



The Challenge

Sierra Army Depot, Herlong, Calif.

April 2012

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AMC senior leaders review retrograde, non standard-equipment operations at Sierra

Ms. Lori K. McDonald
Public Affairs Officer

On Mar. 13, 2012, Sierra hosted a visit from Mr. Guy Sands-Pingot, AMC Deputy G3 (SES/PC5), Ms. Lisha Adams, AMC Deputy G4 (SES/PC6), Mr. William LaGrone, AMC Asset Management, Mr. Edward Agee, AMC LMI, Mr. Timothy Pollard, AMC NS-E, and Mr. Bert James, AMC NS-E.

The visit focused on the unique capabilities Sierra has developed over the years supporting the Retrograde and Redistribution (R&R) of standard and Non Standard-Equipment (NS-E) from the Iraq and Afghanistan Theater of Operations. The overall visit was great and Sierra's guests took away the added importance that Sierra, due to our proximity and capabilities, plays as the Army refocuses its strategy towards the Asia-Pacific region.

Sands-Pingot said, "SIAD has great unused and underutilized capabilities and potential as the CONUS based Global Logistic Network hub for Asia-Pacific region and is supported by a dedicated team of innovative professionals that are doing great things for our Army."

After receiving the command overview, Mr. Donald Olson, deputy to the commander, took the distinguished visitors on a tour of operations throughout the installation. The first stop on the tour was the ground combat vehicle staging and distribution center where they were impressed with the lines of diversified combat track vehicles along with the pilot program for the new Passive RFID program, Asset Pulse.

Olson explained the Asset Pulse program will eventually provide on-line asset visibility to Army leadership, enabling them to make informed management decisions for the excess items at Sierra. Our workforce will also utilize this system to dramatically reduce the time it takes to perform critical inventory management functions of the assets

we have in custody. Incorporating this state-of-the-art system is one more critical component to establishing Sierra as the Army's End of First Life Center (EoFLC).

After leaving the EoFLC, Olson traveled over to the R&R operations with the visitors where discussions continued about the need to aggressively market SIAD capabilities to support the Army's refocused strategy toward the Asia-Pacific region. Mr. Jon France, R&R director, described how Sierra developed their processes to unpack containers, identify and classify the material, bring items to an accountable record, perform inventory management functions, maintain visibility for the owner, and ultimately ship assets to an end user.

Olson added, "Sierra has more experience than any other organization in the Army or DLA with building and expanding the nation's only capability to receive excess "dirty" stock and manage that stock in order to realize some positive value for the Army." France talked about the Depot's capacity to flex operations to meet emerging demands.

The group was informed Sierra currently operates the Army's largest SARRS SSA operation focused solely on the receipt, processing and redistribution of previously issued stock back into the supply system.

Mr. William Junk, NS-E supervisor, welcomed the group to the area where the depot receives equipment deemed as NS-E, and how depot employees conduct a 100 percent inventory which essentially begins the accountability record so the items can be loaded into the Property Book Unit Supply Enhanced (PBUSE) system. Junk went on to say PBUSE would allow for easy access of all assets in a web based accountability record as well as allowing a global visibility of this equipment across the entire Department of the Army.

Sands-Pingot and Adams thanked the Sierra leadership for this visit, as



Mr. Guy Sands-Pingot, right, is provided a demonstration of the new Passive RFID program, Asset Pulse.

they were able to put into perspective a better understanding the value SIAD brings to the table.

The SES is comprised of the men and women charged with leading the continuing transformation of our government. This dedicated corps of executives shares a commitment to public service and a

set of democratic values grounded in the fundamental ideals of the Constitution. As the leaders of our Federal civilian workforce, Senior Executives strive each day to create a more citizen centered, result oriented Federal Government.

Sierra's mission today is to pro-
See RETROGRADE on Page 12



Ms. Lisha Adams, left, presents coins on behalf of Lt. Gen. D. Via, AMC deputy commanding general, to Mr. William Junk (far left), Mr. Jeff Holmes, Mr. Habib Kurt and Mr. Hilario Reza for the outstanding work they performed for the Non Standard-Equipment operation.

Commander's View

I'd like to start this column by thanking all the employees of Sierra Army Depot. It is because of you and your hard work that we are a recognized and successful Army organization. Your tireless efforts enabled us to complete over 33 million dollars of prior Fiscal Year (FY) work. However, I need each of you to continue to work hard and accomplish our goal to reduce prior FY work during the remainder of this FY by another 55 million dollars. Our leadership team has a good plan to accomplish this work; let's get 'er done!

According to AR 385-10, The Army Safety Program, "a successful Army Safety Program depends upon everyone fulfilling his or her safety responsibilities." Rest assured that I and the entire leadership team are committed to ensuring your safety. At times, it may be perceived that your leadership tries to 'force' you to be safe to meet some numerical goal. That couldn't be further from the truth, the truth is we want to ensure at the end of the day that you and the equipment, that we are charged to maintain, are safe, healthy and ready to accomplish any and all missions.

This month, I'd like to take a different approach to Safety; an individual responsibility/ownership perspective. Each of us has an inherent individual responsibility to stay healthy and safe. Taking individual responsibility/ownership of safety is necessary and beneficial for the entire organization; I believe this is the best way to create a culture of safety within our organization. You may ask, "what do you mean by owner-



Lt. Col. Christopher E. Dexter

ship?"

First, Safety can be something that happens to you – you get assigned a project and you accomplish it safely and to the best of your ability. It's just something that happens to you.

Second, Safety can happen with you – you, along with your co-workers can work together safely to get the project done.

Ownership is something more than both of these.

Ownership is when Safety happens because of you - you have a sense that Safety is yours. It's when you feel responsible for not just your part, but for everyone's part. This includes looking out

for your coworkers, recognizing and stopping unsafe practices and suggesting safer processes.

Make Safety your project – "Own it". You are all talented, experienced workforce and no one knows what "right" look like more than you.

The month of April has many significant days. The first and most obvious is April fool's day! Other days of importance include the approval of the first U.S. Flag on the 4th in 1818, Easter on the 8th, tax day on the 17th, Earth day on the 22nd, home run day (Hank Aaron hit his first home run in 1954) on the 23rd, and Administrative Professionals / Secretaries day on the 25th (hint: break out the wallet and buy them lunch). Additionally, of military significance during the month of April; in 1775 the Revolutionary War began with a clash between British Soldiers and American Revolutionaries and the Civil War began at Fort Sumter in 1861. Finally, the Department of Defense will observe Holocaust Remembrance Day on Apr. 19, as well as Days of Remembrance from Apr. 15-22.

Baseball begins the regular season this month. My prediction for this year's World Series; The New York Yankees. APRIL FOOLS! Seriously, the Boston Red Sox are going all the way this year!

Thanks for all you do for our Soldiers and this great Country!

Pride in Excellence! Army Strong!

LTC Christopher E. Dexter

#38



THE UNION'S POSITION- AFGE LOCAL 1808 *AFGE is making a difference - Largest federal employee union, Social Security Administration reaches agreement*

(WASHINGTON) – After 27 months of negotiations, the American Federation of Government Employees (AFGE) and the Social Security Administration have reached a conceptual agreement for the terms of the new national contract. "It's been a long road but we fought hard and proudly won.

Negotiations between AFGE and SSA have been ongoing, two weeks every month, since December 2009. AFGE referred the bargaining to the Federal Service Impasses Panel in September 2011, in reaction to the lack of progress in national contract negotiations. The language for the new contract is conceptual and will be finalized by

both AFGE and SSA management, then sent out for ratification by AFGE locals. Once the contract is ratified by AFGE and SSA, it will be valid for four years.

"We made improvements in eye care and travel benefits, strengthened employee rights in the workplace and allowed for the union to have broader ability to represent employees in meetings with SSA management," ex-

plained AFGE Lead Negotiator. "I want to thank our negotiators, and the SSA negotiators, for the hard work, dedication and countless hours away from family it took to get to this point."

Some of the more key articles of the contract, such as merit promotions, work at home and appraisals are still in the process of being hammered out and must be incorporated into the contract no later than June 2012, according the terms of the conceptual agreement. "We look forward to getting this contract ratified and im-

See UNION on Page 3



The Challenge

Depot Commander/Publisher _____
Public Affairs Officer/Editor _____
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Lt. Col. Christopher E. Dexter
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Lloyd Gubler



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D.A.R.E. Graduation at Sierra Primary School

On Friday, Mar. 9, 2012, at 10:00 a.m. a Drug Abuse Resistance Education (D.A.R.E.) graduation was held for the fifth grade class from the Sierra Primary School.

The graduation is the culmination of 17 weeks of classes, taught by Deputy Chief of Police, Robert Brent, Sierra Army Depot's Law Enforcement Division. The curriculum includes lessons on drug recognition, consequences of choices, sources of pressure, dealing with peer pressure, ways to say "no", avoiding gangs and violence, solving disagreements fairly and positive activities to be involved in. Special entertainment was provided by ventriloquist Vicki Gronseth and Ottis, from Paradise, Calif. Guest speakers were, Mr. Brian Young, Sierra Primary School Principal, Dr. Vicki Braun, SIAD ADCO, Mr. Billy May, SIAD Family Advocacy Program, Ms. Celia Cox, SIAD ADCO and Mrs. Janet Starcievich, Sierra Primary fifth grade teacher. Pizza and cake were served afterwards. (Mrs. Robert Brent made the D.A.R.E. cake and wrote the "D.A.R.E. song" sang at the start of the ceremony). D.A.R.E. Essay winners were Christina Szot and Abigail Burbank. Both received new bikes donated by the Depot's Civilian Welfare Fund.

Christina Szot, D.A.R.E. Essay

I promise to say no to drugs. I promise my friends, my family, and myself, because I am responsible for myself. I will keep my promise by picking good friends, making good decisions and talking to trustworthy people about the important things in my life.

My promise is important to keep, because I want to have a good family that is healthy. I want a good life in the future that I can relate to. I want an education and a good job that is in a beautiful town. I plan to live in a good house that is two stories, and has plenty of bedrooms. I want to obey the law and live without a criminal record. If I do not obey the law and keep my promise, I will not have a successful life, a successful family, and I will not get the job I wanted working as an imaginer at Disneyland. These are the reasons why I promise to say no to drugs.

Abigail Burbank, D.A.R.E. Essay

I promise to say no to drugs. DARE keeps me away from drugs. I promise myself, my friends, my family, the DARE officer, and most of all Mrs. Starcevich to not do drugs. I learn a lot every day at school because I want to be successful and not a drug addict. My dream is to be a mining engineer. My Auntie used drugs. She finally quit, but she couldn't get a job for 3 years. Finally, someone gave her a job, but she only gets paid a small amount of money. Knowing about my Auntie has taught me not to do drugs. I want to be successful and marry someone who is successful just like me! D.A.R.E. helps me to be successful. Thank you everyone who helps me and will help me to reach my goals and my drug free future. I promise to say no to drugs!

UNION (From Page 2)

proving the working conditions of our members throughout the Social Security Administration,"

Civilian's are not the only ones going through tough times, service men's and their families are facing hard times being separated from their families for four years-partly because of deployments and can't sell their house's. Some military families are underwater on home's they bought at a previous assignment. They wondered if there were any options for them that wouldn't ruin their credit or require a large sum of money they didn't have. The housing crisis has had a devastating impact on military homeowners across the country, and their unique challenges have made it difficult for them to get help.

Protections for military homeowners were included in the recent settlement between the Federal government, 49 state Attorneys General, and five of the largest mortgage loan servicers.

Service members Civil Relief Act (SCRA). They will give monetary relief to those families who saw their homes taken from them in violation of the SCRA, or who did not receive the SCRA interest-rate reduction to which they were entitled. In one way the settlement goes farther than the SCRA: it protects from non-judicial foreclosure all military homeowners who are deployed to a combat zone, even if the mortgage was not The mortgage servicers who signed the settlement have agreed to review their files for violations of the obtained before the service member entered active duty.

The mortgage servicers who signed the settlement have agreed to review their files for violations of the Service members Civil Relief Act (SCRA). They will give monetary relief to those families who saw their homes taken from them in violation of the SCRA, or who did not receive the SCRA interest-rate reduction to which they were entitled. In one way the settlement goes farther than the SCRA: it protects from

non-judicial foreclosure all military homeowners who are deployed to a combat zone, even if the mortgage was not obtained before the service member entered active duty.

The settlement also has provisions for military homeowners who get Permanent Change of Station (PCS) orders. The banks will provide short-sale agreements and deficiency waivers to those service members who were forced to sell their home at a loss due to a PCS and were not eligible for the military's Homeowners Assistance Program (HAP). This will help service members who were underwater on homes they bought between July 1, 2006 and December 31, 2008, or who received a PCS after October 1, 2010.

The servicers are also going to pay \$10 million to the Veterans Housing Benefit Program Fund, which is used by the Department of Veterans Affairs (VA) to guarantee VA loans on favorable terms for eligible veterans.

I hope this agreement will bring peace of mind to some of the military families who have been struggling with housing-related challenges, and that it will inspire other mortgage lenders and investors to look at what they can do for their military customers. As a reminder, if you have a complaint about your mortgage servicer you can file it with the CFPB at www.ConsumerFinance.gov. We also appreciate it when you use our "Tell Your Story" feature to let us know about what's happened to you. Your stories are a big help to the efforts of the Office of Service member Affairs to understand the military issues that are important to you. You can call the Justice Department at 1-800-896-7743.

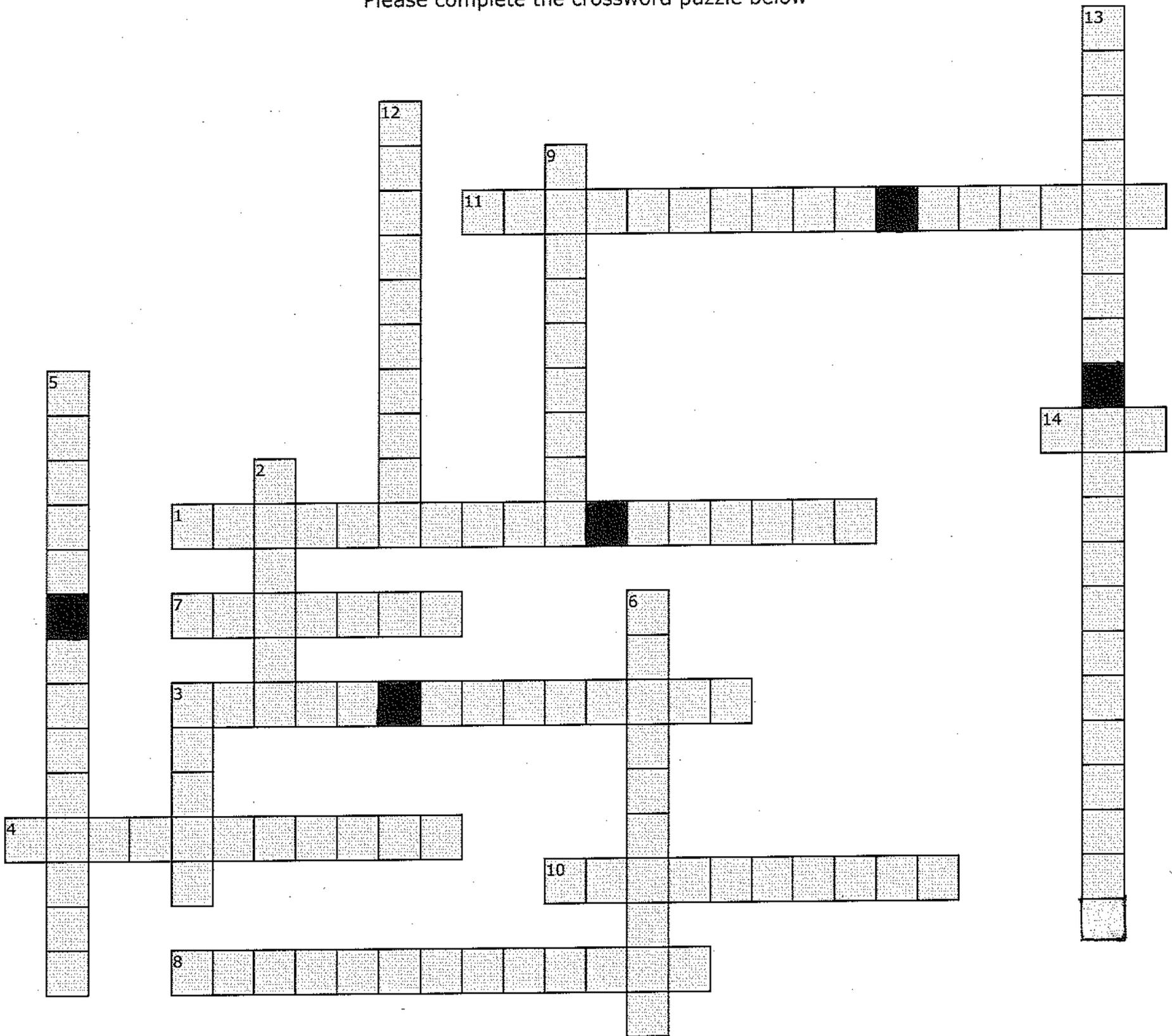
AFGE Local 1808 monthly meetings are held on the first Tuesday of each month at 5:15 p.m., unless it's an Election Day; meeting will then be held the following Tuesday. All members are invited to attend and voice their concerns. Union office telephone number is (530) 827-5375.



Deputy Chief Robert Brent stands next to the essay winners during the recent D.A.R.E. graduations. Congratulations to Christina Szot, far left and Abigail Burbank for their essays on "Saying No to Drugs."

IS 9001:2008

Please complete the crossword puzzle below



Across:

- 1. steps that are taken to remove the causes of potential nonconformities or potential situations that are undesirable.
- 3. records, statements of fact or other information, which are relevant to the audit criteria (3.3) and verifiable
- 4. a need, expectation, or obligation. Can be stated or implied by an organization or customer.
- 7. is a set of activities that are interrelated or that interact with one another
- 8. refers to a failure to comply with requirements.
- 10. Demonstrates the ability to apply knowledge and skills of a particular task.
- 11. Action to eliminate the cause of a detected (has happened) nonconformity or other undesirable situation.
- 14. International Organization for Standardization

Down:

- 2. a type of document, provides evidence that activities have been performed or results have been achieved
- 3. A systematic, independent and documented process for obtaining audit evidence
- 5. set of policies, procedures, or requirements
- 6. to meet or comply with requirements.
- 9. is a way of carrying out a process or activity.
- 12. Action to eliminate a detected nonconformity,
- 13. Customer's perception of the degree to which the customer's requirements have been fulfilled.

Length of Service Awards



Mr. Kenneth Holmes received his 25 year length of service award in front of friends and co-workers. Holmes began his federal career with a four year enlistment in the Air Force. He came to Sierra Army Depot in 1991 as a security guard. For the next 15 years, Holmes worked various positions within the Law Enforcement Division. Since 2006, he has been successfully executing the duties as the Antiterrorism/Force Protection Officer. Congratulations Ken!

Ms. Amy Munson is an individual that is having a good time in her career. Lt. Col. Christopher Dexter presented Munson with a 40-year length of service award. For the first 23 years of her career, Munson worked for the Navy. She started at Oakland Army Base, moved over to DLA at the Oakland Navy Supply Center, then moved to the Alameda Naval Air Station for a short time before transferring to work with the Marines at Barstow Marine Corps Base. After that, Amy found her way to the Army side here at Sierra Army Depot. One of her greatest joys, is her love and devotion to the Lord. Congratulations Amy.



Susan Villa has enjoyed working at Sierra Army Depot for the past 20 years and to show appreciation, Lt. Col. Christopher Dexter presented her with a length of service award during a recognition ceremony. Villa is a General Support Helper within AJ1 Hazards Branch, R&R Directorate. Her plans are to retire from SIAD so she can continue to enjoy her hobbies such as gardening, crocheting and collecting cookbooks. Another hobby she has been putting lots of time into is Geneology. Villa is very interested in learning more about her family history. Congratulations Sue!



Pride in Excellence in Central Receiving



Chris Lenzora sends packages through an X-Ray machine. The conveyors will carry the packages to the lines to be "worked" (1348s & contracts verified, QA sign off, and note any discrepancies generated).



Ed Breuning organizes packages to be loaded into a delivery vans for Depot patrons.



Bulk area receipt clerk Julie Strassman in-putting documents into LMP system, then will attach a transfer order to go to storage.



Bulk pallets after being processed into LMP are now ready to be moved to the Movement lanes to be delivered to the proper storage location.



Wes Anderson bringing stacked tri walls from a truck being off loaded into the bulk receiving area.



Lula Lewis small package receipt clerk inserting a T.O. on a package before sending it down the conveyor to the delivery truck.

Central Receiving is part of the Logistics Directorate within Mission Operations. Under the supervision of Deborah Richardson, Central Receiving is the first point of entry for supplies and project stocks coming onto the Depot. This does not include trucks tagged for Retrograde and Redistribution, or functions within Asset Management Directorate.

In addition to off-loading trucks, Central Receiving is also responsible to send a driver to Reno, Nev., to pick up local and credit card purchases. So the next time you receive that supply item you ordered, take a moment to thank Central Receiving personnel for the great job they are doing for Sierra Army Depot.



Monthly Update within the CYSS

CYS

Saturday, Mar. 3, marked a very special day for the Susanville community as the grand opening and ribbon cutting ceremony took place at their new ROSS store. CYSS was invited as a special guest to attend the ceremony as we are proud partners with the Boys and Girls Club of America; our official BGCA club name is Youth Connection. A group of middle school and teens were in attendance, along with the Mayor of Susanville, the District Manager of ROSS, and many excited shoppers. As a special surprise, Youth Connection was presented with a \$1,000.00 check for the youth center's Power Hour Club – a daily club where youth earn points for every page of homework completed at CYSS; points can be spent on various items (pencils, notebooks, t-shirts, stickers, etc...). CYSS staff members Amanda Page, Barbara Evans and Shannon Hinojos surprised the crowd with their rendition of the ROSS commercial jingle, and they were even congratulated by the Mayor! After cake and a small celebration with the ROSS employees, participating CYSS youth spent some time shopping at the new store. We thank ROSS for their generous donation and congratulate Susanville for their latest addition to their community!

CDC

As a condition of employment all CYSS are staff required to complete a series of 13 modules that encompass all aspects of Child Development; this is referred to as Foundation Level training. Each classroom staff member must read a module, test on the module and then be observed showing competency in what they have learned. Normally, this task is completed with 18 months of hire. On top of their modules, all CYSS staff are annually trained in Infant/Child and Adult CPR and First Aid, Communicable Diseases and Blood Borne Pathogens, Dispensing Medications, Food Handlers and Child Abuse. All CYSS staff are also required to complete all Army and Installation training requirements.

Despite having a heavy training workload, not to be mention being in the classroom with the children, we are proud to show off some the CDC staff's accomplishments. Ms. Yvonna Triplet has a BA in Early Childhood Education and has completed her Foundation Level Training, Ms.

Shrandy Daniels and Ms. Kim Otis have their Child Development Associate (CDA) as well as having completed their Foundation Level Training. Ms. Caitlin Barnes, Ms. Jordan McFarland and Ms. Andrea Owens have completed their Foundation Level Training and are working on obtaining their CDA's. Our two newer staff, Ms. Rebecca Simeral and Ms. Doni Arminas are currently working on their Foundation Level Training!

We are very proud of the accomplishments that these ladies have made and look forward to all that is to come in the future!

SPORTS

CYSS Youth Sports and Fitness is now Participating in "Get Fit, Be Strong". This is an Army wide initiative to help youth fight childhood obesity and to live a healthy lifestyle. During "Get Fit, Be Strong" children participate in the President's Challenge where they are to be active 60 minutes a day, every day. Doing this can earn them rewards and certificates. We will also be providing fun nutritional and health programs as well as opportunities for kids to be more physically active. If you have any questions feel free to contact Billy Womble at (530) 827-4696. Stay tuned for spring sports like developmental t-ball and bowling.



Above, members of the BGCA Club during the grand opening of ROSS Store in Susanville included, left to right: Ryan Hinojos, Shannon Hinojos, Wesley Anderson, Noah Hinojos, Joey Barnes, Patrick Hinojos, Danielle Harris, Daniel Hinojos, Laurel Winegee, Barbara Evan, Melissa Evans, Amanda Page.



Amanda Page accepts a check on behalf of the Youth Connection, a local BGCA Charter from new ROSS Store Manager Xia, who moved to Susanville from Las Vegas.

Natick, Tank Armament Command work together to get gear to troops

By Alexandra Foran
NSRDEC Public Affairs

NATICK, Mass. (March 15, 2012) -- Logistics, often perceived as an afterthought, is at the forefront of the Army's efforts to equip Soldiers with what they need in the manner that will assist them best.

When U.S. Army Research, Development and Engineering Command, Natick Soldier Development and Engineering Center Quick Reaction Cell, or QRC, develop and deploy material solutions to Soldiers' requirements, they look to Tank Armament Command's Integrated Logistics Support Center, or ILSC, Soldier, Product Support Integration Directorate to provide the foundations of logistical and sustainment support.

The ILSC creates Interim Technical Documents, known as ITDs, which allow for Soldiers in the field to learn how to properly use and assemble various items, identify and acquire spare and repair parts, and provide feedback to the NSRDEC QRC to improve the design and performance.

"Fortunately, the QRC Project leads have thought about the sustainment piece of their projects," said Samuel Pitts, ILSC Integrated Logistics Support manager. "Not only have they provided an outstanding technical solution, but also something that is supportable in the field."

By bringing logistics into the design and early assessment process, these ITDs can be overpacked, meaning they are physically sent to the field with the system. The ITDs provide Soldiers with documentation necessary for operations, care, and maintenance of these developmental items.

"It's exciting to be part of these efforts, to see the CUBE (Container Unitized Bulk Equipment), Ironman, and MBPS SA (Modular Ballistic Protection System) as solutions for Soldiers' concepts and needs," said Rachel Grady, ILSC Technical Publications writer.

The Container Unitized Bulk Equipment is a transportable container that can hold fuel, water, and other items; the CUBE can be airdropped

(See GEAR on page 9)

Army to partner with industry for up to \$7 billion in renewable-energy projects

By J.D. Leipold

WASHINGTON (March 19, 2012) -- The Army will partner with industry for up to \$7 billion in renewable-energy sources -- wind, solar, biomass and geothermal -- and has released a draft request for proposal that could allow multiple projects to begin nationwide.

Speaking at a media roundtable March 15, Katherine Hammack,

assistant secretary of the Army for Installations, Energy & Environment, said the cumulative investment will help the Army reach its goal of having 25 percent of the Army's energy come from renewable sources by 2025. She began the roundtable by restating the Army's "net-zero strategy."

"Specifically, a net-zero energy installation produces as much energy annually as it uses, and this does not

mean replacement of current energy requirements with onsite energy production," she said. "It means that installations address energy efficiency as the primary first step and then evaluate, repurpose and reuse energy as well as energy recovery."

The Army projects it will need 2.5 million megawatt hours produced worldwide of which 25 percent must come from renewable energy resources by 2025.

In addition to energy conservation, installations will strive to establish alternative forms of energy that will allow them to "island" or continue to operate should the power grid fail.

"We understand there's a need to enhance our energy security because it's operationally necessary, financially prudent and critical to our mission," Hammack said. "We know that power grids are increasingly vulnerable and expose Army operations to risk."

She noted those risks include terrorist attacks as well as natural disasters such as drought and forest-fire conditions in the west (which some installations are already facing) and unstable weather to include tornadoes.

Hammack said the Army's risk-mitigation strategy involves onsite renewable-energy production and it must be done in a fiscally responsible manner, which is where the Energy Initiatives Task Force, or

EITF, comes into play.

The EITF serves as the central managing office to plan and execute large-scale renewable energy projects of greater than 10 megawatts (roughly enough to power 30,000 homes) on Army installations, which will be accomplished by leveraging private-sector financing.

"The EITF was tasked to develop a process that is clear, consistent and transparent so that we can provide the private sector with a consistent environment to engage with the Army which will allow EITF projects to maximize return on investments for both the Army and industry," Hammack said.

EITF Executive Director John Lushetsky said that since the EITF began operating six months ago, it has developed standard approaches and criteria to evaluate different project opportunities to make the business of large-scale, renewable-energy development much more predictable and routine.

"We have screened more than 180 Army and National Guard installations and are currently engaged with 15 different installations at various levels of due diligence," he said. "For each of these projects, the EITF reviews a number of critical project success factors that include installation security and mission impacts, expected life-cycle economics, real-estate access, utility

See ENERGY on Page 9



The U.S. Army Tank Automotive Research, Development and Engineering Center will soon have a solar-powered micro grid to supply electricity to two laboratories and to power the Detroit Arsenal parking lot lights. This photo shows similar solar panels being installed at the Space and Naval Warfare Systems Command in San Diego. (Photo Credit: Ray Naystatt)



SAFETY COUNTS...



ENERGY (From Page 8)

regulations, systems integration, environmental permitting and acquisition approach."

A renewable-energy project guide will be issued for comment later in the spring Lushetsky said.

The task force has been working closely with the U.S. Corps of Engineers to develop a request for proposal under what it calls the Multiple Award Order Contract, or MATOC. The MATOC provides a two-step process. In the first step, companies submit initial proposals and qualifications that are not project-specific.

"This will allow us to select who we think are broadly qualified companies to bid on solar, wind, biomass -- waste to energy -- as well as geothermal projects," Hammack said. "Once we've established that qualified list, then we'll be in a position as projects are qualified by the EITF to issue task orders."

The draft RFP for the MATOC is out for public comment until March 24. Lushetsky said in the last six months the EITF has had requests to meet with some 195 companies and financial institutions, and met with 40 to outline the EITF approach and plans.

The EITF plans to have a summit in May to meet with industry and discuss the renewable-energy development guide as well as specific projects.

"Long term, the Army is also interested in exploring the role of micro grids and energy storage as those technologies become better defined and more affordable," Lushetsky said.

Army's newest laboratory complex to open April 11

By John W. Wray, RDECOM

U.S ARMY DETROIT ARSENAL, Mich. -- The U.S. Army will open its new complex, the Ground Systems Power and Energy Laboratory, during a grand opening ceremony at the Detroit Arsenal at 10 a.m., April 11, 2012.

The eight-labs-in-one Ground Systems Power and Energy Laboratory, or GSPEL, facility offers numerous testing capabilities and an unmatched combination of resources in a single lab. The GSPEL is part of the Army's Tank Automotive Research, Development and Engineering Center's, or TARDEC's, laboratory system.

While closed to the public, the grand opening is expected to draw top government and industry leaders -- many of whom are or will soon be GSPEL's collaborative partners. GSPEL offers shared access to industry and academia to facilitate the exchange of information and ideas to develop emerging energy technologies and validate ground vehicle systems -- research that could help the nation achieve energy security goals.

"GSPEL gives the Army overarching, full-spectrum testing and evaluation capability," said TARDEC Interim Director Jennifer Hitchcock. "The GSPEL's unique facilities will allow the Army to drive innovation for tomorrow's energy solutions."

TARDEC research scientists, engineers and technicians are already moving into the 30,000-square-foot facility. The eight individual labs are:

-- Power and Energy Vehicle Environmental Lab, the centerpiece lab featuring one of the world's largest environmental chambers for testing at temperatures from minus 60°F to 160°F, relative humidity levels from 0 to 95 percent, and winds up to 60 mph. The lab's dynamometer and environmental chamber combination

allows for full mission profile testing of every ground vehicle platform in the military inventory in any environmental condition.

-- Air Filtration Lab is capable of testing the air flow characteristics of various-sized media at four different flow benches using varying flows up to 12,000 standard cubic feet per minute. Each flow stream is equipped with an automated dust feeder enabling simulations from zero visibility to four times zero visibility for evaluation of air filters, cleaners and other components.

-- Calorimeter Lab is the world's largest and is capable of testing radiators, charge air coolers, oil coolers individually or all three simultaneously.

-- Thermal Management Lab tests thermally-managed mechanical and electrical components in varying environments. A variety of chiller and heat systems for use with test bench heat exchangers are used to evaluate components and systems.

-- Power Lab evaluates major vehicle electrical systems including: charging systems, air conditioning

systems, hydraulic systems and associated components. The lab's two explosion-proof environmental chambers allow for expanded technical research.

-- Fuel Cell lab tests future fuel cell capabilities for tactical vehicles. The lab enables the development and evaluation of fuel cell components and systems, including systems to reform JP-8 fuel, various fuel cell media and power conditioning, helping vehicles become quieter and more efficient.

-- Hybrid Electric Components evaluate hybrid electric powertrains with the emphasis on developing hybrid motor technology and increased electrification of vehicles. Equipment used in this lab will potentially regenerate 80 percent power back into the building, making it possible to re-use the electricity.

-- Energy Storage Lab makes it possible to safely test and evaluate advanced chemistry battery vehicle modules. Explosion-proof battery test chambers enable safe testing of 10-60 kW advanced chemistry battery packs.



The Army's new Ground Systems Power and Energy Lab opens April 11, 2012, just north of Detroit. (Photo Credit: Courtesy graphic)

GEAR (From Page 7)

or sling loaded via helicopter and is a low-cost limited reuse system. The Modular Ballistic Protection System is a stand-alone armor panel system that is quickly erectable and is integrated around the perimeter of a weapons system or an already deployed shelter for protection from small-arms fire and fragmentation when more heavy-duty systems are not available.

Soldiers' most vulnerable time is when they arrive and they need to set up the MBPS SA; this is just one example of the ITDs' importance.

"Because they [the Soldiers] have nothing to protect them, an ITD will help them figure out the easiest and quickest way to set up the MBPS," Grady said.

All three of these systems are currently in theater, after mere months of conscientious develop-

ment and planning among multiple directorates. The Army is currently conducting Forward Operations Assessments through Test and Evaluation Command for these systems. The assessments will be done by August 2012.

Soldiers are able to assess value and evaluate the ITD against the equipment they receive. To improve the designing process, all the information will be shared. (See GEAR on page 12)

EEO/Diversity Update

What is a reasonable accommodation?

The Americans with Disabilities Act (ADA) requires employers to provide reasonable accommodation for qualified individuals with disabilities who are employees or applicants for employment. Potential reasonable accommodations include making existing facilities accessible, job-restructuring, part-time or modified work schedules, assisted technology, providing aides or qualified interpreters, changing tests or policies, and reassignment to a vacant position. The reasonable accommodation obligation also extends to the benefits and privileges of employment, such as employer-sponsored training, services, and social functions. Generally, the individual with a disability must inform the employer that an accommodation is needed.

Although the ADA does not require employers to provide accommodations that pose an "undue hardship" (defined as significantly difficult or expensive), the experiences of employers around the nation demonstrates that many accommodations cost nothing, and few pose the "significant expense" that many employers fear. Studies conducted in 1986 and in 1992 showed that more than half of the accommodations made for employees with disabilities cost nothing, while another fifteen percent cost under \$500.

Employers are required to provide reasonable accommodation for qualified individuals with a disability, who are defined by the ADA as individuals with a disability who satisfy the job-related requirements of the position held or desired, and who can perform the "essential functions" of such position, with or without reasonable accommodation.



Lynette Hall
EEO Manager

The employer identifies the job's essential functions; job descriptions prepared before an individual is interviewed or selected for a position are considered evidence of a job's essential functions. If the individual cannot perform an essential function, even with accommodation, the individual is not considered "a qualified individual with a disability" under the law.

The employer should confer with the employee and the Disability Program Manager regarding the type of accommodation that will enable the employee to perform the essential functions of the position. The requirements of the particular position and the employee's physical or mental limitations should be evaluated in order to determine one or more potential accommodations that will be effective. However, accommodations of a personal nature that are used both on and off the job (such as a guide dog for a visually-impaired employee, or a wheelchair) would not be the employer's responsibility. The employer need not create a new job for the person with the disability, nor must the employer reallocate essential functions to another worker. An employer may be required to restructure a job by reallocating non-

See EEO on Page 12

SIAD DRUG TESTING RESULTS - FEBRUARY 2011

The chart to the right is the monthly summary of random drug testing conducted at Sierra Army Depot. Each month this chart will be posted in The Challenge with the previous month results at the request of the Depot Commander. All Test Designated Positions (TDP) and Commercial Driver License (CDL) personnel are randomly selected by a Department of Army computerized program. There were no CDL tests conducted during this timeframe due to the update process of the list by the Civilian Personnel Office. For questions or comments, please contact Dr. Vicki Braun, Alcohol and Drug Control Officer at (530) 827-4115.

Energy Report for 2011

SUSTAIN TRAIN OPERATE RENEW MEASURE

By **Steven Johnson**
Energy Awareness Coordinator

We are well into 2012 now, so here is Sierra Army Depots energy report for 2011. Usually I report on Federal and DOD requirements to reduce energy consumption, meter buildings, cut fossil fuel use, etc.

In April, Sierra's selection as a Pilot Net Zero Energy Installation was announced and everything changed. To reach Net Zero Energy by 2020, the Depot must drastically reduce their energy use intensity, and also generate enough Renewable Energy (on Depot) to replace what is being used today. A strategy is needed to address both our current and future actions. Here is what the Depot Let's see what we did with the rest of 2011 to accomplish that.

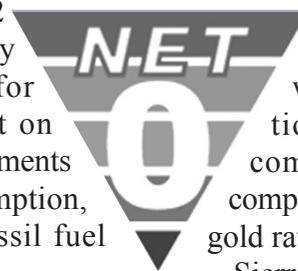
Some things take a lot of capital to accomplish, but many projects can be approved and executed within the garrison funding approval levels and budget. I think of them as ground level projects, and here at ground level, Sierra has already executed many that will conserve energy and improve mission capability.

In the industrial warehouse, Base Support has repaired or replaced many aging personnel doors, and drafty sliding doors with roll-up doors, with more planned. The Depot replaced incandescent exterior flood lights with LED floods & sensible controls, so they only come on when needed, and use less energy when they are on. Burying electric utility lines in the industrial area allowed installation of 20 new advanced electric meters. The aging

HVAC systems in the Skedaddle Inn, Barracks, and Physical fitness center were replaced with higher efficiency equipment. While reroofing buildings we increased the insulation ratings, and the new commander's quarters were completed in 2011 with an LEED gold rating.

Sierra has submitted additional projects that require higher funding approval (above ground level). There are several ECIP (Energy Conservation Investment Program) projects in the system: Installing passive solar day-lighting in the warehouses, which when finished should improve the light levels while also turning off the electric lights during daylight hours; Geothermal Exploration to prove Sierra's geothermal potential; Retrofitting existing street lighting system to LEDs and installing additional street and parking lot lights where needed. The street light upgrade will allow the Depot to curtail the use of the many diesel fired generator light stands. It will also limit the use of High Mast lighting to when there are night operations.

To get where you want to go you need to know where you are. Sierra needs a better picture of their energy infrastructure to develop a Net Zero strategy - so to help; there are two funded audits in 2011. An advanced metering audit and an EEAP (Energy Engineering Analysis Program) audit. These on-going audits will be critical in developing Sierra's future action strategy, so we'll take a closer look at them both in the coming months.



GRADE	TEST DESIGNATED POSITION	COMMERCIAL DRIVING LICENSE
GS	14	0
WG	78	65*
WL	7	5
WS/YC/YN		0
NAF/CYPA/NSPS		0
TOTAL	99	69
NEGATIVE RESULTS	99	44
POSITIVE RESULTS		1
SUPERVISOR/LEADER Tested from Total	7	

* 25 WG's results not posted at this time

LEAN into my CORNER

Anyone at Sierra Army Depot (or at least, anyone who would read this column) is familiar with the phrase Lean Six-Sigma. But we have a tendency to forget the Six-Sigma part. In fact, most people who use the term are really referring to Lean only. So this month, I am going to briefly discuss Six-Sigma.

One obvious point is that Six-Sigma and Lean are not alternative approaches to process improvement. They are actually complementary and in fact, it is sometimes difficult to use Six-Sigma techniques effectively without Lean. This is because Six-Sigma generally concentrates on getting the variation out of a process. In order to do this, you really need to be able to measure performance in fairly precise numerical terms. It's hard to do this with a process that has a lot of waste in it since that waste tends to introduce "noise" into any measurement scheme you can come up with. In other words, until you have a "clean" process, attempts to fine tune it are mostly useless.

I make this point for a couple of reasons. First, it really is important that we clean up our processes. Whether we use advanced analytical tools to track results or not, it's almost impossible to assess the performance of any process that's full of wasted effort. Even if we just use basic metrics and tools, they don't really tell us anything worth knowing unless our processes operate with at least some degree of efficiency. My second point is that while I don't think Six-Sigma will ever be our primary approach to process improvement, it does offer some tools that could really help us improve our operations.

As an example, we track a number of metrics at all levels of the organization. We know when these metrics need attention because they turn red. But how do we determine when a metric should turn red? Sometimes, it'd defined by regulation. More often, we decide when a metric is far enough from the norm to need a closer look, and perhaps corrective action. This decision is usually based at least partly on experience. But notice that the critical point for a metric is often



William Deming
QEO Director

arbitrary, although it doesn't really seem so. Think of it this way: We expect a certain process to produce 1,000 widgets each month. We have a scorecard metric to track this and we decide that a five-percent deviation is a reasonable limit. So any time production goes below 950, we investigate and assign action items to correct the problem. (We don't really care if we produce five percent more than the average; the excess is gravy.) I would argue that the five-percent limit is completely arbitrary and we use it only because it seems "reasonable."

What if we had a tool that allowed us to determine—with a measurable level of certainty—that this made-up process is actually performing normally at 950 widgets per month and we really shouldn't be concerned unless production dips below 932? We do have a whole bag-full of such tools. And it matters, because when we investigate "problems" that aren't really problems at all, we are wasting valuable time and effort for no real benefit. We think we're solving a problem but in reality, the problem never existed.

Most of our process improvement efforts are Lean oriented. However, we need to remember there are a lot of other tools available to us. In our current environment, we really do need to "do more with less." Fortunately for us, we can do exactly that if we use the right tools.

Lean Success Stories

By Ben Lindblom
Lean Facilitator

In light of our successful Fiscal Year 2011 from a process improvement standpoint, I am sure many of you would like updates on Lean Initiatives which have taken place so far in Fiscal Year 2012.

- In October 2011, SIAD began the new fiscal year by concluding a Rapid Improvement Event on the OCIE Retrograde Outgoing Process. The team reorganized the process flow, utilizing three different types of Lean Tools in one event; a Root Cause Analysis, a 3-P (Production Preparation Process), and a Rapid Improvement Event. Although we claimed no financial benefits, it was the first event incorporating team members from first and second shift. Another Lean event that closed in October was the 3-K ROWPU Shadow Boxes RIE. In this event, the team created and implemented a visual management tool utilizing shadow boxes for the BII (Basic Issue Items) for the 3-K Reverse Osmosis Water Purification Systems that is reset at SIAD. The shadow boxes are simply crates with slots for each specific BII part, complete with a photograph and description of the part (a place for everything and everything in its place). The team made excellent progress in accountability for the parts in the ROWPU BII.

- In December 2011, Sierra closed two process improvement events. First, a JDI (Just Do It) event concluded for capturing cycle time reduction in the audit process for the ISO Division of the Quality Engineering Office. This process was improved by utilizing laptops to capture data real-time and reducing re-work (manually writing data, then transferring the data to a computer in the office). This Process Improvement Event netted \$4,332.89 in cost avoidance. Finally, in December, The Depot closed out a Value Stream Analysis for the Armor Plate Processes. This was an intense process mapping for the entire value stream of the plates. Several Process Improvement events have been identified as a result of this V.S.A. Although

See LEAN on Page 12

Sierra continues to support local veterans services during holidays



Left, Mr. Erich Schmitt, Veterans Guest House Board member, accepts 200 pounds of food donated by Sierra Army Depot employees.

Photo at right, Mr. John Howard, Voluntary Services Coordinator, VA Medical Center, Reno, Nev., accepts 300 Christmas bags donated by Sierra Army Depot employees.

In addition, the Ronald McDonald House Charities of Northern Nevada, received a check and 100 pounds of canned and boxed food donated by Sierra Army Depot Employees.



EEO (From Page 10)

essential, marginal job functions. For example, the Postal Service refused to promote a hearing-impaired secretary because she could not answer the telephone. The court ordered the Postal Service to promote the individual, noting that several other secretaries were available to answer the telephone, and that simply because telephone answering was considered a low status assignment did not make it an essential function of the secretary's job.

For more information regarding Reasonable Accommodation, please contact the Disability Program Manager, Sherie' L. Coleman at (530) 827-4414 or email her at Sherie.L.Coleman.civ@mail.mil.

New Hires at SIAD

As you go about your day to day operations, in some type of fashion you have probably come in contact with one or several new employees. Take a few minutes to welcome these individuals to the Depot. Here are a few more names to be added to the welcome list.

Bart Marsters
Melody Poland
Timothy Shafer
Yosef Tanenbaum
Earl Walling III
Christine Wilson



LEAN (From Page 11)

no financial benefits were realized, this event was important because of the realization of how complex the plate processes are.

The financial and operational benefits from these events were possible due to the efforts of the team members involved and their commitment to improve our processes at Sierra Army Depot. You will find more success stories in future issues of *The Challenge*.

GEAR (From Page 9)

mation is going to feed back to the NSRDEC QRC.

"We want to know if steps need to be added or changed," Grady said. "We also want to know if the illustrations accurately depict the procedures. Even though we validate the ITD, if you're the person who uses it on a daily basis, you know what works and what doesn't work. It is invaluable to have the Soldiers' input."

ITDs can be produced within a few months, while official Army authenticated technical manuals, known as TMs, can take anywhere from one to three years to produce. One of the most important features of an ITD or TM are the national stock numbers, or NSNs, associated with the parts. These are pertinent for Soldiers because it allows them to order parts or look at characteristics of items.



RETROGRADE

(From Page 1)

vide rapid expeditionary logistics support and long-term sustainment solutions to the Army and the Joint Force. They serve as our Strategic Power Projection Platform providing logistics support for asset receipt, classification, management, storage, distribution, maintenance, assembly & containerization, and the rapid worldwide shipment of material in support of the war fighter. Sierra has received Secretary of the Army designation as the Center of Technical Excellence (CITE) for all Petroleum and Water Distribution Systems (PAWS).

Establishing NSNs can sometimes be a lengthy process, but the ILSC establishes these numbers so that Soldiers may go straight to their repair parts and special tools list, known as an RPSTL, and get the information they need to order a replacement or repair part.

"We are taking what we do, developing the logistics footprint for Army products, which generally takes 18 to 24 months, and adapting that process appropriately to meet the short timelines that the NSRDEC QRC operates under," Pitts said. "These are not official TMs because these are not official programs of record yet, but we basically establish procedures on how to put together and use systems, and we provide a conduit into the standard Army supply system, allowing them to requisition spare and repair parts."

By coordinating with different experts including engineers, photographers, ILS managers, equipment

specialists, among others, ITDs can be created in-house in an efficient manner that meets the schedule the NSRDEC QRC asks for in order to provide the most up-to-date ITD.

"The QRC is taking requirements from the field and matching it up with the advanced engineering they see happening at the NSRDEC," Pitts said. "It's great that they have the forethought to pull the logistic element in to create these baselines that are going to give the Soldiers basic information they need to set up, operate and repair these systems."

Getting Soldiers the items and parts they need in the shortest amount of time possible, as well as providing proper instructions and tools for them to support these items in the future, are just a few ways TACOM's ILSC Soldier PSID has been able to team up with the NSRDEC QRC and other in-house R&D directorates to provide and generate feedback for and from our Soldiers, respectively.

Strengthening the backbone: NCOs share lessons learned in combat



(Left) U.S. Marine Sgt. Steven J. Vanderbrink, a squad leader with Fox Company, 2nd Battalion, 9th Marine Regiment and 22-year-old native of Blakeslee, Pa., and Sgt. Joseph Mussulin, a squad leader with Echo Co., 2/9, and 24-year-old native of Susanville, Calif., observe as Sgt. John Cosh, a platoon sergeant with Golf Co., 2/9 and 30-year-old native of Pine Bush, N.Y., uses a sickle to investigate a mock improvised explosive device during an IED training course here, March 9. Marines with 2/9, 2nd Bn., 6th Marines, 3rd Bn., 3rd Marines, 1st Light Armored Reconnaissance Bn., and Regimental Combat Team 5 attended the course as part of a noncommissioned officer symposium hosted by RCT-5. The symposium allowed the NCOs from Marjah, Nawa, Garmsir and Khan Neshin districts to share their experiences, solutions to common issues they face on the battlefield and discuss current Marine Corps affairs. (US Marine Corps photo by Cpt. Alfred V. Lopez) (Editor's Note: Prior to his enlistment in the US Marine Corps, Mussulin was an employee at Sierra Army Depot).