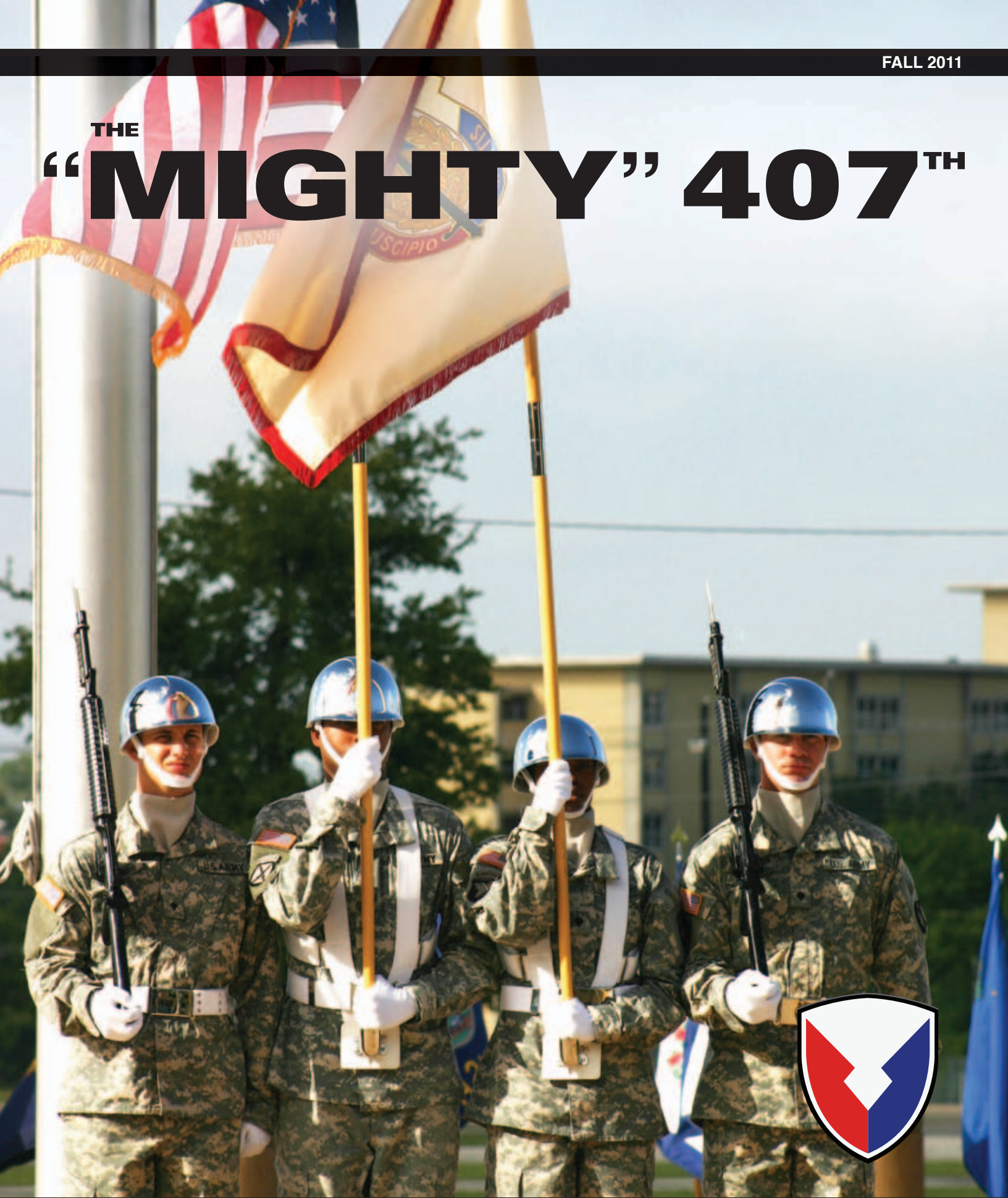


THE “MIGHTY” 407TH



INSIDE:

THE MOUNTAIN POST | THEORY OF WAR | LEAN SIX SIGMA | CREATING A TRIAGE SYSTEM | KIDS DAY

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As you walk up to one of the entrances of the National Archives Building in Washington D.C., you can see a quote inscribed just below a large marble statue that reads “What’s past is prologue.” This quote comes from Shakespeare’s play, “The Tempest,” and roughly translates to mean that what has already happened merely sets the stage for the next scene. This implies that everything up until now has merely set the stage for the characters to make their own destinies. I like this quote, because I believe that everyone has the ability to shape their own destiny.

As in life, the Army has experienced many changes, and I have been witness to some since I first enlisted in 1982. The most rapid changes during my Army career have occurred over the past ten years. Times of change always present new challenges. Sometimes these challenges may seem insurmountable, but we always have the ability to influence or shape the outcome. Organizations shape their destinies by maintaining value and relevancy. Value is the usefulness or importance to the user or possessor; to be relevant, is to have a direct bearing on the subject at hand. Therefore, if an organization has no value or relevancy, it becomes worthless. As a customer service based organization, we exist to serve the Soldier, first and foremost. So, how do we best serve the Soldier in a resource constrained environment? We must be knowledgeable, adaptive and creative. We must know and anticipate the customer’s needs. And, we must listen and respond; communication and situational awareness are paramount.

Each day, I look around our organization and I am inspired by the trust, creativity and talent that exists in the “Mighty” 407th. I am honored to be the commander in this great unit, and I am excited as we move forward and take on new challenges to better serve the best Warfighters in the world. Every member of this organization is critical to the mission, and I appreciate each and every one of you.

The beginning of fiscal year 2012 we will welcome a new Army Sustainment Commander, Maj. Gen. Patricia McQuiston. Additionally, we have many projects we will be taking on that are highlighted in this edition of the “Mighty” Magazine. You will read about the fine work that is being done within the organization, including articles on the numerous Directorates of Logistics joining our team, the great support our Army Field Support Battalions are providing, and the journey of Randy Parker, who biked 350 miles in support of wounded warriors.

We are working hard to ensure we get our mission done in the most efficient manner. So, we are pleased to have personnel in our organization working on Lean Six Sigma projects, which is another featured story in this edition.

I hope you enjoy reading about all the exciting things that are happening, and I encourage you to share your knowledge in future editions. We are always looking for interesting and thought-provoking articles.

Lastly, I want to thank the units and Soldiers we support. We are appreciative of the sacrifices you make to protect the freedoms we enjoy. God Speed.

Danny F. Tilzey
COL, LG
Commanding



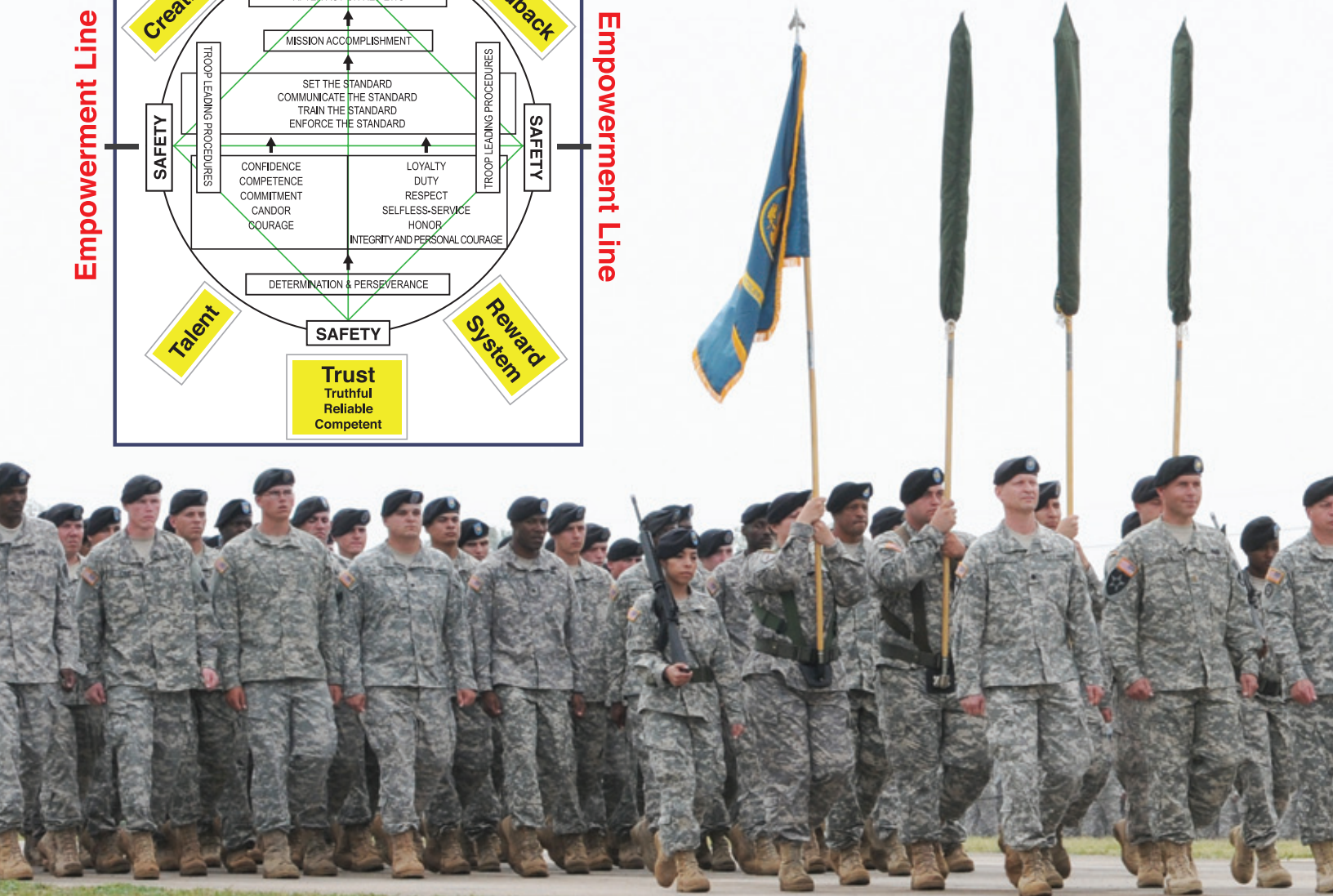
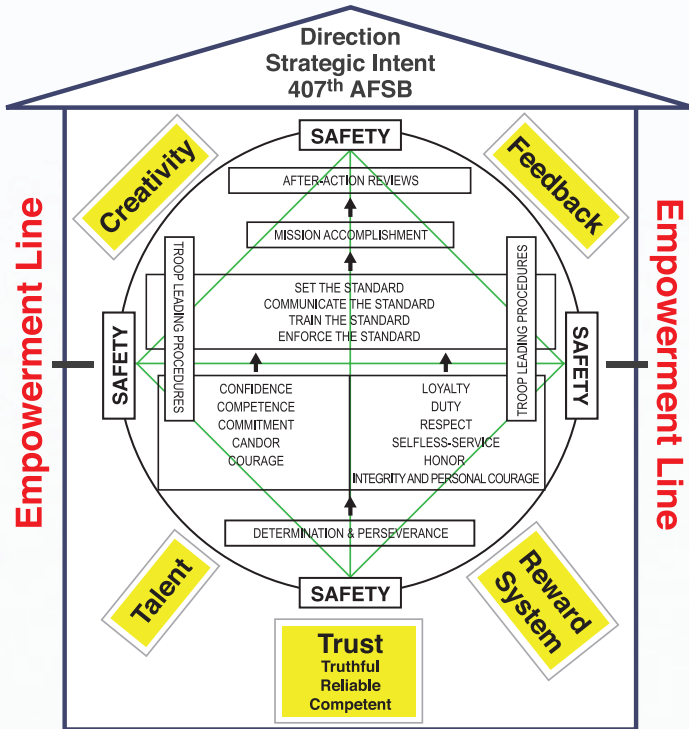
THE "MIGHTY" 407TH ARMY FIELD SUPPORT BRIGADE

MISSION

The "Mighty" 407th Army Field Support Brigade continuously synchronizes distribution and sustainment of materiel at the field level in order to support the Materiel Enterprise, combat readiness of supported units and contingency operations within the "Mighty" 407th AFSB area of operations.

VISION

A world-class field support brigade responsible for coordinating, synchronizing, and integrating Army Materiel Command's Materiel Enterprise through our Team of Teams (Army Field Support Battalions, Directorates of Logistics, Life Cycle Management Commands, and contractors) across the "Mighty" 407th area of operations.



HISTORY

The “Mighty” 407th Army Field Support Brigade is a critical element in the transformation of Army logistics, providing a “single face to the field” to the Army’s Soldiers. Activated in 2005 and headquartered at Fort Hood, Texas, the “Mighty” 407th AFSB and its subordinate units have been responsible for enhancing the readiness of Active, Reserve and National Guard units in 13 states through unified and integrated application of AMC’s technical capabilities to forward-based and deploying units in both wartime and peacetime.

The “Mighty” 407th manages Left Behind Equipment, reset, and Pre-deployment Training Equipment for its supported units; accomplishing its mission through four Army Field Support Battalions, 12 Directorates of Logistics, Logistics Support Teams and the integration of Senior Command Representatives from each of the Life Cycle Management Commands – AMCOM, CECOM, TACOM and JMC.

Army Field Support Battalion-Carson is headquartered on Fort Carson, Colo., and aligned with the 4th Infantry Division. AFSBn-Carson has logistical support responsibility for Colorado, Wyoming, North Dakota and South Dakota. The Fort Carson DOL is under the operational control of AFSBn-Carson.

Army Field Support Battalion-Bliss is headquartered on Fort Bliss, Texas, and aligned with the 1st Armored Division. AFSBn-Bliss has logistical support responsibility for west Texas and New Mexico. The DOLs located at Fort Bliss; White Sands Missile Range, N.M., and Puerto Rico are under the operational control of AFSBn-Bliss.

Army Field Support Battalion-Riley is headquartered on Fort Riley, Kan., and aligned with the 1st Infantry Division. AFSBn-Riley has logistical support responsibility for Minnesota, Iowa, Missouri, Nebraska and Kansas. AFSBn-Riley has LSTs located on Fort Leonard Wood, Mo., and Fort Knox, Ky. The DOLs located at Fort Riley, Fort Leonard Wood and Soto Cano, Honduras, are under operational control to AFSBn-Riley.

Army Field Support Battalion-Hood is headquartered at Fort Hood, Texas, and aligned with III Corps and 1st Cavalry Division. AFSBn-Hood has logistical support responsibility for Arkansas, Oklahoma and Texas. The AFSBn-Hood has Logistics Support Teams located at Fort Sill, Okla., and Fort Sam Houston, Texas. The DOLs located at Fort Hood, Fort Sill, and Fort Sam Houston are under the operational control of AFSBn-Hood. ■



“ The Mighty 407th Army Field Support Brigade has built our support around our customer, the Soldier, the most important person in our organization. Every system, every procedure, and every decision is directed towards responding to the Soldier’s needs.”

A “TEAM OF TEAMS”

SUPPORTING THE MOUNTAIN POST

Story by John Hurtado, AFSBn-Carson



FORT CARSON, Colo. – A “first of its kind” joint maintenance repair program initiated at Fort Carson, Colo., is helping to establish an efficient new way to restore small arms, lasers and optics (rifle scopes, binoculars, etc.) to like-new condition.

A recently completed Fort Carson Directorate of Logistics and Small Arms Readiness and Evaluation Team partnering initiative has paved the way to perform timely and comprehensive maintenance of small arms, lasers and optical devices that are returned from or headed to combat.

This new partnering initiative between the Fort Carson DOL and the Army's TACOM Life Cycle Management Command's SARET, was performed with overwhelming positive results on Fort Carson. The results at Fort Carson and those anticipated at other installations now taking part in similar efforts are expected to result in the adoption of this as a standard throughout the Army.

"Requirements drive functions, and like many new programs, this concept was developed to provide some relief to the many SARET missions," said Dennis Bartlett, TACOM reset liaison officer with the Army Field Support Battalion-Carson. "There were enormous amounts of weapons, lasers and optics that allowed both teams to come together as one and work."

Prior to the partnering initiative, TACOM's SARET conducted the repair missions by themselves, sending teams of personnel and equipment to installations.

"When a Brigade Combat Team returned from deployment, SARET would deploy to Fort Carson and conduct an all-inclusive reset of that brigade's small-arms weapons, laser devices and optics to ensure this equipment was ready to be used to train with in preparation for the next deployment," Bartlett said. "Then, prior to the actual deployment, SARET would retouch the equipment in an abbreviated maintenance mission called preset."

Due to the smaller size of teams that travel from post to post to support the Army, missions and schedules can pose challenges to the SARET. Thus the newer method of doing business reduces the possibility of SARET having to worry about competing

requirements or possibly falling behind in a mission. An additional benefit is the knowledge and experience gained by the DOL team from the SARET.

In an effort to meet the high demand for the reset and preset of equipment, and with the seemingly endless deployment cycles affecting all units on Fort Carson, leaders here developed an action plan that combined the Fort Carson DOL small arms repair facility and SARET. This created a combined mission to expedite the maintenance and repair of small arms, lasers and optics.

In the most recent mission, which took 11 days to complete, the DOL and SARET together were able to preset more than 10,000 separate pieces of equipment belonging to the 2nd Heavy Brigade Combat Team, 4th Infantry Division.

This program has proven to be extremely effective and has moved from just a concept to an efficient way to help reset and preset Army equipment to fully mission capable condition. This program continues to be refined and is being instituted on other Army posts across the United States.

"The combined DOL and SARET program first instituted here on Fort Carson is a great example of two teams coming together as one to support the Warfighter. This demonstrates our ability to partner with external organizations, keeps skill sets of the DOL staff high, and ensures the Fort Carson DOL retains the ability to sustain and support the installation at a time of diminishing resources," said Lt. Col. Andrew Centineo, commander, AFSBn-Carson. ■





AFSBn-Carson and the Fort Carson DOL –

A “Storefront” on The Mountain Post

doing “All Things Logistics”

Story by Lt. Col. Andrew Centineo, AFSBn-Carson

FORT CARSON, Colo. – If it shoots, moves or communicates, involves planes, trains or automobiles, comes in contact with a Soldier, or is in any way associated with the Army Force Generation Model... you have come to the right place; the Army Field Support Battalion-Carson.

A one-stop shop or "Storefront" is being developed here at "The Mountain Post" between the AFSBn-Carson and the Fort Carson Directorate of Logistics. The endeavor is at the leading edge of the DOL transfer from the Installation Management Command to the Army Materiel Command in FY 2013.

Previously, AFSBns were focused on Army Force Generation requirements tied to Left Behind Equipment, reset, Pre-deployment Training Equipment, and linking Army units to Life Cycle Management Commands. On Oct. 1, 2012, AFSBns will have command and

the mission that needs to be accomplished, and then look to the personnel with the skill sets to perform the job (task-to-troop).

AFSBn-Carson has received exceptional support from the Fort Carson Garrison Leadership Team in moving to work through the alignment more than a year in advance of the full command and control date of Oct. 1, 2012. The garrison approach comes in the form of proactively addressing the IMCOM to AMC Directorate of Logistics transfer with an eye to the end state of the most effective and efficient organizational design postured to provide world-class support

“...utilization of a ‘Task-to-Troop’ bottom-up review of functions performed in each organization.”

control not only of DOLs on installations where they are located, but extending to locations and installations far beyond the gates of those installations where they reside. Across all AFSBns of the "Mighty" 407th, each AFSBn will have command and control that spans great distances, multiple installations and upwards of nine states, as in the case of Fort Carson.

The initiative is focused on form, fit and function of both the AFSBn and DOL to maximize organizational capabilities. The alignment looks at redundancies and ways to best combine capabilities in order to be the most effective organization possible through utilization of a "Task-to-Troop" bottom-up review of functions performed in each organization.

AFSBn-Carson and the Fort Carson DOL are leveraging internal staff functions to support the execution of the growing Lead Materiel Integrator mission. For example, the AFSBn has standard battalion staff sections (S-1 through S-6). If there are functions in the DOL that execute a similar mission to staff sections, the desired end state is to align and eventually combine these areas functionally, and appropriately align personnel to execute the functions rather than operating in parallel. The approach does not look at who the organizations has assigned, rather what is

to the customer in a seamless manner. The goal is to have the alignment done well in advance of the October 2012 date, and be fully functioning as one organization, implementing the "Storefront" vision. ■



Army Field Support Brigade and Directorate of Logistics Area Transformation

Story by Lt. Col. Betty Holm, "Mighty" 407th AFSB Support Operations

Between 2010 and 2011, there has been a tremendous effort to prepare and support the Directorate of Logistics transformation.

Phase 1 of the transformation began in October 2010, when the DOLs became operationally controlled by the Army Field Support Brigades. Twelve DOLs came under the operational control of the "Mighty" 407th during that time. This was all in preparation for the DOLs becoming part of Army Materiel Command's task organization in Fiscal Year 2013. The plan is that IMCOM will continue to support the garrison mission, and the local DOLs



will assist with emergency deployments, environmentally related missions and emergency missions that impact the post.

The DOLs are projected to be integrated over time, to serve as AMC's single face to the field; coordinating and providing services and support to our Soldiers. Col. Danny F. Tilzey, the "Mighty" 407th AFSB commander, compares it to services provided as a "one-stop shop," which is a new concept for the Army.

The following is a snapshot of the DOL missions and also some historical events that have taken place since 2010:

On April 27, 2010, the Fort Sill Directorate of Logistics became the first DOL in the Army to assume operational control of a logistics support team under the "Mighty" 407th AFSB, Texas. Prior to October 2010, the DOL reported to Fort Sill's garrison commander and senior mission commander, said Tilzey. The garrison, which works under U.S. Army Installation Management Command, will continue to have control of the DOL's budget until October 2012, when the Western Region DOLs will complete end state "which is full administrative control" to the "Mighty" 407th. In preparation for this realignment, Tilzey decided to make the Fort Sill, Okla., DOL the logistical "storefront" to the Soldiers on the installation. The Mission logo caught on and now is the future plan.

DOL Fort Riley moved forward with the executive order that required a two-percent decrease in fossil fuel consumption over the next ten years. Fort Riley has led the way by introducing hybrid vehicles, with the favorite being the new Ford Fusion Hybrid. It uses battery power up to 35 miles per hour and then fuel kicks in with an average of 44 miles per gallon highway and 37 MPG around post. The Fort Riley DOL is also supporting the economic pinch by utilizing 330 vehicles that run on E-85 fuel. Use of a bio-diesel fuel truck is a positive step in helping Fort Riley and the DOL go green. Plans are being worked to include a mass transit van pool to provide transportation for all contractors, Department of the Army civilians and military personnel who prefer not to use their own vehicles.

This is all part of the DA directive for the DOLs to “go green,” including an emphasis on hybrid and electric vehicles with charging stations.

The Fort Bliss DOL and the Defense Reutilization and Marketing Service intend to utilize a one-time fixed price contract to remove 100 tons of scrapped tires from the installation to support the reutilization of recycled products for a cleaner and environment-friendly post.

The Fort Carson DOL is undergoing a transition all its own. One change is a new Director of Logistics. Another area that we have to be focused on is the condition of DOL facilities.




Fort Hood is home to four of eight Unit Maintained Equipment to test pilots for deployed units to get their equipment back to 10/20 standards when it returns from theater. The DOL has provided augmentation to fill key military personnel shortages to support the UME program, providing lots of work for all.



The following are some of the installation logistical support missions the DOL provides in support of the AFSB:

- Supply Management provides overall supply management support for the following classes of supply: Class I, Class II, Class III (package and bulk), Class VII (major items) and Class IX (repair parts) supplies, utilizing a standard Army automated system to accomplish the supply functions. In addition, food service provides dining facilities through supplemental contracts and Soldier support.
- Maintenance Division is the principal staff office of the command. This division deals with matters pertaining to the management of the classes of supply, maintenance, readiness and logistical systems for ground and aviation maintenance support to the community and surrounding areas within the “Mighty” 407th footprint. These efforts support the Army Materiel Command’s Full Spectrum Operations in defense of the Nation.
- Transportation Division is the principal staff office of the command responsible for all transportation functions relating to deployments or redeployments, passenger movements, group moves (groups of 10 or more moving under government orders), and operates the installation rail service and installation shuttle service. The division has a Movements Branch and Transportation Motor Pool, Transportation Department and Commercial Travel Office. ■

The transfer of the DOL mission is in support of the DOL enterprise transformation, which is designed to align logistical support with core competencies, thereby increasing quality and efficiency and standardizing performance across the “Mighty” 407th AFSB footprint as well as the rest of the AMC community.



THEORY OF WAR

Story by Col. Danny F. Tilzey, the “Mighty” 407th AFSB commander

My Theory of War: There are many definitions of war, none more correct than the other, at times dependent on who is asked and when in time and/or history they are asked. According to Webster’s Dictionary, war, a noun, is “a state of open and declared hostile armed conflict between states or nations, or a period of such conflict.” George Washington stated, “War is an act of violence whose object is to constrain the enemy to accomplish our will.” Carl Von Clausewitz surmised that “War is thus an act of force to compel our enemy to do our will.”¹ Cicero and Hugo Grotius, two influential thinkers from the past, define war broadly as “a contention by force,” and as “... the state of contending parties, considered as such,” respectively. The Red Cross/Red Crescent Movement International Humanitarian Law divides the definition of war into two categories: international armed conflict and non-international armed conflict. International armed conflict is characterized as war between two or more States, where there is a clear border dividing these States. Non-international armed conflict happens between opposing groups within a single country. Both of these types of conflict are considered war in international law, and both are governed by the rules of international humanitarian law.² However, I don’t entirely agree with all of these chosen standard definitions of war.

In my opinion, war is when one has the capability to communicate to either select or not an action for one's own perceived interest against the self, another individual or group, be it declared or not, with or without violence. In this instance the size of the group can be either small, as in just more than a few individuals, or large, as in the size of a political party, state or nation. People inherently have the capacity for war, whether they consciously realize it or not. This capacity for war begins from the first time we have the capability to communicate with another individual. It is in the individual, in one's being, perhaps unbeknownst, and it asserts the individual with the need to win and to survive, self-preservation and self-interest. I believe this individual capacity for war ends when the individual dies. During the life in between, the individual's interactions with others is war embodied. Therefore, war is ongoing throughout our lifetime.

In order to survive and win, the individual prioritizes and provides a mental label for everyone he or she communicates with, even themselves. The individual labels those whom he or she perceives as good or bad, those perceived as going either way dependent on the situation, those that can or cannot be trusted, and especially those identified as potentially dangerous or helpful. The individual also labels him or herself. These labels are derived from personal encounters, information received from trusted individuals, and by watching the actions of others and their alliances.

This individual capacity for war is needed in order to be able to conduct war on a larger scale other than between individuals. Refuting the definitions of war by George Washington and Webster's Dictionary, I do not believe that war needs to be declared or open, and it does not need to involve violence. Also, a set number of combatants or casualties is not present in my definition of war. Singer & Small (1972) and Deutsch & Senghaas (1973) call war any series of events that meets the following three criteria: (1) Size: It results in at least 1,000 battle deaths (not counting the indirect casualties); (2) Preparation: It has been prepared in advance, and/or is being maintained by large-scale social organizations; and (3) Legitimation: It is legitimized by an established governmental or quasi-governmental organization, so that large-scale killing is viewed not as a crime but as a duty.³ War also does not need to be only between states or nations, as Carl Von Clausewitz believes. War also does not need to be exclusively international, as per the Red Cross/Red Crescent Movement's non-international armed conflict definition. War can exist within the individual (perhaps manifesting in bodily harm, drug and alcohol use, suicide), between individuals (as in divorce), or it can be waged by one

individual against another, unbeknownst to the other. At times the steps taken for war are scheming and unseen, much like espionage. Think of two major corporations, one with inside information gathered by illicit means and which can be used against the other. Is this war? Not according to Webster's Dictionary and George Washington. However, in my theory of war, it is because the leader of the one corporation has taken steps, albeit some would classify it as underhanded, to win and survive. Is it declared and open? No, because the one corporation is at war, using whatever it can to their benefit and gain, while the second corporation is unaware of the war the first has waged against it. Some readers of this article will call this a competition or conflict, but I class it as war.

Leaders, actual and would-be, in the corporate, political, and military arena, as well as in any other arena where individuals control massive amounts of influence or power, conduct war on a daily basis. The capacity and ability for war can lay dormant, much like a car parked in a garage. However, the car, if well maintained, can be driven to one's intended destination at any chosen time, as fast or slow as the individual deems. War, sharpened by the individual's experiences and skills, can be waged at a pace the individual feels will best bring success.

"...you don't need to 'see' war to actually have it exist."

In my opinion, the spectrum of war can range from an attack on the self to an argument between individuals to an all-out attack between individuals, groups, or nations. What is more commonly seen as

war in the movie theaters (think of the opening scenes of "Saving Private Ryan") and recorded in our history (World Wars I and II, Vietnam, etc.) I refer to as "visual war." However, I believe you don't need to "see" war to actually have it exist.

Characteristics that Constitute the Nature of War:

"One way to ensure that we don't get the future too wrong is by not confusing the nature of war with the character of war. The nature of war has not changed; the character of war is changing before our eyes."⁴ I wholeheartedly agree with Mackubin Owens' statement. Clausewitz writes that "War's grammar, indeed, may be its own, but not its logic."⁵ I found that Clausewitz's "logic" correlates to the nature of war, a constant that is driven by violence,

"The nature of war has not changed; the character of war is changing before our eyes."

friction, chance and probability, self-preservation, self interest, and the use of deceit and/or deception. Whereas Clausewitz's trinity includes the element of violence, in my theory of war violence is

(Continued on page 20)

Creating a triage system within the Directorate of Logistics Electronics Shop

Story by Andre French, Bliss DOL LSS, and Maj. Reginald Anderson, AFSBn-Bliss

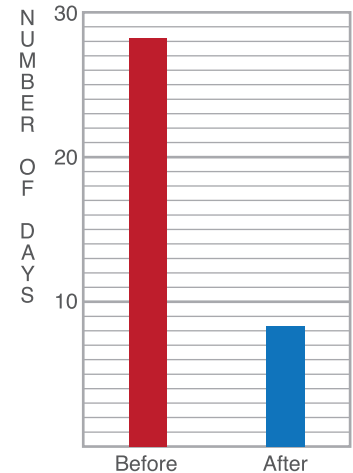
The Fort Bliss Directorate of Logistics Lean Six Sigma Team set out to improve logistics efficiencies by implementing the triage process, used by medical professionals to determine the order and priority of emergency treatment.

In the past, it took electronics technicians an average of 8.19 days to determine if equipment needed parts or could be quickly repaired. The LSS team hypothesized that more than 73 percent of the equipment that entered the queue only needed superficial repairs. If the hypothesis held true, the team surmised that ordering equipment parts up front, prior to processing the work orders, would reduce the dwell time of equipment awaiting a second inspection.

Team Bliss began by analyzing current processes within the Fort Bliss DOL Electronics Shop, specifically its Process Lead Time. By mapping out the shop's bottlenecks and potential non-value added... transportation, inventory, motion, waiting, overproduction, over-processing, and defects (TIMWOOD), they were able to brainstorm ideas for potential solutions. The team went through a few unsuccessful process change trials, before a suggestion by their project lead changed the direction of the project. Why not relocate the electronics shop? The thought behind this suggestion was to force a paradigm shift within the workforce – it was necessary to change their environment.

With restored vigor and enthusiasm, the team approached the project from a different perspective. They reorganized and redesigned the shop's business model for effectiveness and efficiency. First, the team created a concept process map on how customer equipment would be turned in. It was identified during the Measure Phase of the DMAIC (define, measure, analyze, improve, control) process that more than 73.5 percent of equipment turned into the electronics repair shop did not go into a parts requested status. With an

The pilot test results yielded a 70.64 percent reduction to their overall PLT (28.10 days to 8.24), which greatly exceeded the initial goal of 22 days. This data supported and



reinforced the four changes that the project implemented: triage acceptance, “right size” the production control staff, identify the need for a dedicated parts clerk, and develop new metrics to assist the leads in monitoring the process flow. This type of Lean Six Sigma project helped create buy-in from the stakeholders, process owners,



**OVER
70%
REDUCTION IN
OVERALL PLT**

average of 50-150 pieces being turned in at a time, per customer, it was clear that input and variation reduction needed to be controlled. The team identified several solutions to speed up equipment turn in and improve customer satisfaction, such as increasing inspection personnel during peak times and methods to accept batch equipment. The solution was projected to garner huge cost avoidance to the overall process of approximately \$2.6 million.

champions, and upper management throughout the DOL, and it assisted in propelling the Army's LSS initiative on Fort Bliss. ■

LBE TO UME

Getting Back to Basics

Story by Maj. Dale Coparanis, AFSBn-Riley

The Army Field Support Battalion-Riley and the 1st Infantry Division's Combat Aviation Brigade completed the receipt of its Left Behind Equipment. The operation was a resounding success, due to improvements developed over the past seven years. The LBE program, however, will be replaced with the pre-LBE program known as Unit Maintained Equipment.

LBE was developed after Operation Iraqi Freedom II (October 2004) due to large quantities of equipment remaining on rear detachment books without sufficient personnel to maintain and account for it. Over time, units were required to bring less of their Modified Table of Equipment inventory with them due to varying mission requirements. Therefore, LBE was created as a temporary solution for U.S. Army Forces Command to transfer unit assets, which would be accounted for, maintained, and managed until the equipment was either laterally transferred to a unit needing it or transferred back to the original unit upon redeployment.

LBE will be a thing of the past as deployments slow down. As part of the "back to basics" campaign and "right sizing" the Army, the UME program will be reinstated; however, lessons learned from the LBE program will be valuable as the Army transitions.

When the IID CAB redeployed in 2009, the LBE hand-back experience was a very long process, taking more than four months to complete. The quality of the equipment coming back and the delays in retrieving and accounting for the equipment caused issues no one wanted to repeat. This time was going to be different.

AFSBn-Riley, the Fort Riley Directorate of Logistics, the LBE Property Accountability contractor (PA-KTR) and the IID CAB were in constant communication with each other and synchronized. Lt. Col. Chris Byler, AFSBn-Riley commander, acknowledged the IID CAB leadership was instrumental in ensuring a timely hand back.

"Col. Morgan and his team were very involved in the LBE planning process, directly resulting in timely and well-executed hand back," Byler said. "In many cases we found ourselves one or two days ahead of schedule. The CAB was clearly behind the effort not only by their involvement, but also by their allocation of resources."

Tim Scheid, the Fort Riley LBE Contracting Officer Representative involved with the operation, pointed out a number of other improvements which affected the hand back favorably.

"First, the PA-KTR kept all of the CAB's equipment in one central place, allowing for easier accountability and performance of maintenance services," he said. "Second, the CAB involved numerous Soldiers, who provided the needed expertise and manpower to quickly and efficiently inspect, account and sign for the equipment. Third, the DOL had maintenance teams on the ground at the hand-back site to ensure minor faults found during the inspection were done on the spot."

As units take on an active role in the care of their equipment under the UME program, there will be a learning curve. Fortunately, for the units at Fort Riley, they can reach back and look at the extremely successful operation completed by the CAB, apply its lessons and put this new program on the road to success. ■



Army Field Support Battalion provides sustainment services to Fort Hood units

Story by Lt. Col. Doug Bell, AFSBn-Hood



The “Mighty” Army Field Support Battalion-Hood is Army Materiel Command’s “face to the field” for the heaviest forces in the United States Army.

AFSBn-Hood is aligned with the 1st Cavalry Division, and also supports the III Corps at Fort Hood, Texas. Known as the “Great Place,” Fort Hood is home to “The Phantom Corps,” the Army’s only mobile armored Corps. Fort Hood is a massive installation, the only post in the United States capable of stationing and training two armored divisions.

Since the inception of the battalion in 2009, AFSBn-Hood has continuously synchronized sustainment and distribution of materiel for the Army forces it supports. To generate Army Forces, or ARFORGEN as it is known, the battalion maintains any unit equipment left behind during a unit deployment, and also resets equipment returning from theater. This reset process ensures all unit equipment is fully repaired and ready for another deployment or contingency mission. At Fort Hood, this is a massive undertaking. AFSBn-Hood maintains the Army’s largest pool of Left Behind Equipment, nearly 10,000 pieces as of August 2011.



AFSBn-Hood's mission is to support the 1st Cavalry Division and its subordinate Brigade Combat Teams. America's "First Team" is a fully modernized armored division comprised of 17,000 troops. AFSBn-Hood provides a Brigade Logistics Support Team to each brigade in the division to synchronize and coordinate all AMC activities. Each BLST is comprised of a logistics corps major, a logistics management specialist, and several Logistics Assistance Representatives from AMC's Life Cycle Management Commands. The team members support, train, and if necessary, deploy overseas with their supported units. The LARs are subject matter experts from TACOM, Communications-Electronics Command, Aviation Missile Command and Joint Munitions Command. They provide a wealth of information regarding sustainment of Army equipment. The LARs work with maintenance units to ensure modification work orders are applied properly.

AFSBn-Hood also supports the 12 separate brigades, two expeditionary signal battalions, and III Corps Headquarters with an installation Logistics Support Team. LST-Hood performs the same functions as the BLSTs in the 1st Cavalry Division, but are focused on III Corps units. Similar to a BLST, AFSBn-Hood also provides a Regimental Logistics Support Team to support this specialized unit. The 3rd Armored Cavalry Regiment has been selected for conversion to a



Stryker unit, turning in its heavier tanks and personnel carriers, receiving the lighter Stryker vehicles.

At Fort Hood, the 13th Expeditionary Sustainment Command has taken the lead with leveraging sustainment organizations in the continental United States (CONUS), or LSOC. The vision of the 13th ESC Commanding General, Brig. Gen. Terrence Hildner, is to establish a community of practice that helps collectively prepare and train sustainment units for deployment as well as improve installation sustainment operations through mutual support arrangements, exchange of information and best practices.

By integrating all logistics functions with all logistics units and commands on Fort Hood, AFSBn-Hood can increase effectiveness and efficiency of installation support plans, reduce sustainment costs, and support a "back to basics" culture for Soldiers. The 4th Sustainment Brigade is the lead Forces Command agent for support at Fort Hood, working side-by-side with AFSBn-Hood, reducing sustainment costs for the Army. An example of LSOC in action is the restationing of the 4th Combat Aviation Brigade from Fort Hood to Fort Bliss, Texas, where Soldiers from the 4th Sustainment Brigade transported the equipment. Another example of putting Soldiers to work for the installation is at the Fort Hood Ammunition Supply Point. For the past several years, the Directorate of Logistics has operated the ASP with



contract employees. Operational control of the ASP has transferred to the 664th Ordnance Company, reducing contract costs and providing a training opportunity for Soldiers.

Another initiative is establishment of the sustainment operations center. The SOC provides a central coordination point that provides visibility to the senior commander for all logistics issues. Leveraging the existing subject matter experts already on the installation, the SOC links transportation, maintenance and sustainment experts that can address all logistical issues. Whether moving to a local training area, or across the state, the SOC provides a one-stop coordination point for Fort Hood units.

As of Oct. 1, 2010, Army Sustainment Command received operational control of the Directorates of Logistics on all CONUS Army installations. The DOL provides a wide variety of logistical support to the installation, ranging from dining facilities to transportation. Merging this capability with the AFSBn consolidates the materiel enterprise under the AMC umbrella, streamlining processes, ensuring a more efficient and effective delivery of support to units, Soldiers and their families. AFSBn-Hood continued to expand its "southern focus" when it gained operational control of the DOL at Soto Cano Air Base, Honduras, and Fort Buchanan, Puerto Rico. ■

INTERVIEW WITH

Col. Danny F. Tilzey, Commander, "Mighty" 407th AFSB

1) Sir, you recently addressed that a lot of changes are coming our way. What are your top projects/initiatives for FY 2013? We all must understand that change is going on all the time, and sometimes we don't even notice it happening or it could be moving so fast we can't keep up with it. Therefore, don't look at change as a plight, a conspiracy or tragedy; it's something occurring all the time. Rest assured that change is a constant within our unit and the Army.

The top three projects/initiatives are LSOC, LMI, and DOL integration. Our focus this year is ensuring we develop efficiencies, while improving customer support. As the military continues to deal with reduced budgetary resources, we all are trying to find more efficient means to an end. We are participating with FORSCOM to find ways to reincorporate Soldiers into the sustainment processes. Leveraging Sustainment Organizations in CONUS is that initiative. We are working with Army Sustainment Command, FORSCOM, the 13th ESC, and the Sustainment Brigades to find ways to facilitate Soldier training and get back to basics. The Lead Materiel Integration mission is being given to Army Materiel Command by the Secretary of the Army to allow for a more efficient integration and synchronization of meeting the Army's equipping requirements. AMC has further delegated the executing agent responsibility to ASC. This means that unit equipment shortfalls that cannot be met internally by an Army command (FORSCOM, USARPAC, etc.) would be addressed through ASC. Lastly, AMC and Installation Management

Command have agreed to transfer 77 Directorates of Logistics worldwide from IMCOM to AMC. AMC

will further assign the DOLs to ASC beginning in FY 13. On OCT 2010 ASC assumed operational control of the DOLs' logistical functions. We continue to work with ASC on the plan to assume fully assigned responsibilities on Oct. 1, 2012.

2) As you mentioned, beginning FY 13 the DOLs will be assigned to AMC. Could you talk about how this transition will affect customer support? And how it will affect the DOL as an organization? This is a critical question that everyone needs to understand. From a customer standpoint this transfer will continue to be totally transparent. The DOL will remain the provider of installation logistical support that includes ammunition, retail supply, food service, installation transportation, laundry, asset management and maintenance support. It is envisioned that the DOL will become the single entry point and single source of repair for all installation logistics as the AMC "Storefront" to all the units on the installation.

3) How is Lead Materiel Integrator (LMI) projected to improve materiel distribution? AMC, as the Materiel Enterprise lead, not only controls all of the Army's depots but also synchronizes and integrates Acquisition, Logistics and Technology feeds into the units. LMI will facilitate efficient and effective integration of all Life Cycle Management functions into the units as they proceed through the ARFORGEN cycles. And, AMC will be able to effectively manage and direct the equipment coming out of depot production, as well as develop equipping solutions/plans, as equipping shortfalls are identified.

The AFSB, AFSBns and DOLs will be heavily



engaged in monitoring, tracking and reporting the execution of these equipping plans to ensure units are equipped to meet their mission requirements.

4) There has been a lot in the news lately about government cutbacks. At our level, many people are interested in how projected cutbacks will affect our workforce. Could you please address what you see on the horizon for our organization and the people who support the mission? I wish I had the answer, but at this time decisions are being made many levels above us. That being said, I and my staff will ensure everyone remains informed as we get more details.

5) What do you think is in store for the future of the Logistics Assistance Program in relation to Soldier support? The LAP's job is to provide technical assistance where the Soldier conducts his mission; whether it's in the motor pool, on the range or in theater. In the past, the LAP focused their attention on materiel technical issues, stock and part numbers, correcting Technical Manuals and reporting quality deficiencies to the Program Manager and/or the manufacturer. Today's Logistics Assistance Representatives must be the expert on all things materiel, whether it is seeking technical expertise, troubleshooting materiel procedures, or simply explaining processes. The Life Cycle Management Commands' LARs will continue to provide direct technical support throughout the life of all equipment whether the Soldier is operating it or it is in another source of repair.

6) What does our organization do to train and educate professional logisticians? What words of wisdom would you give to your workforce regarding improving one's talents? As you know my philosophy is based on five key pillars: trust, talent, creativity, feedback and rewards. The talent pillar needs to grow each and every day and it definitely has to grow while attending focused periods of instruction such as a school. If your talent level doesn't grow after attending a school I need to know so that we can provide feedback to our higher headquarters and to the school. Another area where you can improve your talent level is via reading. I would recommend that we all should read more than we do currently. Ask yourself when was the last time you read an AAR or an article from one of the many logistic publications on the street? I would read a short article three times a week prior to PT with my old unit. My folks would always try and figure out what I was reading because they knew if I believed in what I was reading I would incorporate the knowledge of what I read into

"...my philosophy is based on five key pillars: trust, talent, creativity, feedback and rewards."

the procedures of the unit. This practice worked out each and every time by improving our talent level. Increasing one's talent requires skills and knowledge that are often acquired through experience; however, validation, certification and testing processes are paramount for standardizing and developing talent. Last year we held a BLST (Brigade Logistics Support Team) University, teaching and testing our BLST Chiefs on various subjects. We discovered significant variances in talent; but it was a valuable tool for developing improvements in our training programs. We found many of our team have challenges with writing at all grades, as well as the ability to retain key knowledge. Therefore, all of us need to become more talented so we can become a mighty talented organization.

7) FRG has been a significant focus since you took command, making it one of your Named Areas of Interest. Why such an emphasis in an organization with a majority of the workforce being DA Civilians? The Department of the Army implemented the command-supported Family Support Group (now Family Readiness Group) in 1987 in order to help family members cope with being separated from the Soldiers and DACs during extended TDY, field problems, and deployments. The FRG is a source of support, information, and assistance to the Soldiers, DACs and their families.

Members of our LAP program and our BLST Chiefs deploy with the units they support, so it is important to have a support system in place for them and their families. And although the FRG was developed to assist families with separations, the FRG has other positive second and third order effects, such as team building and cohesion, which spills into our working relationships. I like to function in a work environment where we enjoy coming to work, we get the mission done together, grow professionally and personally, and maintain our sense of humor.

We have tweaked our FRG to better suit our non-traditional organization, and I am pleased to see the growth. It went from non-existent to having participants, not only from our organization,

but some of our partner units such as the LCMCs. The FRG in our organization is made up of caring people who work together to provide accurate information pertaining to the unit, and provide support where it is needed. It's not just family members working together; it is also Soldiers, Civilians, community representatives, and the chain of command.

Bottom Line: The FRG empowers our Army Family! ■

not a requisite. Clausewitz's "grammar" correlates to the character of war, how a war is fought. The character of war is subject to change dependent on a variety of factors. These may include, but are not limited to: new or improved technology; doctrine; resources that include manpower; finances, and weapons; culture; religious beliefs and values; and the environments

the bad luck or hardships that befall them. When a competing individual or group feels threatened by another it will either set about to eliminate that competition or join it. Like the old adage states: "If you can't beat 'em, join 'em!" Wars have more to do with wealth, politics, power and greed, than they have to do with justice.

can occur. Ironically, one can lose many battles and still strategically win the war. During Desert Storm the Iraqi Army lost every battle, but Saddam Hussein maintained his position and power. Also, one can win many battles, and strategically lose the war, as with the United States' military involvement in Vietnam. And lastly, one can outright win or lose the war, or tie the war (both win or lose). All of these outcomes have occurred, and will continue to occur, throughout time.

"Wars have more to do with wealth, politics, power and greed, than they have to do with justice."

in which war is waged, to include the land, the surface of the sea, the ocean depths, the air, space, and cyberspace. Earl Tilford wrote that "Applied to war, there is then a distinctly American way of war that differs significantly from the way Chinese or Russians or Zulus make war. There is also a distinctly Muslim fundamentalist way of making war. Clausewitz's point is that although nations and groups make war in different ways based on a large number of factors, they go to war for one logical reason only: to force an enemy to do their will."⁶

My theory of war's spectrum can go from an argument between individuals to an all-out attack (visual war), be this attack between individuals, groups, or nations. Man strives to survive at all costs. As man has become educated, society has become globalized, and laws have been enacted, man has adapted his tactics, techniques and procedures in this evolving environment. However, his true aim has never changed. Clausewitz's "to force an enemy to do their will" is as true today, as it was when he first penned it, and so even before he was born.

However, one wins wars when the will (which in my opinion is the center of gravity, the hub of all power and on which everything depends) of the enemy's people, military, and government to fight has been broken. Each of these elements, the people, the military, and the government, possess its own will, and each may give in at different times during a war. The strategist needs to prioritize which element's will is to be broken first. A leader with authority to enact war therefore would have to justify it to the

"... one wins wars when the will... of the enemy's people, military, and government to fight has been broken."

Why are wars fought?: Wars have been fought for as long as man can remember, and I believe it's a natural phenomenon of man to conduct war. Humans are greedy and opportunistic, and they crave absolute power and authority. I believe humans are naturally aggressive, and seek to dominate whatever they want or whatever they don't want another to have. The control of this aggression is difficult due to uncontrolled emotions such as love, hate, fear, and envy. The most prominent reasons visual wars are fought include, but are not limited to: acquiring land for economic gain and resources; religion (freedom to practice, persecution); revolution; and, to gain independence. Psychologically, humans tend to gather into groups or cliques and will blame others, individuals or groups, for

I've experienced visual war several times in my military career, and I wouldn't ever want to experience it again. However, if I were in charge of a country threatened by aggression, with vital national interests at stake, after exhausting other means I would set about constructing a visual war. Deep down I would not want to conduct a visual war, but the need to protect myself, my family, and my country is ingrained in me, as I believe it is ingrained in all humankind.

people of his nation and his alliances if he wants to increase his chances of being successfully supported, as well as get the people involved in the war effort.

How are wars won?: I find it amazing how every possibility of a war's outcome

If one is going to fight a visual war one must have a leader who is capable of manipulating the masses, civilian (politicians included) and/or military, to force his/our enemy to do his/our will, while at the same time ensuring that the will of the people, military and government remains strong and steadfast for the duration of the war. This is something that a strategist would also

have to determine and focus resources on to ensure. Sadly, the will of the people, military and government in support of Operations Iraqi Freedom and Enduring Freedom is dwindling due to the "Is it all worth it?" dilemma. The visual aspect of these wars has become all too real via television and internet, and one questions whether the price that is paid in resources, both fiscal and human life, is worth the objectives (ends) we're fighting for, which for many are vague. I believe the reason this is occurring is due to the lack of involvement in the war effort. Think back to World War II when the majority of the public's life was touched in a very personal way on a daily basis, be it because of employment (e.g., all working to produce resources for the war), rations (e.g., limited availability of goods), and family members and friends enlisting and fighting in the war. Most folks felt they were together in the same fight, and this increased the will of the people, the military, and the government to win. However, this is not the case today. I believe will is everything in winning a war.

My Personal Projection of the Future Strategic War to Come: Many strategic issues exist that could lead to visual war, but I believe that the frontrunner is the earth's overpopulation

and the consequent strain and lack of resources, especially water. "Today, more than 1.5 billion people do not have access to safe drinking water ...one in every five people. The global consumption of water is doubling every twenty years, twice the rate of population growth, and it is estimated that in 2025, 2.3 billion people will be living in areas where it will be difficult or even impossible to meet basic water needs."⁷ Therefore, at the current rate, more than half the earth's population may not have access to safe water by 2025. "The U.S. population is projected to increase to 392 million by 2050 — more than a 50 percent increase from the 1990 population."⁸ According to the U.N., India's population is expected to overtake China's by 2030. This will place massive strains on already limited resources. Dr. Peter H. Gleick, of the Pacific Institute for Studies in Development, Environment, and Security, "documented 190 conflicts over water going back to 3000 BC. However, half of the conflicts have occurred since 1993 and over a third of the conflicts have taken place or are still taking place in the last ten years."⁹

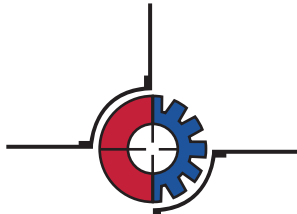
Water is a key resource that all humans, regardless of social, economic or political standing, vitally need. If anything negatively affects this vital resource

war can ultimately erupt. A possible solution is for our government to work within itself and with other nations and governments to fund, develop, and build water desalination plants, the power plants needed to run them, as well as the required pipelines to distribute safe drinking water to the people of the U.S. and throughout the world. This is a costly undertaking, but nonetheless one that can be proactive in its endeavor if addressed now.

Summary: Many definitions exist for war, and I have added my personal, and perhaps unique, definition to the list. I'm sure some would say I've established an incredibly expansive definition of war. I believe that size and violence are not requisites for war, and that war can be between individuals and groups, as well as within the self. War does not have to be a "visual war" in order to be considered a war. It can be quietly waged, at times invisible, for a variety of reasons which may have nothing to do with justice, all to force an enemy, perceived or not, to do one's will, which I believe is the crux of winning a war. Due to population growth future wars will likely be over limited resources (water), and the time is now to actively address this issue. ■

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Lean Six Sigma

U.S. ARMY MATERIEL COMMAND

Preserves Precious Resources

Story by Robb Kubiak-Cherkaski & Eric Smith, the “Mighty” 407th AFSB LSS

As tactical missions shut down, so too will the resources used to support them.

Therefore all federal agencies associated with these missions will look for ways to reduce spending. Conducting self analysis is the first method to cut cost without deteriorating the services and products. This includes the largest federal agency, The Department of Defense. As we wind down from the tactical operations in Afghanistan and Iraq, resources once available in support of these operations will no longer exist.

In the past 10 years, as the DoD grew to support increased requirements, so did the resources available to support the missions. However, as we draw down from overseas operations, the resources will begin shrinking.

Shrinking resources will force organizations to re-evaluate how they operate. The real decision for organizations will be, whether they do the self analysis themselves or allow other organizations to do their analysis for them. This is where the Military Decision Making Process and Lean Six Sigma come in.

In the U.S. Army we have tools to assist us in making decisions when it comes to tactical or administrative operations. The Military Decision Making Process allows us to conduct a mission analysis, develop courses of action, analyze the courses of action, make a comparison of the course of action, and then approve a course of action to execute. When it comes to funding, the Department of the Army has instructed that a Cost Benefit Analysis will be conducted prior to the release of funds. A CBA takes a similar approach to MDMP but factors in funding, and funding becomes the driving force behind the decision. These eight CBA steps are used to determine the best course of action by the benefits that action returns. The eight steps (chart 1) consist of:

1. Define the Problem/Opportunity.
2. Define the Scope.
3. Define Alternatives.
4. Develop Cost Estimate for Each Alternative.
5. Identify Quantifiable and Non-Quantifiable Benefits.
6. Define Alternative Selection Criteria.
7. Compare Alternatives.
8. Report Results and Recommendations.



CHART 1

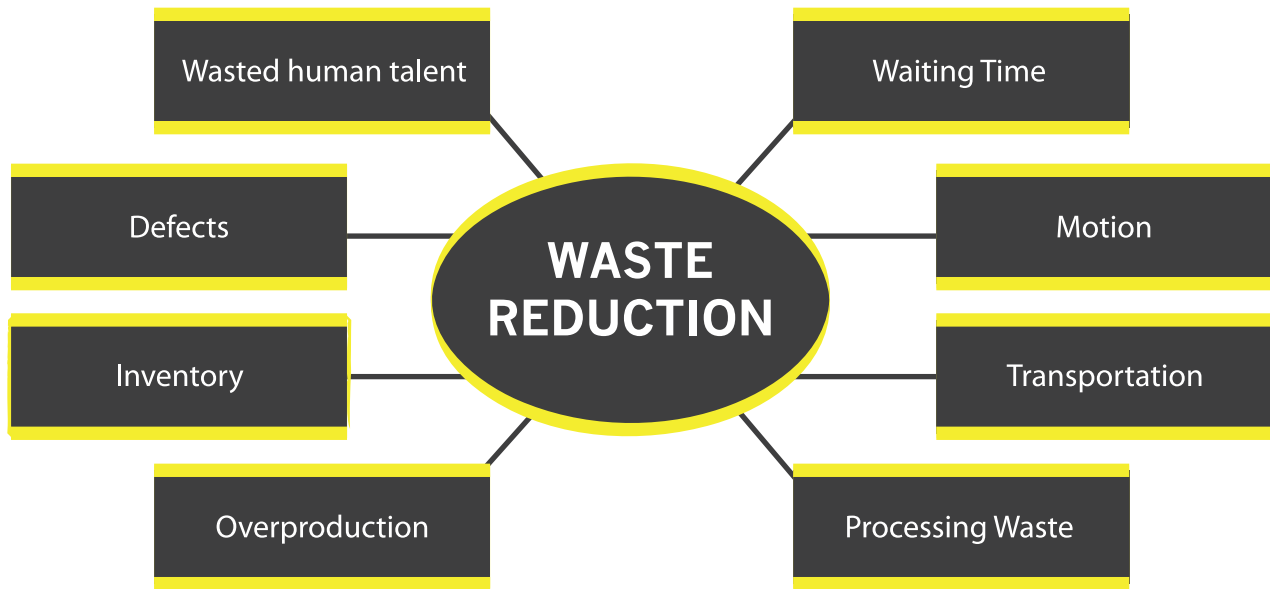


CHART 2

Both of these methods assist the individual in developing a course of action commonly referred to as a COA. However, how does one know if the COA is executed with optimum performance, or if the resources, used and consumed, are most efficient? Do we know if the service or product is satisfactory to the customer within their specifications? Once the COA becomes the process, we need to increase efficiencies; make the product better, in less time, at a lower cost without waste.

Lean Six Sigma measures the performance of a process and its associate costs, and then makes recommendations to improve or “lean” a process based on statistical performance data.

The root of both Lean and Six Sigma reach back to the time when the greatest pressure for quality and speed were on manufacturing. Lean arose as a method for optimizing automotive manufacturing; Six Sigma evolved as a quality initiative to eliminate defects by reducing variation in processes in the semiconductor industry. It is not surprising that the earliest adopters of Lean Six Sigma were in the service support functions of manufacturing organizations like GE Capital, Caterpillar Finance, and Lockheed Martin, where the focus is on maximizing process velocity.

There are eight types of waste/non-value added work (chart 2) that Lean and Six Sigma seek to minimize:

1. Wasted human talent: Damage to people.
2. Defects: “Stuff” that’s not right and needs fixing.
3. Inventory: “Stuff” waiting to be worked.
4. Overproduction: “Stuff” too much/too early.
5. Waiting Time: People waiting for “stuff” to arrive.
6. Motion: Unnecessary human movement.

7. Transportation: Moving people and “stuff”.
8. Processing Waste: “Stuff” we have to do that doesn’t add value to the product or service we are supposed to be producing.

As our restraints increase and funding decreases, we cannot allow quality of service to deteriorate. Our Soldiers deserve the best products and most efficient services available. No one knows the needs of the field like the “Mighty” 407th Army Field Support Brigade. Therefore, if we have to make cuts in funding that will directly affect the field, we must identify and remove waste, make smart choices in COA development, and remove “self-interest” from our vocabulary.

Using LSS as our weapon of choice will ensure best performance and best practices from our declining resources. ■

The “Mighty” 407th AFSB Life Cycle Management Command partners



TACOM

The U.S. Army TACOM is at the forefront of the Army’s transformation to a lighter, more lethal and survivable force. TACOM sustains and manages the Army’s investment in warfighting capacities by providing a broad spectrum

of armament and munitions technologies and products. It researches, develops, engineers, leverages and provides advanced systems integration of technology into both ground systems and their support equipment throughout the life cycle. Serving as a conduit between the Army, industry, academia and other federal agencies to develop technologies that are beneficial to all parties, TACOM ensures warfighting readiness for the Soldier by purchasing ground combat, combat support and combat service support items for the military.



CECOM

The U.S. Army Communications and Electronics Command is the Soldiers’ one-stop shop for life-cycle support of the communications-electronics systems and equipment Soldiers use daily. Designated a Life Cycle Management Command, CECOM conducts training missions; provides field support for equipment and systems modifications and upgrades; and provides logistical expertise to ensure the on-time delivery of equipment, services and capabilities to the Soldier. From setting up headquarters and command and tactical operations centers in remote areas to installing and maintaining communications systems in vehicles and aircraft, CECOM supports Soldiers throughout their training activities, field support for modifications and upgrades.



AMCOM

The Army Aviation and Missile Command supports Joint military Service Members and Allies, assuring aviation and missile readiness with seamless transition to combat operations, AMCOM supports program executive officers and project

managers to enable the development, acquisition and fielding of superior aviation and missile systems; and assures the integration of aviation and missile technology in partnership with program executive officers (Aviation/Missiles & Space) and project managers.

As a Life Cycle Management Command, AMCOM is dedicated to providing integrated engineering, logistics and contracting to more than 90 major systems – about half the systems in the U.S. Army, throughout their life cycle.

The Army Aviation and Missile Life Cycle Management Command develops, acquires, fields, and sustains aviation, missile, and unmanned vehicle systems, ensuring readiness with seamless transition to combat operations. Core competencies are design, acquire, integrate, field and sustain systems; transition science and technology into aviation, missile, and unmanned vehicle systems.



JMC

The U.S. Army Joint Munitions Command provides the conventional ammunition life-cycle functions of logistics sustainment, readiness and acquisition support for all U.S. military services, other government agencies, and allied nations. JMC is the

logistics integrator for life-cycle management of ammunition, providing a global presence of technical support to frontline units. JMC provides bombs and bullets to America’s fighting forces – all services, all types of conventional ammo from 2,000-pound bombs to rifle rounds. JMC manages plants that produce more than 1.6 billion rounds of ammunition annually and the depots that store the nation’s ammunition for training and combat. It is responsible for the management and accountability of \$26 billion worth of conventional munitions and stores \$39 billion worth of missiles. ■



tEXTiNG kills

Story by Al Rogers, the “Mighty” 407th AFSB safety officer

*Five seconds of texting at 55 mph is **300 feet of missed road**. It's like driving after **drinking four beers**. Almost **50 percent of teens** admit to **texting while driving**. **17 teens a day die** from texting while driving. **28 percent of accidents** are texting related.*

1

Texas is the home to the “Mighty” 407th AFSB, AFSBn-Hood (Tuskers), and AFSBn-Bliss (Support). The state law that governs these two locations is HB 242, which makes texting and e-mailing while driving in Texas a misdemeanor punishable by a fine of up to \$200 and up to 30 days in jail. In cases in which texting or e-mailing causes a crash with serious injuries or death, the person could be found guilty of a Class B misdemeanor that carries maximum punishments of 180 days in jail and a \$2,000 fine. There are exceptions in the proposed law, including use during emergencies, people using hands-free technology, and drivers whose jobs include communicating with a dispatcher.

2

Colorado is the home of AFSBn-Carson (Workhorse). House Bill 09-1094 imposes new statutory restrictions regarding the use of a cellular phone device while operating a motor vehicle. For drivers 18 years of age and older, wireless telephones may not be used for text messaging or other similar forms of manual data entry or transmission. Drivers under 18 years of age may not use wireless telephones for any purpose. Exceptions are for persons using a phone during an emergency or to contact a public safety entity. Violations of this law are punishable by a class A traffic infraction and a \$50 fine. Subsequent violations incur a class A traffic infraction and a \$100 fine. The bill took effect on Dec. 1, 2009.

3

Kansas is the home of AFSBn-Riley (Wizards). HB 2143 (substitute), the teenage driving legislation, was approved by the Kansas Senate and House, and then signed by Gov. Kathleen Sebelius in March 2009. The cell phone ban was one of several new restrictions on young drivers in the legislation. The teen cell phone ban went into effect Jan. 1, 2010. This was the first move by Kansas to restrict cell phone use by drivers. The Topeka Capital-Journal endorsed the proposed text messaging ban HB 2132, saying, “One aspect of the bill we particularly like is that it treats minors and adults equally, unlike some other attempts to regulate the use of cell phones while driving.” The proposed fine for unlawful texting would be \$60.

Many drivers simply do not realize the dangers posed when they take their eyes and minds off the road and their hands off the wheel to focus on activities other than driving. ■

Always remain aware

RIDING

to *recovery*

Story by Jessica Sanders, the "Mighty" 407th AFSB Public Affairs

Hundreds of veterans and wounded Warriors participated in the "Don't Mess with Texas Challenge," a six-day, 355-mile bicycle ride from Brooke Army Medical Center in San Antonio to Arlington, Texas, raising funds for wounded veterans.

The Texas Challenge is an annual event that the TACOM West ARFORGEN Team has supported for the last three years, but this was the first year that TACOM cyclist, Randy Parker, rode the entire route, with Army, Navy, Air Force and Marine Veterans.

Parker began riding five years ago, when a bad hip forced the 50 year old to find an alternate form of exercise. Over time, Parker began riding with Team Army and others to begin training for Ride 2 Recovery. Last year he participated in the worthy cause and completed two segments of the Texas Challenge – from Austin to Fort Hood and then onto Waco. This year he decided to complete all six 50-mile routes successfully.

R2R is a non-profit organization whose mission is to help make a difference in the lives of Veterans by assisting in mental and physical rehabilitation programs. The program was founded in 2007 by John Wordin after the U.S. Department of Veterans Affairs asked him to create a program to help wounded troops.

Why Cycling? Parker stated cycling is an important part of recovery and rehabilitation for two reasons. Cycling is an activity that almost all patients with mental and physical disabilities can participate in and riding helps speed up the recovery and rehabilitation process.

During the events, the R2R program supplies specially crafted bikes, created by a team of mechanics who tailor each bike to meet the needs of Soldiers who have lost limbs. During the rides crews are onsite, riding alongside the Soldiers to ensure the bikes function properly. Additionally, riders such as Parker are able to function as guides or assistants to help the participants along.

"Seeing these Veterans overcome their disabilities and bring back a little normality to their lives has truly been a privilege and been some

of the greatest moments I have spent with Veterans," Parker said. "The camaraderie, participation and teamwork displayed in assisting riders with knowledge of cycling, assisting (pushing) when needed and/or just words of encouragement given during this ride will forever be embedded in my memories and heart. The sweat and pain seen during the ride just dissipates at the end with big smiles of accomplishment from all." ■





Mighty Kids join parents at the “Mighty” 407th

Story by Jessica Sanders, the “Mighty” 407th AFSB Public Affairs

FORT HOOD, Texas – The “Mighty” 407th Army Field Support Brigade hosted its first Bring Your Kids to Work Day.

“Why are you here today?” Col. Danny Tilzey, the “Mighty” 407th AFSB commander, asked the kids.

“To have fun,” shouted one child. “To play games,” shouted another.

“Maybe, but that’s not the real reason,” said Tilzey. Another child raised his hand and said, “To learn what our moms and dads do at work.”

Moms and dads of the “Mighty” 407th manage field-level sustainment and Directorate of Logistics operations for about one third of the United States.

“Our unit’s mission focuses on logistically supporting Soldiers and military units, so we wanted to show the kids what their parents do, and introduce them to some of the rich history of the Soldiers and units we support,” said Tilzey. “If you think about it, not only do we get to spend time with our children in a different setting, but I’m sure this

particular exercise embeds in their minds that careers are important.”

More than 25 children, ages 4-17, began the day by shadowing their parents at work. Parents and children from the “Mighty” 407th AFSB, Army Field Support Battalion-Hood, and the Communications Electronics Command (CECOM) started their day with a safety brief, followed by a scavenger hunt during which children solved a series of riddles about the organization.

The group then traveled to the 1st Cavalry Division Horse Detachment, where Soldiers gave the children a tour of the horse barn and displayed their skills at making such things as horseshoes, saddles and boots.

“I’ve been at Fort Hood for many years and didn’t even know this was here... this is great!” said Neal Jarrett, a CECOM employee.

For lunch, the children enjoyed a pizza party complete with magic tricks by Stephen Tilzey, showing some of his dad’s skill at commanding an audience. They

also met Sebrina Dykes, Military Family Life Consultant, who talked about the MFLC program.

The children finished off the day with a 1st Cavalry Museum scavenger hunt and a visit to the Engagement Skills Trainer, which provides realistic marksmanship and combat scenario training.

Donna Gemba, event co-coordinator and Family Readiness Group secretary, said the goal for the day was to “invite the kids to see what mommy, daddy, grandma or grandpa do, answer their questions, foster an environment to meet other children in the organization and let them know they matter. It was wonderful to see the families and children interacting. You could tell they had a great time.”

“As we all know, raising children is one of the most awesome responsibilities any human being can face,” Tilzey said. “Therefore, we need to understand that our conduct as parents influences our children, not just in their early years, but for their entire life. Hopefully, today influenced a child in a positive manner.” ■



Stay "MIGHTY" Strong!