

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

# KENNY LETTER

*Summer 2022*



**LETTERKENNY ARMY DEPOT  
PUBLICATION**

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# COMMANDER'S CORNER WITH COL. ALLBRITTON

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## Team Letterkenny,

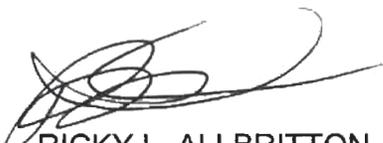
As always, thank you for what you do every day at Letterkenny Army Depot! In the last Kenny Letter, I spoke of performance to promise (P2P) and congratulated all of you for achieving 99% P2P three months in a row! Although this feat is incredible for any Army depot, you recently went far beyond that by reaching an impressive 99% P2P average for seven consecutive months - an unrivaled accomplishment for our depot. Congratulations to all of you!

A lot of what we do at the depot is because of personal reasons - some consider what they do a job, others feel it is a stepping stone to a higher calling. For most of us, we do our jobs for our family - preparing the next generation for their next phase in life, whether that includes getting ready for the next grade in school or finding a good job. Some occupations offer both excellent pay and the opportunity to attend college. Yes, I am referring to the military, which has provided me with a great job working with awesome people, provided steady pay, and funded every one of my college degrees.

The military and higher education are not an "either/or" option - more often than not, you can have both! Soldiers earn college degrees for free while serving - up to \$4,000 in tuition assistance each year for college courses or certifications. The Army has a free, online, self-paced academic readiness program called "March 2 Success," designed to provide high school and college students easy access to test preparation. The program offers instruction in math, science, and English topics; STEM courses; SAT and ACT prep; healthcare-related practice tests, including MCAT and DAT practice tests; and physical fitness and nutrition guides. If you have any questions, let me know or visit your nearest military recruiter for more information.

**Again, thank you for what you do!**



  
RICKY L. ALLBRITTON  
COL, LG  
Commanding

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

---

## **Team Letterkenny,**

Thank you for coming out in droves to celebrate our 80th Anniversary last month. It was equally touching to see that we did not forget those that could not be with us on this marvelous occasion. Their memory, our memory lives on in everything we do each day. It was indeed an honor to witness what past and present employees have done to underwrite the readiness of our warfighters, the guarantor of our freedom. I know our commitment, dedication, and innovative skills will ensure Letterkenny is here 80 years from now as a homage to the legacy of those that have gone before us.

The event was a success because of all of you. Allow me to specifically thank the team that planned this event while performing their assigned daily tasks. The challenges we face today are opportunities for us to create a better Letterkenny for the future. Our commitment to excellence, quality products, and support to our service members will not waver.

The LEAD family will continue to strengthen because we will always care for each other.

**Stay safe, and thank you for what you do every day!**



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

SGM E. C. Amoke  
Depot SGM

# LETTERKENNY ARMY DEPOT HOSTS AMCOM SYMPOSIUM FOCUSED ON OIB MODERNIZATION

Story by **Dorie E. Heyer**

LEAD Public Affairs

Subject matter experts in various disciplines gathered in person and virtually for the second iteration of the U.S. Army Aviation and Missile Command Organic Industrial Base Symposium Aug. 2-4 at Letterkenny Army Depot, Pennsylvania.

The symposium, hosted by Letterkenny Army Depot, was focused on aligning the strategic direction of the AMCOM OIB with the Army modernization strategy to ensure that the depots can sustain the multi-domain force of 2035.

Tom Ray, director of the AMCOM Logistics Center Industrial Operations Directorate, further elaborated on the goals and expectations for the three-day event.

“We have experts on-site looking at the depot to see how we can modernize today,” Ray said. “This [symposium] provides an opportunity for continuing conversation and collaboration to support modernization efforts.”

Col. Ricky L. Allbritton, commander, Letterkenny Army Depot, also provided an overview of how the depot supports modernization efforts.

“We have a multitude of emerging technologies such as blue-light scanning and 3D printing that we are trying to leverage to provide a direct benefit to the warfighter,” Allbritton remarked. “We will continue to acquire technology to expand our ability to support DOD readiness.”

Col. Richard Martin, the deputy director for the U.S. Army Materiel Command OIB Modernization Task Force, joined the event virtually to provide updates on



Col. Ricky L. Allbritton, commander, Letterkenny Army Depot, provides opening remarks during the U.S. Army Aviation and Missile Command Organic Industrial Base Symposium Aug. 2-4 at Letterkenny Army Depot, Pennsylvania.

U.S. Army photo by Dorie E. Heyer

the OIB modernization efforts taking place Army-wide.

“The modernization implementation plan takes a bottom-up approach and follows a top-down refinement model,” Martin said. “Phase one of this 15-year plan will begin in 2024 and will be condition-based moving into subsequent phases.”

Martin also provided insight into what the depots are currently doing to prepare for future phases and how AMC prioritizes OIB modernization.

“We want to get more work, better work, to the depots,”

Martin said. “Your value is in what capabilities you retain to be able to surge when the Army needs it.”

Martin highlighted the importance of making the right decisions when investing in modernization. Whether the projects focus on facility upgrades, updating technology or adequately aligning the workforce to meet workload demands, he stressed the importance of making economical investments in the right places and looking to leverage those investments into industry partnerships where relevant.

“We aren’t going to increase capacity or production capability if it’s just a new version of the same thing. We also don’t want to buy more than we’ll ever need,” Martin said. “There are some things we want to build where we have the extra capacity to do so, and if we’re not using it, we can offer that to industry partners as a public-private partnership if it’s a CITE (Center of Industrial and Technical Excellence) designation. It keeps us arguably with the right workload and the right programming.”

There were additional discussions centered around emerging systems, developments in academia and depot modernization plans.

The team also discussed ways to overcome challenges associated with modernization, tied explicitly to the sustainment of emerging weapon systems. Representatives from the Army Rapid Capabilities and Critical Technologies Office were on hand to provide insight into the rapid development process, specifically for the Long-Range Hypersonic Weapon, and how sustainment factors into the process.

“Schedule is king when it comes to rapid acquisition,” said Ed Zarnesky, a program integrator within Hypersonics, Directed Energy, Space and Rapid Acquisition. “We’re delivering a residual combat capability, and I think the depot has a big hand in the sustainment of this.”

Although the emphasis on rapid development doesn’t necessarily account for sustainment early in the acquisition process, Ray warned that failure to look toward managing and repairing these systems could be disadvantageous to modernization.

“We need a balance with schedule requirements and build quality and cost savings into the process,” Ray said. “It’s going to be detrimental to the Army if we’re not thinking about sustainment in the beginning.”

Symposium attendees also had the opportunity to tour various areas of Letterkenny Army Depot to experience modernization efforts and emerging technology

acquisition first-hand. While touring the depot’s production facilities, subject matter experts provided information on the newly acquired capabilities, including cold spray technology, blue-light scanning and shop-floor analytic tools.



Tom Ray, director of the U.S. Army Aviation and Missile Command Logistics Center Industrial Operations Directorate, elaborates on the goals for the AMCOM Organic Industrial Base Symposium Aug. 2-4 at Letterkenny Army Depot, Pennsylvania.

U.S. Army photo by Dorie E. Heyer

Artisans at Letterkenny are using cold spray technology to perform non-structural repairs, including repairs of corrosion and other surface defects. Cold spray offers additional repair benefits because of the lower operating temperature.

“Cold spray is an additive manufacturing technology that we’re using to repair parts,” said Ashley Filling, a production engineer at LEAD. “Unlike other additive manufacturing technologies that are used to make parts, cold spray is used to repair many different materials. We’re focusing on aluminum right now, but are looking to expand into steel repairs as well.”

Blue-light scanning technology was initially acquired to generate surface measurement analyses of turrets for the Extended Range Cannon Artillery program. Still, artisans and engineers have expanded the technology into other programs, increasing Letterkenny’s adaptability to production program needs through faster turn-around times for reverse engineering.



Ashley Filling, a production engineer at Letterkenny Army Depot, demonstrates the depot's cold spray technology during the U.S. Army Aviation and Missile Command Organic Industrial Base Symposium Aug. 2-4 at Letterkenny Army Depot, Pennsylvania.

Artisans at Letterkenny use cold spray technology to perform non-structural repairs, including repairs of corrosion and other surface defects. Cold spray offers additional repair benefits because of the lower operating temperature.

U.S. Army photo by Pam Goodhart



Subject matter experts in various disciplines investigate Letterkenny Army Depot's blue-light scanning technology during the U.S. Army Aviation and Missile Command Organic Industrial Base Symposium Aug. 2-4 at Letterkenny Army Depot, Pennsylvania.

Blue-light scanning technology was initially acquired to generate surface measurement analyses of turrets for the Extended Range Cannon Artillery program at Letterkenny. Still, artisans and engineers have expanded the technology into other programs, increasing Letterkenny's adaptability to production program needs through faster turn-around times for reverse engineering.

U.S. Army photo by Pam Goodhart

**“It helps us make our process more efficient, which provides a direct benefit to meeting our customer’s requirements,” said Will Greenland, Production and Engineering Division chief.**

The AMCOM Modernization Symposium created an environment of knowledge-sharing, collaboration and mitigates duplication of effort. Through extensive discussions, sharing best practices and hearing about emerging technology from partners in industry and academia, the symposium served as an avenue toward modernization of the OIB.

“The big objective is the modernization of the OIB and how to meet the challenge of putting that new technology into the depot,” Ray stated. “The depot is here to make you successful in your current and future endeavors.”

**“The depot is here to make you successful in your current and future endeavors.”  
- Tom Ray**

# SMISHING SEASON

Story by **Jason Furnish**  
 Directorate of Information Management

Every season is smishing season. Smishing stands for Short Message Service Phishing. It's not a new scheme among cybercriminals, but one increasing in popularity. There is no "offseason" for cybercriminals.

Smishing is like phishing. Phishing is the practice of tricking Internet users by employing deceptive email messages or websites into revealing personal or confidential information. Smishing attempts are messages received via a smartphone as a Short Message Service (SMS) message/text. The message may include a link or request a reply with the goal of compromising the recipient's personal or financial accounts and committing fraud.

## Some common smishing texts:

- Fraudulent Account Activity or Account Locked
- Grand Prize Winner
- Purchase or Package Delivery Update
- IRS Messages

## Smishing Protection Tips

\* Tips courtesy of Cyber Field Office / U.S. Army Criminal Investigation Division

- Do not send your credit card or financial information in a text or input in a website from a link provided in an SMS message to someone you do not know.
- Do not send your full name, date of birth, social security number, other personal information, or the information of your family members to someone you do not know or trust.
- Keep your smartphone operating system and the applications on the phone up to date.
- Do not be so quick to click on links received in text messages or to reply to a text message if the sender is unknown or the message looks questionable.

- Avoid responding to phone numbers you do not recognize.
- Avoid text messages offering quick and easy money, random coupon text messages, and text messages stating you are the next winner of the big prize.
- Most smartphones offer a way to block phone numbers. If you receive a scam message, block the number and delete the message.
- Report the scam number to your cell phone service provider.
- The IRS does not text taxpayers. The IRS contacts taxpayers through the U.S. Postal Service unless under special circumstances, which would result in a phone call.

**Be vigilant. Be aware. Use wisdom.  
 Don't become a smishing victim.**



# TEAM AVENGER ON THE MOVE AGAIN

Story by **John Ardans**

Sentinel and Avenger Program Manager

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If we looked back a few years ago, the Short and Intermediate Effectors for Layered Defense Project Office tasked and funded Letterkenny Army Depot to build cables, pack components, kit, and store the AN/VIC-5 Vehicular Intercommunication System Modification Work Order. These kits are for the Avenger Air Defense Weapon Systems such as the Air Drop (Airborne Operations), Basic, and SLEW-TO-CUE. This effort is a part of the Avenger Modification-Service Life Extension Program, which keeps the weapon system with the most up-

to-date technology.

Moving forward to the present time, SHIELD Project Office has funded Team Avenger to implement the integration of the AN/VIC-5 into all systems going through overhaul at the depot and around the world. The AN/VIC-5 Modification Work Order is specific to the Avenger weapon system. The AN/VIC-5 can accommodate many platform requirements and is a flexible approach that allows users to combine system components to provide clear,

noise-free communications between crewmembers inside the combat vehicle and externally to dismounted users and combat net radios. Selecting from various standard modules enables system scalability. Fast, safe, secure and reliable communications are essential to mission success on today's battlefield.

The AN/VIC-5 Vehicular Intercommunication System's modification offers the Warfighter a suite of new capabilities. However, none of this would be possible without



our incredible employees installing the updates. I have been singularly impressed by their commitment and dedication, deploying to each combatant command area of responsibility from the Pacific Command to Southern Command, ensuring those who wear the cloth of this great nation receive the latest AN/VIC-5 upgrade. These same folks are some of the most deployed employees at the depot, traveling worldwide to champion unit readiness and provide first-class instruction to units in the field or the classroom.

My name is John Ardans, and I am not only a Letterkenny employee, but also an Army veteran. I am more than proud of our depot and its innumerable accomplishments over the last eight decades.

On June 29, the Letterkenny Commander handed out Coins of Excellence to the Avenger VIC-V Team. Congratulations for supporting worldwide efforts for the Avenger Weapon System, and a job well done!

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# SMART CARD (CAC COMMON ACCESS CARD) SECURITY ISSUES WITH UNAPPROVED READERS

Story by **Jordan Hornbaker**  
Directorate of Information Management

As we head towards being more and more in the cloud with our DoD information, users are more likely to consider buying their own CAC readers. While there are cases where this is something that can be allowed, they should be confirmed as approved readers. Recently, malware was discovered in the drivers for a CAC reader from a manufacturer available from a popular online retailer. While I am not aware of other readers with similar issues, there is always the possibility that where there is one, there is more.

Shown to the right are some links to sites to help clear up what are known to be approved readers, further explaining the vulnerability and providing some general information. You can also always contact your

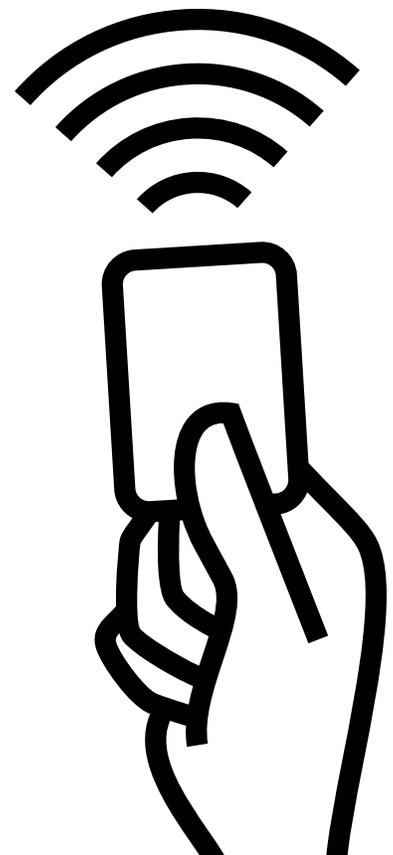
local DOIM and Cyber Security office with questions and issues on these matters. Remember keeping protected information safe starts with good cyber security hygiene.

More information can be found on the following websites:

*About the Found Vulnerability:*  
<https://krebsonsecurity.com/2022/05/when-your-smart-id-card-reader-comes-with-malware/>

*Approved Card Readers:*  
<https://www.idmanagement.gov/approved-products-list-pacs-products/>

*Misc Information:*  
<https://www.militarycac.com>





# LETTERKENNY ARMY DEPOT CELEBRATES HISTORIC MILESTONE ANNIVERSARY

Story by **Dorie E. Heyer** and **Meghan Sharpe**  
LEAD Public Affairs

**T**he Letterkenny Army Depot workforce commemorated the 80th anniversary of the depot's establishment with a ceremony held July 28.

Maj. Gen. Todd Royar, commanding general, U.S. Army Aviation and Missile Command, provided the keynote speech for the event. As a subordinate command of AMCOM, Letterkenny supports an air and missile defense mission.

“The workforce makes a difference at LEAD every single day. You, the workforce, allow the Army to win. Winning matters, and you make it happen. We are Army strong,” Royar remarked.

The ceremony was officiated by Letterkenny Commander, Col. Ricky L. Allbritton. As the depot's 51st commander, Allbritton's leadership focuses on the depot's people, modernization and readiness priorities.

“The LEAD workforce is comprised of talented employees with diverse skillsets ranging



Maj. Gen. Todd Royar, commanding general, U.S. Army Aviation and Missile Command, provides the keynote speech during Letterkenny Army Depot's 80th anniversary ceremony July 28. Letterkenny, as a subordinate command of AMCOM, supports an air and missile defense mission.

U.S. Army photo by Dorie E. Heyer

from skilled artisans to talented engineers to inspirational leaders," Allbritton said. "Our team is agile, adaptable, dedicated to the warfighter, and we embody the Army values."

Allbritton also focused on the depot's historical significance in the community. Citing the depot's origins when the Secretary of War issued a directive to acquire the land and establish the depot in 1942, Allbritton emphasized the importance of the community's support to Letterkenny's continued success.

"The Letterkenny Army Depot 80th anniversary

ceremony showcases LEAD's past, present and future, and strengthens our bond with the Franklin County community that we call home," he remarked. "LEAD's 80th-anniversary commemoration is not only a celebration for what we stand for – it also is an opportunity for us to define how we will embrace the next 80 years of achievement and service to the warfighter."

Mike Ross, president of the Franklin County Area Development Corporation, was on hand to provide guest remarks for the ceremony. Ross served as the representative from Team Letterkenny, an ad-hoc committee whose mission is to provide community

Col. Ricky L. Allbritton, commander, Letterkenny Army Depot, provides opening remarks during the depot's 80th anniversary ceremony July 28. "The Letterkenny Army Depot 80th Anniversary Ceremony showcases LEAD's past, present and future and strengthens our bond with the Franklin County community that we call home," he remarked. "LEAD's 80 anniversary commemoration is not only a celebration for what we stand for – it also is an opportunity for us to define how we will embrace the next 80 years of achievement and service to the warfighter."

U.S. Army photo by Dorie E. Heyer





Mike Ross, president of the Franklin County Area Development Corporation provides guest remarks during Letterkenny Army Depot's 80th anniversary ceremony July 28. "Since its dedication in 1942, Letterkenny has played an integral role in our Nation's defense and has been a virtually unparalleled economic driver for Franklin County," Ross stated. "Letterkenny has a stellar reputation for exceptional workmanship, on-time deliveries and global technical support for our warfighters."

U.S. Army photo by Dorie E. Heyer

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engagement in support of the retention and expansion of missions at the depot.

"Since its dedication in 1942, Letterkenny has played an integral role in our nation's defense and has been a virtually unparalleled economic driver for Franklin County," Ross stated. "Letterkenny has a stellar reputation for exceptional workmanship, on-time deliveries and global technical support for our warfighters."

Ross also detailed Letterkenny's economic impact on the local community.

"The most recent impact analysis, which was done by the University of Pittsburgh in collaboration with Shippensburg University, credited LEAD with generating more than 6,600 jobs (direct and

indirect) and over \$2 billion in overall economic impact," he said. "Letterkenny creates career opportunities, whether one is a machinist or fabricator or a logistician or any other occupation."

The ceremony also included the recognition of employee achievements. Royar and Allbritton presented over 20 employees with awards, ranging from Civilian Service Commendation Medals and Civilian Service Achievement Medals to certificates of appreciation and AMCOM commander's coins.

Following the awards presentation, LEAD premiered its 80th anniversary video. The 15-minute documentary featured subject matter experts from across the depot, who highlighted LEAD's rich history, modernization efforts, workforce and capabilities.

# LETTERKENNENY ARMY DEPOT MP NAMED AMCOM BEST WARRIOR

Story by **Katherine Belcher**  
AMCOM Public Affairs

After days of grueling competition in the extreme heat of southern Alabama, Sgt. Chance Cain was named Best Warrior for the U.S. Army Aviation and Missile Command at an awards ceremony Aug. 5 at Fort Rucker, Alabama.

Cain is a military policeman assigned to Letterkenny Army Depot in Chambersburg, Pennsylvania, and this was his first time contending for the Best Warrior designation. Staff Sgt. Sean Juneau, a quality assurance representative at Cairns Army Airfield on Fort Rucker, represented Aviation Center Logistics Command in this year's event, which was hosted by the U.S. Army Aviation Center of Excellence.

AMCOM Command Sgt. Maj. Bradford Smith visited with the Soldiers and was on site for several events, offering encouragement and advice.

"I am thankful for the USAACE and Fort Rucker team for allowing our Soldiers to use the resources they have available to conduct our competition this year," said Smith.

"With our Soldiers competing alongside their Soldiers, I think that made each of them try and push a little harder during the events."

Sgt. Maj. Ekondua Amoke, Depot and Installation Sergeant Major for Letterkenny, said Cain was selected to represent the depot because of his background and experience.

"Just over three years into his service [at LEAD], Sgt. Cain has accomplished considerably more than some of his peers," said Amoke. "He served as a drill sergeant before taking on the responsibility of providing security at the depot."

"He has a can-do attitude and will proficiently execute any task assigned to him. He is a professional and a leader."

Twenty two Soldiers competed this year – three squads of five and seven individuals – in events such as the Army Combat Fitness Test, day and night land navigation, obstacle course (7th Special Forces Group at Eglin Air Force



Sgt. Chance Cain from Letterkenny Army Depot

Base), six-lane rigor, urban operations, marksmanship training, a 12-mile foot march and various tactical combat casualty care tasks.

The final event for the AMCOM competitors was appearing before a board of senior enlisted Soldiers where each candidate was inspected and asked a series of questions on a variety of topics.

With his selection at AMCOM Best Warrior, Cain moves on to the Best Warrior Competition hosted by Army Materiel Command, which is scheduled for Aug. 13-17 at Fort Benning, Georgia. Winners from that competition will compete in the Army-wide competition in September.

# 80TH ANNIVERSARY CAR SHOW

Story by **Aaron Frey**  
Directorate of Supply and Transportation

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In conjunction with the depot's 80th anniversary and Employee Appreciation Day, Letterkenny Army Depot hosted the annual employee car show. Automotive enthusiasts of all backgrounds spent the day sharing their common interests.

Categories for this year's event were Domestic, Import and Motorcycle, each judged by popular vote.

Over 400 Letterkenny personnel cast their votes to select the winning vehicles, and the results are:

## **Domestic: Eric Carpenter with his GMC V30**

Restoration of Eric's V30 was completed over the course of two years. Nick Spade did the Cummins 6BT engine swap, and bodywork was done by Eric's father-in-law, Jeff Wolford. During restoration, the truck was converted to 4-wheel drive with a Dana 60 axle.



Eric Carpenter with his GMC V30

## **Import: Kevin Spielman with his Volkswagen Jetta**

Kevin's enthusiasm is evident in every piece of his Jetta. The turbocharged powerplant has been modified to ensure it will provide excitement for many, many miles. Kevin swapped the frontend with a euro GTI frontend, customized the interior, and even installed air suspension. The modifications have all proudly been completed by Kevin when possible.



Kevin Spielman with his Volkswagen Jetta

## **Motorcycle: John Rasp with his 1952 Harley Davidson EL**

This Harley Davidson was owned by John's father, who originally purchased it in 1962. John's mother rode as a passenger on this motorcycle while pregnant with John. In 1976, the motorcycle was parked and sat until 1995 when a close family friend bought it. In 2017 John's father passed away, and the family friend wanted to make sure John got his father's motorcycle back. Since that time, John and his son Justin have worked to ensure this heirloom will be appreciated by generations to come.

Thank you to this year's participants, and congratulations to our winners!



John Rasp with his 1952 Harley Davidson EL

# TO PAUSE MEANS TO HONOR AND RESPECT

Story by **Melissa Jo Knepper**  
LEAD Protocol Office

**T**wice a day, Monday through Friday, at Letterkenny Army Depot, during Reveille and Retreat, employees are given the opportunity to pause, reflect, and show respect for the flag while paying tribute to our great Nation and the men and women that have given the ultimate sacrifice of defending it.

According to the Merriam-Webster dictionary, Reveille is a modification of the French word *réveille* which means to awaken. The word refers to a bugle call at about sunrise, signaling the first military formation of the day. Retreat is a signal given by bugle at the beginning of a military flag lowering ceremony.

“When I hear Reveille played every morning and Retreat played every evening, it makes me think of freedom and how lucky we are to live in our country. Most importantly, it reminds me to take a moment to think of all the men and women who fought and continue to fight, day in and day out, for that freedom,” shared Kristin Burke, an accountant in the Directorate of Resource Management at LEAD.

Commander’s Policy, LEAD-R 1-1, Policy No. 1-46, Reveille and Retreat Policy reads, rendering honors to the colors is a time-honored tradition dating to the Army’s beginnings. Letterkenny Army Depot renders honors to the colors at 0700 and 1630 Monday through Friday. Reveille is sounded in the morning while Retreat takes place every evening. “To the Colors” is sounded immediately prior to the beginning of Retreat. The honors are played over the depot’s giant voice system.



“Reveille and Retreat is a time-honored tradition in the military that is used to signal the beginning and the end of the duty day. During my time in the military and civilian service, this was, and still is, a time to reflect and show gratitude to our great Nation. To honor one of the greatest symbols of freedom the world has ever known. As I stand facing the direction of the post flag, I am humbled and think about how lucky I am to have lived and served in the greatest country in the world,” reflected Tony Zollo, chief of the Installation Operations Center at LEAD.

According to Army Regulation 600-25 – Salutes,

Honors, and Visits of Courtesy, Soldiers in uniform will stop, stand at attention, face the flag or music, and render a hand salute once Reveille begins playing. Civilians and Soldiers not in uniform will stand at attention, face the flag or music, and place their hands over their hearts. The same procedures should be followed when “To the Colors” begins. When Retreat starts, uniformed Soldiers salute the flag while civilians place their hands over their hearts. Drivers and occupants of vehicles stop their cars, step out and render the correct honors when the music starts.

“The playing of Reveille, Retreat and taps always has a special place in a service member’s and veteran’s heart. Each military service does the playing a little differently, but the basic theme is the same. I personally use the time during Reveille and taps as a time of reflection on my past service deployments and those friends that are not with us anymore. While the purpose of Reveille is the start the workday, the original purpose of waking the regiment and getting individuals moving is still used at some locations. When I hear Retreat at the end of the day, which signals

the end of the official workday, I think of the whistle at the beginning of the Flintstones cartoon show as a mass exodus from the depot is seen,” commented Jeremy Gordon, manager of the EEO Office at LEAD.

The civilian workforce and visitors are invited to join the Soldiers of Letterkenny Army Depot each morning and afternoon during Reveille and Retreat to pause, reflect and respect while taking part in the long-established tradition of rendering honors to America and its warfighters.

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# ADMINISTRATIVE LEAN PROCESS

Story by **Darrell Plassio**  
Office of Continuous  
Improvement

One of the comments we receive while conducting Lean 101 training is that Lean can be of no benefit to me because I work in an administrative position. It is true that we do tend to focus on the processes on the shop floors, but administrative tasks can suffer from very similar issues that Lean can reduce or eliminate.

Some of the typical administrative wastes are:

- Long lead times to complete processes that are caused by:
  - Queued up work in in-baskets
  - Incomplete or inaccurate information
  - Complex or non-existent tracking systems
  - Interruptions
- Excess paperwork
- Redundant approvals
- Inefficient work area design and layout
- Poor handoffs
- Communication barriers
- Underutilized people

Many, if not all of the aforementioned issues, can occur in any work environment. Because Lean focuses on processes, not people, we have a variety of tools that can identify where the waste lies. Once we have identified the waste, we can then focus on minimizing and eliminate it.

Past examples of Lean in the office have included: 5S events to make the available space as efficient as possible; SharePoint Workflows to streamline data input and retrieval; process automation using custom forms, data systems and programming to facilitate a more accurate process tracking.

These examples have ranged from small changes to complete process revisions. If you are doing a task that seems repetitive and/or is taking a large amount time to complete on a regular basis, Lean can help. This applies to the shop floor or the office.

Don’t know where to start? Contact the Office of Continuous Improvement! We can either provide suggestions and/or assistance on possible solutions or we can connect you to someone who can assist you. Whether we are helping or someone else is, the OCI will create a project that will allow you and us track the status of any ideas and allow you to take credit for any financial or time savings.

In summary, any process can benefit from Lean. Your input and innovations are the things that can make administrative processes less time consuming and more valuable to LEAD.

**“Think Lean in all that you do!”**

# APPLYING LEAN THINKING FOR LEAD’S ADMINISTRATIVE WORKFORCE

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Lean. To some, hearing this word leads individuals to think of “production immediately.” While it is true that processes performed in the production of assets or services are constantly examined to reduce waste and cost, increase quality, and meet schedule, the same principles can be applied to processes performed by administrative or indirect employees.

Letterkenny Army Depot’s Office of Continuous Improvement (OCI) aims to facilitate Lean Innovation and Continuous Improvement of processes, including time and cost reduction, quality improvement, and

meeting mission requirements. The recently updated Lean 101 training provides an overview of Lean principles and a production simulation.

This article will provide insight into how to examine and apply Lean to our administrative processes. Like manufacturing processes, improving administrative processes are also about identifying and eliminating waste. Remembering the acronym DOWNTIME<sup>1</sup> will help you remember the eight sources of physical waste. The table below provides examples of administrative waste.

**Table 1. DOWNTIME: Sources and examples<sup>2</sup>**

	Sources of Waste	Examples
<b>D</b>	Defects	Data entry or clerical errors
<b>O</b>	Overproduction	Printing/Working on paperwork before it is needed
<b>W</b>	Waiting	System downtime, information from others, supervisor approvals
<b>N</b>	Non-Utilized Talents	Limited employee authority, excessive management control
<b>T</b>	Transportation	Excessive or unnecessary email attachments, multiple hand-offs, approvals
<b>I</b>	Inventory	Files, office supplies
<b>M</b>	Motion	Walking to and from printers, other buildings, poor desk layout
<b>E</b>	Extra-processing	Re-entering data in multiple repositories, extra copies, excessive reports, scanning, unnecessary approvals

Lean principles will benefit LEAD by increasing focus, improving productivity and efficiency, creating better processes, and improving our use of resources.

To begin, we need to know what the customers' requirements are. Customers can be co-workers, supervisors, or even external individuals or companies. While LEAD's mission<sup>3</sup> defines what we do, our Strategic Plan<sup>4</sup> defines how we do it. Ultimately, we empower the world's greatest Army, and they deserve a quality product delivered when they expect it and at a fair and reasonable cost. Once customer requirements are identified, we can begin applying the 5 Lean Principles.

The first step in the process is defining value. Evaluating if our product or service is meeting requirements is essential to each step of the procedures we perform. Skipping a step in the middle could affect our final product and cause us to provide a product that is not meeting the customer's expectations. For example, you create a purchase request (PR) within LMP and omit information. The PR is rejected by the individual who must review the entry to decide if LEAD can purchase that item. The rejected PR is returned to the submitter, and rework occurs to correct your omission.

Second, map the value stream. This mapping is a visual guide of all steps necessary to deliver a product or service, to analyze and optimize the entire process. Let's not forget that there will always be some non-value-added steps in a process. The idea is to reduce the number of non-value-added steps to optimize your time. Process maps provide instructions or guide individuals on how to perform a task. With a glance, you can ensure each process step is completed and be aware of the entire process. This is especially important when multiple employees are performing steps of the same process.

Third, create flow. How do we move from one process step to another? The goal is to move the product through the process as quickly as possible, without risk to the quality and customer satisfaction. Having your product or service flow seamlessly through all steps in a process is vital. Automated notifications or electronic mailboxes with a distribution list are examples of creating an effective flow.

Fourth, establish a pull system. Your supervisor requesting a monthly update of the status of assigned tasks equates to the demand for a product or service. By performing the task when there is demand, we optimize our resource capacity, in this case, the employees' hours, to deliver the product or service. Performing the task when there is no requirement to complete it is an unnecessary allocation of your time. This waste would be identified as overproduction.

Fifth, pursue perfection or continuous improvement. Be alert for requirement changes and continuously evaluate your process. A process step performed a year ago may not be value-added or relevant to the final product today.

Examples of the use of Lean Principles are abundant in our everyday life. At the restaurant, at the coffee shop, at the hardware store, and so on. They are also reflected in automatic notifications of withdrawals from your bank account or credit card. The lack of applying Lean Principles in business is also apparent. As a customer, have you ever waited for an employee to search for an item in inventory, and the computer system was down? Have you ever ordered online only to receive the wrong product?

Natural tendencies in human behavior create roadblocks that prevent us from looking for continuous improvement opportunities<sup>5</sup>. We are creatures of habit and familiarity. In many cases, these habits are rewarded and reinforced daily with long histories and tend to resurface repeatedly.

Educating ourselves to think of opportunity when we hear the word problem is a good first step toward positive cultural change in our work environment. Who has heard "your time management skills need to be improved"? By employing Lean tools in your everyday tasks, you can "lean out" processes to make your efforts more efficient, effective, and valuable. Tools, including the 5 Whys and a cause-and-effect diagram or fishbone diagram, can be applied to most situations.

Another roadblock often voiced regarding change is "I don't have time." With organizations expecting employees to perform the same number of tasks with less staff, ask yourself, do you have time NOT to practice Lean Innovation and Continuous Improvement? Do you have time to execute rework, wait on non-value-added process steps, or sift through excess inventory to get your supplies? When work hours are consumed with wasteful actions, there are negative impacts on productivity, efficiency and use of resources.

Many continuous improvement events can take less than a week to perform; some can take as little as a few hours. Contact LEAD's Office of Continuous Improvement team to request assistance implementing the Lean Principles. Be the example to be the change that propels Letterkenny Army Depot into the future.

## Sources:

1. LEAD SOP 22-03 Lean Innovation and Continuous Improvement
2. <https://tallyfy.com/process-improvement-examples>
3. [www.letterkenny.army.mil](http://www.letterkenny.army.mil)
4. <https://lead.aep.army.mil>
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# *LEAD* ITALIAN *HISTORY* SERVICE *CORNER* UNITS

with **Andrew Newman**, LEAD Archivist

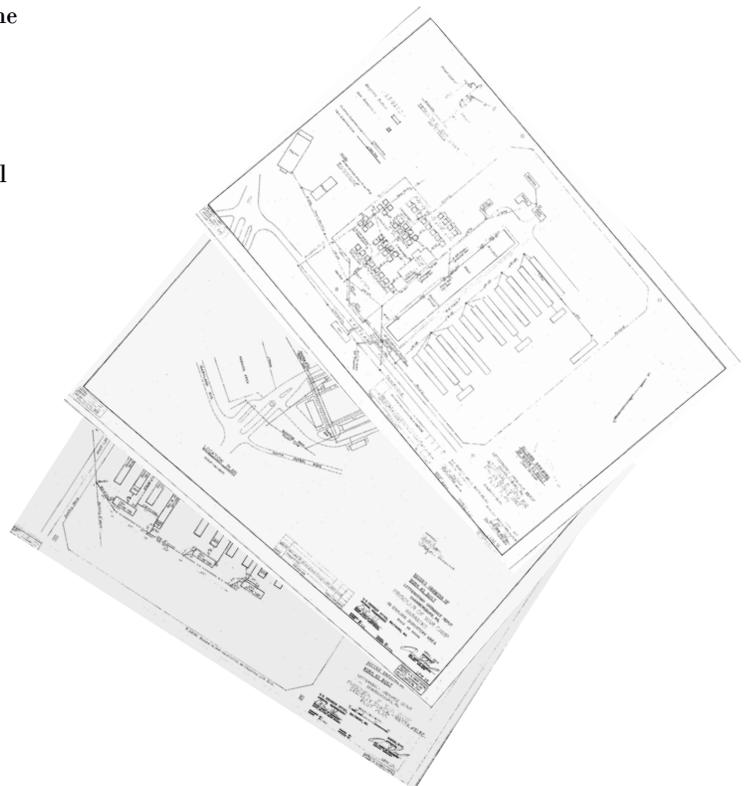


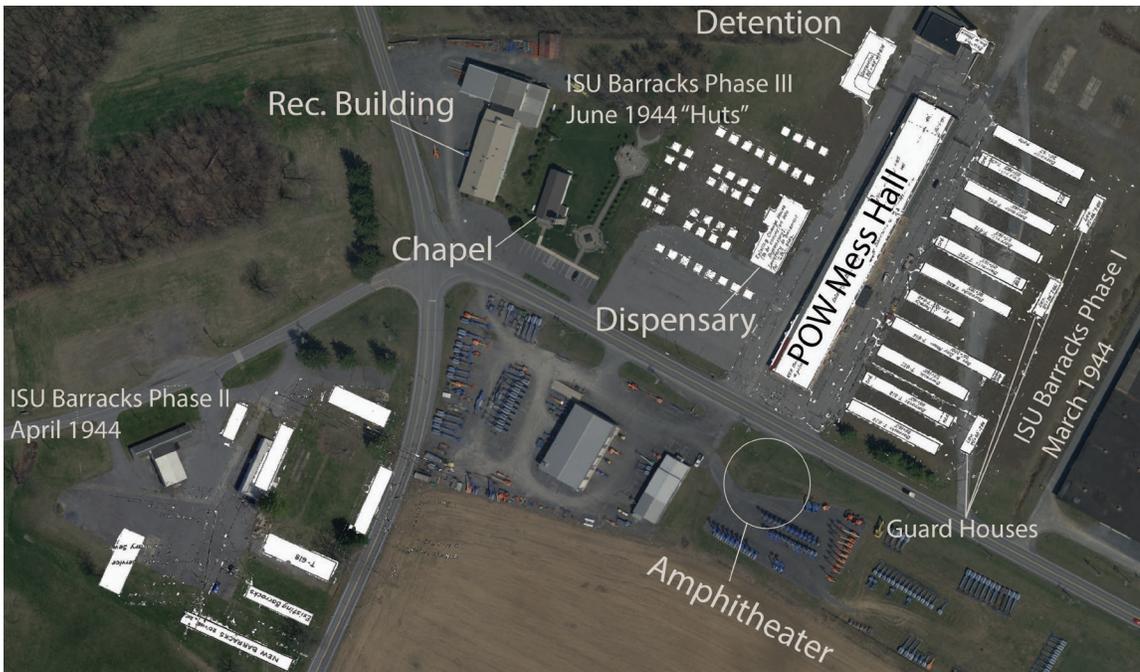
**D**uring World War II, thousands of Italian POWs captured in North Africa were sent to POW camps in the United States. By 1944, staffing shortages caused the War Department to consider giving Italian POWs (non-fascists) an opportunity to “volunteer” and work at U.S. Army depots across the country. In May 1944, Letterkenny received the first company of what became the 1,250-personnel volunteer labor unit known as the 321st Quartermaster Battalion, also known as the Italian Service Unit (ISU). The ISU enthusiastically worked with Letterkenny employees providing manual labor by loading railroad cars in the dockyard to technical work like line mechanics in Buildings 37 and 57. The ISU was stationed at Letterkenny for 17 months – leaving in October 1945 – to be repatriated to Italy.

One question: Where did Letterkenny house a 1,250-personnel ISU unit, and what did the camp look like? Nothing but a building and a few concrete pads exist from the ISU camp today. Believe it or not, the original plans for the three phases of the camp exist within the Department of Public Works library. Using an aerial shot of the Letterkenny Chapel area, there is enough evidence to overlay the plans and visualize the camp.

According to the plans, Phase I of the camp began in March 1944 and involved 11 barracks buildings, three guard houses, a dispensary, a detention facility, and a large mess hall (still standing) north of Maryland Avenue (now Carbaugh Avenue). In April, Phase II added eight barracks/buildings at the point of South Patrol Road and Letterkenny Road. In May, Letterkenny received more POWs than anticipated and, by June, constructed numerous “huts” to the West of the Dispensary and Mess Hall.

ISU camp blueprints created by U.S. Army Corp of Engineers in 1944





Modern aerial with ISU camp overlay circa 1944-1945; shown here are the various barracks, the mess hall, and other features that made up the camp

During evening hours, the ISU constructed features to enhance morale and recreation for the ISU and employees. The first such structure was an outdoor amphitheater used for concerts and ceremonies. In November 1944, Letterkenny received approval to build a recreation building for meetings and entertainment. The ISU built the recreation building in 30 days using nothing but scrap material found on the depot. And lastly, the Chapel was built by the ISU using stones from abandoned mills on the depot. The Chapel stands

proudly today and showcases the ISU's masonry skills.

Over the weekend of September 10-11, 2022, 40 descendants of the ISU visited Letterkenny from Italy. The Chapel and site of the former camp were the focus of this visit – the descendants saw the locations of where their fathers and grandfathers lived and labored during the final days of World War II.

Archived photo of the Italian POWs working at the ISU camp





**LEAD 80<sup>th</sup>**

**'42 ANNIVERSARY '22**