



Sierra Army Depot, Herlong California  
October 2018  
Vol. 73 No. 9

# *The* **CHALLENGE**



AMC: Must shift focus from  
workload to readiness  
page 2  
Town Hall Meetings Q&A  
page 3  
Awards and Recognitions  
page 8



# Commander's View

I want to congratulate the work force on a huge achievement for Fiscal Year 2018 – we achieved 100% on Performance to Promise (P2P) - doing what we say we are going to do. We were the only Depot or Arsenal in the Tank Automotive-Armaments Command (TACOM) to achieve 100%! This is proof of Sierra's proactive planning, disciplined execution, and overall high-level of teamwork. P2P will continue as the primary measure of our performance, by TACOM and Army Material Command (AMC), in 2019.

We are postured well to achieve 100% again in 2019, but it will take a heavy team effort. Recognizing this, we plan to incorporate P2P as one of our four primary metrics for our Group Achievement Award Program (GAP) in 2019.

We completed our fall 2018 Town Hall Sessions in early October. I appreciate the thoughtful questions and feedback about how Sierra is serving our workforce. Here is my assessment of the top five areas we need to improve:

1) Communications – Better responsive-



Lt. Col. Benjamin G. Johnson

ness on Remedy work order requests. Ensure communications do not delay production. Ensure new hires get on our network as quickly as possible (ideally by the end of their first week). Improve access to Electronic Techni-

cal Manuals.

2) Fleet Readiness – Ensure minimum downtime of our vehicle fleets. Achieve 90% readiness in all fleets, the Army Standard.

3) Hiring Process – Ensure maximum transparency and effectiveness in the hiring process.

4) Training Opportunities – Maximize training and leader development opportunities for our workforce. Enhance workforce skills to bring in new business opportunities.

5) Knowledge Management – Improve SIAD SharePoint storage limits, capabilities, and directorate admin rights to provide tools our workforce needs.

We would like to congratulate our two new Managers: Mrs. Kathy Ayers was selected as the new leader of the Production Operations Group, and Mr. Steve Balmer was selected as the new leader of the Reutilization Operations Group. I am sure you will all assist them as they settle in their new leadership roles.

Thank you for your consistent hard work supporting the Joint Force, the Army, and our Soldiers! **Pride in Excellence! Army Strong!**

## Must shift focus from workload to readiness

By Lisa Simunaci

*Army Materiel Command, Public Affairs*

Decisions that determine workload at the Army's manufacturing arsenals, maintenance depots and ammunition plants are hinging on a new focus: Army readiness, quality people and quality products.

"This is a paradigm shift – the trajectory is changing," said Army Materiel Command's Gen. Gus Perna in a Sept. 28 meeting that included arsenal, depot and plant commanders, as well as their higher headquarters' general officers. Perna directed commanders to shift their thinking and approach.

"It's not about workload; it is about what we produce to our promise. We must execute, provide quality and hold ourselves accountable to timelines," Perna said. "The reason is clear. Our fellow Soldiers – America's sons and daughters – are depending on our equipment. It is our responsibility." Army Materiel Command oversees the 23 facilities that make up the Army's Organic Industrial Base. That base spans from California's Sierra Army Depot, where a temperate climate is ideal for housing military equipment returning from overseas, to New York's Watervliet Arsenal, which has supplied weapons parts

for American troops since the War of 1812.

"Our Organic Industrial Base is well respected with great men and women who work hard to provide a commodity for our Soldiers," Perna said. "While we have great pockets of planning and implementation – collectively across the board, we have been on auto pilot."

The Army's Organic Industrial Base has surged to support the nation's wars, swelling to produce parts, ammunition and reset equipment. Largely a legacy of World War II, the number of industrial facilities began a drastic decline at the end of the Vietnam War. At today's remaining locations, workload ebbs and flows as the demand for warfighting equipment fluctuates. With projected orders for FY19 exceeding \$4 billion, Perna noted the general officers and their staffs are responsible for managing workload, resources, equipment and repair parts, but cautioned them not to be enamored by their numbers.

"We are not always going to be 100 percent efficient, but we must always be 100 percent effective," Perna told leaders. "That's my intent – and your responsibility." Perna outlined a commander-led approach to future business incorporating centralized planning and decentralized execution. Repeating a familiar mantra, Perna cautioned leaders to focus on the right

metrics and leading indicators and to raise issues that need attention.

"I fundamentally believe we are on a hamster wheel. I want leader-led risk. If we don't have the right resources or repair parts, I want to hear it and I want to drive on it," Perna said. "We are a business and our business is Army readiness. Sometimes leaders have to make decisions that are more about effectiveness than efficiency." Perna told commanders he would underwrite risk where it makes sense and when it is legal, moral and ethical.

"If it costs two dollars to be more effective, make the call," he charged while cautioning he was not writing a blank check. "Understand the responsibility for our resources and lead your way through it." Predictable, consistent funding and workload are important moving forward, Perna noted. So are an understanding of the standards to which the organization will be accountable.

"We will hold ourselves accountable to output, not metrics on charts," Perna said. "We will drive ourselves to increase readiness. We have to have high standards and retain the right workforce. If we focus on readiness, on workforce and quality work, that is how we will know we are doing things right."

**The Challenge**

Cover Photo by Lloyd Gubler

Depot Commander/Publisher \_\_\_\_\_  
Editor \_\_\_\_\_  
Graphic Design/Photographer \_\_\_\_\_

Lt. Col. Benjamin G. Johnson  
Julia Simpkins  
Lloyd Gubler

This is an authorized publication for members of the Department of Defense. Contents of *The Challenge* are not necessarily the official views of, or endorsed by, the U.S. Government or the Department of the Army. 1,000 copies are printed by Folger Graphics, a private firm in no way connected with the U.S. Government, under exclusive written contract with Sierra Army Depot. The editorial content of this publication is the responsibility of the Sierra Army Depot Public Affairs Officer. It is published monthly by the **Public Affairs Office, Sierra Army Depot, Herlong, CA., 96113. Telephone (530) 827-4343, Email: julia.f.simpkins.civ@mail.mil.** Unless otherwise noted, all articles and photographs are provided by the editorial staff. Letters to the editor and classified ads must include a name, signature and telephone number to be considered for publication. Letters may be edited to fit space.



# Questions and Answers: Town Hall Sept. 2018

Compiled by  
Special Staff

The following is a list of the most common (or interesting) questions asked during the Town Hall sessions in September of 2018. Answers were provided by the SIAD Commander with help from staff members.

## 1. Are we fixing up buildings on SIAD to turn over the base to Contractors?

We are fixing up buildings to address Quality Work Environment issues that were identified in an exhaustive inspection of SIAD's facilities in Mar 2012. There are no plans to turn over SIAD to contractors. SIAD is a Government Owned, Government Operated Depot. There are Government Owned, Contractor Operated Depots in Army Materiel Command (AMC), but there are absolutely no discussions about converting SIAD.

## 2. Is SIAD at risk of being closed under a Base Realignment and Closure (BRAC)?

No BRAC is currently scheduled. In any future BRAC reviews SIAD would likely compete very well – meaning the risk is low of any closure. This is in large part because of the niche SIAD has in storage of vehicles and Class VII equipment. It would take years to clear out this equipment even if decided today that SIAD would be re-aligned under BRAC. No other base in the Army does this function.

The workforce can increase the probability of long-term prosperity for SIAD by continuing to deliver first class sustainment to the Army and the Joint Force. By continuing to foster an innovative, entrepreneurial culture you will help make the case for SIAD remaining a key part of the DoD for years to come.

## 3. Why do some vehicles stay in motor pool for so long, some over a year?

We realize there is wide-spread frustration with vehicle maintenance. I view maintenance as a team effort between the operators and the motor pool – with heavy engagement by our supervisors. I am going to give a short assessment of the biggest issues, and planned solutions.

**a.** Staffing. The SIAD motor pool is understaffed. We are in the process of hiring four to six mechanics to help us keep up with the inflow of work requests.

**b.** Building Renovations. The motor pool has been undergoing renovations for the last year that have interrupted work flow. Renovations should be complete by the end of 2018.

**c.** Parts Availability. We have recently re-structured the COPARS contract that NAPA currently executes. This has increased the speed at which we can requisition major assemblies and reduced maintenance down-time.

**d.** Utility Terrain Vehicle Maintenance. We

have a relatively new contract to help us maintain our UTV fleet. We are seeing big improvements in turn-around times already. This should also help us free up our internal mechanics

**e.** Tires. Tire maintenance was interrupted in September due to the machines moving outside for building renovations. Tire maintenance was done manually and resulted in a higher than normal backlog. We expect this will be fully functional again by 1 Nov 18.

**f.** Preventative Maintenance. We plan to add fleet maintenance to the GAP Award categories to encourage workforce discipline in preventative maintenance checks and services (PMCS). PMCS is the lynch pin to a quality maintenance program and we need your help to improve in this area.

**g.** Super Stacker Maintenance. We have a new contract to help us speed up maintenance on our most important fleet. We have seen big improvements in maintenance down time in just a couple of months. Hats off to our Army Contracting Command-Sierra Contracting Office for their efforts to get this contract in place – and keep the individual maintenance work orders flowing with the company under contract. Additionally, we plan to compete in the Army Award for Maintenance Excellence competition for 2019. I believe the process of competing will help us all focus on improving our maintenance operations. This is a team effort, with the motor pool being a key player, but each member of the workforce has a role in our improvement.

## 4. Can we bring some training opportunities for mechanics to SIAD?

My intent is to heavily increase the training opportunities for our workforce. We plan on increasing our investment, in money, time, and overall resourcing over several years to accomplish this. To meet this long term intent, the SIAD Training Division is planning surveys to identify the top technical training requirements at SIAD. Over the next several months, the Training Division will assess the education and training needs in CES, ATTRS, technical, mechanical and computer applications. Believe most classes can be held on Depot providing the number of participants justifies the funds spent. We plan to re-energize a partnership between SIAD and Lassen Community College to develop a curriculum for a mechanics and welding program at SIAD. The goal is to certify our employees in a specific technical area – with industry recognized certifications.

## 5. Why do Help Tickets with DOIM take so long?

We are working very hard on improving our communications service to the workforce. Our goal is to minimize any production delays. With the transition to the big Army's Network in August of 2018 we have experienced reduced

control of the network. We are working very hard to increase the visibility of the work orders in the Remedy Work Order System – which will result with us meeting the standard of zero work orders over four days old. Here are other issues and planned solutions:

**a)** Electronic Technical Manuals (ETMs) – We are working to ensure employees can access all ETMs available on LOGSA's Logistics Information Warehouse (LIW) site.

**b)** Administrative Rights – Our DOIM does not possess all of the required administrative rights needed to minimize work order completion time. We are working with the Fort Carson NEC (106th Signal Brigade/7th Sig Command), TACOM and AMC to get the right admin rights back.

**c)** SharePoint data storage – We plan to purchase the required space and implement a systematic purge of old data. SharePoint should be a tool to enable your work, and we will make improvements to ensure that it is better than our previous shared-drive system.

## 6. Why is it so hard to put in a SharePoint ticket? The help desk tells you to call AEP...

SharePoint is not an enterprise system, it is a TACOM/AMC system. Therefore Remedy (help desk) does not track tickets for this. We have submitted a ticket with Remedy to establish a ticket queue for the S-6 Information Management office here at SIAD.

## 7. Can we get an approved boot vendor in Susanville for special boot requests?

We do have an approved vendor in Susanville for boots. It is Johnson's shoes on Main Street.

## 8. Can we get an approved eye doctor in Susanville for safety glasses?

No, we are contracted through High Tech Optical in Michigan and they are sub-contracted through Pritchett Eye Care in Reno.

## 9. Why aren't more people drug tested randomly?

We are limited by Army Regulation to only test people filling positions as required by regulation. These positions have drug testing annotated on the position description (IAW with regulations). These are normally positions that would pose a high risk to the workforce or government if the employee were under the influence. Examples of positions include vehicle operators, employees who require security clearances, high-trust positions, etc.. SIAD maximizes the number of employees who are tested routinely. To prevent substance abuse we plan on increased working dog visits in the near future. Additionally, any employee can be required to take a drug test if they are suspected of being under the influence at work.



# Around the

## Town Hall Meetings





# he Depot

## Fire Prevention Week



### Sierra Army Depot Commander's Proclamation



WHEREAS, the base of Sierra Army Depot, California is committed to ensuring the safety and security of all those living in and visiting Sierra Army Depot; and  
WHEREAS, fire is a serious public safety concern both locally and nationally, and homes are the locations where people are at greatest risk from fire; and  
WHEREAS, home fires killed 2,735 people in the United States in 2016, according to the National Fire Protection Association (NFPA), and fire departments in the United States responded to 352,000 home fires; and  
WHEREAS, the majority of U.S. fire deaths (4 out of 5) occur at home each year; and  
WHEREAS, the fire death rate per 1000 home fires reported to U.S. fire departments was 10 percent higher in 2016 than in 1980; and  
WHEREAS, Sierra Army Depots employees should identify places in their home where fires can start and eliminate those hazards; and  
WHEREAS, working smoke alarms cut the risk of dying in reported home fires in half; and  
WHEREAS, Sierra Army Depots employees should install smoke alarms in every sleeping room, outside each separate sleeping area, and on every level of the home; and  
WHEREAS, Sierra Army Depots employees should listen for the sound of the smoke alarm and when it sounds respond by going outside immediately to the designated meeting place; and  
WHEREAS, Sierra Army Depots employees who have planned and practiced a home fire escape plan are more prepared and will therefore be more likely to survive a fire; and  
WHEREAS, Sierra Army Depots first responders are dedicated to reducing the occurrence of home fires and home fire injuries through prevention and protection education; and  
WHEREAS, Sierra Army Depots employees are responsive to public education measures and are able to take action to increase their safety from fire, especially in their homes; and  
WHEREAS, the 2018 Fire Prevention Week theme, "Look. Listen. Learn. Be aware – fire can happen anywhere™" effectively serves to remind us that we need to take personal steps to increase our safety from fire.

THEREFORE, I Lieutenant Colonel Benjamin G. Johnson, Commander, do hereby proclaim October 9-11, 2018, as Fire Prevention Week throughout this base, and I urge all the people of Sierra Army Depot to be aware of their surroundings, look for available ways out in the event of a fire or other emergency, respond when the smoke alarm sounds by exiting the building immediately, and to support the many public safety activities and efforts of Sierra Army Depot fire and emergency services during Fire Prevention Week 2018.

Benjamin G. Johnson  
Lieutenant Colonel, U.S. Army  
Commanding





# Halloween Safety On and Off the Road

**By the National Safety Council  
Safety Office**

Kids love the magic of Halloween: trick-or-treating, classroom parties and trips to a neighborhood haunted house. But for moms and dads, often there is a fine line between Halloween fun and safety concerns, especially when it comes to road and pedestrian safety. In 2016, 7,330 pedestrians died in traffic or non-traffic incidents, according to Injury Facts. Non-traffic incidents include those occurring on driveways, in parking lots or on private property. National Safety Council (NSC) research reveals about 18% of these deaths occurred at road crossings or intersections. Lack of visibility because of low lighting at night also plays a factor in these deaths.

Here's a scary statistic: Children are twice more likely to be hit by a car and killed on Halloween than on any other day of the year. In 2017, October ranked number two in motor vehicle deaths by month, with 3,700. July was number one, with 3,830 deaths.

## Halloween Safety Tips

To help ensure adults and children have a safe holiday, the American Academy of Pediatrics has compiled a list of Halloween safety tips:

- A responsible adult should accompany young children on the neighborhood rounds.
- If your older children are going alone, plan and review a route acceptable to you.
- Agree on a specific time children should return home.
- Teach your children never to enter a stranger's home or car.
- Instruct children to travel only in familiar, well-lit areas and to stick with their friends. Tell your children not to eat any treats until they return home.
- All costumes, wigs and accessories should be fire-resistant.
- Avoid masks, which can obstruct vision.
- If children are allowed out after dark, fasten reflective tape to their costumes and bags, or give them glow sticks.
- When buying Halloween makeup, make sure it is nontoxic and always test it in a small area first.
- Remove all makeup before children go to bed to prevent skin and eye irritation.
- Children and adults are reminded to put electronic devices down, keep heads up and walk, don't run, across the street.

## Safety Tips for Motorists

The NSC offers these additional safety tips for parents – and anyone who plans to be on the road during trick-or-treat hours:

- Watch for children walking on roadways, medians and curbs.
- Enter and exit driveways and alleys carefully.
- At twilight and later in the evening, watch for children in dark clothing.
- Discourage new, inexperienced drivers from driving on Halloween.



# CYS Trunk-Or-Treat

## October 25, 2018

### 5:30-7:00 PM

### Child Youth Services, Bldg 145

games ● goody bags ● fun booths

**fun for the entire family**

for more information call (530)827-4768

UNITED STATES ARMY  
CHILD YOUTH SERVICES

U.S. ARMY



## **Domestic Violence Resource Center of Reno NV Are Guest Speakers for SIAD Domestic Violence Awareness Month Luncheon Event**

**By Rebecca Durocher, LCSW**  
*SIAD Family Advocacy Program / ACS*

October is Domestic Violence Awareness Month. On 11 October 2018 the SIAD Family Advocacy Program hosted a Domestic Violence Awareness Month luncheon at the Skedaddle Inn. Guest speakers were Denise Yoxsimer, Executive Director, and Alyssa Ropell, Development Coordinator from the Domestic Violence Resource Center of Reno, Nevada. Special guests from the area were also in attendance representing the Federal Correctional Institution (FCI) Herlong, Ft. Sage Family Resource Center, and the Frontier Health Clinic. A tour of the Depot was provided for the speakers and guests following the event.

Domestic violence (DV), also known as intimate partner abuse, is a problem of epidemic proportions in the U.S. Nearly three out of four (74%) Americans personally know someone who is, or has been, a victim of domestic violence. In Nevada one domestic violence offense occurs every 18 minutes and 28 seconds. In 2016 4,536 individuals in Washoe County were victims of domestic violence and, sadly, 2,220 children were present or witnessed the abuse.

The Domestic Violence Resource Center, formerly known as CAAW (Committee to Aid Abused Women), has been supporting victims and families in Washoe County for 40 years. It is the largest, most comprehensive and oldest agency of its kind in Nevada. Since its name change, the agency has a goal of raising the visibility of

the epidemic, demonstrating the effect it is having on families, businesses and institutions. It is suggesting ways individuals and organizations can make a difference in turning the tide to the betterment of our community, our economy and our way of life. The Center is a client-centered agency providing, free-of-charge, a number of life-changing services to the community.

People experiencing domestic violence sometimes endure life-threatening physical injury and other long-term physical and psychological traumas, including: Posttraumatic Stress Disorder (PTSD), anxiety, chronic depression and pain, drug and alcohol dependence, panic attacks, eating disorders, poverty, malnutrition, self-injury and neglect, sleep disorders, suicide attempts, strained family relationships and an inability to respond to the needs of children.

Thousands of children in Washoe County live in families in which severe partner violence occurs. Witnessing domestic violence can have immediate and long-term effects. It is not uncommon for children to develop PTSD or behavioral and physical health problems, including: depression, anxiety, violence and cognitive problems. These children are more likely to attempt suicide, run away, engage in teenage prostitution, abuse alcohol and drugs, bully others in school and commit sexual assault crimes. They are at a greater risk of having serious adult health problems, including: tobacco use, substance abuse, obesity, depression, cancer, heart disease, and a higher risk for unintended pregnancy. If not reached, they can exhibit risky

behaviors that will allow the cycle of violence to continue generation after generation.

## The Domestic Violence Awareness Center's Mission:

The Domestic Violence Resource Center seeks to rebuild safe and hopeful lives for victims of family violence. Our goal is to educate and empower clients, providing support and services to help people restore safety and reclaim independence in their lives. We connect individuals and families in Washoe County with essential resources.

A special thank you to our speakers and guests and the SIAD employees who turned out in strong numbers to support this event! For further questions concerning domestic violence, contact Rebecca Durocher, LCSW, Ext. 4275.



*Photos by Lloyd Gubler*



# Thanks for your service!



Photos by Lloyd Gubler

LTC Johnson recognized DOIM for their tireless effort with the deployment of Windows 10. Sierra's Tech team accomplished this task months before the rest of the TACOM. Mr. Ken Conway contributed significantly to the success of the department's Information Assurance Posture. Ms. Ashley Skinner served as the Records Manager Lead in the Department of Information Management. Her dedication and customer focus contributed significantly to the successful program establishment and passing CIP inspection.

## 2018 National Preparedness Month (NPM) Coloring Contest Winners.

All students did an excellent job of displaying their unique views of firetrucks. NPM focuses on preparing our work community for disasters by encouraging individuals to do activities, even a little each day, week or month to be ready. By doing this parents and children alike can encourage the development of a disaster-resilient community and increase our mission readiness. During the awards presentation the children answered questions regarding what to do in case of fires. Congratulations to all our winners and may their preparedness increase the odds to forever be in their favor.



Photos by Lloyd Gubler

## Continuous Process Improvement (CPI) Awards

During the Town Halls the Continuous Process Improvement team presented awards to several individuals for six projects: Improve Storage of HMDS Materials; Armor Top Skid; Water Trailer Inspection Route Reduction; Brake Line Tube Manufacture and Jig; Implement an M149 Assembly Line; and Improve M149 Weld Process Lead Time.



Photos by Lloyd Gubler