



KENNYLETTER

VOL. 59 NO. 1

Letterkenny Army Depot, Chambersburg, Pennsylvania, U.S.A

APR-MAY 2020

LEAD pivots to assist healthcare company during COVID-19

by Dorie E. Heyer, Public Affairs

Letterkenny Army Depot's upholstery shop recently switched gears from its military mission to produce personal protective equipment for a local health system.

WellSpan Health officials reached out when they learned Letterkenny's upholstery shop was making masks for the depot workforce. It didn't take long for the depot to configure its diverse capabilities and adapt procedures for the new project that will create 70,000 isolation gowns for the healthcare organization.

While it is a shift from the tents and vinyl products the shop routinely repairs and produces in support of defense programs, this Public-Private Partnership that helps the local community prepare and respond to COVID-19 is a win-win endeavor, said Letterkenny Army Depot Commander Col. Greg Gibbons.

"As part of the Army's Organic Industrial Base, Letterkenny is prepared to respond when the nation calls," Gibbons said. "Part of that is response is flexibility – and we're proud to provide a solution for our local community."

Without missing a beat or losing focus on mission readiness, Letterkenny Army Depot's Manufacturing and Fabrication Division Chief George Coble said directorates across the depot worked to reallocate resources and staff the upholstery shop with 36 employees who began production on May 1.

"As a result of our capabilities, we can adjust to changing requirements, and this is what we have done," Coble said. "We can support the warfighter while pivoting to support the health care industry during this state of pandemic."

Public-Private Partnerships allow the Army's Organic Industrial Base facilities like Letterkenny Army Depot to manufacture or sell products or services to the private sector. However, such a partnership with the medical community is unprecedented, said Dale McClanahan, Letterkenny Army Depot's chief of business development.

"This is not our normal course of business, but we are honored to be able to assist the local medical community," said McClanahan.



Matt McClure (left) and Greg Funk, work on the fabrication of isolation gowns in support of COVID-19 mitigation efforts. (U.S. Army Photo by Pam Goodhart)

WHAT'S INSIDE:



Meet your OCI!



TRMD's success with the Wolff Cup



LEAD History Corner—the story behind the logo

Commander's corner with Col. Gregory Gibbons



Team,

We are certainly living in an unprecedented time. The onset of COVID-19 impacted life as we know it, but it didn't stop your dedication to Letterkenny, to our mission or to the Soldier in the field. In the past few months, we have made great strides, and completed numerous mission requirements—some of which

are highlighted in this edition of the Kenny Letter. As we continue to navigate through the current climate, I look forward to the great things that are on the horizon for Letterkenny, and I know that this team is capable of overcoming any challenges that may be thrown our way. Looking forward, I am proud to work with you as we continue to improve on our processes, products and customer service. I am constantly impressed with your ability to remain flexible—allowing LEAD to not only complete our daily missions, but also to respond when the nation calls by providing COVID-19 mitigation support to the Army, the local community and to each other. You responded to the constantly changing environment with professionalism and compassion, and I applaud you for that. You are truly: Ensuring Air Superiority - Now and Into the future!

See you on the line!

Gregory K. Gibbons
GREGORY K. GIBBONS
Colonel, LG
Commanding



(From top) Zack Baer demonstrates the gown production process to (from left) George Coble, Shawn Hind and Srinath Asuri, WellSpan.

Chad Walck works on the fabrication of isolation gowns.

(from left) Matt McClure, Greg Funk, Jim Williams, Justin Sites, Andy Frey and Gary Frehn assemble isolation gowns in the LEAD upholstery shop.

(U.S. Army Photos by Pam Goodhart)



COL Gibbons working on the line alongside Shawn Hind in the upholstery shop, producing masks for the workforce to protect against COVID-19 exposure

(U.S. Army Photo by Pam Goodhart)

LEAD'ing the way in teamwork and process improvement

by AJ Hornbaker , Analyst, DPA

Letterkenny Army Depot (LEAD) has greatly improved the Patriot Launcher paint process by reducing the number of defects by 80%. In July of 2019, the Directorate of Industrial Operations (DIO), Process Support Division (PSD) and Directorate of Product Assurance (DPA) Quality Control Division (QC) embarked on a three month endeavor to reduce the number of Non-Conformance Reports (NCRs) on the final paint process for the PATRIOT Launcher Recapitalization (RECAP) and New Build Programs. It was noticed in early 2019 that the programs were slowly growing in total Repair Cycle Time (RCT), which caused great concern with the Program Management Teams (PMTs) responsible for the programs and the teams on the floor executing the activities.

One cause of this was a substantial amount of rework was being performed on both the RECAP and New Build PATRIOT Launcher programs after the final quality check, which occurred after the painting process. DIO management stood up a team to conduct a time study, starting with the New Build Launcher program in Building 320 at LEAD. The results of the time study exposed several discrepancies with the Statement of Work (SOW) requirements and the current processes being performed. These discrepancies were causing the new build program to accumulate a high number of NCRs after the final touch-up process for paint. The RECAP program, located in Building 350, was evaluated next as a comparison, and exposed similar results, showing a substantial amount of NCRs after final paint touch-up.

With this accumulated data, the team quickly implemented several tools and processes such as a "Common Defects Work Instruction" and added an extra Quality Activity. The "Common Defects Work Instruction" was created by the Directorate of Operations and Planning (DOPS) Production Engineering Division (PED), and displays a list of common defect areas, with pictures, to reduce the amount of time needed to "find issues". This allows the artisan to jump right to areas of attention, correct them, and move on, allowing more time to find other areas which need attention. An Operation for Quality inspection after primer was also implemented to identify problem areas. Touch-up can be time consuming on an asset this large. It can be even more time consuming when the area is bare metal; covering bare metal is a more labor intensive action to conform to the standards in the SOW. Bare metal exposure is more critical and requires a more extensive process. Prevention of this exposure happening, and insuring that touch-up was a "top coat only," insured that any touch-up would require only one type of resource, and freed up capacity in other areas it would normally impact.

Program Management Team Members were able to collaborate with customers regarding these discrepancies, and update program documentation to eliminate any areas of question, providing a straight-forward guideline on expectations of the requirements.



An example of the paint process being performed at LEAD.

(U.S. Army Photo by Pam Goodhart)

By taking an analytical and team approach to this problem, LEAD has made leaps into the future of process improvement. Specifically, the bond that was created between the artisans painting the Launchers and the quality team inspecting each asset, has opened an endless feedback loop that feeds information into all of the key components managing these programs. Without this, the project would have not been as successful and self-sustaining. Since this project was closed, DPA and DIO have been working to improve product quality and reduce hours on several other products, including cables and critical parts such as PATRIOT Launcher Mechanics. The quality team is performing "wet tap tests," which give a clear indicator of adhesion issues, bubbles or blistering in the paint. This is done by wetting a cloth with deionized water and placing it against the paint surface, covering it with plastic to seal out the external environment and allowing it to set for 24 hours. The Process Support Division is outfitting their teams with upgraded paint guns and adding equipment to their arsenal to insure every customer coming to LEAD gets the best quality product on time and is able to use it when needed. The Letterkenny Army Depot team is dedicated to continuous improvement and has the ability to overcome even the greatest challenges.

Letterkenny Army Depot Supports Army Readiness with ATLAS Forklift Production

by Dorie E. Heyer, Public Affairs



From left: Cory Cooper, Randy Henderson, Chad Walck, Kevin Griffin, Robert McDaid, Gregory Decker, Jeffery West, Brian Gordon, Duane Gilbert, Joe Ritchey, Chris Sommerville, and Dennis Hess, members of the 5W410 Material Handling Equipment Branch at Letterkenny Army Depot (LEAD) (U.S. Army photo by Pam Goodhart)

Letterkenny Army Depot (LEAD) completed the production and shipment of six All-Terrain Lifter Army System (ATLAS) 10K forklifts in support of the 1st Theater Sustainment Command (TSC) mission. Completed ATLAS forklifts are shipped to Camp Arifijan, Kuwait, where they are distributed by TSC as necessary throughout the Southwest Asian Theater. LEAD is currently producing an additional three ATLAS forklifts for TSC during the month of April, according to Carl Robillard, logistics management specialist for LEAD. "These three additional forklifts will bring the total number of assets produced in support of TSC to 88 forklifts over the past two years," he said.

Letterkenny Army Depot is able to complete the Repair Cycle Time (RCT) for an ATLAS 10k forklift in 43 workdays, utilizing a staff of over 36 personnel. Robillard attributes the ability of the production team to meet deadlines amidst the Coronavirus pandemic to constant communication and an incredibly dedicated workforce of mechanics who continue to adapt to rapid change. "Everyone remains in constant communication through texts and emails. We hold a teleconference call each morning to discuss production related problems or issues," said Robillard when asked about impacts to production as a result of teleworking and other COVID-19 mitigation efforts.

ATLAS forklifts have been integrated in Army missions since the early 1990s, and have been utilized in operations in Iraq, Bosnia

and Afghanistan. The machines are used to load and unload vehicles and containers, as well as for transport of palletized loads, and have the ability to handle supplies such as ammunition and missiles. The forklift also includes an enclosed cabin area, providing protection for the operator. These diverse capabilities make the ATLAS forklift a practical tool for Soldiers in the field.

LEAD Commander, Col. Gregory K. Gibbons, praised the workforce for their accomplishments. "With tremendous efforts across all directorates, The Directorate of Supply and Transportation shipped several major end items to support the Soldier in the field last week. The warfighter will receive these crucial pieces of equipment all thanks to your continued dedication. Thank you for your dedication to the warfighter, and flexibility during this rapidly changing time."

TRMD supports COVID-19 effort

by John Shinn, TRMD

Employees from the Theater Readiness Monitoring Directorate supported the depot's COVID-19 response by utilizing their skills in the upholstery shop to aid in the production of isolation gowns for local healthcare system, WellSpan. 20 employees from TRMD answered the call to switch gears and apply their cross training in order to staff the upholstery shop to meet production demands for the Public-Private Partnership with WellSpan Health. TRMD was able to exhibit great flexibility, and help with the production of 70 thousand gowns, fulfilling the first order for WellSpan. (Second shift TRMD employees not pictured are: Trudy Horst, Wesley Beam, Michael Craul, Christopher Haggmann, Paul High Jr., Richard Holden, Michael Long, David Pittman, Ernesto Mayorga, Paul Beavers and Brian Swarn-er.)



From left: Justin Sites, Andrew Frey, Todd Santiago, Gary Frehn, Malcolm Harris, Jesus Rosario, Matthew McClure and James Williams, members of TRMD supporting PPE production in the LEAD upholstery shop. (U.S. Army photo by Pam Goodhart)

Two Piece Summary #641 TRMD Centralized Location for Equipment and Materials

Opportunity/Business Impact:

The current building layout does not have adequate space for a push/pull/WIP area.

Initial State:

Supply technicians share floor space, overhead crane and lifting devices with CRAF/explosive operations. The explosive operations are suspended whenever logistic efforts are active.

Solution:

CIP project to build an addition to the building, creating one centralized push/pull/WIP location (room 210) for all cost centers.

Final State:

- Created a central pack out location.
- Work flows efficiently between all work centers.
- All cost centers now have designated push/pull/WIP areas.
- Supply technicians no longer work or share equipment with CRAF/explosive operations.

Ongoing Benefit:

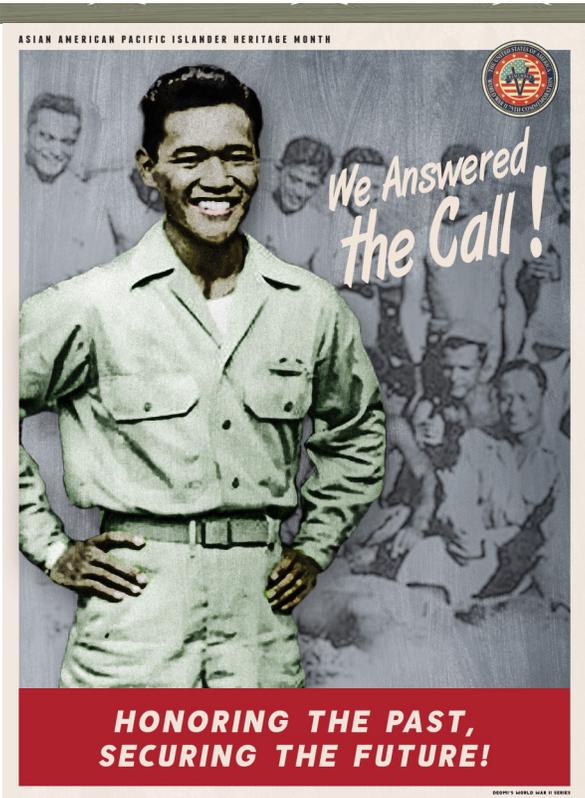
- Improved the safety of personnel by separating the explosive operations from the supply activities.
- No longer have unnecessary movements and reduce the risk of damaging assets.



Thank YOU for your dedication to Continuous Process Improvement

| | |
|--------------------------------|--------------|
| Date of Project (Completed): | January 2020 |
| Cost Center of Implementation: | 6A000 |
| Project Team Members: | Cost Center: |
| Troy Bream: Project Owner | 6A200 |
| David Pine | 6D000 |
| Scott Kroeck | 6B200 |
| Tom Mohn | 7B100 |
| Zach Zimmerman | 6B100 |

Distribution Statement C: Distribution authorized to U.S. Government Agencies and their contractors. Other requests for this document shall be referred to LEAD PAO at 717-267-5482. OPSEC CTRL# 20 137. Summary Approved by OCI 28 April 2020. Completed Project Approved by OCI 4 May 2020



AMERICANS CAN VOTE. WHEREVER THEY ARE.

Do you want to vote absentee? Here's how to get started.

VISIT FVAP.gov

CONTACT YOUR VOTING ASSISTANCE OFFICER
 LOCATION: Everett Bennett/ Legal Office / Bldg. 10
 PHONE: (717)-267-9889
 EMAIL: everett.w.bennett2.civ@mail.mil

FVAP.gov

Meet your OCI

By William Tarman,

Office of Continuous Improvement

The Office of Continuous Improvement (OCI) is made up of four employees, Ms. Terrie Doom, Mr. Darrell Plassio, Ms. Irene Myers, and Mr. Bill Tarman. The OCI supports LEAD's Mission and Vision by providing continuous process improvement efforts which have proven critical to reducing waste and improving efficiencies. The processes are based on Army templates and are documented in SOP OCI-1 and OCI-2 (draft) which are posted on the OCI SharePoint site

<https://lead.aep.army.mil/sites/cmd/lean/default.aspx>. The application of proven cost benefit analysis tools and techniques can help achieve an improved culture that strives to gain efficiencies to support sustainable Army Readiness. While these four people are the core team, the depot team is made up of certified belt holders, champions, and depot leadership all who take an interest in the betterment of LEAD. To suggest a project, one can fill out a Project Improvement Initiation Form (LEAD Form 5006) on the site listed above. In this article, you will get to know your OCI team a little better.

Terrie Doom

Goes by: Terrie, Miss Terrie, or Ms. Doom

Place of birth: Memphis, TN

Family: All South of the Mason Dixon Line

Years of Government service: 10

Favorite Lean things to do: Teaching and Mentoring Lean Six Sigma Belt Candidates through to Certification

Hobbies: Learning to cook nutritious meals, music and digital photography

What you want to do this summer: Take a trip to a beach on the Gulf of Mexico

Favorite Face Covering: The ones with elastic loops over the ears.

Darrell Plassio

Place of birth: Okinawa

Family: Wife, Jenny, and two sons.

Years of Government service: 12

Favorite Lean things to do: I enjoy solving problems and saving money. Lean is the best of both worlds. Not only do we get to use existing and new technologies to make better products for our customers, we document and save money at the same time.

Hobbies: Shooting, gunsmithing, 3D printing, electronics and gadget creation with our boys.

What you want to do this summer: I am hoping to get out in the great outdoors and enjoy some memory-making with our son's Boy Scout troop.

Favorite Face Covering: Clipped behind the head with a Pco 3D printed clip.



From left: Terrie Doom, Darrell Plassio, Irene Myers and Bill Tarman make up the Office of Continuous Improvement (OCI) at Letterkenny Army Depot (LEAD)

(U.S. Army photo by Pam Goodhart)

Irene Myers

Place of birth: Pennsylvania

Family: Husband and Son

Years of Government service: 15

Favorite Lean things to do: Drawing up Two-Piece Summaries that recognize and showcase all the great things our shop floor workers do to improve their processes and workplaces.

Hobbies: I like to play in the dirt and call it gardening What you want to do this summer: First, Find a cure for the corona virus. After that, take a trip to Washington State.

Favorite face covering: I hate them all, but I find the neck gator to be the least obnoxious

Bill Tarman

Place of birth: Bellefonte, PA

Family: Wife, Sharon, and two adult daughters.

Years of Government service: 33

Favorite Lean things to do: I like it when the direct labor workforce gets excited about saving money with good ideas. I also like to see shops that are following 5S guidance when we are out doing our shop visits.

Hobbies: I tinker with black powder guns and hunt deer and turkeys.

What you want to do this summer: Hope to do some overnight hikes with friends if I can find some.

Favorite face covering: Tie behind the head like the ones made at LEAD.

Canine cup signals superior service

By Meghan Sharpe, Public Affairs

The Direct Contract Sales (DCS) working group in the Theater Readiness Monitoring Directorate (TRMD) has implemented a friendly competition within their group called the Wolff Cup, which acknowledges quality work and pushes participants to produce exceptional Patriot Missiles. DCS is in a partnership with Raytheon who generates missile work that DCS then completes.

The challenge works by earning points, and the more one earns, the higher the chance of attaining the Wolff Cup. When an individual constructs a missile and there are no findings discovered after an inspection, that person can earn points, and if findings are discovered, point deductions will occur. At the end of the year, every point participants have earned is entered into the "Wolff Cup Finals," affording them the opportunity to become the champion of the year. This creates a "competitive spirit," within the workplace, as John Shinn, the Supervisory Equipment Specialist in TRMD, describes.

Named after the senior-most member of the DCS working group, The Wolff Cup was introduced in 2019 by two TRMD employees, Jeffrey Neusbaum and Theang Cheam. According to the founders' intent, as described in the Wolff Cup Rules, their vision was to create a contest to inspire an improvement in product quality and production for all Patriot Missiles, and they got just that.

This contest has already achieved its main goal: to see an overall increase in the quality of produced missiles. From the time before this competition was created in March 2018 to March 2019, there were around 1693 inspections, and 41 findings. To its emergence in March 2019 to March 2020, there were four more inspections than the previous year, 1697, and findings significantly decreased to 16. With reduced findings from the 2018-19 year to 2019-20 year, John Shinn deemed this as an accomplishment.

Finding unique ways to push people to produce their best work can help meet goals and achieve success, like the Wolff Cup did and continues to do to the DCS working group, Shinn suggests.



Tony Wolff, the namesake of the Wolff Cup, displays the cup which has helped to increase morale, productivity and quality within DCS.
(U.S. Army photo by Pam Goodhart)



Left: (from left) Beatriz Flores, Tony Wolff and Jeff Neusbaum, members of the Direct Contract Sales (DCS) working group within the Theater Readiness Monitoring Directorate (TRMD), pose with the coveted Wolff Cup. Right: A close-up of the highly sought-after cup. (Participants not pictured: Mike Rogers, Justin Sites and Sheena Wileman)
(U.S. Army photos by Pam Goodhart)

Healthy blood pressure for healthy hearts

by Beth Thomas, U.S. Army Occupational Health

One in three adult Americans has high blood pressure, also called hypertension. Every time your heart beats, it pumps blood through vessels called arteries, to the rest of your body. Your blood pressure is how hard your blood pushes against the walls of the arteries. If your blood flows at higher than normal pressures, you may have high blood pressure, or hypertension.

THE SILENT KILLER

High blood pressure is a “silent killer”. It is a major risk factor for heart disease, which is the leading cause of death in the United States. Millions of Americans have high blood pressure, but many people who have it don’t know it. Because many people don’t experience symptoms to indicate something is wrong, it is left untreated. Overtime, untreated hypertension can damage your body, including serious health problems such as heart disease, stroke, kidney disease, and dementia.

WHAT ARE HEALTHY AND UNHEALTHY BLOOD PRESSURE RANGES?

Learn what’s considered normal, as recommended by the American Heart Association

| BLOOD PRESSURE CATEGORY | SYSTOLIC mm Hg (upper number) | | DIASTOLIC mm Hg (lower number) |
|---|-------------------------------|--------|--------------------------------|
| NORMAL | LESS THAN 120 | and | LESS THAN 80 |
| ELEVATED | 120 – 129 | and | LESS THAN 80 |
| HIGH BLOOD PRESSURE (HYPERTENSION) STAGE 1 | 130 – 139 | or | 80 – 89 |
| HIGH BLOOD PRESSURE (HYPERTENSION) STAGE 2 | 140 OR HIGHER | or | 90 OR HIGHER |
| HYPERTENSIVE CRISIS (consult your doctor immediately) | HIGHER THAN 180 | and/or | HIGHER THAN 120 |

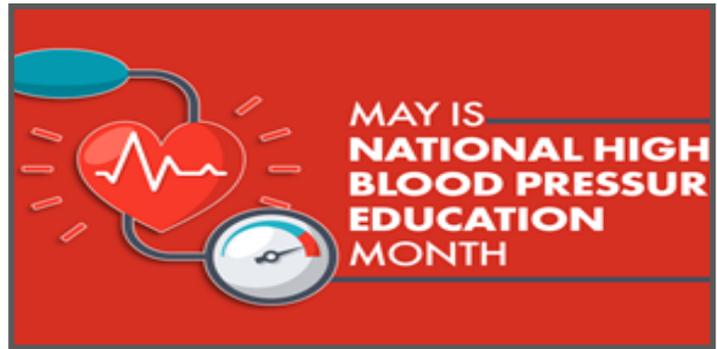
©American Heart Association heart.org/bplevels

WHAT FACTORS PUT AMERICANS AT GREATER RISK FOR HIGH BLOOD PRESSURE?

Age: Blood pressure tends to get higher as we get older. As we age, our blood vessels gradually lose some of their elastic quality, which can contribute to increased blood pressure. But it can affect many of us when we’re younger too.

Genetics: High blood pressure often runs in families. If your parents or other close blood relatives have high blood pressure, there’s an increased chance that you will get it too.

Gender: Before age 60, more men than women have high blood pressure. After age 60, more women have it than men.



Race/Ethnicity: While anyone can have high blood pressure, African Americans tend to get it at a younger age and more often than people of any other racial background in the United States. Among Hispanic adults, people of Cuban, Puerto Rican, and Dominican backgrounds are at higher risk.

Lifestyle habits: Eating too much salt, drinking too much alcohol, being overweight, smoking, and not getting enough exercise can increase your risk of getting high blood pressure.

WHAT CAN YOU DO TO LOWER YOUR BLOOD PRESSURE?

While you can’t change several of the factors mentioned earlier (i.e. age, genetics, race, etc) you CAN change your lifestyle habits! Here are a few things you can do NOW lower your blood pressure and improve your heart health:

GET ACTIVE! Physical activity is great for your heart and circulatory system in general, and blood pressure is no exception. Not only can it help control high blood pressure. It also helps you manage your weight, strengthen your heart, and lower your stress level. The American Heart Association recommends for most healthy people, get the equivalent of at least 150 minutes per week. That’s just 30 minutes a day, 5 days a week.

CHANGE YOUR DIET! Limiting saturated and trans fats, sodium, red meat, sweets and sugar sweetened beverages can help lower your blood pressure and reduce your risk of heart attack, stroke, and other health problems. A diet low in sodium and saturated fat can lower your blood pressure as effectively as medicines.

MANAGE YOUR WEIGHT! Being overweight puts you at a greater risk for developing many health problems, and high blood pressure is no exception. A little weight loss can bring a lot of health gains. You can experience health benefits from losing just 3 to 5 percent of your weight. If you weigh 200 pounds, that’s a weight loss of 6 to 10 pounds.

MANAGE STRESS! Stress can contribute to high blood pressure and other heart risks. If it goes on for a long time, it can make your body store more fat.

STOP SMOKING! The chemicals in tobacco smoke can harm your heart and blood vessels. Quitting is hard, but it is possible. Talk to your healthcare provider about ways to quit smoking. Visit smoke-free.gov or betobaccofree.hhs.gov to connect with

others trying to quit.

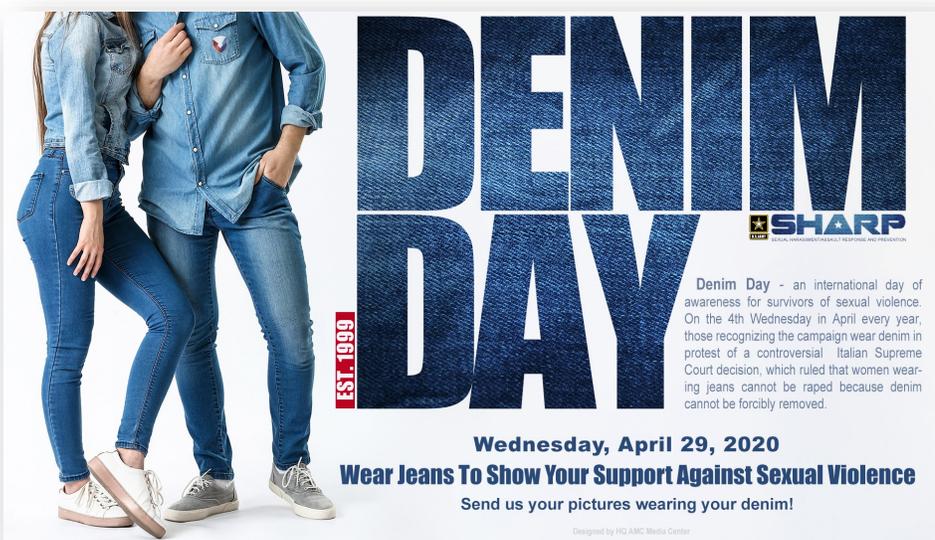
SEE YOUR DOCTOR ROUTINELY! You and your Healthcare Provider are partners. Work together to fine-tune your blood pressure treatment. If your Provider prescribes medication to treat your high blood pressure, take it as ordered. Become a tracker. Keep a log of your blood pressure readings to review with your Provider. Be flexible. It may take a while to get to your blood pressure goal – stick with it!

[Take control of your blood pressure today!](#)



May is National High Blood Pressure Education Month

Learn more at www.nhlbi.nih.gov/hypertension and www.heart.org

DENIM DAY

SHARP

EST. 1999

Denim Day - an international day of awareness for survivors of sexual violence. On the 4th Wednesday in April every year, those recognizing the campaign wear denim in protest of a controversial Italian Supreme Court decision, which ruled that women wearing jeans cannot be raped because denim cannot be forcibly removed.

Wednesday, April 29, 2020

Wear Jeans To Show Your Support Against Sexual Violence

Send us your pictures wearing your denim!

Designed by H2 & M2 Media Center



LEAD Team members participated in Denim Day on 29 April, 2020 as part of Sexual Assault Awareness and Prevention Month.

Lean leadership lessons from the Dodge Neon

by the Office of Continuous Improvement

LEAD held a special hunt for nine individuals including five Wounded Warriors from Walter Reed National Military Medical Center (WRNMMC), two Warriors from the National Whitetail Warrior Project, Inc., and two young men from Hunt of a Lifetime, a non-profit organization providing outdoor opportunities for children with life-threatening illnesses.

The two-day hunt was very successful with all nine hunters harvesting deer including six bucks and eight doe December 5-6. Hunters included Sgt. Gregory Caron (ret.), Sgt. Amos Benjamin (ret.) Staff Sgt. Benjamin Sykora, Spc. Darius Samuels, CW3 Jose Rojas, Spc. Tyler Hubbard, and CW4 Russel Owens (ret), as well as Drake Dressler and Ryan Arevalo from Hunt of a Lifetime.

The hunt was under the direction of the Directorate of Public Works, Natural Resources and in coordination with Letterkenny Munitions Center and Directorate of Emergency Services. Coordination between DES, LEMC and DPW occurred quickly to ensure a successful hunt without impeding LEMC's mission of supporting the Warfighter. The hunters were able to enjoy their time in the field from heated hunting blinds which came in handy since it was a little cold during the two day hunt.

Volunteers from the Natural Resources Program assisted by escorting the Soldiers throughout their hunt, field dressing the deer, and aiding in transportation. All of the Soldiers were very grateful for their time spent at LEAD and all had a safe and enjoyable hunting experience. Col. Gibbons, Sgm. Huff and Command staff from LEAD had lunch with Warriors, volunteers and hunters on Thursday wishing them success afield.

The 1980's and early 90's were periods of realization for the Big Three American Auto Companies. They had previously denied superior Japanese quality but the realities of shrinking sales and profits caused them to look at their business models and find ways to improve. There are several examples of the change that took place in each company.

General Motors partnered with Toyota in Fremont, California to form the New United Motor Manufacturing, Inc. Ford was using a skunkworks team (a project developed by a relatively small and loosely structured group of researchers and developers for the sake of radical innovation) to save the Mustang. Chrysler had a plan to build a small car that would really compete with Japanese counterparts in quality, speed and cost. What started out as project PL would end up going to market as the Neon. There are still Lean leadership lessons to be learned from this example of engineering and manufacturing success.

Lesson 1: Platform Teams. Honda had a system called SED- for sales, engineering, and development.

"It wasn't exactly a secret; Shoichiro Irimajiri had provided a capsule description in a speech at Stanford University in April 1987. "S, or sales," he said, "comes up with the image of a new product through discussions with customers. Research and development -D-creates the specific design which realizes the sales image. Production and engineering-E-finds the way to build the design. None of these groups does its work alone."**

On the PL project at Chrysler, manufacturing workers teamed with engineers to simplify the design and manufacturing of the vehicle. Nearly half of the plant workers traveled to Detroit to offer suggestions on tooling and manufacturing processes. The number of stamping dies was reduced from 597 (required for previous Sundance and Shadow) to just 370 which produced a \$42M sav-



ings. Teams and task forces developed reusable containers which reduced waste and common fasteners to reduce the number of screws and bolts from 530 to 358.

Changes like this lowered the cost of tooling because not as many wrenches and drivers were required to build the car. They decided to eliminate the common practice of giving the same car different names like Ford did with the Tempo and Topaz and saved the millions associated with the minor differences between models. Dodge and Plymouth would use the same name, Neon.

Lesson: Working together in a team environment with good communication will decrease development time, reduce redesign/rework, and produce cost savings.

Lesson 2: Voice of the Customer. Chrysler was not able to make the Neon as quiet inside as the Toyota Corolla. But team research had shown that quietness was not that important to their target buyers, 26-35 year olds, who would probably be using the radio anyway. They decided an area to make improvements was cup holders. Young people are always on the move and they need a solid place for their cup. The cup holders in a \$22,000 Ford Taurus had trouble holding anything bigger than a small Coke from McDonald's. But PL staffers tested 146 different fast-food restaurant cups ranging from Arby's to White Castle, and virtually everything in between. They developed a design that would hold 80% of those cups, even including the Big Gulp soft drinks from 7-11 stores. "Now that, Marcell (project team leader) said with pride, "is attention to detail."****

Lesson: Sometimes it may be impossible to provide everything or get to a 100% solution, but doing research and knowing what customers want will help to invest wisely and maximize value. This is an example of metrics based decision making.

Lesson 3: Senior Leadership Involvement. One of the issues with new model development in the past had been senior leaders coming in at the 11th hour and making changes that cost millions of dollars and months of time. Lee Iacocca, Chief Executive Officer of Chrysler at the time, could make a comment about something and literally send engineers back to the drawing boards, even after the final design was complete. With the Neon, an agreement was made to empower the team and have senior leadership stay out of the project.

When Iacocca did his walk around on the new Neon, he did not like the headlights. The prototype had round headlights and he told the team leader, Bob Marcell, that the little car had lost its cuteness. The project team was furious and felt as if they were not really empowered after all.

From the book *Comeback*: "At this point, Iacocca and his lieutenants did something nobody expected: They backed off. After giving Marcell and his team time to cool down, Lutz (president) and Gale (design VP) gingerly approached him again. Oval headlights would evoke the goggle-eyed look of a Volkswagen Beetle, Gale explained to Marcell, and would give the Neon personality. "Can you trust us on this one?" Gale asked. "If you say no, we'll keep the headlights the way they are, without recrimination. But please, try to trust us."****

The Neon ended up with the round headlights and had the unique look that Iacocca wanted. The change cost \$7M in tooling changes but was offset with lower cost headlights. In the end, it was a wash.

Lesson: Sometimes it is better to lead by persuasion than by edict. And, compromise may not be as bad as first thought. The engineers initially thought the change would cost \$20M in tooling alone.

By 1993, the Neon, along with the Jeep Grand Cherokee and new Dodge Ram, had fueled a huge Chrysler comeback. Their stocks in 1991 sold for \$9.75 per share and had risen to \$57 by

the fall of 1993. Proof that working together, reducing waste, understanding the customer, and participative leadership can lead to success.

**Quotes in this article were from "Comeback" by Ingrassie and White, 1994

LEAD begins production of cloth face coverings to protect workforce

by Dorie E. Heyer, Public Affairs

The upholstery shop at Letterkenny Army Depot began production of cloth face coverings for employees in accordance with Department of Defense guidance. On April 5, Secretary of Defense, Mark T. Esper, issued guidance for the wearing of a cloth face covering for all individuals on DoD installations when they cannot maintain six feet of social distancing. "The upholstery shop is in the process of making face coverings for the entire depot," LEAD Commander, Col. Gregory K. Gibbons said in a message to the workforce. "Every employee on the depot will have a face covering this week, and should keep it on their person at all times while at work."



Logan Robinson and Shawn Hind, Letterkenny Army Depot (LEAD) upholstery shop employees cut fabric for the production of cloth masks at Letterkenny Army Depot in Chambersburg, Pa. (U.S. Army photo by Pam Goodhart)



Logan Robinson, Letterkenny Army Depot upholstery shop employee, cuts fabric for the production of cloth masks at Letterkenny Army Depot in Chambersburg, Pa. (U.S. Army photo by Pam Goodhart)

Letterkenny's Directorate of Industrial Operations authorized the upholstery shop to begin production of the face coverings on April 8, using a stockpile of unused T-shirt material to fuel the initial production. From the available 1,200 shirts, employees are able to produce four masks per shirt, at a rate of ten masks per minute according to Jerod Weilacher, director of the Directorate of Supply and Transportation, LEAD. Within two days, depot upholsters cut 4,800 face coverings which will provide two coverings each, to employees and tenants on the installation. Additional material to support continued mask production is due to be delivered in the upcoming week.

Currently, production is focused on supplying employees of Letterkenny and its tenants with the required personal protection equipment, but continuing production to support outside agencies will be [CONTINUED ON PAGE 12]

[CONTINUED FROM PAGE 11]considered once internal demand is met.

Readapting current missions, and repurposing existing facilities and resources is one way that Letterkenny is supporting the whole-of-nation effort in combatting the COVID-19 pandemic. Gibbons also emphasizes the importance in prioritizing the protection of the force to maintain mission



Jerod Weilacher, director of the Directorate of Supply and Transportation, Letterkenny Army Depot (LEAD), and Charles (Chuck) Patterson prepare to distribute cloth masks produced at LEAD in Chambersburg, Pa. (U.S. Army photo by Pam Goodhart)

readiness. "While many of the workforce maintain social distancing in their areas, it is very important to be prepared to cover your face as needed. Remember, you are not only protecting yourselves, you are protecting your peers and their families by following the Centers for Disease Control and Prevention's recommendations with the use of these simple cloth face coverings," stated Gibbons. "My priorities remain to keep this team safe, execute our mission, and to navigate through change daily. We are learning and responding every day, so that we get through this together."



George Coble III, Letterkenny Army Depot (LEAD) upholstery shop employee, organizes repurposed T-shirts for the production of cloth masks at LEAD in Chambersburg, Pa. (U.S. Army photo by Pam Goodhart)



(Top) Logan Robinson and Shawn Hind, Letterkenny Army Depot (LEAD) upholstery shop employees cut fabric for the production of cloth masks at Letterkenny Army Depot in Chambersburg, Pa. The masks are being produced as part of LEAD's efforts to mitigate the spread of the Coronavirus.

(Bottom) Shawn Hind, Letterkenny Army Depot (LEAD) upholstery shop employee, cuts fabric for the production of cloth masks at Letterkenny Army Depot in Chambersburg, Pa. (U.S. Army photos by Pam Goodhart)

In case you missed it:



(From top) LEAD bids farewell to Kevin Reese, COL Gibbons presents Helen Tosten with her retirement awards, Charles Bilger is presented with his retirement awards by COL Gibbons, COL Gibbons presents Shyla Winnick with the Civilian Service Achievement Medal for her work in the Force Provider Program on May 18, 2020.

(From top) COL Gibbons presents Ron McAllen with his retirement awards, Richard Atkinson is presented with his retirement awards by COL Gibbons in a socially distanced ceremony, LEAD bids farewell to Nora Zubia in public affairs and Carl Jones poses with his retirement awards after 46 years of service.

(U.S. Army photos by Pam Goodhart)

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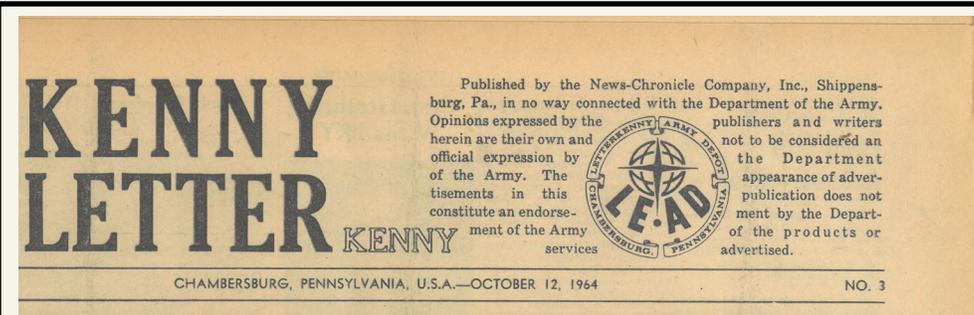
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LEAD HISTORY CORNER

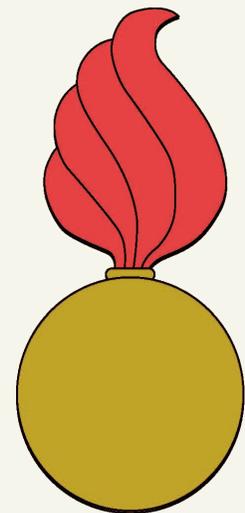
Did you know the current LEAD logo that we are familiar with dates back to 1964? From 1942 to 1964 Letterkenny's logo was the Ordnance logo of a bomb with a flame. The logo, as we know it, first appeared in the October 1964 Kenny Letter. Around the same time, Letterkenny experienced years of immense growth, evolving with a broader logistics mission to serve national and global inventory control points. This evolution may have inspired the current logo—capturing the global mission LEAD supported. The logo we see today reflects that broader mission and vision!



The current LEAD logo, 1964–present.



The 1964 issue of the Kenny Letter where the current logo first appeared, Oct. 12, 1964.



The Ordnance logo, 1942– 1964.

Pages out of the 1965 Letterkenny Advertising book explaining the expanded, global reach of LEAD, and immense growth the depot was experiencing, Nov. 1, 1965.



1 November 1965

WELCOME TO LETTERKENNY:

We have prepared this booklet, portraying the depot's history, mission, facilities, and services, to introduce Letterkenny to you and also to acquaint you with the surrounding community, of which the depot is an active member. It is our hope that this will give you a broad perspective and appreciation of the installation and help to make you feel "at home" in our beautiful Cumberland Valley.

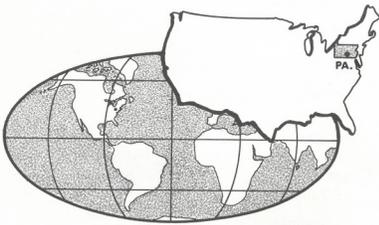
The physical capabilities of the depot and its strategic location, combined with its experienced military-civilian team, are valuable assets in fulfilling missions vital to our national defense. Letterkenny's outstanding record of performance and versatility through more than two decades reflects its ability not only to carry out the present missions but also to absorb any others that may be assigned.

It is a pleasure to welcome you to Letterkenny Army Depot. We hope that your visit with us will be enjoyable and rewarding.

R. B. Graevs
R. B. GRAEVES
 Colonel, ORIC
 Commanding

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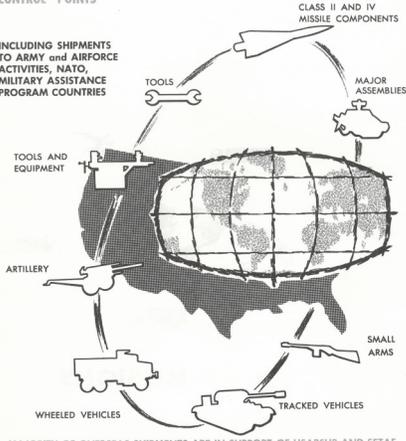


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