



KENNYLETTER

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Leading the way for the Organic Industrial Base

By LEAD PAO



Photo by Traci Boutwell, AMCOM PAO

Letterkenny Army Depot (LEAD) is posturing for the future. With modern capabilities and infrastructure to rapidly adapt to its changing business environment, the depot is leading the way for the Organic Industrial Base (OIB) with the right talent to surge for all three Life Cycle Management Commands when called upon.

On January 17, U.S. Army and Aviation Missile Commanding General, MG Douglas Gabram and Army Logistics Command Director, Don Nitti offered welcoming remarks to leaders from across the missile defense community as they gather to discuss future endeavors for LEAD.

Depot Commander, COL Stephen Ledbetter and Deputy to the Commander, Damian Bess participated in a workload summit focused on the depots unique capabilities and highlighting most recent successes in Soldier support. This forum gave key players an opportunity to collaborate on future opportunities for LEAD and its partners.

LEAD is spending this fiscal year reassessing its mission and vision and delivering strategic goals and associated campaign plans in order to guide growth and operations for the coming decade. These goals will guide the depots development and effort for the next 5-10 years with support from depot leaders who will develop objectives and plans in support of this mission.

LEAD will reform its organizations and processes by focusing on innovation, agility and responsiveness. It will seek and reward innovation in every aspect of business and influence Army thinking on the use of the OIB to continuously improve existing systems' performance and functionality beyond the current modification work order process.

WHAT'S INSIDE:



Spotlight On! - LEAD LE Division



MG Douglas Gabram visits LEAD



LMP Engineer earns Black Belt

Spotlight On...

Law Enforcement Division Directorate of Emergency Services



By Police Chief David Davison, LE

LEAD Law Enforcement personnel conducted a three day recertification Force on Force Training with simunitions (non lethal training ammunition) for 13 of the departments' officers from Feb. 11-13 in Building 8 and at the Small Arms Range. This training is an advanced continuation of the Active Shooter Basic Training held in 2018. The primary goal was to advance officers ability to be ready to meet the threat of an active shooter.

This training provided an environment of physical and physiological stress on the officers as they performed systematic, methodical searches of a building, emphasizing on teamwork and effective communication. All teams worked through scenarios where they were responding to a call of possible gun fire.

Teams began their search of the training building until gun shots were heard and responded appropriately until all threats were eliminated. The stress of being fired at with simunitions added an element of realism, while the adrenaline and chaos added stress to their ability to shoot accurately and communicate effectively.

Once the threat was eliminated all rooms were back cleared. In walk and run scenarios, the team members needed to articulate why they took action or held back on the shoot / no-shoot targets.

All teams were trained on dynamic and deliberate entrances. This means moving quickly through fatal funnels and staying off walls where bullets can travel down them and always providing rear security.

LEAD VISIT HIGHLIGHTS



In January, LEAD's Business Development Office hosted members of the Florida National Guard. The tour highlighted several programs like Avenger, HIMARS and GMVs as well capabilities to include hydraulics, weld fabrication and repair, material prep and paint.



In early February LEAD hosted the Army Logistics University's Pre-Command Course. Visiting the depot gives these soon-to-be commanders a hands on experience within the Organic Industrial Base and grants them the opportunity to see inside facilities and operations while also covering areas of interest like career management and business development.



LEAD welcomed students from the Eisenhower School for National Security and Resource Strategy National Defense University (NDU) out of Ft McNair, Washington, D.C. on 22 Feb.

LMP Engineer earns Lean Six Sigma Black Belt

By LEAD PAO

Lean culture and process improvement has been a staple at Letterkenny Army Depot for over a decade and it continues to improve with each new program incepted at the installation.

In January 2017 Logistics Modernization Program Engineer, Emilio Gonzalez began his Lean Six Sigma Black Belt Project within the assembly cells of the mine-resistant combat vehicle, RG-31. Gonzalez's goal was to eliminate or reduce the risk of missing delivery schedule that required the assembly of one vehicle per day.

During his initial value stream analysis Gonzalez identified 359 process steps. He found that 62 of those steps had the most impact on process delays and 84 delay issues were discovered within those 62 steps.

Gonzalez committed himself to this project for six months, using the Lean Six Sigma Quality Tools and the Define, Measure, Analyze, Improve and Control Process resulting in a reduction of 22.15 direct labor hours per vehicle and a cost avoidance of \$103,951 for 2017.

During a conference call with U.S. Army Aviation and Missile Command's Deployment Director, Johnnie Bradt on January 31, Gonzalez reviewed his overall findings. Bradt informed participants that she had never seen this level of detail in a Black Belt project before in her career.

Depot Commander, COL Stephen Ledbetter was proud to present Gonzalez with his Black Belt certificate at the close of the meeting. "Eliminating that waste with the RG-31 program is phenomenal," Ledbetter said. He also addressed the importance of continuing to become as lean and efficient as possible, standing out in industry and making an impact in the Organic Industrial Base.



Office Chair and Furniture Industry Day

By Kelly Rhodes, DOC

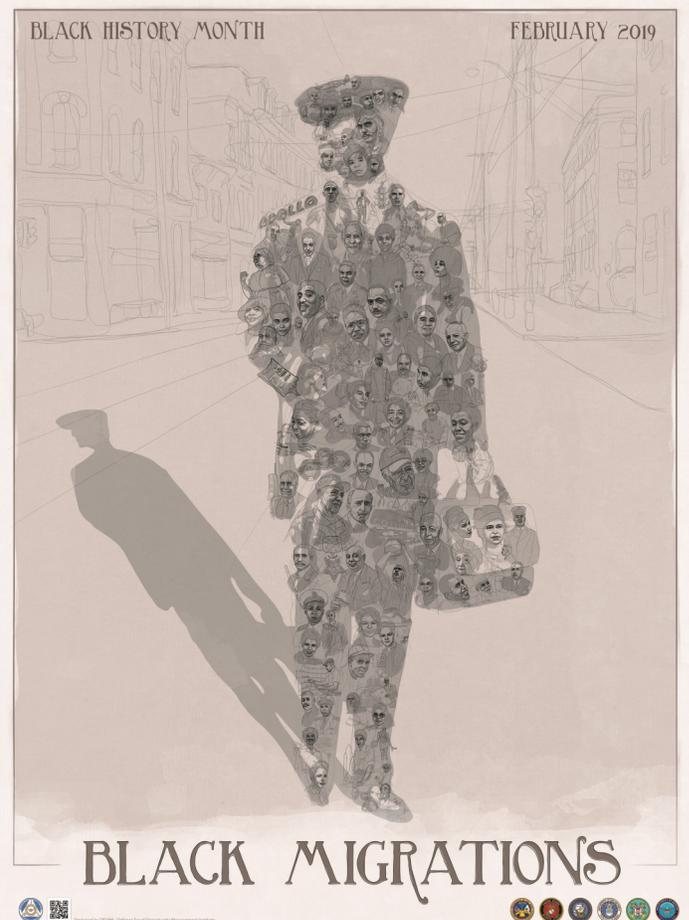
Letterkenny's Office Chair and Furniture Industry Day was held on Jan 9-10, 2019 at BLDG 102 and hosted by Kelly Rhodes, Small Business Specialist, Directorate of Contracting (DOC).



DOC and LEAD participants were able to conduct market research for the upcoming requirements for several organizations across the depot. Requirements include office chairs, conference room chairs, modular low-wall partition cubicles and other office furniture.

The event provided employees an opportunity to view and try before they buy chair samples and provide maximum opportunity to small business GSA schedule holders. Vendors from nine companies displayed chairs and 60 LEAD employees attended.

Employees unable to attend the event that are interested in viewing brochures, chairs or would like vendor contact information please can contact Kelly Rhodes at (717)267-5313 or email Kelly.J.Rhodes.civ@mail.mil.



2018 PA Industry Day

By Kelly Rhodes, DOC

On October 17, 2018 LEAD employees supported the Pennsylvania Industry Day held at the Radisson Hotel Harrisburg in Camp Hill, Pa. The event was sponsored by the Pennsylvania Procurement Technical Assistance Centers (PTAC) and included the SEDA-COG PTAC, Southern Alleghenies Planning & Development PTAC, Maryland PTAC, IRC Network and MANTEC, West Shore Chamber of Commerce, Franklin County Area Development Corporation, The Manufacturer's Association, National Center for Defense Manufacturing and Machining, the U.S. Small Business Administration and the U.S. General Services Administration.

The event attracted Pennsylvania service and industry vendors within the industrial base and included technology, transportation, supply manufacturers and distributors, electrical, construction, environmental, calibration, HVAC cleaning firms as well as others. Obtaining multiple sources of competition to draw from is key to meeting Government requirements and ensures a vital and healthy depot.

The keynote speaker was Ms. Christina Young, Director of Office of Small Business Programs for the Defense Logistics Agency. Ms. Young spoke about how to do business with DLA and highlighted ITAR compliance, new cyber security clauses, and provided online tools and guidance.

The Industry Day event provided critical outreach efforts and information on how to do business with LEAD, Tobyhanna Army Depots and Picatinny Arsenal in how manufacturers can position their company to work as a subcontractor or prime to support the Army mission.

LEAD Capabilities were presented by Ms. Barbara Dunlap of the Business Development Office. Presentations showcasing upcoming Letterkenny contract opportunities and small business policy updates were presented by Mrs. Kelly Rhodes, Small Business Specialist, DOC. Also in attendance to support this event were: Shawn Leatherman, Tanya Brown, Mary Shifflett, Steve Selvage, William Greenland, James Manjone. They lent a hand to assist with businesses that had technical and contracting questions.



Photo by Kristen Moyer, SEDA-COG Pictured from left: James Manjone (DOPS), Steve Selvage (DOC), Will Greenland (DOPS), Shawn Leatherman (DOC), Barb Dunlap (BDO), Mary Shifflett (DOC), Kelly Rhodes (DOC), Tanya Brown (DOC).

There were also presentations showcasing Tobyhanna and Picatinny capabilities and opportunities. The event provided a networking opportunity with Pennsylvania businesses and contracting staff from both Army depots and with the regional partners. The Industry Day event was attended by 78 industry attendees and several government agencies.

Attendees from the event were extended an offer to join Kelly Rhodes on a Depot Tour on October 30, 2018 to better understand depot processes, 27 attended. After the tour, Mr. Darrin Barber, Customer Service Director for Western Pennsylvania and West Virginia of the U.S. General Services Administration conducted a GSA training tailored to depot operations and fielded acquisition questions and concerns.

Did you know Kelly Rhodes uploads small business manufacturers and vendors, to include attendees of this specific event, to a tool called Vendor Capabilities on SharePoint? This is LEAD specific matched and is a market research tool when submitting a contract package. To access the listing you may access SharePoint/Post Activities/DOC/ select from the left tab Vendor Capabilities OR you may select Search tab under Vendor Capabilities to key in NAICS code and/or keyword. If a business contacts you wishing to do business with Letterkenny, please refer them to Kelly Rhodes. Email: kelly.j.rhodes.civ@mail.mil (717)267-5313.

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Red Cross and the Chambersburg Fire Department Sound the Alarm to Save Lives

By Dan Tobin, American Red Cross Greater PA Region

The American Red Cross, in partnership with the Chambersburg Fire Department, is offering to provide and install free smoke alarms to area residents.

"Each day in our country, seven people die in home fires," noted Bev Stambaugh, Executive Director of the American Red Cross South Central Pennsylvania Chapter. "Unfortunately, here in Pennsylvania, we have witnessed a high number of fatal fires over the past year. We are grateful to be able to partner with the Chambersburg Fire Department in our attempt to provide residents with the tools they need to hopefully reduce the risk of fire and, should one occur, the tools and knowledge to safely evacuate the burning building."

Since 2014, the American Red Cross has been installing free smoke alarms in communities throughout the country. To date, over 500 lives have been saved as a direct result of our effort.

Stambaugh added, "Having working smoke alarms can increase your chances of making it to safety by over 50%. We often hear from people who say, 'I already have smoke alarms.' Yet, when you ask them, they tell you the smoke alarms are 20 or 30 years old. Most people don't realize that smoke alarms are only able to detect smoke for around 10 years! It's important that people not only have smoke alarms, but that they have smoke alarms that work and are not outdated."

Anyone in Chambersburg who would like to make an appointment to have free smoke alarms installed should contact the Chambersburg Fire Department at 717-263-5872 or the Red Cross South Central Pennsylvania Chapter Office at 717-845-2751.



MG Douglas Gabram visits LEAD

By LEAD PAO

U.S. Army Aviation and Missile Command Commanding General, MG Douglas Gabram visited LEAD on January 25. He met with depot leadership and addressed the workforce before relinquishing command on February 14 to assume the duties as the Director for Test with the Missile Defense Agency (MDA) at Redstone Arsenal.

While at LEAD he toured the Patriot Missile Facility before conducting a town hall recognizing several members of the workforce and opening the floor for an impromptu question and answer session.

Gabram is confident when looking at the future of the depot and reminded the team that they must strive and continue to be as efficient as possible at the best cost. He reminded the group that speed, accuracy and quality are the key focus factors within the Organic Industrial Base and meeting Performance to Promise (P2P) will solidify LEAD's posture into the future.



MG Douglas Gabram toured the Patriot Missile Facility and was briefed by subject matter expert Chris Frank, TRMD.



From left: Deputy to the Commander, Damian Bess, CSM Mike Dove, MG Douglas Gabram, Chief of Staff, Nadine Stoler, COL Stephen Ledbetter, SGM Rich Huff.

"P2P is three things—parts, people and process," he said. "What we promise, we perform and we make it happen at best cost," he said. "We have to keep doing it to stay competitive."

Gabram referenced the success of the 72 Avengers completed last year in support of the European Deterrence Initiative. He stated that there is a viable future for the depot and the chain of command is actively looking for future workload, primarily in the missile community.

Higher headquarters must determine the delicate balance of what is the best work to put where while most importantly determining what is best for our Nation.

LEAD's workforce wishes MG Gabram the best of luck on his future accomplishments within the MDA community and for the United States Army.

LEAD Employee of the Quarter

By LEAD PAO

Congratulations to LEAD FY19 1st Quarter, Employee of the Quarter—Sarah Troll! During Command and Staff on February 4, COL Stephen Ledbetter presented Troll with the Commander's Award for Civilian Service for her efforts and dedication working in the Directorate of Information Management (DOIM).

As the DOIM's Security System Manager, Troll streamlined internal processes for her directorate and implemented policies and procedures that have improved the information assurance posture for both LEAD and the Department of Defense network.



Investigation 101

By Gabriel Tese, Chief Counsel, LEAD



What does it mean to investigate? If you google the definition of investigate, you'll find various descriptions but the one I like the best is, "a close examination of the facts." No matter what type of investi-

gation is considered, ultimately the goal is to gather the facts for a decision maker (in LEAD's case the decision maker is generally a supervisor, a director or the commander), so that they can make an informed decision.

There are various types of investigations that we conduct as an Army organization, but the most prominent types are administrative investigations pursuant to Army Regulation (AR) 15-6 (often referred to as a 15-6) and financial liability investigations of property loss (or FLIPLs) pursuant to AR 735-5. Both of these investigations are administrative in nature and not "criminal" investigations. However, the outcome of these types of investigations can still affect a person's rights, even sometimes their constitutional rights, so it's important that we get them right.

No matter who you are at LEAD, or anywhere within the Army for that matter, you'll undoubtedly come into contact with some portion of an investigation, whether it be as an investigator, witness, or subject. So it's important that everyone understand and be familiar with the process. Hopefully, the below questions and answers will provide you with a baseline understanding of administrative investigations and answer some common questions about investigations that the legal office frequently receives.

Q: What is the difference between "criminal" and "administrative" investigations?

A: The simple answer is that a criminal investigation is conducted by law enforcement personnel into a suspected crime, while an administrative investigation is conducted by regular employees that have been appointed temporarily as an "investigating officer" or "IO" by their organization to investigate a non-criminal matter. However, there are other major differences between the two types. One of these is the difference in the standard of proof. The standard of proof for a "criminal" investigation is, "proof beyond a reasonable doubt," while the standard of proof for an "administrative" investigation is, "a preponderance of the evidence." Another major difference between the two types of investigations are the rights and privileges of witnesses. In a criminal investigation, a witness or subject has the 5th Amendment privilege against self-incrimination, which allows the individual to avoid giving a statement. This right does not normally attach during an

administrative investigation, and in some cases, refusing to cooperate with an administrative investigation can result in adverse action against an employee.

Q: What is a "preponderance of the evidence?"

A: The "preponderance of the evidence" standard, is the most widely used legal standard in the United States to adjudicate civil cases. While courts have argued over the definition, it is generally accepted to mean that the evidence proves a fact or conclusion, "more probable than an alternative outcome," or more simply, "more likely than not." The Army uses this legal standard as the burden of proof for all of its' administrative investigations.

Q: What is a FLIPL?

A: A financial liability investigation of property loss or (FLIPL) is an investigation to gather the facts and document the circumstances surrounding a suspected loss, damage or destruction of government property. The FLIPL serves to document and support a voucher for adjusting the property on government accountable records. It also documents a charge of financial liability assessed against an individual or entity, or provides for the relief from financial liability.

Q: How can the government hold me liable in a FLIPL?

A: If the FLIPL identifies that your negligence was the proximate cause of the loss, damage or destruction (LDD) of government property, liability can be assessed against you for the damaged you caused up to certain limits. However, in order to be held liable, the investigation must determine by a preponderance of the evidence: 1) that you had a responsibility with respect to the government property; 2) that you breached that responsibility; 3) that your breach is the proximate cause of the LDD; and 4) the value of the LDD of the government property.

Q: What is a 15-6?

A: When you hear talk about a "15-6 investigation," you are probably hearing about an informal administrative investigation pursuant to Ch. 5 of AR 15-6, which are frequently referred to as a "15-6." However, there are other types of investigations covered by AR 15-6 including preliminary inquiries and boards of officers. Regardless of the type, the primary function of any preliminary inquiry, administrative investigation, or board of officers is to ascertain facts, document and preserve evidence, and then report the facts and evidence to the decision maker.

Please direct any further questions or suggestions about administrative investigations to the Letterkenny Legal Office at:

usarmy.letterkenny.usamc.mbx.lead-legal@mail.mil

American Red Cross

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