

THE ARMY'S PREMIER PROFESSIONAL ORGANIZATION IN AIR, MISSILE AND SPACE SYSTEMS

KENNY LETTER

*Vol. 60, No. 5
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**LETTERKENNY ARMY DEPOT
PUBLICATION**

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COMMANDER'S CORNER WITH COL. ALLBRITTON

Team Letterkenny,

To the most awesome employees in the OIB - thank you for what you do every day at Letterkenny Army Depot! After three months in command and witnessing all of the great things you do each day, I question what I have done in my past that was so great to be afforded the opportunity to lead such a phenomenal organization.

To thank you will never suffice, especially the commitment, dedication and sacrifices you have made to ensure the readiness of this great Nation.

As a reminder, each of you has a voice on this depot - Letterkenny is your depot. Every question, comment and recommendation submitted to the "Ask the Commander" portal site is received, answered and often has helped us improve our system and processes.

So, thank you for sharing your ideas with us - you are making LEAD a better place to work!

Safety, Safety, Safety. Remember, everyone at LEAD is a Safety Officer, period. If you have a safety concern or question, please contact your chain of command or LEAD's Safety Office at 717-267-5253. Please be careful and follow safety protocols.

Again, thank you for what all of you do, and please take the time to tell your coworkers how truly remarkable they are too!

Very Respectfully,



RICKY L. ALLBRITTON
COL, LG
Commanding



FROM THE DESK OF THE SERGEANT MAJOR WITH SGT. MAJ. AMOKE

Team Letterkenny,

The last few weeks have tested our resilience, but we have pulled together to support each team member wonderfully. Thank you for taking care of the family! Just like we have survived the last 79 plus years, I know supporting each other and ensuring the safety of the workforce will carry us into the next 80 years. We are a team of experts that will always keep Soldiers ready to perform their mission while ensuring the safety of our team members on the depot. Thank you.

As we look into the future, I implore us to remain adaptable and committed to our values and mission while taking ownership of our daily tasks as a team. We will remain innovative in order to posture the depot for success in future workload. Stay focused as we implement changes across the depot.

Thank you for what you do every day and stay safe.

Stronger together! Always LEAD!

v/r,



A handwritten signature in black ink, appearing to read "E. C. Amoke".

SGM E. C. Amoke
Depot SGM

LETTERKENNY TEAM SUPPORTS MISSILE READINESS DURING DEPLOYMENT

BY MEGHAN SHARPE, LEAD PUBLIC AFFAIRS

Two Letterkenny Army Depot employees from the Directorate of Missile and Aerospace Readiness, Ken Davis, a facility manager, and Jim Fennen, an equipment specialist, deployed to the U.S. Central Command region to re-pin PATRIOT missiles June 17.

"The original request came through in fall of 2019 to re-pin multiple missiles," Chris Frank, DMAR deputy director, said. "A re-pin kit was created for this mission and has the capability to safely assess and secure a shifted or unlocked missile."

The team was mission-ready in early spring of 2020, and all of the tools and procedures were prepared to deploy. However, due to COVID-19 travel restrictions, the deployment was delayed multiple times.

These delays did not prevent the team from completing the mission. During the deployment, they were able to re-pin the missiles and execute the mission earlier than expected.

Davis noted how employees in DMAR are fully prepared and ready to support the mission.



"No matter how hot and dry the climate may be, DMAR deployed employees are like flowers in full bloom in the desert; you can flourish anywhere," he said.

The team's efforts not only supported the warfighter, but also one of LEAD's industry partners.

"What a unique experience to be able to go to the field and support both the U.S. Soldier abroad and a Foreign Military Sales customer in the same trip," Fennen remarked.

DMAR, the Program Manager at Program Executive Office Missiles and Space Short and Intermediate Effectors for Layered Defense and LEAD's industry partners worked diligently, refining logistics, processes and tooling, to ensure DMAR employees could deploy to the CENTCOM region.

"This was a monumental task that took an incredible amount of coordination, planning and execution," Frank said. "DMAR thanks the efforts of all parties involved."

07

Your car warranty is about to expire...

By the Directorate of Information Management

Have you ever received a random phone call or text message saying "your car warranty is about to expire," a pop-up window on your home computer screen stating you have a virus or an e-mail stating you are the winner of a gift card and other "fabulous" prizes? Stop what you are doing; don't click the pop-up, reply to any questions, click on any links or text back. Most likely you are being scammed.

Here are several ways to reduce your chances of becoming a victim of scammers, identity theft and viruses on your personal laptop and/or phone:

- Use a virtual private network (VPN).
- Update your antivirus software regularly.
- Change your browser settings to block pop-ups.
- If you receive an unsolicited phone call, hang up.
- If you receive an unsolicited text, delete it.
- Do not give anyone control of your computer you do not trust.
- Do not download any unsolicited software or download software from unfamiliar sources.
- If you receive a pop-up notification, do not click any links, do not call any phone numbers; just close the popup.
- If you need technical support, go to the specific website of the manufacturer of your device or the specific website of the product you have a technical question about.
- If you receive an unsolicited email for tech support, do not click any links in the email and report it to your email service provider.
- If you provided funds to a scammer, report the scam to your bank and any relevant financial institutions as soon as possible.

* Bullet points procured from U.S. Army Criminal Investigation Command – Major Cybercrime Unit

Finally, if you suspect a scam attempt against your government or work computer/phone and have questions, call the **Cyber Security Office** at:

(717) 267-5800

A TRIBUTE TO OFFICER STONER

BY THE DIRECTORATE OF EMERGENCY SERVICES

On August 19, 2021, the Letterkenny Army Depot Police Department suffered a devastating loss when Officer Bradley Stoner passed away.

Officer Stoner was a five year veteran of the Directorate of Emergency Services, as well as a veteran of the United States Army, who deployed three times over his eight years of Army service (twice for OEF and once for OIF).

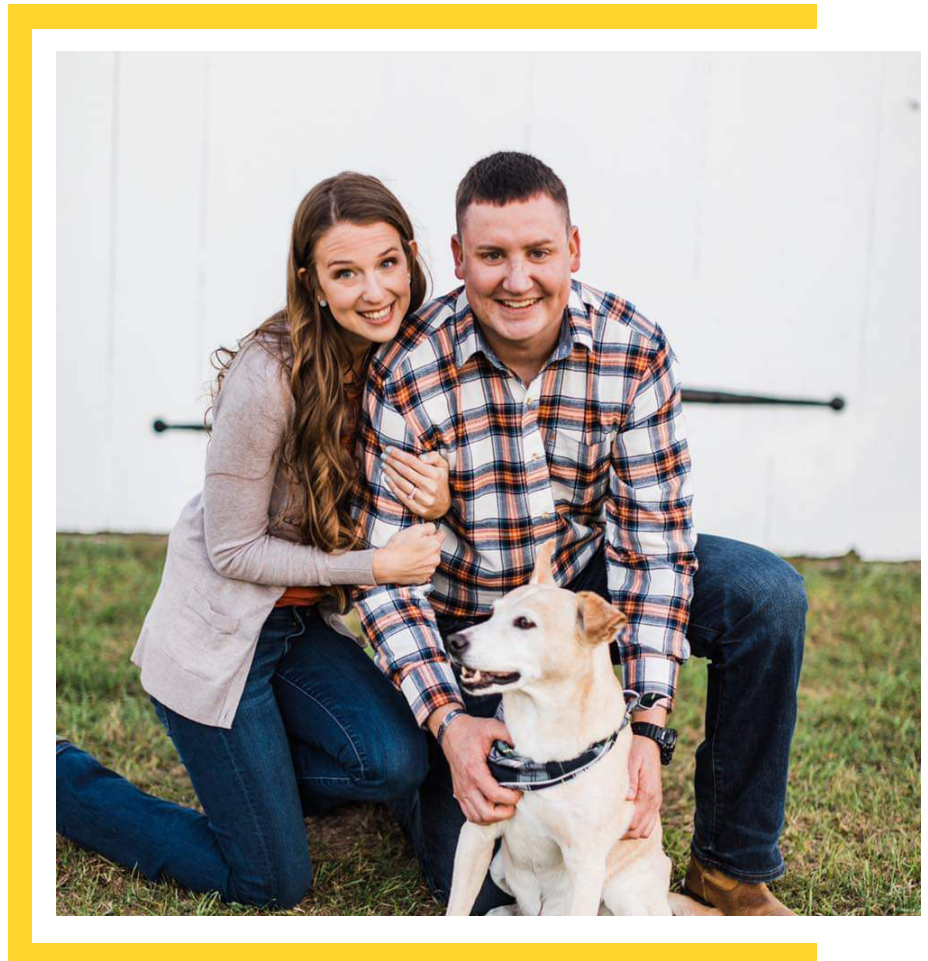
Brad had many accomplishments while serving at Letterkenny, including having served as a Police Patrol Sergeant, Supply Officer, Police Field Training Officer and Guard Field Training Officer. He was a consistent high scorer on weapons qualifications and was the acting union treasurer/secretary at the time of his passing.

In addition to the aforementioned accomplishments, Brad frequently taught annual training courses for the department and made it a point to willfully share any information or knowledge he felt would benefit the department or his fellow officers. Although he refused to take credit for it, Brad created a phenomenal training packet for the Army Law Enforcement Reporting and Tracking System, which is utilized to this day and provided to all of our new police officers before they leave for the police academy.

Brad was a go-to-guy when it came to accomplishing tasks that needed special attention and needed to be done right. Perhaps the most remarkable characteristic Brad possessed was his unwavering dedication to duty and the belief that he had in his purpose as a police officer to protect and serve the LEAD community.

He was, without a doubt, dedicated, firm, fair and impartial with a relentless drive to always improve. During his time with Letterkenny, he touched the lives of every officer and this department will forever be in his debt for the standards he met and the example he set.

Although we will never be able to replace him, we will strive to serve honorably in his memory by carrying on with the sense of purpose we saw in him. We will never forget him as a fellow police officer, but also as a friend who was there if you needed him, on or off duty. Rest easy brother, we've got it from here. Officer Bradley Stoner, Franklin 18-20 – Forever In Our Hearts.



LEAD'S IMPLEMENTATION OF THE ENHANCED SCHEDULING PROCESS

BY DAVE RUSSELL
STRATEGIC PLANNING OFFICE

The Enhanced Scheduling Process Plan concept is an integral part of day to day best practices for Letterkenny Army Depot and keeps us compliant within the Organic Industrial Business enterprise-wide System for Management. In 2019, General Perna directed an optimization assessment of the eight OIB sites. The results from this assessment built the Top 10 Systemic Issues across the OIB. The number one issue that was uncovered by this assessment is the lack of an overarching OIB strategy that is actionable at the Depot/Arsenal level. In May 2021, the AMC PAM 750-55 was published, that includes a specific chapter dedicated to the Enhanced Scheduling Process Plan.

The Enhanced Scheduling Process ensures that work centers are validating master data and executing to realistic schedules. The Enhanced Scheduling Process also provides visual management tools through the use of dashboards to enhance business intelligence and validate that artisans are working operations out of the CAMS Work Queue. Designated work centers will integrate the "Enhanced Scheduling Process Plan" into the current process. This integration plan will include: site assessment, master data validation, training personnel, work center que clean up, shop implementation, use work for scheduling, and monitor and control in accordance with the "Train the Trainer" workshop and accomplishing the AMC guidance on system for management. A designated integration team lead will

provide the command staff a monthly update on integration status, issues and concerns.

To begin Letterkenny's involvement with the Enhanced Scheduling Process, we needed to define our commander's guidance and intent. We are to utilize LMP to its fullest capabilities in support of our mission at the depot. Our decision making process must be data-driven, therefore it is crucial that we utilize our business systems for planning through execution. Full support will run from top to bottom at Letterkenny, from the artisan through supervision, directors up to the Depot Commander.

In July 2021, AMC G-3/SCMD/Depot Maintenance Division hosted a "Train the Trainer" workshop with representatives from the three LCMCs: AMCOM, CECOM and TACOM and eight OIB sites: LEAD, RRAD, RIA, WVA, SIAD, ANAD, CCAD and JMC, at Tobyhanna Army Depot. The purpose of the workshop was to train each OIB sites' trainees on how to integrate the Enhanced Scheduling Process Plan into their work centers. The trainees were provided detail presentations, visual system display boards, and two work centers - cable and fabrication-tours on the Enhanced Scheduling Process Plan's ten step process. We then returned to Letterkenny Army Depot after this workshop and got to work on our joint checklist which allows AMCOM to assess how advanced Letterkenny is in the Enhanced Scheduling Process Plan. Currently, Letterkenny has over

300 work centers of which we will integrate ESP. AMCOM, along with an AMC representative, will visit Letterkenny at multiple intervals that coincide with implementation marks until the next Commander's Summit.

The Strategic Planning Office will continue to reach out to the directorates for their support and would like to commend all of you for the excellent hard work, working thru the CAMS and LMP setbacks, continuing to take on time confirmations and making this depot a top performer from month to month in our Performance to Promise!

LEAD LEADERSHIP LESSONS

FEATURING ANDRENA GOODHART MATERIAL ACCOUNTABILITY BRANCH CHIEF

BY DORIE E. HEYER, LEAD PUBLIC AFFAIRS

For this new feature, we are sitting down with prominent leaders across the depot to gain insight into their experiences and their leadership style.

Andrena Goodhart serves as the Material Accountability Branch Chief within the Directorate of Supply and Transportation at Letterkenny Army Depot. The Material Accountability Branch is the hub for central receiving at the depot, accounts for the ASRS help desk and the Warehouse Activity Monitoring office.

Goodhart excels at her position; overseeing central receiving which successfully processed over 100,000 transactions in Fiscal 21, a help desk that processed thousands of tickets and the WAM office that achieved a 98% inventory accuracy in 2021.

Although Goodhart has only been in her current position since 2019, she has served as a leader in previous positions for over 20 years. We sat down with Andrena to learn about her experience as a leader and how she applies those principles to her current leadership strategy.

First things first, the Material Accountability Branch is inarguably a top-performer at the depot; how do you go about setting expectations for your employees?

Well, it starts with the employees – they're the ones who do the work. They put forth the effort and it's up to me to set the expectations and communicate them to my team. It's all a matter of respect. When you give respect to your employees, you gain respect in return. You have to build that relationship with your people. You have to let them know that you're there for them and that you're working for them, not against them.

Dovetailing off of that, what impacts of that culture of respect and effective communication have you seen on your employees?

The productivity has increased tremendously. Prior to now, they weren't given standards, nothing concrete to work toward. Now, they're expected to meet their quotas – they don't even have to try, they just meet them. I've found when you give them guidelines or a foundation, they achieve their goals. You work toward the goal that you're asked to do, and obviously, you achieve it. It's right there in the foundation. You have to create a solid foundation for your employees to be successful.

Can you explain why productivity is so important in the Material Accountability Branch?

We are central receiving for all retail material. We get multiple deliveries every day. We take that material, separate it accordingly, verify it, count it and send it down the line.

We have to make sure that we have the correct material at all times and the correct quantities. If we do find any discrepancies, we take care of them. Once we do all of our processing to bring the material to record, then it goes to the other side of ASRS where it's stored, then the shop floor can see that the material is there and it's available. It takes skilled people to do the job that we do. I'm not saying that you can't come back here and learn, but it takes training. It takes training to develop those special people to be able to execute our mission.

What advice do you have for other leaders at Letterkenny?

Appreciate your employees. Communicate with your employees, communicate with everyone. Open communication helps. If I'm told something, I share it with my employees because they're the ones that need to know. If you see them doing something incorrectly, take the time to show them the correct way of doing things. The more you communicate, the more the employees understand. Being



upfront and honest means a lot to a lot of people. Honesty leads to respect. That open communication and respect goes a long way in increasing morale. When morale goes down, it affects the whole area, it affects team unity. So if you keep that open communication and upbeat attitude, you'll see that energy just shines through the entire team. We're successful because we all get along, we communicate together and we work as a team. Also, you need to listen to your employees. They are the ones that are doing the work firsthand. They know what needs to be done. They know that if they don't have the correct tools to do their job that it's not going to be a successful job. Providing our employees with everything they need to complete their mission is a win-win situation.

What is the most rewarding part of your job?

Seeing my people get recognized for doing a good job, accomplishing tasks that they were asked to do in a timely manner and just overall knowing that they feel appreciated. I try to thank my people every day. You have to give them that reassurance that they are doing a good job and accomplishing their goals every day.

What motivates you to excel in your position?

I take pride in what I do. It was instilled in me by my parents.

Be independent and meet your goals. That's what I'm trying to do. It didn't come overnight, it was something I had to develop, but being very independent and headstrong has given me the ability to connect with all of my employees. Setting boundaries is also important. I try to treat everyone equally. I will do my job as a supervisor to correct any issues with my team.

When you're not leading your team at Letterkenny, what do you enjoy doing?

Spending time with family and friends. I love having a good time with lots of laughter. I'm a beach person; I love the sun. I enjoy antique shopping, taking walks, being outdoors, working in the yard and traveling – seeing new places. When I get home from work every day, I take a stroll around the block – it's about a 4-mile walk. That's my passion; that's my thinking time.

What makes you excited to come to work every day?

Looking forward to what I'm going to accomplish by the end of the day. I set a goal each day, and I want to make sure that I meet my objective. I look forward to being there for my people and for the warfighter. It's rewarding coming to work and seeing everything working in harmony – all of the pieces of the puzzle being put together every day to complete the mission.

LEAD LEADERSHIP CONTINUED

Lastly, what makes Letterkenny the best place to work?

The people, hands down. All in all, it's just a good place to work! We all strive to meet the needs of the depot within a timeframe to complete the mission. At the end of the day, I work with some hard-working people. They know when something's wrong and they try to fix it. They take ownership of their job. Because that's what we do – we complete the mission.

Ms. Goodhart exhibits key characteristics of effective leadership: adaptability, innovation, commitment and ownership. Her team-first mentality has contributed to growth and success in the Material Accountability Branch. She was recently recognized by Maj. Gen. K. Todd Royar, commanding general, U.S. Army Aviation and Missile Command, for her dedication to her team and exceptional performance. Ms. Goodhart has an infectious enthusiasm, unwavering passion and genuinely cares for her team. Thank you, Andrena for exemplifying effective leadership!



DMAR COMMENDED FOR FMS MISSILE EFFORTS

BY GARY FREHN, DIRECTORATE OF MISSILE AND AEROSPACE READINESS



Directorate of Missile and Aerospace Readiness employees, along with Letterkenny Munitions Center employees, were recognized by Raytheon Technologies for a recent contract completion of Foreign Military Sales missiles. On July 13, 2021, RTX catered a BBQ luncheon for LEAD employees at the Recreational Center to show their appreciation.

"The LEAD team continues to demonstrate exceptional skill and dedication focused on a common goal. What they've achieved is a testament to your commitment not only to Raytheon, but to our customers and the warfighter. Let's keep the momentum going! Thank you to all," said J.D. Green, Director of South West Asia Operations at RTX.



LEAD HISTORY CORNER

WITH ANDREW NEWMAN, LEAD ARCHIVIST

October. Fall temps. Leaves changing. Must be the beginning of a favorite Pennsylvania pastime: Hunting Season! This is no different at Letterkenny. Since the end of World War II, Letterkenny has allowed civilians and military personnel to hunt various game on the depot.

But when did this first begin? Let's look at the Kenny Letter!

The first published photograph of hunters appeared in the Kenny Letter on November 30, 1945, titled "From Field to Frying Pan" which featured depot personnel with pheasant and rabbit taken on depot. Many will be surprised to see that Letterkenny had an active Skeet Club shown here on a post range in 1946. While the public is permitted to hunt certain areas of the depot today, the first mention of "hunting permission" appeared on November 24, 1947, citing "hunting restrictions" and "limited permission". The very first photograph of a deer taken on depot appeared in the December 5, 1949 issue of the Kenny Letter, which showed 1st Lieut. Francis Fox with an eight point. Many fall issues featured artwork with hunting themes such as the "Shoot for Big Game" cartoon (1946) and the "Season's Greetings" illustration with classic sporting themes (1949).

Whether you are a first time hunter or a seasoned sportsman, good luck out there this fall!



MODERNIZATION AND THE FUTURE OF LETTERKENNY

BY T.J. CODER, PRODUCTION ENGINEERING
OFFICE OF STRATEGIC MANAGEMENT

Over the next 50 years new, modern facilities will be built—equivalent to the footprint of over 25 football fields.

Innovating and modernizing the Department of Defense is part of Secretary of Defense Lloyd J. Austin III's top priorities. Within Secretary Austin's memorandum dated March 4, 2021, he states that "the department will innovate at a speed and scale that matches a dynamic threat landscape. This will require advances in our joint warfighting concepts and a commitment to rapid experimentation and fielding of capabilities."

How does Letterkenny Army Depot intend to manage such a large task? LEAD has a multifunctional team that, in simplest terms, just plain works. The key to the whole process is varying perspectives, open arguments and informed decision making. Any key decision requires collaboration across a wide range of backgrounds. The building blocks to this approach rely on the Army Design Methodology, ADM, and the Military Decision Making Process, MDMP. ADM focuses the team on near-term goal setting and prioritization. MDMP requires evaluations from key experts across the depot. After all, this incredibly large project, called modernization, will span half a century to construct approximately 1.7 million square feet of modern facility space. Kelly Barnes, Chief of the Engineering & Planning Division in the

Public Works Directorate, said, "The key to modernization is to develop a plan with flexible facilities capable of handling whatever mission comes our way. The modernization team's efforts are the foundation for all future military construction projects at LEAD."

Passionate team members have been a plentiful resource here at Letterkenny. The modernization team is instrumental to modernization efforts as plans resulting from the team's work will affect generations. Many team members are continually thinking about the impact of their input, as their contribution will likely affect local residents, friends and family working at LEAD in the future. Dennis Reed, Chief of Production Engineering, stated, "The goal is to come up with a plan that deals with our current missions and challenges while giving the generations that follow us the flexibility they'll need to deal with their missions and challenges." With this in mind, the team has been working diligently for the past year to propose a campus design that maximizes the use of Letterkenny's current production facilities while simultaneously constructing new buildings with new technology.

Members of the modernization team bring varied talent and expertise to the

team. Key focus areas include production efficiency, expandability, production impact, resilience to fiscal variability, vehicular egress, evacuation, fire and security response, facility maintenance, snow removal and criteria priority order.

According to the Interim National Security Strategic Guidance dated March 2021, "The United States will never hesitate to use force when required to defend our vital national interests. We will ensure our armed forces are equipped to deter our adversaries, defend our people, interests, and allies, and defeat threats that emerge." The campus design that includes the where, when, how of the building placement and new technology implementation, must adapt to the continuously changing threat landscape. In order to do this successfully, continuous planning and execution will be required to successfully create flexible and adaptable modern facilities. A daunting task. For LEAD to continue to be successful over the next 50 years, subject matter experts on the team may change, but the passion and planning expertise must remain. Modernization will succeed with great teamwork coupled with the latest strategic planning tools from the best educators.

Pete Lancaster, from LEAD's newly es-



tablished Installation Operations Center, reached out to the U.S. Army War College at U.S. Army Carlisle Barracks to get the best possible training for our modernization team. The U.S. Army War College educators are experts and educators in strategy, planning and operations. Their ADM training provided our modernization team with the opportunity to look at a major long-term project with a newfound perspective. "All feedback received from the students who have attended the United States Army War College ADM Training has been overwhelmingly positive. The training has helped the entire team develop analytical tools and skills that were immediately applied," Lancaster said.

"The LEAD team used design thinking over two days to understand their strategic guidance and environments, then develop an approach after they had framed the complex problem of 'what does modernization look like?' They showed amazing collegiality and cooperation across the departments represented

in their design team," Dr. Brett Weigle, professor at U.S. Army War College said. The ADM training was also regarded as a best practice during LEAD's recent audit with the Government Accountability Office.

The next phase of planning for modernization will require the team to identify key stakeholders and the development of implementation strategies for new technology. "They demonstrated empathy as they identified many internal and external stakeholders, seeking to consider how these interests might affect the LEAD team's framing of their problem," Weigle said in regard to Letterkenney's participation in the ADM training.

A stakeholder in LEAD's future, Ben Thomason, metrology lead from Combat Capabilities Development Command, DEVCOM, a major subordinate of U.S. Army Futures Command, is helping LEAD integrate blue light scanning technology at the depot.

"In a world where we conceptualize and design in 3D Computer Aided Drafting, we generate Technical Data Package requirements in 3D, and we manufacture in 3D CNC machining," Thomason said. "It is essential that we modernize the measurement and quality inspection operations to meet the rest of the manufacturing process in the digital twin workspace. By leveraging the same industry-leading technologies that have enabled product advancement in the private sector, LEAD can accelerate their advanced manufacturing capabilities to meet the readiness requirements of today while positioning to take on the mission challenges of tomorrow."

LEAD is currently using this scanning capability on the Extended Range Cannon Artillery program. Over the next few years, LEAD will be integrating various 3D printing and 3D scanning capabilities to add to our suite of technology that assists our shop workers and engineers with reverse engineering, parts repair and new parts development.

MODERNIZATION CONTINUED

Cold Spray, a new, recently operable technology at LEAD, was presented by production engineers Ashley Filling and Chris Yosler at LEAD's innovation fair in July 2021. Cold Spray can repair damaged parts by spraying and adding metal back into the damaged area. The LEAD engineering team has partnered with The Pennsylvania State University Applied Research Laboratory Electro-Optics Center.

"The Material Science Division is currently supporting Cold Spray efforts at Letterkenny and has been supporting refurbishment efforts on the PATRIOT Missile Housing and other repairs for several years. We have been working with LEAD to support the implementation of Cold Spray at Letterkenny Army Depot," said Dr. Timothy J. Eden, head of the Material Science Division at the Applied Research Laboratory, Pennsylvania State University. "The Material Science Division also has extensive experience in 3D wire-fed printing, 3D printing for metals and thermos-plastics, X-ray Computed Tomography Inspection, a wide range of laser technologies including the use of fiber optics, in-situ process monitoring and measurement of electrical and other physical properties."

Graduate programs within these universities and others will help advance the science and processes used with new technology implementation.

Other external stakeholders include Shippensburg University, which offers a supply chain major and a newly established engineering program that aligns with LEAD's workforce needs for the future. From our summer intern program, Caleb Coldsmith, a senior in mechanical engineering at Shippensburg University, completed a tank lid design for the new metal treatment tanks during his 2021 summer internship.

"We had an excellent group of interns this year and were able to provide some very meaningful projects," said Arlie Love, Chief of the Acquisition Support Branch, LEAD. "The mentoring team that supported the internship program did a great job guiding the students and teaching technical and soft skills they will be able to use in all future experiences. Over the last few years, the depot team has been improving their internship program making advancements each year." Interns from University Pittsburgh Johnstown and Pennsylvania State University also gained experience doing reverse engineering, change management, production support and production layout projects during their summer internships.

Coming soon in 2025, Radio Frequency Identification of parts will help eliminate Easter egg hunts and create parts tracking efficiencies, as well as reduce log-in time require-



ments for shop workers. Bill Bullock, Integrator/IT Planner and one of the team's lead proponents of change management utilizing the Military Decision Making Process, stated, "Letterkenny DOIM is working with multiple directorates to implement RFID technology across the depot. RFID technology has the ability to provide asset tracking for use in streamlining inventory processes, creating logistical efficiencies and centralizing data for reporting purposes. This will include various types of hardware - tags, barcode scanners, tablets, smart surfaces and software. When fully implemented, this will be a game-changer for Letterkenny!"

As the modernization team continues to march forward and determine the best methods to build our facilities and implement new technology, the team considers our people to be the most valuable resource of the depot. LEAD employees are planning and executing the modernization effort, and LEAD employees will be running the new facilities and using the new technology needed to support the future demands of the warfighter. The strategic initiatives of Talent Management and Innovation focus on the development of our LEAD employees, which will be foundational to the success of the modernization program.

The Innovation strategic initiative has created avenues for every employee to submit ideas for consideration. Osvaldo Alomar-Otero, Strategic Planning Assistant to the deputy to the commander, is focused on aligning depot strategy and modernization goals to the command team's desired end state. "The desired state looking forward to modernization is possible, by not ignoring our current conditions, and planning and executing for the future," Alomar-Otero said.

Aligning modernization goals with LEAD strategy will continue to align customer needs with the depot of the future. In a recent visit with the Program Management Team from Integrated Fires Mission Command, the LEAD team received key feedback to better align with customer needs for future work. LEAD Commander, Col. Rick Allbritton, discussed key points about LEAD's ability to be flexible and adaptable and LEAD's commitment to adapt to customer needs in the future.





ONE MAN'S TRASH IS ANOTHER MAN'S TREASURE

BY JOHN ARDANS
AVENGER PROGRAM MANAGER

The Maneuver Short-Range Air Defense vehicle is based on an 8x8 Stryker A1 armored vehicle, with the ability to detect, identify and track air threats with onboard sensors, providing 360-degree aerial surveillance. The M-SHORAD system is primarily intended to defend maneuver forces against air threats. It has the capability to engage a range of ground targets.

Letterkenny is tracking the progression of M-SHORAD fielding. Future development of follow-on M-SHORAD systems will incorporate technology insertions, to include directed energy and improved missiles, utilizing a mix of complementary DE and kinetic interceptor systems to protect maneuver forces.

So, why is this so important to Letterkenny Army Depot? The Avenger Demilitarization program at LEAD fulfills the balance between current equipment support and disposition of excess materiel. It also provides opportunities to modernize equipment for future systems.

"For this particular project, PM SHIELD contracted LEAD to remove the Stinger Vehicle Mounted Launcher pods," said Ron O'Donnell, former program manager for Sentinel and Avenger programs at LEAD, while pointing to the SVML pod located at the top of the Avenger system.

These launcher assemblies are U.S. Army-owned and are no longer supportable.



It was decided a modified Launcher Structure Assembly will be used in support of M-SHORAD Increment 1 requirements. The Avenger Standard Vehicle Mounted Launcher was selected and taken from the present Avenger DEMIL program at LEAD. The Launcher Structure Assemblies shall require refurbishment prior to release to the vendor for further engineering.

Matt Souder, an electronics mechanic in the Avenger program at LEAD, recently prepared the first SVML pod acquired through Avenger DEMIL for M-SHORAD conversion.

"It's great to see material that would otherwise go for scrap be used on a new system," Souder said. "We need to get smarter and more efficient. This is just one example of how we can do our part."

*"When we field Avengers, the units appreciate the effort and quality that comes from **LEAD**. They know it will be just as good as new, if not better."*

- Matt Souder

LEAD will modify and replace any and all components and parts that are missing, damaged or otherwise unserviceable. The artisans at LEAD will also ensure the Launcher Structure Assemblies will have no evidence of corrosion, wear or loose fasteners. They will clean, service, paint and repair each Launcher Structure Assembly as needed.

"I enjoy working with other professionals to produce assets for our Soldiers," Souder said. "When we field Avengers, the units appreciate the effort and quality that comes from LEAD. They know it will be just as good as new, if not better."

Once the process is complete, the Launcher Structure Assembly will be sent to an industry partner for further population of new components and testing. The original design was very effective, and the DEMIL program allows it to be repurposed. The cost savings have not been determined at this point. However, the Avenger Program Management team believes the process is cheaper than new and more than likely quicker.

LETTERKENNY EMPLOYEE'S PROFESSIONAL CURIOSITY PREVENTS PREDICAMENT

BY DORIE E. HEYER, LEAD PUBLIC AFFAIRS

A Letterkenny Army Depot employee's quick actions prevented a disastrous error. Gary Stanfield, a paint supervisor in the Directorate of Industrial Operations, LEAD, observed an inconsistency during his inspections.

According to Jeff Barnhart, the Process Support Division chief, the paint carousel was undergoing routine maintenance for a fire bottle replacement when Stanfield noticed behavior that wasn't routine.

"He was doing one of his shop walk-throughs to make sure everything was in check," Barnhart said. "That's when he saw two of the off-depot contractors at one of the control boxes and asked what they were doing. Since he wasn't tracking the modification that the contract representative showed him, he took a picture and sent it to me."

Bringing the modification to Barnhart's attention started the chain of events to correct the problem.

"I was able to work on getting the backstory to see who coordinated this modification," Barnhart said. "If it wouldn't have been for Gary walking through the shop, we wouldn't have had any idea this was going on."

Stanfield's curiosity paid off. The questionable modification was the installation of a jumper wire that bypassed a

The paint carousel in the Process Support Division has two operational modes, one for powder coating and one for paint mode – used for painting operations. When the carousel is set in powder coating mode, it enables the oven to heat up. The safety interlock prevents the oven from turning on when the carousel is in paint mode.

"The interlock disables the oven in paint mode because there are spray activities happening involving potentially low flashpoint products without the time necessary to flash-off," Barnhart said. "That's why that interlock is crucial – you wouldn't want spray activities going on with the majority of these products at the same time there's a oven fired up."

Employees in the Process Support Division are knowledgeable when it comes to fire and safety regulations. The bypassing of the safety interlock violated National Fire Protection Association regulations according to Barnhart.

Barnhart stressed the importance of good communication between divisions to prevent errors like this in the future.

"Internally, the Process Support Division has great communication because we're constantly shifting assets from building to building based on our capabilities and available capacity – so there's always good communication from shop-to-shop internally," Barnhart said. "In this case though, it shows that we have some im-

provements to make across the depot in terms of communication. I don't know that our level of knowledge of these operations exists elsewhere on the depot, so it's important that we're involved in the decision making process when it comes to equipment modification."



The Letterkenny command team, Col. Ricky L. Allbritton, LEAD commander, and Sgt. Maj. Ekondua C. Aмоке, depot Sergeant Major, praised Stanfield for his dedication to safety and accountability during a recognition ceremony Sept. 17.

"Since I took command, I've shared with you four characteristics that I want every employee to implement in their work — adaptability, innovation, commitment and ownership," Allbritton shared. "Mr. Stanfield's actions are the epitome of taking ownership. He noticed something wasn't right and took full accountability to correct the issue."

Scott Molony, Directorate of Industrial Operations acting director, echoed Allbritton's comments.

"Gary did exactly what we ask of all of our employees by exercising professional curiosity," Molony said. "While walking the floor as a leader, he noticed an unapproved alteration that was potentially dangerous, and took immediate action."

Stanfield shared his commitment to his team and their safety.



Jeff Barnhart, the Process Support Division chief (right), Letterkenny Army Depot, explains the different paint carousel operations and how Gary Stanfield discovered an unapproved alteration to the paint carousel to Col. Ricky L. Allbritton, LEAD commander (left), Sept. 17.
(U.S. Army photo by Dorie E. Heyer)

*"I am here to help,"
Stanfield said. "If
you see issues, don't
walk past them.
Bring them to my
attention and I will
help. I want all of
you to go home
safe every day."*

Gary Stanfield, a paint supervisor in the Directorate of Industrial Operations, Letterkenny Army Depot, addresses members of the Process Support Division after being recognized for questioning the installation of a jumper that bypassed a safety interlock on the paint carousel.
(U.S. Army photo by Dorie E. Heyer)



GOOD NEWS! “GETS” IS STILL AVAILABLE TO THE WARFIGHTER!

BY CW3 FRANK S. KONYA
LETTERKENNY ARMY DEPOT

You could potentially cut your DMPL replenishment in half saving an average 60% of those funds and restock your shelf twice as fast!

Due to lack of use, the decision was made to shut down the General Electronics Test Set, GETS, facility in Fort Bliss, Texas. The Integrated Fires Mission Command, IFMC, funded a program to continue the support of testing Diagnostic Mandatory Parts List, DMPL, spares at Letterkenny Army Depot, LEAD.

Even though the program has been up and running for over a year, zero items have been received for testing. According to Bill Hengst, LEAD circuit card branch chief, LEAD is ready and available to start testing immediately. Despite the ready capability, LEAD has not received any assets from the field as of yet. So, why hasn't anyone sent anything? Why isn't this program widely known about? Why hasn't this capability been historically used more often?

Some of the responses received from the field indicate a lack of trust in providing IFMC with parts; it's easier to simply reorder; or that it takes too long to ship and receive items. Others claim they were never told about the program or that they just didn't know the process.

We hope to set the record straight and address each of these concerns by outlining the simple and effective process to save you time and money.

What does this mean for the warfighter?

With readiness being one of the Army's top priorities and the reality of shrinking budgets, the most obvious benefits of using this program is enabling readiness by reducing unnecessary Class IX part consumption. When using parts to troubleshoot a system failure, you have the option to send it for testing, validation and repackaging. This is done in lieu of reordering a spare where you may pay full price for the item or face a supply shortage resulting in extended Non Mission Capable Supply, NMCS, times. Not only does the practice of reordering a part solely because it is unpackaged or the validity is questionable cost units thousands of dollars, but also strains supply lines on already critically managed parts specific to Patriot equipment.

How does it help?

No Evidence of Failure, NEOF, screening will increase useable parts stocked in your DMPL inventory and significantly decrease required Class IX funds and the time to order and receive requested spares. As we have all witnessed over the years, we sometimes operate in an environment with restricted assets, low funds or both. GETS can alleviate some of these burdens by verifying the operability of parts and repackaging them to Class A standards.

Having long lead times for items to restock our DMPL is nothing new. These lead times are a result of high demands in the supply system, the lower priority used to order these parts, and of course, funding. Instead of just reordering a part 04 priority at full price, you have the option to send the items to Letterkenny to be screened for NEOF.

Some data collected from the LEAD Circuit Card branch states that over 50% of items sent to the lab come back with No Evidence of Failure. That's a pret-

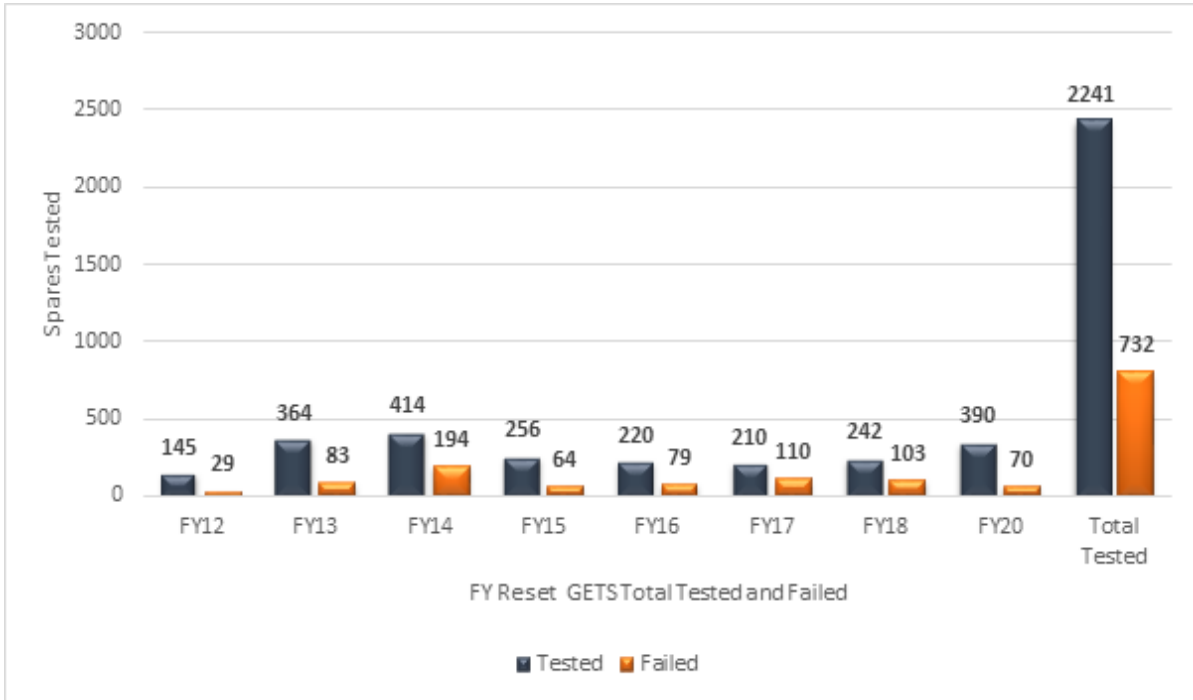
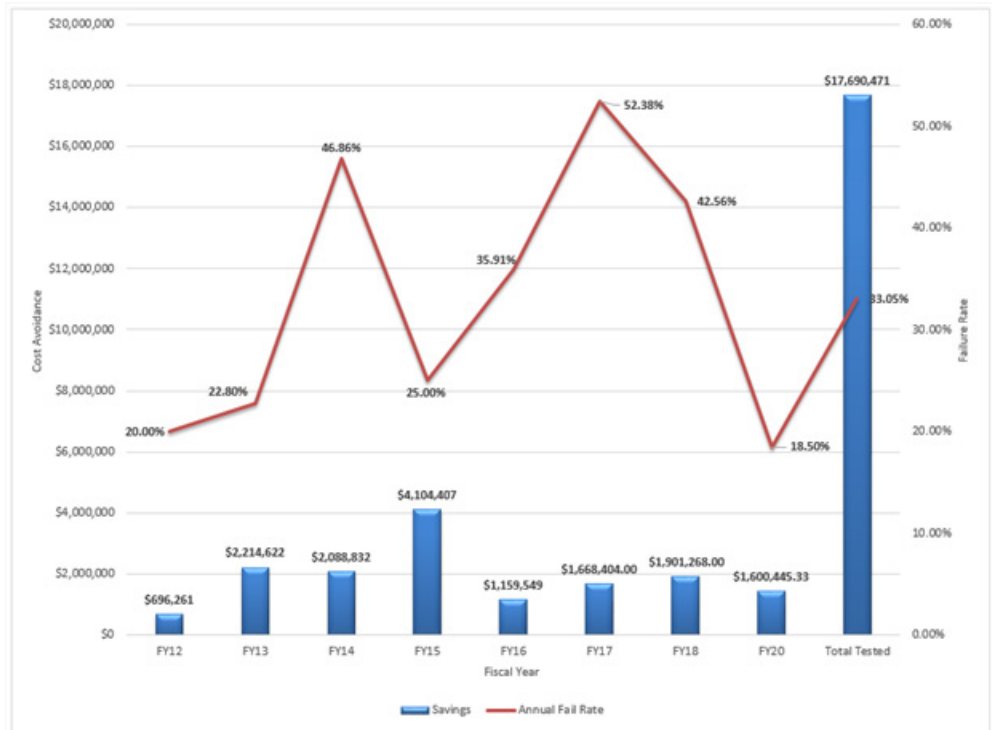


Chart and data show the trends of parts sent vs. failed over the last 8 years. (Courtesy graph by IFMC)

ty high number! But is it accurate? We compiled the information and analyzed it for ourselves. We crunched the numbers from the last three fire units that went through Reset, and they speak for themselves. Out of three battalions, 390 items with a total value of \$6,799,753 were sent for testing and only 70 showed evidence of failure, which means 82% of items showed NEOF! Based on this data, 320 items valued at \$4,801,330 were Class A repackaged and returned to the units.

The information gathered from the three units give us an average cost avoidance of \$1,600,445 per battalion. Although the quantity and frequency of the items sent vary from unit to unit, if the average continues, and we consider Reset as an annual interval and multiply that number across the branch, it gives us an average cost avoidance of \$16,004,453 annually. Maintaining GETS testing at regular intervals versus consolidating everything via



Data shows trends in cost avoidance over the 8 years. (Courtesy graph by IFMC)

reset leads to even higher estimates in savings: by increasing the frequency of parts, you will increase the amount of parts sent.

What is the process?

The testing stations at LEAD are exact replicas of the system used by the manufacturer to test items after refurbishment to fulfill your requisition. This process returns a Class A packed, tested item to you to restock your shelf. The question of the history of that part and status is removed as a result of this process. Nothing is perfect, but the same goes for items ordered that could produce out-of-the-box failures — something we have all experienced.

Regardless of what you have previously heard, the process is simple. From your home station, gather items that need to be tested and fill out the paperwork in accordance with the GETS Standard Operating Procedure, published July 2020. These items should be packaged to prevent further damage and sent to the IFMC Field Office. The IFMC Field Office will receive your assets and conduct an inventory. From there, your items will be sent to the appropriate LEAD screening shop where technicians will determine the operability of the receipted GETS items. The GETS shop will return tested assets to the IFMC Field Office, which are then returned to the unit representative. The unit will be provided with a tracking number and notified when received by IFMC.

Ship the items to:

IFMC-FO-C (W90WYC)
ATTN: GETS Coordinator
4750 Technology Ave.
Chambersburg, PA. 17201

There are a couple of factors that affect the timeline of your parts: the shipping time and the amount of items sent. According to the Hengst, the assets could be tested within a few days after receipt. You can reach out to them for updates or to help expedite the process if necessary. The good news is that you have a representative from the field here in the Training with Industry position at LEAD to help you keep track of these items.

One way to streamline this process is to designate a unit GETS representative. It is highly recommended that each battalion establish a GETS program and designate representatives from each battery on appointment orders. Each unit should provide the IFMC Field Office with a copy of the GETS appointment orders as well as the unit commander's assumption of command orders. The battalion GETS representative should establish shipping intervals and request the TAC code to ship GETS spares for the entire BN. The battalion representative can gather all items from the batteries and send them once a month or as needed. Working this into the battle rhythm would simplify this process and still receive all the benefits of the program.

Another great opportunity to send parts for GETS screening is prior to deploy-

ment. During the time leading up to deployment, our ordering has to stop to clear DODAACs, which are normally shut off. If you send your parts to be tested, not only are they validated just prior to deployment, but are also Class A repackaged to prevent any damage during shipment.

So what is the takeaway?

The negative reasons identified as to why Soldiers are not using this valuable resource are far outweighed by the added benefits GETS provides. Despite the reasons for not using the program, none of them challenge the significance of what GETS screening provides the warfighter. This very simple process, if used correctly, will save time and money. If items can be tested, they should be tested. This in turn will improve readiness by decreasing spares lead-times while increasing our inventory and save significant Class IX funds in the process. I hope this short article will help familiarize warfighters with this simple process and encourage units to take advantage of this great resource. Remember, we are all stewards of the Army's funds, responsible for the conservation of resources and outcomes of our decisions. Be responsible. Save your unit's budget and use GETS!



CW3 Frank S. Konya

LEAD MVP



BY MEGHAN SHARPE
LEAD PUBLIC AFFAIRS



Name: Jeffrey Orosz

Job: OSM Industrial Engineering Technician

Jeffrey Orosz is an industrial engineering technician in the Master Data Branch of the Office of Strategic Management. He goes above and beyond his duties to ensure everyone on his team receives help and solutions for LMP problems. Not only is he a leader, but he is motivated, ambitious and dedicated, while always looking for ways to make processes more efficient. "Mr. Orosz is the teammate everyone wants to have on their team," his supervisor, Nicholas Battiste, remarked. "He was nominated by several of his peers because he really deserves this recognition."

Name: Nancy Garns

Job: DS&T Stock Record Officer

Ms. Garns' unselfish leadership skills, hard work and experience was crucial to the success of a DS&T audit in February 2021. Her dedication to her job does not go unnoticed. "Her selfless acts of kindness can be shown through her dedication to share her experience and knowledge for the growth of her peers and depot processes," says the Directorate of Supply and Transportation deputy director, David Pollock III. Ms. Garns attributes this achievement to hard work.



Please note: This photo was taken before the July 28, 2021 Updated Mask Guidance for all DoD Installations and other facilities.

BDO COMMUNICATES DEPOT'S CAPABILITIES

BY MEGHAN SHARPE
LEAD PUBLIC AFFAIRS

A team from the Letterkenny Army Depot Business Development Office attended a Ground Vehicle Systems Engineering and Technical Symposium through the National Defense Industrial Association in Novi, Michigan. This conference helped the team learn about new innovation and modernization techniques, develop more industry contacts and build connections to support the warfighter. The team consisted of Kristi Fahnstock, business development event specialist, Bart Patterson, business development specialist and one other.

During the GVSETS, different companies and government organizations were able to set up booths to showcase their capabilities. The LEAD team got to discover modernization tactics from these industry exhibitors and share their technologies.

"We got to set up the first day and scope out what other vendors were around to see what they brought to the table," Fahnstock remarked. "The next day is when it started. There were a lot of technical sessions throughout the day, so we got a mix of different people coming from those sessions and different conference rooms."

Aside from the exhibits, the technical sessions highlighted different manufacturing and innovation information specific to ground vehicles in order to better serve the Soldiers in the field.



"Some of the technical sessions they had involved innovative opportunities, latest trends and future modernization for the warfighter," Fahnstock explained. "It was really focused on the warfighter and our commitment to them."

The LEAD team was able to host a booth at the event, which helped further develop and establish relationships with other organizations.

"It's really important for the depot to engage with industry partners and customers at these conferences because industry connections change all the time," Fahnstock said. "We need to keep that communication line open to build more brand awareness and to further showcase our capabilities."

This team will be attending more conferences in the future to further network with industry partners and stay up-to-date on new technology to better improve LEAD.

EEO SPOTLIGHT COMMUNICATION

BY GINA LOOSE
EEO OFFICE

Communication is critical between leaders and employees. Leaders should communicate with urgency, transparency and empathy, which helps the workforce adjust to constantly changing conditions. Leaders should also be transparent and build mutual trust with employees, while implicitly recognizing them as capable of coping with information being shared. Showing empathy towards each other and conveying a compelling message of hope can foster resilience in facing challenges that lie ahead.

Communication was instrumental throughout the COVID-19 crisis, and it is still just as critical as we move forward through the pandemic. Over this time, effective communication has proven to improve situations, so both employees and leaders should be mindful of that when communicating with each other.

It is important for leaders to communicate with employees, but employees should be communicating with their leaders as well. Communication between leaders and employees is important to ensure Letterkenny Army Depot is successful and that everyone is kept informed.

Regardless of the method of communication, it is important to communicate regularly. In the past, through responding to surveys during sensing sessions or anonymous emails, LEAD employees expressed their concerns and communicated how they feel that leadership does not effectively communicate with the

workforce. This may or may not be accurate, but it is accurate to the employee that feels they are left off of communication or just do not receive communication as frequent as they would like. Also, just as it is important for leaders to keep their employees informed, the same is true for the employees. You should keep your leaders informed and communicate on a regular basis, which begins with building a relationship with leadership where you feel comfortable asking questions without fear of judgment or repercussions.

Communicate frequently.

Leaders need to communicate far more frequently than we think. Communicating regularly and truthfully reduces fear, anxiety and doubt, and also ensures that employees have heard information and messages they were intended to hear. Employees may be facing challenges, both in their personal and work life, and leaders need to remember to support them through those times. Leaders that have continuously communicated with employees during this pandemic have been instrumental to their employees.

Feel comfortable asking questions.

If you have questions or concerns, your supervisor and leadership can help you find answers. Your leader is the one to give you accurate information. Although your coworkers might want to help by

giving you their perspective or sharing what they have heard, which may or may not be accurate, your supervisor's response should be the one that aligns with the organization's response.

If you have any questions or concerns, please contact the:

Equal Employment Opportunity Office

(717) 267-5427

usarmy.letterkenny.usamc.mbx.equal-employment-opportunity@army.mil.

Upcoming Special Emphasis Program Events:

1-30 November 2021 – National
American Indian Heritage Month

17 January 2022 - Martin Luther King Jr.
Birthday



KENNY LETTER

LETTERKENNY ARMY DEPOT