, LEAD. "The effort the LEAD natural resources staff members and volunteers put into the hunts to benefit the recovering Soldiers and children is remarkable. Without their dedication and hard work, these hunts would not happen," Gibbons said. The hunts have become an integral part of the depot's community outreach efforts. "The Wounded Warrior Hunt and the Hunt of a Lifetime provide an opportunity for LEAD to give back to hunters in the surrounding communities and Soldiers across the Nation," Dean Stouffer, director, LEAD Department of Public Works stated. ★



LEAD CELEBRATES USMC BIRTHDAY

by Meghan Sharpe, Public Affairs

Letterkenny Army Depot (LEAD) celebrated the 245th United States Marine Corps (USMC) birthday on November 10, 2020. Mr. Damian Bess, deputy to the commander, who served in the USMC, hosted the ceremony to honor and celebrate the USMC.

The ceremony consisted of personal stories and dedications given by honored Marines and was capped off with the traditional cutting of the USMC birthday cake.



"Today is a happy day and a solemn day, all in one day," Bess said. "It's very happy because we love to celebrate...and solemn because we remember the great Marines and comrades that went before us, and laid down the foundation of our legacy."

LEAD hosts a Marine birthday ceremony every year to honor and commemorate those who have served in the USMC and continue to serve at LEAD. "Everybody is part of this big team at Letterkenny, but it is my true honor to lead this event for Marines, and to thank the Marines for all that they do here at Letterkenny and for the leadership that you show every day to help the team succeed and win," Bess said. ★



LEAD History Corner

With Andrew Newman, LEAD Archivist



LEAD BOLSTERS BULGE BATTLE

While you are nestled in your warm homes this week, remember that 76 years ago in December 1944, American GIs were encircled by the German Army in the Ardennes forest during the Battle of the Bulge. While low on ammunition, communication severed and still wearing their summer uniforms, the U.S. Army Soldier was determined and dug in to face the enemy. However, help was on the way from Letterkenny. Working around the clock, Letterkenny supplied most of the ammunition, shells and bombs used to thwart the German offensive as told in the January 5, 1945 edition of the Kenny Letter. In fact, depot employees contended with a blizzard and icy road conditions to make it to work to support the war effort and those soldiers fighting for their lives during the "Bulge". ★



LEAD HELPS TO STOP GERMANS

Ammo. Passers Here Brave Blizzard to Load Shell To Port

Letterkenny's bombs and shells helped to stop the German breakthrough on the western front last week. This fact made the ammunition passers who had braved the winter's first blizzards to load out supplies to the port feel mighty close to the war.

No fires or other ways of keeping war are permitted in this depot's huge igloo area or at the loading docks and the blinding snow storm with its icy winds threatened for a time to hold up the shipping schedule.

Icy Roads No Barrier
The roads to the depot from the communities that furnish the personnel (Continued on page 8)

EMPLOYEE RECOGNITION HIGHLIGHTS

SGT. WHITE PROMOTED

by Dorie E. Heyer, Public Affairs

Col. Gregory Gibbons presided over the promotion ceremony for Sgt. Joseph White, a noncommissioned officer paralegal at Letterkenny Army Depot. "You are now part of the officer corps, and with that comes a tremendous responsibility," Gibbons said. "You are now a leader. Take charge, congratulations and welcome."

Gabriel Tese, civilian head of legal council, Letterkenny Army Depot, shared that Sgt. White earned this promotion through demonstrating professionalism and leading by example. "Sgt. White, you have a bright future," Tese said. "Just remember, PT doesn't get any easier."



*Col. Gregory Gibbons promotes Sgt. Joseph White.
-photo by Pam Goodhart*

White thanked Gibbons and Tese for their advice and said, "I'm ready to get to work." ★



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