



# The CHALLENGE



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# Commander's View

Team Sierra,

It is my privilege to be your commander and the absolute best part of my day is getting out into the work centers to learn from each of you.

If I show up to your work station in civilian clothes, I hope you put me to work! Some departments already have, and I've thoroughly enjoyed every minute -- particularly the conversations I've been able to have with everyone throughout the day.

A little bit about myself -- I've been in the Army for just shy of 19 years and I've been very fortunate to see the Army from many different angles, from Recruiting Command, and Advanced Individual Training to Heavy Amored Brigades and Light Airborne Infantry units.

Away from the Army, my husband Mark and I, as well as our two children, love playing and watching sports -- as well as hiking and skiing. We are eagerly looking forward to the upcoming ski season at Mount Rose and many other destinations in the surrounding area. We have integrated well into our new community and truly feel a sense of home.

Commanding Sierra provides yet another viewpoint into the Army's strategic readiness and I'm grateful to be able to impact our Nation's global response. Upon notification that I was going to command Sierra Army Depot, I engaged with many people and started asking a



Lt. Col. Amy M. Cory

lot of questions.

To date, everyone I know that has ever worked with Sierra, speaks very highly of the quality and commitment provided by you, the Sierra Team. And since my arrival, I've personally witnessed that quality and commitment and I thank you for it. You impact the readiness of the current and future force every day and you enjoy a stellar reputation amongst the Soldiers

you support.

Of great importance to me is the continued safety and professionalism of our team. I expect Sierra to utilize safe equipment and operate our equipment in a safe environment. I expect employees and supervisors at every level to report unsafe acts or environments, allowing us to prevent injury. I also expect all personnel to report any form of harassment within work centers so that I can eradicate this unwated behavior from the Depot. Offensive symbols and photos have no place on our installation either. They are unwelcome distractors from our core mission and fracture our team.

I encourage you to utilize the appropriate agency to address your concerns whether that be through the SHARP program, the EEO program, CHIP program as well as my open door policy. All of these programs exist to ensure the safety of our personnel.

We must always strive to improve upon our quality reputation and do our part to ensure those we support never lose confidence in our abilities.

Thank you again for all that you do for our Army!

LTC Amy M. Cory  
Commander  
Sierra Army Depot



Lt. Col. Amy Cory, Sierra Army Depot commander takes a photo with the Sierra Army Depot safety committee, outside of the headquarters building, Oct. 13, 2021.

Photo by Doug Magill, Sierra Army Depot, public affairs

**The CHALLENGE**

Depot Commander/Publisher \_\_\_\_\_  
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Lt. Col. Amy Cory  
Doug Magill  
Lloyd Gubler

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# Sierra firefighters honored at AMC, Army levels

By Doug Magill,  
Sierra Army Depot  
public affairs

HERLONG, Calif. – A combination of wildfires and the COVID-19 pandemic kept the Sierra Army Depot fire department busy during 2020.

And now the U.S. Army is recognizing the department for its efforts.

Michael Graves, Sierra Army Depot firefighter, was selected as the U.S. Army firefighter of the year, while the Sierra Army Depot fire department was selected as the Fire Department of the Year by U.S. Army Materiel Command – the U.S. Army's 4-star command that oversees installation support and materiel readiness to the U.S. Army.

"Having this recognition is a tremendous honor for all of us and gives us even more momentum to strive harder for the next challenge," Eric Pietrylo, Sierra Army Depot fire chief, said.

The U.S. Army recognized Graves as its Civilian Firefighter of the Year. Graves contributed to the wildfire efforts when he led a Type 3 engine crew on a 14-day deployment to the Sheep Fire, which involved 30,000 acres and destroyed 26 homes in Lassen County, from Aug. 20 – Sept. 4, 2020. He also served as an engine boss during the North Complex Fire which involved 318,000 acres and 2,455 damaged structures.

He worked with 14 other team members while the crew provided 1,000 man hours in the firefighting effort. Graves led offensive fire suppression efforts against the wind-driven Ash wildland



Photo courtesy Sierra Army Depot fire department

Sierra Army Depot firefighters pause for a photo while providing fire suppression support to the Dixie Fire, July 2021.

fire. He directed six other firefighters, stopping the spread of the fire into the community. Graves also directed fire attack operations on a mobile home fire and prevented a large vegetation fire.

"I'm extremely proud of Mike," Eric Pietrylo, Sierra Army Depot fire chief, said. "He's a team player through and through and as a lead firefighter, he safely coaches his crews to success with every task assigned."

Graves also helped lead the department's response to COVID-19 pandemic for the depot.

He fit tested all firefighters for facemasks, developed personal protective equipment response kits and utilized the kits for quarantined employees. He also facilitated with local public health authorities to build a reserve of medical personal protective equipment to combat the COVID-19 pandemic.

"We've learned that in spite of all the additional challenges from COVID-19, that we can adapt to these



Photo courtesy Sierra Army Depot fire department

Sierra Army Depot firefighters support to the California Department of Forestry and Fire Protection during the Beckworth Fire, July 2021.

conditions and still provide the top service we've always delivered," Pietrylo said.

The department as a whole was recognized for its emergency response to 226 structural, wildland and vehicle emergencies in 2020. The department fought 18 fires with no firefighter injuries.

The department also established the procedure for

transporting employees who were potentially exposed to COVID to an isolated facility, limiting exposure to depot personnel.

"Our fire department is the busiest I've ever seen in my career," Pietrylo, who has been a Department of Defense firefighter for 40 years, said. "I couldn't be more proud of this team with how

they professionally approach each emergency response.

The experience of 2020 prepared the department for the 2021 fire season, as the department provided protection from the Beckworth Complex and Dixie fires. The department protected homes and infrastructure in surrounding communities.

# 43rd Change of Command, Sierra Army Depot

By DOUGLAS MAGILL Public Affairs, Sierra Army Depot

HERLONG, Calif. – Lt. Col. Amy Cory became the 43rd commander of Sierra Army Depot – which delivers materiel readiness and sustainment solutions for U.S. Army Tank-automotive and Armaments Command as its western-most installation -- during a change of command ceremony at the depot, July 20, 2021. She is the first woman to command the depot in its 79-year history.

Cory takes over for Lt. Col. Russell Henry who led the depot during a period marked by the onset of the COVID-19 pandemic and the outbreak of numerous wildfires in the immediate surrounding area.

“I am extremely proud of this organization, how we came together in times of tragedy and loss and how we lifted each other up and continued to successfully accomplish the mission,” Henry said during his speech to attendees of the ceremony.

Under Henry’s leadership, the depot became the storage and distribution center for the U.S. Army’s supply of COVID-19 personal protective equipment – receiving more than 15 million COVID-19 test and collection kits and vaccine sets, shipping more than 600,000 to 35 military treatment facilities worldwide. Sierra Army Depot maintained a performance to promise of 99% -- helping the U.S. Army set expectations and keep pace for supplying materiel readiness to the overall force. Sierra also received and processed almost \$590 million in serviceable items and shipped \$330 million of Class IX assets, with more than \$60 million of that filling critical non-mission capable supply backorders – delivering the material needed in order to enable Army units to perform functions they would not have otherwise been able to perform. “Russell and his team here have really dug in,” Maj. Gen. Darren Werner, U.S. Army TACOM commanding general, said. “The results of what they are executing here at Sierra are providing a considerable impact in materiel and dollars back into our Army. It’s an incredibly important part of what we need from our depots.”

Cory comes to Sierra on her second-consecutive command position after commanding the student detachment of the U.S. Army’s Command and General Staff College in Fort Leavenworth, Kansas. She has four deployments and numerous awards and decorations. She is an officer in the Logistics Branch with previous experience in the Medical Service and Ordnance corps. “Her resume far exceeds mine,” Henry said. “She is absolutely the right person at the right time for this job. The right person to take the mantle of leadership and command of this organization.”

Cory arrived to Sierra Army Depot shortly after the July 4 holiday and immediately began integrating into the leadership position. “I have been nothing but impressed by your skills, commitment and passion for the work that you do every day,” Cory said. “You are an integral part of the U.S. Army’s strategic readiness, and I am privileged to share in Sierra’s rich history and promising future alongside of you. And I do not take lightly that in which I have been entrusted.” Henry’s next assignment will be at Human Resources Command in Fort Knox, Kentucky. Overseeing assignments of the U.S. Army’s logistics officers. “As Desiree and I prepare to embark on our next adventure to Human Resources at Fort Knox – where they say all the gold is – I can tell you that the real gold is right here. The gold mine is here and the gold is our people.”



# SIAD holds 2021 Strategic Planning Off-Site

By Laurence Rose, strategic planner

Lt. Col. Amy Cory, Sierra Army Depot commander and Don Olson, deputy to the commander, met with managers, directors, and other key planners during Sierra Army Depot's annual Strategic Planning Off-site, Nov. 18, at the Federal Correctional Institution training center in Herlong, Calif. to discuss long-term goals for the depot.

The 35 attendees gathered at the event to ensure that the depot's goals are aligned with the goals of its higher headquarters and to set priorities in light of the current environment.

Cory told the group how excited she was to be serving as the depot commander and how she was looking forward to taking the depot to the next level – where people's skills, training and improved facilities and processes marry up to better enable Sierra to execute directed missions.

"We have a lot of diverse skillsets and areas of expertise on this depot and we can't stovepipe any of that," Cory said. "So, having these opportunities to get together to talk about the future of the depot, we can enable ourselves so that when we get the green light from AMC and TACOM to do something different, we're ready."

The commander discussed the Sierra Performance System (SPS) and how this business transformation model is used in the private industry as well as in the government, including at some other Organic Industrial Base (OIB) sites.

"I'm excited to have the Sierra Performance System platform," Cory said. "Because a lot of other places, whether it's in the public or private sector, just don't. And we can make this our own. It's not a cookie-cutter, one-size-fits-all solution."

Launched at SIAD a year ago, the SPS is an interconnected system and methodology that aims to empower the front-line teams, working on the shop floor, to achieve breakthrough results connected to strategy. It was designed to enable clear communication from the lowest team level – to the command team – and back down. This allows anybody along the chain to make informed decisions at the appropriate level. Transparency, collaboration and process improvements are the pillars of the SPS. This common operating picture helps us accomplish our day-to-day operations more efficiently and facilitates our progress towards our strategic goals.

"These are exciting times to be working at Sierra," Olson said. "We've seen incredible changes over the last 15 years. Now we should be asking ourselves 'what does tomorrow and the next 50 years look like?'"

Over the past 20 years, SIAD tripled its Direct Labor Hours and its workforce. It spent several hundred million dollars in the modernization of facilities and greatly increased its workload capacity. The depot also brought to life the concept of "End-of-First-Life Center" to the Army.

At this time, in spite of COVID-19 and funding uncertainties, no drastic changes are expected for the depot. Senior management is working to obtain sustained workload and funding, as it always has.

"Budget uncertainty is causing customers to hold their money," Olson said. "Right now, we



Photo by Doug Magill, Sierra Army Depot public affairs  
Chris Erwin, heavy mobile equipment mechanic supervisor, presents a huddle board during the Sierra Army Depot 2021 strategic planning offsite at the Federal Correctional Institute-Herlong training center, Nov. 18, 2021. Huddle boards allow teams to track progress and to identify and solve problems.

are fighting for sustained funding for programs like OCIE and COVID PPE. I think OCIE is a big growth opportunity."

Organizational Clothing & Individual Equipment (OCIE) is showing significant potential growth. The Department of the Army would like to establish an Amazon-style activity for clothing and SIAD is well postured to take on this challenge. The COVID-19 Personal Protective Equipment (PPE), DEMIL, parts pull and Operational Project Stocks missions are additional promising growth areas.

SIAD is part of Army Materiel Command (AMC) and Tank-Automotive & Armaments Command (TACOM) OIB modernization strategy. The depot works closely with its higher headquarters to define and justify infrastructure needs. However, modernization of the infrastructure is not enough. Automation and training will be necessary as well and will take time. Collaborative efforts are also a must. Each area of the depot is involved in the mission and impacted by its fluctuations.

"If you're involved in OCIE, raise your hand," Olson instructed attendees. "Everyone should be raising their hand. Everyone on this depot is involved in OCIE."

Depot leaders also used the planning session to exchange best practices regarding huddle boards – as they are used as part of the Sierra Performance System. One function the boards serve, is to help depot personnel pass critical information up and down the tiered huddle system. This helps the depot identify and solve problems to ensure success of the depot's mission of delivering materiel readiness to the Army and joint force.

"This is something that you can use to bring your folks together in the morning and decide 'this is what we need to do today,'" Olson said. "We rely on your folks on the front line to help us see that. This is so that we can make changes to meet

customer requirements."

Five employees from various areas (AJ1, Containerization & Assembly, Maintenance, R3 and Storage Support) presented examples of huddle boards currently in use. The huddle boards enable front-line teams to clearly measure their performance against what they planned to achieve. Teams can track their daily production goals and status on their boards, and identify areas that need improvement to problem solve at the appropriate level.

Individual team goals (or metrics) can be different. The Mechanical Repair Division will not have the same production goals as the Container Receiving Branch. But each team can look at their board – see what they have identified as goals for the day/week – and should quickly be able to say if they are meeting their goals or not. If they are not – then they should be able to identify the causes (maybe number of people, lack of training, lack of equipment, facility constraints, process or parts constraints, etc.).

Next, the teams can provide their assessment (from their perspective) to their leadership for action. By demonstrating the efficiency of their current huddle boards, the employees who attended the off-site provided valuable insight to the group on how to best develop measurements that make sense at the shop floor level. Managers and Directors devised an action plan that will implement the use of huddle boards and relevant goals and metrics throughout SIAD – an important step to operationalize the SPS and the Strategic Plan.

"I enjoy getting everyone together to share information to help us reach goals," Cory said. "We're all part of a bigger picture. I appreciate the feedback on how to make meetings more workable. I'm excited. I appreciate the input from the team today. We're all one team and I think there's great things in our future."

# Sierra Army Depot provides COVID-19 PPE support to Afghanistan evacuee mission

By Doug Magill,  
Sierra Army Depot public affairs

HERLONG, Calif. – The U.S. Army's storage and distribution center for COVID-19 personal protective equipment is sending millions of items in support of the United States' multi-agency effort to relocate Afghan evacuees.

Sierra Army Depot has sent a total of 6 million latex gloves; 250,000 disposable masks; 200,000 gowns and N-95 masks and 9,000 safety glasses over a combination of multiple shipments to eight different military installations in the U.S. supporting Operation Allies Welcome.

The Secretary of Defense has approved for the Department of Defense, through U.S. Northern Command, to provide to the Department of State and the Department of Homeland Security temporary housing, sustainment and support inside the United States for Afghan personnel. DOD will provide support for more than 50,000 individuals at suitable facilities, in permanent or temporary structures, as quickly as possible. Support will be provided on DOD installations and potentially at contracted non-DOD land and facilities.

Sierra Army Depot worked in coordination with several agencies such as Army Medical Logistics Command, U.S. Army Medical Material Agency, Communications Electronics Command, and U.S. Army Tank-automotive and Armaments Command in order to meet emerging requirements in a short timeline.

"I am immensely proud of the Sierra team and the entire enterprise for the rapid execution of this important mission for our nation," Lt. Col. Amy M. Cory, Sierra Army Depot commander said. "The throughput processed in this short period of time is the highest intensity since the PPE program began and the work to provide it to each of the safe havens is nothing short of impressive. This equipment is essential to protect our allies, installations and surrounding communities in these areas from



Photo By Doug Magill, Sierra Army Depot public affairs  
Jose Alvarado (left) and Gaosa Tautolo (right) assemble a pallet of disposable gowns as part of Sierra Army Depot's mission to supply COVID-19 personal protective equipment support to Operation Allies Welcome.

COVID-19. Sierra Army Depot is privileged to be a part of this effort."

The health and safety of U.S. personnel and vulnerable Afghans are paramount. DOD personnel supporting the operation are taking maximum precautions prescribed by the Centers for Disease Control and Prevention (CDC) and base leadership. Afghans are also being encouraged to follow CDC

recommendations for COVID mitigation.

Sierra Army Depot is located in Herlong, California -- approximately 60 miles northwest of Reno, Nevada. The depot provides sustainment solutions for U.S. Army Tank-automotive and Armaments Command, U.S. Army Materiel Command and ultimately for the U.S. Army and the joint force.

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# Pride in Excellence ....

SIAD Employees receive awards for length of service, outstanding performance and retirements.



Jill Crinklaw, Retirement



Frank McGuire, Luke Halmos, Jason Halmos, Performance



Misty Lambert, Dewey Jones, Performance



Doug Magill, Performance



Erinn Reed, Performance



Melissa Olinger, Performance



Laurence Rose, Performance



Brian Brown, Performance



Norma Sierra, Performance



Lu Peterson, Performance



Katie O'Sullivan, Performance



Melissa Olinger, 2-Star Note



Mary Streigel, Retirement



Wayne Plaster, Service



Thomas Kirk, Service



Michael Graves, 4-Star Note



Kyle Potter, 2-Star Note



Rorie Canham, Performance