

Force Provider



Letterkenny Army Depot Profile

Letterkenny Army Depot (LEAD) is a government owned and operated industrial installation located in Chambersburg, Pennsylvania. LEAD is the largest employer in Franklin County and contributes over one quarter billion dollars annually, making it the driving force of the local economy. LEAD further contributes to the community through special emphasis programs focused on equality, as well as charitable actions, which provide outreach and assistance to those in need. LEAD's industrial facilities reside in over 18,000 government owned acres. LEAD is one of two depots that report to the Army Aviation and Missile Life Cycle Management Command (AMCOM) headquartered at Redstone Arsenal, Alabama. AMCOM is one of three major subordinate commands of the Army Materiel Command (AMC). LEAD hosts 15 tenant activities and provides them with administrative, logistics and facilities support.

Force Provider

LEAD's mission is to deliver superior maintenance, manufacturing, logistics, life cycle support and service worldwide to the Joint Warfighter and our international partners. Force Provider (FP) has been referred to as a "city in a box." FP is a combat multiplier used as a forward deployed system that increases combat capabilities by providing superior living conditions for deployed Soldiers. A FP module (MOD) is capable of supporting 550 Soldiers and 50 operators. MODs may be delivered as battalion support for up to 3,300 personnel. A single MOD is typically established on 10 acres of land and takes 5-6 days to setup and make fully operational. A MOD may contain up to 101 metal shipping containers and each MOD may contain up to 5,400 end items. LEAD executes FP new build and reset missions for the U.S. Army Natick Soldier Systems Center (NSSC). NSSC provides the initial pack plans (a list of step by step instructions on how to pack each container) to LEAD for each MOD. LEAD reviews pack plans and submits any changes or improvements. Once complete, the MOD is stored at LEAD until the delivery site is specified.



People

LEAD is comprised of over 3,000 Department of the Army (DA) civilians, Soldiers and contractors. Employees are empowered and encouraged to participate in formal and informal events and to recommend improvements through the Letterkenny Suggestion Program or through 2-piece summary submissions. Employees also offer many solutions through informal discussions with other work areas and supervisors. Currently, 100 percent of the employees and supervisors in the FP pack-out process have participated in Lean 101/Six Sigma (6S) training. This training has given the employees the basic tools they need to aid in solving problems and drive continuous improvement (CI).

Depot Achievements

- Nine time winner of Shingo Public Sector Prize
- Two time winner of the Army Superior Unit Award
- Department of Defense Award for Continuous Process Improvement
- Defense Logistics Agency Customer of the Year Award
- Secretary of the Army Environmental Awards
- JDM Excellence Award for Outstanding Contributions to Depot Maintenance-MRAP/MMPV Team 2009
- Chief of Staff of the Army Combined Logistics Excellence Award 2010
- BAE Chairman's Bronze Award 2010
- Secretary of Defense PBL of the Year Award 2011
- VPP Star Certification 2012

Force Provider

Quality

- ISO 9001 certified since 2004
- A 14 percent reduction in FP Cost of Quality (COQ) since 2010
- Defects per unit (DPU) reduced from 16.25 to 4.67 since 2010
- Customer satisfaction rating is nearly 100 percent since 2009

Delivery

- 100 percent on time delivery to the Warfighter

Cost

- \$800,424 cumulative labor savings Fiscal Year (FY) 09 through FY 13. The customer used this money to fund additional FP workload at LEAD
- Production volume has increased from five MOD/year in FY09 to 25 MOD/year scheduled in FY13
- Increased workload for reset and new build missions in FY 12 will generate 2.3 times the revenue earned in FY 11
- New mission workload added in FY 12 will increase FP revenue by an additional \$17.5M

Safety and Environmental

- Voluntary Protection Program (VPP) Star certification for exemplary achievement in employee safety and health awarded 2012
- ISO 14001 environmental certification since 2004
- ISO 18001 safety certification since 2007
- LEAD Occupational Safety and Health Administration (OSHA) recordable rate reduced from 3.9 in FY 09 to 1.0 in FY 13. FY 13 FP recordable rate is 0.0
- Over 1,000 depot employees have been trained in the 30-hour OSHA course
- OSHA VPP and Army Composite Risk Management training completed for all employees
- 54 percent of the waste stream is recycled
- Energy utilization, British thermal unit used per direct labor hour has been reduced by 41.9 percent since 2004

LEAN Initiatives, Member Owned and Driven

LEAD initiated lean and the lean concepts in 2002 and immediately began applying it to their current missions. The FP mission has evolved from the 2005 start up operation that produced one reset MOD every six months to the current operation where we are scheduled to produce 25 total MODs consisting of reset and new build in FY 13.

FP employees joined the rest of the depot in continuing to both understand and embrace LEAD's CI principles and values. All FP employees have received four hours of Lean 101 basic training which includes a presentation and hands-on simulation. Employees observe and learn the importance of basic tools such as standard work, visual management and poka-yoke. All FP employees also received 6S training. FP utilizes the A3 process, policy deployment and Process Based Leadership (PBL) to develop, communicate and ensure alignment with enterprise goals.

The FP workforce has contributed ideas and suggestions ranging from modest to complex. One such initiative was directed at the department's production layout and process for generators resulting in a cost avoidance of \$17,145 for 27 MODs. Another improvement was a modification to the entire pack-out process. This included a new floor plan to allow for future missions and the combining of efforts resulting in a savings of 414 hours per MOD or \$862,829 across 27 MODs. The savings were redirected by the customer to additional FP workload at LEAD.

Why is this important to the Army?

The FP mission continues to be strongly supported by all levels of depot management and future success has been structured around lean and employee empowerment. FP and LEAD are driven to be an effective and efficient work place with additional focus on providing a safe and environmentally friendly workplace.

Contact Information:

Gerald Chapman, OCI Chief
Building 10, One Overcash Avenue
Chambersburg, PA 17201- 4150
gerald.l.chapman.civ@mail.mil