

Command Profile



A Route Clearance Vehicle moves around the one mile-long test track at Letterkenny Army Depot. (LEAD)

Readiness Through Technical Prowess

For over 70 years, Letterkenny Army Depot has proven it is flexible, ready, and relevant to meet the warfighter's needs. Whether in times of war or peace, LEAD has remained committed to meeting the fluid requirements of combatants and equipping them with the best fighting edge.

By Lindsay Bryant, Public Affairs Specialist
and Nora Zubia, Marketing Support Analyst, LEAD

On 18 December 1941, the Secretary of War issued an order to purchase the land for an ordnance depot. It was given the name Letterkenny Ordnance Depot after the township in which the land resided. Construction began in early 1942 and the first shipment of ammunition arrived on September 23, 1942. The site was selected for the depot because it was close to the eastern seaboard and Washington D.C., but far enough away to make it safe from potential enemy attacks. Railroad connections and a plentiful water supply were also available.

Letterkenny Ordnance Depot became a permanent military installation on 1 July 1954. The ordnance depot was renamed Letterkenny Army Depot (LEAD) in August 1962, and command and control of the depot fell under the U.S. Army Materiel Command.

Enabling Mission Reach

Today, LEAD has transformed into a state-of-the-art maintenance facility with many complex programs and missions. LEAD has been recognized as a leader in its core competencies throughout the DoD and in the national technology and industrial base.

The Secretary of the Army designated LEAD as the Center of Industrial and Technical Excellence for Air Defense and Tactical Missile Ground Support Equipment, Mobile Electric Power Generation Equipment, Patriot Missile Recertification, and Route Clearance

Vehicles (RCV). LEAD is also the Depot Source of Repair for Patriot Missile Systems, RCV, Mobile Kitchen Trailers, AN/TPY-2, Multiple Launch Rocket Systems (MLRS), and Sentinel Ground Support Equipment (GSE).

Letterkenny's legacy has not only made an impact on the lives of soldiers, but in its own backyard as well. The depot ranks among the largest employers in Franklin County, with over 2,500 employees fueling the region and propelling economic growth.

LEAD's mission has evolved throughout its 70-year history. LEAD's organic industrial base mission is to deliver superior maintenance, manufacturing, logistics life cycle support, and service worldwide to the joint warfighter and international partners.

Originally created to store and ship ammunition and ordnance supplies, today LEAD is known as the "missile depot." However, missile capabilities are just the beginning of the depot's full spectrum of competencies.

Major ongoing workload efforts include repair, reset and new build Patriot Missile Systems; RCV; new build, refurbishment, and reset of Force Provider equipment; reset and Build To Assemble (BTA) Aviation Ground Power Units (AGPU); repair and overhaul of forklifts and cranes; cable and harness fabrication; repair of prime movers for systems such as High Mobility Artillery Rocket System (HIMARS) and Patriot; repair and overhaul of the Shadow Unmanned Aerial System GSE; and repair and modification of Special Operations Command equipment.

Joint Service Engagement

LEAD also supports Army Force Generation, known as ARFORGEN. When the Chief of Staff of the Army initiated the Patriot missile "Grow the Army" (GTA), increasing the number of Patriot battalions from 13 to 15 and reorganizing how the battalions were aligned, the only



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feasible way to implement the GTA initiative for Air Defense Artillery was to rely on the Patriot recapitalization program at LEAD.

In addition to reorganizing the Patriot units, the GTA initiative authorized the repair of assets from the Patriot school house, White Sands Missile Range, excess recapitalization stores, and Patriot equipment Organizational Readiness Floats held in reserve in the event unit equipment would become non-operational, and integrated them into LEAD's GTA recapitalization program.

U.S. Army Chief Warrant Officer 3, Greg Young, 1st Battalion, 62d Air Defense Artillery at Fort Hood, Texas unit liaison, was pleased with results. "The professionalism, dedication to mission accomplishment and tenacious work ethic of the Letterkenny Army Depot DA [Department of the Army] civilians was paramount to the success of the 1-62 ADA BN [Battalion] new equipment fielding," Young said. "Without their support and expertise, this fielding would not have been possible."

Overseas Contingencies

Operational shifts within Central Command are reflected in workload and programs completed by LEAD. The new build requirements for Mine Resistant Ambush Protected Vehicles (MRAP) ceased with the drawdown in theater, while High Mobility Multipurpose Wheeled Vehicles (HMMWVs) and RCV programs that were a major production component during the war have slowed down. However, reset and conversion missions for RCV are continuing as vehicles come back from theater.

LEAD is currently supporting the Tank Automotive and Armament Command Product Manager Assured Mobility Systems, receiving containers with RCV parts from Iraq and Afghanistan. As the only depot with an organic capability to control its shipping, receiving, and storage needs, LEAD's Directorate of Supply and Transportation has accepted over 1,000 containers from Iraq alone.

Globally, the Depot's Patriot program presence remains in UAE, Qatar, Kuwait, Taiwan, and Korea. Both assembly and disassembly for the Patriot missile take place in Kuwait. The Force Provider team maintains a workforce in Bagram, Afghanistan, as well.

Foreign military sales (FMS) processes continue to provide self-sustainment defense capabilities for Iraq and Afghanistan. FMS execution continues to remain high with several new Letters of Agreement for large aviation programs around the world, air defense programs in the Middle East and Asia, and equipping programs in direct support of coalition partners' deployments in Afghanistan.

Efforts will continue to ensure our allies and coalition partners and partner nations worldwide are equipped with compatible equipment that enhances interoperability with United States forces. LEAD currently performs repair, overhaul, modification, or conversion of missile and ground support systems, including Avenger,

HAWK MLRS, Hell Fire, Patriot, TOW Bradley, TOW Cobra, Sentinel, and Stinger.

Partnering for Readiness

Public-private partnerships (P3s) are another key element. LEAD has been building P3s with private industry since 2003. Through these agreements, LEAD has been able to lower cost of products and services, sustain critical skills and capabilities, and improve operational efficiencies. After just a few years of establishing a positive reputation as a partner, in 2009 LEAD began one of their most successful partnerships with Raytheon.

Then-Director of Patriot Systems Missile Programs at Raytheon Integrated Air & Missile Defense, Michael Fletcher, expressed satisfaction in working shoulder to shoulder with the Theater Readiness Monitoring Directorate (TRMD) personnel to accomplish the critical mission in support of the Soldier. "Raytheon has been proud to be teamed with TRMD in supporting Patriot Missile Recertification, Stockpile Reliability Testing, and other maintenance activities at the Patriot Missile Facility for the U.S. Army and our FMS Patriot Partner nations at LEAD," Fletcher said. "TRMD has demonstrated outstanding performance to all of its global customers and this could not have been accomplished without the men and women who work to make this program a complete success."

The outcome of the successful relationship paved the way for additional programs to include the New Build Patriot Launcher mission. Raytheon provides the majority of the supply logistics, while LEAD provides skilled manpower and infrastructure necessary to integrate, test, paint, package, and ship Patriot Missile Launchers. LEAD met or exceeded the incremental delivery requirement by completing the initial contract for 37 assets in June 2013.

LEAD also has joined forces with other companies such as Lockheed Martin, AAI Corporation, Harris, Lechmotoren, Manitowoc Crane Group, Summa Technologies, and BAE. The depot continues to pursue positive relationships in order to expand new workload opportunities as well as provide mutual partner success, reduced cost and improved readiness.

Achievements

LEAD has repeatedly proven that it is a trusted source for meeting cost, quality, and schedule. Joint Program Manager for the MRAP Vehicle sent an urgent requirement from theater to modify MRAP All Terrain Vehicles (M-ATV). Less than two months after receiving the task, LEAD produced, crated, and shipped 3,000 M-ATV Exhaust Patch Kits on time and under budget.

The Directorate of Supply and Transportation processed and shipped all kits to OCONUS locations, meeting all required



delivery dates and became the shipping procedure standard that other installations were expected to follow.

Additionally, the RCV division successfully completed 25 Cougar to Joint Engineering Rapid Response Vehicle conversion assets in eight weeks, consisting of complete teardown, modification, and assembly. These success stories ultimately paved the way for LEAD to become the CITE for RCV.

The Letterkenny workforce was working the AGPU Service Life Extension Program (SLEP) and reset programs with positive outcomes. When the Army had an urgent need for additional assets, Letterkenny became the obvious solution. The depot bid was accepted and LEAD became the Original Equipment Manufacturer for the AGPU Build-to-Assemble E-Model.

Best practices that were learned during the SLEP and the reset program were implemented into the New Build Program to help drive down costs. LEAD continues to manufacture/reverse engineer long lead time or expensive parts not only keep costs down but to ensure continuity on the production line. New build assets are scheduled until June 2014. The estimated total cost avoidance with LEAD as the original equipment manufacturer is \$200-300,000 per asset.

LEAD is proudly the sole source for the Department of the Army for the Force Provider program. This "city in a box" is a combat multiplier used as a forward deployed system that increases combat capabilities by providing superior living conditions for deployed soldiers. A Force Provider module is capable of supporting 550 soldiers and 50 operators.

Since 2005, the amount of Force Provider workload has increased and the program has evolved into a complex operation. Initially, the program was inducted as reset work and by 2009 the Depot accepted the Force Provider New Build mission for the U.S. Army Natick Soldier Systems Center.

As a result of the additional workload the employees had to reexamine their methods. The Office of Continuous Improvement presented Lean Six Sigma (6S) training to all Force Provider employees. The employees embraced LEAD's continuous improvement principles and values. "The Force Provider 6S champions came up with suggestions which have greatly increased our productivity and safety," Supervisor Gene Kane said. And successful performance resulted in additional funding for 17 new build modules.

As evidenced by the 2009-2013 lean savings resulting in over \$88 million the workforce has found significant means to reduce cost, save space or become more efficient.

On 4 April 2013 the depot's 47th commander, Colonel Victor Hagan, hosted LEAD's ninth Shingo award ceremony to recognize manufacturing excellence within the depot's Force Provider Program. "An overflow of ideas and suggestions influenced by Lean principles resulted in savings, to include a cost avoidance of over \$17,000 in the production layout and process for generators," Hagan said. "Modifications to the pack-out process saved 414 man hours per module, totaling \$862,000 across 27 modules."

Challenges Ahead

Despite the future's uncertainty, LEAD remains dedicated to stepping up to each and every challenge. Team Letterkenny has worked diligently to provide equipment on time or ahead of schedule, develop

cost effective methods, and maximize space, time and resources as well as think environmentally friendly.

As the budget tightens, demands remain constant and program funding is uncertain the need to prove viable and remain relevant is critical. As military spending continues to reduce and as the depot's mission to support the Soldier continues to hold strong, it is imperative that LEAD continuously begs the question, 'How can we do it better? How can we do it faster? And how can we do it for less?'

Future additional workload efforts include Sentinel Radar System GSE, Terminal High Altitude Area Defense (THAAD), 6K and ATLAS Forklifts as well as HAWK for FMS.

Through employee involvement, policy alignment, partnership opportunities and resource conservation the depot is committed to finding the innovative means to thrive amidst the constraint of diminishing funds and resources.

"Letterkenny Army Depot will continue to provide support to maintain the best Army possible with the resources given," Hagan said. "While there are many things that are out of our control, we must focus on excelling in the areas that we can control. We will diligently pursue to prolong our reputation as the provider of choice." ■



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