



# THE GLOBAL LINE

*Best in AMC*



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# Families sacrifice for America's security

Maj. Gen. Robert M. Radin  
U.S. Army Sustainment Command

Since Sept. 11, 2001, nearly 5,000 Americans have been killed in action while serving in our nation's military. These brave men and women who made the supreme sacrifice left behind grieving family members – mothers, fathers, brothers, sisters, wives, husbands, sons and daughters who will always feel the pain of loss, no matter what words of consolation, hope and gratitude we may offer them.

The individuals who lost their loved ones to the cause of freedom must never be forgotten, just as we must never forget those who paid the ultimate price. Our nation as a whole owes them a debt for their sacrifices, and we as individual citizens owe them respect, honor and support.

Since World War I, the Gold Star has served as a token of appreciation presented to those families with a child or spouse who died in battle. During World War II, a Gold Star in the window served as a sad and stark reminder of the true cost of that terrible global conflict. In recent years, as America and its allies engage in a struggle against the forces of terror, the Gold Star has been revived as a symbol of sacrifice.

The meaning of the Gold Star, and the power behind this simple sign of respect, is perhaps best illustrated by the story of Grace Darling Siebold, widely regarded as the first Gold Star Mother and founder of the organization that bears this name. Mrs. Siebold's son, 1st Lt. George Siebold, was an American aviator who volunteered for service with a British air unit fighting in France during World War I. One day, Lieutenant Siebold flew out on a



combat mission from which he never returned; months later, after the war had ended, his death was confirmed, even though his remains were never positively identified.

At the time her son was engaged in battle – and even while she endured long days and months while waiting to hear word of his fate – Grace Siebold volunteered at military hospitals in Washington, D.C., area. Though she had to deal with her own sorrow, she still offered comfort to wounded veterans and solace to their families. After learning of the loss of her son, she organized a small group of mothers who had also lost their sons in service to their nation, and began reaching out to all families who made similar sacrifices.

Today, the spirit of Grace Siebold lives on in our Gold Star families. Many have chosen to honor the service of their loved ones by serving others themselves, and extending a helping hand to those whose lives are suddenly changed by the loss of someone they had shared their life with.

I know, because I have spent time with family members who can wear the Gold Star with pride. I am humbled by their determination to carry on, and by their dedication to the memory of their departed loved ones. They know that they can never replace what they lost, but they also know that the loss was not in vain, so long as there is someone who is willing to serve and willing to uphold our nation's best values.

Please remember this whenever you see the Gold Star, and whenever you meet someone who's earned the right to wear one. We can never repay them, so we must never forget them.

## THE GLOBAL LINE

*The Global Line is an authorized publication under the provisions of AR 360-1 for members of the Department of Defense. Contents of the Global Line are unofficial views of, and are not necessarily the views of, or endorsed by, the U.S. Army or the Department of Defense. The editorial content of The Global Line is produced, published and distributed monthly by ASC Public Affairs Office, Building 390, 1 Rock Island Arsenal, Rock Island, Illinois, 61299-6000. Contributions to The Global Line are welcome. The PAO reserves the right to edit submissions for style, clarity or fit.*

E-mail address: [ROCK-ASC-GLOBAL-LINE@conus.army.mil](mailto:ROCK-ASC-GLOBAL-LINE@conus.army.mil)

Phone: (309) 782-5421, DSN 793-5421 Fax: (309) 782-5011.

Maj. Gen. Robert M. Radin  
Commanding General

Daniel M. Carlson  
Public Affairs Officer

Charles W. Fick Jr.  
Managing Editor

Teresa Johnston and Greg Wilson  
Design & Layout



# Blue, Gold Star Banners symbolize service, sacrifice

By George Eaton  
ASC Command Historian

The Gold Star Banner evolved from the Blue Star Banner. Their histories are intertwined.

## **The Blue Star Banner**

The Blue Star Banner was created during World War I. It was designed by an Army officer who had two sons serving in France. He wanted to visibly display that he had sons in the Armed Forces.

The Blue Star Banner quickly spread as an unofficial way to show that your family had a child in the Services during a time of hostilities. Service flags have a deep blue star for each living member in the service. Usually hung in an exterior window, the banners became commonplace in homes where anxious, yet proud, families waited for word from their sons, husbands, brothers and friends striving to free those an ocean away.

On Sept. 24, 1917, an Ohio congressman read the following into the Congressional Record: "... The mayor of Cleveland, the Chamber of Commerce and the governor of Ohio have adopted this service flag. The world should know of those who give so much for liberty. The dearest thing in all the world to a father and mother – their children."

The Blue Star Service Banner is an 8- by 14-inch white field with a blue star(s) and a red border. The number of Blue Stars indicates the number of children serving in the military.

## **The Gold Star Banner**

The Gold Star Banner was also introduced during World War I. In May 1918, President Woodrow Wilson approved the suggestion of the Women's Committee on National Defense recommending that American women should wear a black band on the upper left arm adorned with a gold star. Each star would represent a family member who had given his or her life for their country.

Later in 1918, President Wilson acknowledged the Blue Star banners and added, again from a suggestion by the Women's Committee on National Defense, that if the family member was lost while serving that the blue star was to be covered with a gold star. This created the Gold Star Banner.



The blue would be symbolic of hope and the gold would symbolize sacrifice for freedom. The gold star was meant to convey the honor and glory deserving of the individual who had made the supreme sacrifice.

Each gold star indicated a family member killed during hostilities. Blue and gold stars would be included on the same banner. While banners typically had at most three stars, the Sullivan family of Waterloo, Iowa, had the honor and misfortune to have five gold stars on their banner after all five Sullivan brothers perished together on the USS Juneau in November 1942.

After World War I, the service banner copyright passed to the War Department. During World War II, the War Department issued specifications on the manufacture of the banner as well as guidelines indicating when, and by whom, the Service flag could be flown or the Service Lapel button could be worn. In World War II, the Blue and Gold Star Banners became very popular and could be seen in almost every window. The copyright has since passed to the Department of Defense.

Blue Star Service Banners, while widely used across America during World Wars I and II, were not embraced with nearly the same enthusiasm during the Korean and Vietnam wars. In 2001, the service banner again became an official method for a family to symbolically represent a family member serving in the Armed Forces and has again seen widespread use.

## **Gold Star Mothers**

The Blue Star and the Gold Star Banners could be hung by any immediate family member: grandparents, wife, husband, mother, father, stepparent, adopted parent, foster parent, child, stepchild, adopted child, brothers, sisters, and half brothers and sisters. However, only mothers were recognized as "Gold Star Mothers."

President Wilson first used the term "Gold Star Mother" in a letter to the Women's Committee of National Defense. Grace D. Seibold, who lost her son, 1st Lt. George Seibold, in France, is recognized as the first "Gold Star" mother.

Several Gold Star Mothers groups were founded during World War I with varying longevity. In 1928,



Courtesy photo

**Grace D. Seibold,**  
founder of Gold Star Mothers

**See STARS, page 8**

# Radin, Thompson receive Secretary of Army top achievement awards

By C. Todd Lopez  
Army News Service

WASHINGTON – The 17 recipients of the 2008 Secretary of the Army Awards – including two from Rock Island Arsenal – were honored March 18 during a ceremony at the Women in Military Service for America Memorial at the gates of Arlington National Cemetery.

Lt. Gen. David H. Huntoon Jr., director of the Army Staff and Dr. Lynn Heirakuji, deputy assistant secretary of the Army for Personnel Oversight, assisted Secretary of the Army Pete Geren in presenting the awards.

“All the award recipients here this morning represent the proud Army tradition of selfless service, of answering the call of something greater than yourself,” said Geren. “When we honor our recipients today, we are honoring all the men and women they work with on a daily basis. Your accomplishments are second only to your motivation, we thank you very much for what you have done.”

### **Award winners included:**

- Outstanding Achievement as an EEO Manager: **Maj. Gen. Robert M. Radin**, U.S. Army Sustainment Command, Rock Island, Ill.
- Outstanding Achievement as an Equal Employment Opportunity Professional: Renita W. McNeill, U.S. Army Corps of Engineers, Wilmington, N.C.
- Outstanding Achievement as an EEO Manager: Spurgeon A. Moore, director of the Equal Opportunity Compliance and Review Directorate in Arlington, Va.
- Small and Disadvantaged Business Utilization: Garfield W. Boon Jr., Space and Missile Defense Command, Huntsville, Ala.
- Secretary of the Army Editor of the Year: Marcus A. Cox, Installation Management Command - Europe.
- Secretary of the Army Award for Publications Improvements: Dwayne J. Viergutz, IMCOM-Europe.
- Secretary of the Army Award for Publications Improvements, Departmental: Diane E. Eidson of the U.S. Army Chemical, Biological, Radiological, Nuclear School at Fort Leonard Wood, Mo.
- Suggester of the Year Award, Civilian: David A. Sanchez, Corpus Christi Army Depot, Texas.
- Suggester of the Year Award, Military: Chief Warrant Officer 3 Jason A. Gree-



Photo by C. Todd Lopez

**Secretary of the Army Pete Geren presents the award for Outstanding Achievement as an EEO Manager to Maj. Gen. Robert M. Radin, commanding general of the U.S. Army Sustainment Command, Rock Island, Ill. Radin was recognized for ensuring that anyone with disabilities had reasonable accommodations at Rock Island Arsenal.**

gor, Tank Automotive Research, Development and Engineering Center, Warren, Mich.

### **Decoration for Exceptional Civilian Service:**

- **Lee Thompson**, executive director of the Logistics Civil Augmentation Program known as LOGCAP and assistant deputy assistant secretary of the Army for policy and procurement in Iraq and Afghanistan.
- Edward G. Elgart, CECOM Life Cycle Management Command, Fort Monmouth, N.J.
- Kevin M. Fahey, Program Executive Office, Ground Combat Systems, Warren, Mich.
- Krishna Ganta, deputy for Army Environmental Programs, Office of the Assistant Chief of Staff for Installation Management, Washington, D.C.
- Phillip L. Hunt, U.S. Army Corps of Engineers, Washington, D.C.
- Yolanda G. Lay, supervisory traffic management specialist, Office of the Deputy Chief of Staff, G-4, Washington, D.C.
- Claudia L. Tornblom, deputy assistant secretary of the Army for Civil Works, Washington, D.C.
- Michael J. VanRassen, supervisory program manager for Program Executive Office - Command, Control, Communications Tactical, Fort Monmouth, N.J.

## 402nd civilians receive Defense of Freedom Medals

**Summer Barkley**  
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – Two civilians assigned to 1st Battalion, 402nd Army Field Support Brigade were presented with Defense of Freedom Medals by Lt. Gen. Mitchell H. Stevenson, deputy chief of staff for logistics (G-4), Headquarters, Department of the Army, in a Feb. 18 ceremony at Joint Base Balad, Iraq.

The medal is the civilian counterpart to the Purple Heart.

Tony M. Hall, a heavy mobile equipment operator, and Christopher Kirby, a master driver and master driver trainer, were awarded the medals as a result of wounds they received when the quarters in which they were sleeping came under an indirect fire (mortar) attack by insurgents on Camp Anaconda, Balad, Iraq on April 20, 2008.

According to the provost marshal's office report, a 107mm rocket-propelled grenade struck the ground near the housing area where Hall and Kirby were sleeping. Shrapnel entered their room and wounded both men.

Hall and Kirby were transported by ambulance to the Air Force Theater Hospital at Camp Anaconda, Balad, Iraq and underwent surgery. Following their discharge from the hospital, both men were placed on convalescent leave.

Hall, a Department of the Army civilian employed by Red River Army Depot, Texarkana, Texas, has been assigned to the battalion since March 2008. He was born in Fort Worth, Texas, and enlisted in the U.S. Army, serving in Vietnam from 1973-74. Hall is on his second tour in Iraq and is currently assigned to Taji

National Maintenance Depot.

Recalling the events of that April 2008 morning, Hall said he did not realize he was wounded at first, "everything was moving so fast."

Hall added that he discovered that he was wounded after he entered a bunker and felt a stinging and burning sensation in his arm. He was hospitalized

for three days and then went home to recuperate. When asked why he returned, Hall said simply, "I'm not a quitter."

Kirby has worked for ITT Corporation for approximately four years and was also employed by KBR for approximately one year as a truck driver. He previously served with ITT in Kuwait and in Iraq at Ramadi and Joint Base Balad. As a master driver and master driver trainer, part of his current job is to train and license personnel to drive heavy Army tactical vehicles.

Ironically, Kirby had been at Balad for only two days before the incident.

He praised the staff of the Air Force Theater Hospital and said, "I got the best medical care I've ever had in my entire life [there]." Like Hall, Kirby was hospitalized for three days and then flown home to recuperate.



Photos by Spc. Brian K. Barbour

**Lt. Gen. Mitchell H. Stevenson, deputy chief of staff for Logistics (G-4), Headquarters, Department of the Army, pins Defense of Freedom Medals on Christopher Kirby (left) and Tony M. Hall during a ceremony at Joint Base Balad, Iraq, Feb. 18.**



Asked why he chose to return to his job, he said, "These are the best people in the world."

The Defense of Freedom medal was announced by Defense Secretary Donald H. Rumsfeld on Sept. 27, 2001, and was initially presented to 37 people who had been killed or wounded in the Sept. 11, 2001, terrorist attacks.

The Defense of Freedom Medal was established to acknowledge civilian employees of the Department of Defense who are killed or wounded in the line of duty. The medal symbolizes the extraordinary fidelity and essential service of the Department's civilian workforce, who are an integral part of DoD and who contribute to the preservation of national security.

## Army segues from LOGCAP III to IV

### More companies, contracts bring better value to military

#### ASC Public Affairs

With the recent announcement by President Barack Obama downsizing forces in Iraq and increasing in Afghanistan, the Army is adapting its contracted support for troops in overseas contingency operations.

The Logistics Civil Augmentation Program will continue, with LOGCAP IV employing a new strategy developed by the Army Sustainment Command, in consultation with its higher headquarters, the Army Materiel Command and combatant commanders, who represent LOGCAP's ultimate consumers – U.S. servicemembers and civilians in the field.

It draws from the lessons learned during the past five years and calls for improved administration and oversight.

LOGCAP was established in 1985, primarily to pre-plan for contingencies and to leverage existing civilian resources. The current version of LOGCAP, known as LOGCAP III, was awarded in 2001 to the firm Kellogg, Brown and Root (KBR) Services and has been used primarily in support of operations in Iraq, Afghanistan, Kuwait, Djibouti, Jordan, Kenya, Uzbekistan and Georgia.

AMC first assumed management responsibilities in 1997 for LOGCAP II, which was used until 2001 in support of American forces in the Philippines, Columbia, Ecuador, Haiti, East Timor and Panama. DynCorp International LLC was awarded that contract.

The LOGCAP IV acquisition plan called for three, multi-year, best-value performance contracts with subsequent requirements to be competed as task orders among the three performance contractors. DynCorp, Fluor Intercontinental Inc. and KBR were awarded contracts in June 2007. In addition, the plan called for awarding a planning support contract, separate from the performance contracts.

With LOGCAP IV, the Army awarded three performance contractors to deliver the services, instead of just one as under LOGCAP III.

Splitting the planning and performance contracts allows the Army to manage LOGCAP actions more effectively. Performance contractors will compete for individual LOGCAP task orders, fostering a competitive situation designed to control costs and enhance quality.

Services include supply operations, field operations, engineering and construction, communication networks, transportation and cargo, facilities maintenance and repair.



U.S. Army photo  
**Recreation facilities, like this one at Camp Arifjan, Kuwait, are staffed by LOGCAP contract workers.**

A fourth contractor, Serco-North America, received the award of a multi-year, government program management support services contract in February 2007.

#### **Status of LOGCAP IV**

Remaining transition issues include complicating factors, the Army's method for resolution, specific steps planned, and a general timeline.

LOGCAP IV is under way in Southwest Asia, meeting evolving requirements. A strategy to ensure uninterrupted services for the transition of requirements currently under LOGCAP III to LOGCAP IV is also underway.

#### **Kuwait:**

The transition in Kuwait is complicated. A LOGCAP IV task order for Kuwait awarded to DynCorp in November 2008 met protest by an unsuccessful bidder, as was a task order for Udairi Air Field awarded to DynCorp in December 2008. A third LOGCAP IV task order awarded to Fluor also was protested.

The Army Sustainment Command authorized DynCorp and Fluor to proceed under the task orders following denial of the protests by the Government Accountability Office in February 2009.

Three task orders transitioned to LOGCAP IV were announced, competed, awarded, then protested. LOGCAP III services continued until protests were resolved. The task orders are:

- Task Order, 147, Kuwait Area of Operations Support
- Task Order 157, Udairi Airfield

**See LOGCAP, page 7**

## LOGCAP

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- Task Order 161, Test Measurement and Diagnostic Equipment

Upon completion of the transition, all LOGCAP work in Kuwait will be performed under LOGCAP IV.

### **Afghanistan:**

Operations in Afghanistan present daunting challenges. U.S. forces, often operating out of austere forward operating bases, must contend with temperature extremes and rugged terrain. The existence of multi-national coalition forces and troop expansion must also be factored in.

Urgent new requirements in Afghanistan have caused delay in the commencement of the legacy task order competition process for the transition of LOGCAP work in Afghanistan.

Certain task orders awarded under LOGCAP III are set to expire in late March, but because of active combat operations and the difficulties to physically transition, task orders will be extended to ensure uninterrupted service and to accommodate the LOGCAP IV transition.

Once initiated, it is expected that the transition could take from six to nine months, depending upon the mission, specific needs of forward operating bases and challenges inherent to the situation and environment. Examples include the size of the FOB, its location – which could affect incoming supplies – enemy attacks, and roads known to have improvised explosive devices.

In compliance with the president's increase of forces in Afghanistan, all new work identified will be competed under LOGCAP IV. A look at Regional Commands (RCs) indicate:

- RC East: Emergency work awarded to Fluor to expand four existing FOBs, with a recent request to create eight new FOBs – pending requirement.
- RC South: Emergency work to expand eight FOBs is underway after being competitively awarded to Fluor under LOGCAP IV.
- RC East/South: Six task orders have been rolled into two for this region with a target award of early April.

### **Iraq:**

A guiding principle of the transition is that it will be conditions-based, as agreed by all key stakeholders. Transition from LOGCAP III to IV is complicated by a number of sensitive, as well as practical, issues.

In-country concerns over transition focus on cost, base closures, augmented contractor presence, and likely operational impact.



U.S. Army photo

***Delivering fuel to fighting forces in Iraq is just one of the essential services performed by LOGCAP.***

For example, near-term base closure work may be handled more efficiently and effectively under LOGCAP III rather than shifting to LOGCAP IV – an effort which could result in increased costs required to mobilize additional contractors (with no long-term benefits due to the closed-ended nature of the requirement), added complexity due to the necessary coordination required between gaining and losing contractors, and increased turbulence during the transition.

Department of Defense transition planning is underway with mission changes impacting the final outcome. The original intent was to break up the single task order into five base life support task order operations and a corps logistics service support services/transportation support task order. However, President Obama's plan to draw down forces in Iraq is being addressed based on theater realignment decisions.

### **Conclusion**

LOGCAP IV is the future for the Army's Logistics Civil Augmentation Program, especially as that program relates to overseas contingency operations. Many issues will affect the transition of requirements from LOGCAP III as well as the long-term use of LOGCAP IV. The practical realities, as well as the overall strategy, are being carefully weighed and incorporated into solutions providing the best support to U.S. forces and its allies.



*(Editor's note: Lee Thompson, executive director, Logistics Civil Augmentation Program, Army Sustainment Command, contributed to this article.)*



**[For more photos click here](#)**

# Obama pledges to reform defense contracting

By John J. Kruzal  
American Forces Press Service

WASHINGTON – President Barack Obama pledged March 4th to ensure the security of the American people while trimming fat from the Defense Department budget and reforming government contracting.

Obama's remarks came a week after unveiling his proposed budget summary, which allocated \$534 billion for the Defense Department's base operating budget in fiscal 2010 – a 4 percent, or \$20 billion, increase from the previous year.

“As commander in chief, I will do whatever it takes to defend the American people, which is why we've increased funding for the best military in the history of the world,” he said at the Eisenhower Executive Office Building.

“We'll make new investments in 21st-century capabilities to meet new strategic challenges, and we will always give our men and women in uniform the equipment and the support that they need to get the job done,” he added.

Obama cited a report last year by the Government Accountability Office, Congress' independent

watchdog, that found cost overruns of \$295 billion on 95 major defense projects. He praised Defense Secretary Robert M. Gates for taking steps toward



White House photo

reform, and he requested that Gates work with Congress to help in shaping legislation.

Regarding Iraq, Obama said too much money has been paid for services that were never performed, buildings that were never completed and companies

that skimmed off the top. He added that too many contractors in the United States have been allowed to get away with extended delays in developing unproven weapon systems.

“It's time for this waste and inefficiency to end,” the president said. “It's time for a government that only invests in what works.”

The president said he rejects the “false choice” between securing the nation and wasting billions of taxpayer dollars, and he vowed to reform a government contracting system he characterized as “broken.”

“In this time of great challenges, I recognize the real choice between investments that are designed to keep the American people safe and those that are designed to make a defense contractor rich,” he said.

Obama signed a presidential memorandum instructing his administration to dramatically reform the way it does business on contracts across the entire government, and he tasked budget director Peter R. Orszag to produce new contracting guidelines by September.

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## Stars

*continued from page 3*

a group of Gold Star Mothers began a national Gold Star Mothers association. In the late 1920s, this group was expanded to include widows of service members killed during hostilities or who died from their wounds. The group was incorporated in 1929 and granted a Federal Charter in 1984.

The pre-eminent official achievement of the Gold Star Mothers was in gaining government-funded trips to World War I cemeteries in Great Britain and France in the late 1920s and early 1930s.

In 1919, families of Soldiers buried in France had been given a choice to leave the remains in France or have them returned to the United States for final interment.

The government made a vague promise to send families to Europe to view the American cemeteries, but with the financial crisis of the late 1920s and 1930s, funding was not made available until the Gold Star Mothers, Inc. mounted a political campaign. Several group tours were organized, funded, and operated by the War Department in the 1930s.

*(Editor's note: Contents of this article drawn from the following sources: <<http://www.legion.org/national/supporttroops/bluestarbanner> <http://www.flagpro.com/store/service-banner.html>>*

*Lisa M Budreau, “The Politics of Remembrance: The Gold Star Mothers’ Pilgrimage and America’s Fading Memory of the Great War,” Journal of Military History, Volume 72, Number 2, April 2008, pp. 371-411.)*



## ASC provides mission insight at AUSA's winter gathering in sunny, warm Fort Lauderdale

By Jon Connor  
ASC Public Affairs

Private industry and some Army commands got a golden opportunity to show off what they do and how they do it during the Association of the United States Army Winter Symposium and Exposition held at Fort Lauderdale, Fla., Feb. 25-27.

The event, held inside and out of the Broward County Convention Center, allowed the Army Sustainment Command to explain its mission to attendees and what ASC's important role is in support of overseas contingency operations.

ASC's booth supported Army Materiel Command's overall theme of the future of the warfighter based on emerging technologies by employing a small-town-like exhibit – a village.

"You want to make it interface with the public," said Cathy Mitchell, exhibit manager for AMC. Coupled with, she said, "what we are doing for the Soldier."

Awaiting passers-by was ASC's subject-matter expert, Lt. Col. Horatio "Sprague" Taveau V, commander of the 1st Battalion, 407th Army Field Support Brigade (CONUS West), Fort Carson, Colo.

Despite being a 23-year Army veteran, this was Taveau's first AUSA symposium as a briefer or attendee.

"It's definitely very interesting," he said, looking around at all the exhibits of companies he's somewhat familiar with based on advertisements in military trade journals.

"If just a quarter of it gets to the battlefield it'll make a huge difference," he said. "There are logistics systems here that we could use now."

Assisting him tell the ASC story was Photon Opticon technology in the form of a hologram with short presentations courtesy of Staff Sgt. "I. M. Ready," who was billed as the Army's most eager Soldier. Ready explained ASC's various missions, including Field Support, Logistics Civil Augmentation Program, Materiel Management, Army Force Generation/Logistics Synchronization, and Army Prepositioned Stocks.

Ready explained the aforementioned missions in bite-size, digestible orations lasting about 30 seconds each.

"Most of the people I talked with – those developing businesses – were interested in ASC and what we do," Taveau said.

Taveau certainly can "talk the talk" after

"walking the walk" as a veteran of operations Desert Shield and Desert Storm, where he served as the Maintenance Support Team platoon leader with the 502nd Forward Support Battalion, 2nd Armored Division.

He also commanded a company with 501st FSB, 1st Armored Division during operations in Bosnia as part of the Implementation Force (IFOR) and has been awarded the Southwest Asia Service Medal with three campaign stars.

Although exhibits were a large part of the event, the symposium included forums with many of the Army's top leaders and private industry experts, highlighting developments and changes for the Army of the 21st century involving electronics, engineering, and leadership.

For example, Lt. Gen. James H. Pillsbury, AMC's deputy commanding general, spoke on the "U.S. Army Materiel Command's Perspective" and also led a panel discussion on "Resetting the Force."

Pillsbury also received a quick briefing from Taveau as he made the rounds at AMC's exhibit area the first day of the symposium.

Taveau compared attending an AUSA symposium to a pilgrimage. "At least once in their career they should come here and see what's here," Taveau said of Soldiers attending an AUSA symposium. It's a great opportunity, he said, to get to know people – people who can get things done – and learn about others' ideas on weapons systems, for example, that can help a unit.

It's amazing, he said, the "sheer amount of knowledge folks can benefit from."

Just 25 feet away at another AMC booth was Bhavanjot Singh, a project officer with the Armament Research, Development and Engineering Center, Picatinny Arsenal, N.J.

Singh was presenting a vehicle known as the "Ripsaw MS1" – an unmanned robotic and lethal tracked vehicle. Singh said it can reach speeds of more than 60 mph and do it very quickly.

It resembles the lower half of a tank and can accommodate various weapon systems, such as the M240 machine gun. The beauty of this machinery, he said, is that it can maneuver about 1 to 2 miles away from a command area or modular station that can be put into other Army vehicles on the battlefield.

"They loved it," Singh said of attendees watching the demonstration video. "Some already knew about it, some didn't," he said. The Ripsaw is "as smart as the person operating it."

# Arsenal leaders sign Warrior Covenant

By 1st Lt. Bryan Huebsch  
Executive Officer

Community Based Warrior in Transition Unit-Illinois

Rock Island Arsenal and Community Based Warrior in Transition Unit – Illinois leaders signed the Army Warrior Healthcare Covenant on Feb. 17 at the Arsenal Club. The covenant reaffirmed the commitment that installation and medical leadership pledged as a part of Army Warrior Care Month.

Maj. Gen. Robert M. Radin, commanding general of Army Sustainment Command and senior mission commander at RIA; Joel Himsl, RIA garrison manager; Col. Larry Heisler, commander of Task Force NARMC; and Capt. Martin Munoz, CBWTU-IL commander, all signed the covenant affirming the commitment of the Arsenal's leadership to the Soldiers and families served by the CBWTU-IL.

Task Force NARMC, or North Atlantic Regional Medical Command, serves as a "remote installation" to Community Based Health Care Organizations located in Boston, Mass.; Virginia Beach, Va.; and Rock Island, Ill.

The CBWTU provides medical and administrative case management to National Guard and Army Reserve Soldiers whose injury or illness requires ongoing medical treatment. CBWTU enables these Soldiers to live at home and remain on active duty while receiving medical care.

"The community is the support base for all these Soldiers coming home; this is important," Heisler said. Transition back into their communities is key to the program and community members help, Heisler said, noting families are also a big part of it, along with the local medical community.

The CBWTU – IL is responsible for assisting Soldiers in the six-state area of Wisconsin, Illinois, Iowa, Minnesota, Michigan and Indiana.

The ceremony was highlighted by a videotaped keynote speech by Radin, who was traveling. In his remarks, Radin highlighted the support he and ASC Command Sgt. Maj. Stephen D. Blake provide to Warriors. Radin was referring to a program he spearheaded early in 2008 to ensure the National Guard Bureau and Army Reserve Headquarters were abreast of Warrior issues and concerns.

Himsl's speech highlighted the upgrade of CBWTU-IL facilities. He also mentioned the Quad Cities Military Appreciation Week scheduled in May.

Heisler expressed his thanks for the sacrifices that the Warriors have made for their nation. He also praised the service that the CBWTU cadre

and healthcare providers give to the Wounded Warriors.

The ceremony also featured the awarding of certificates of recognition to members of the local and Arsenal community. The unit has benefited from community support to help make the unit's mission successful.

Col. Mark Klingelhofer, Joint Munitions Command chief of staff, joined the dignitaries for the awards reception portion of the ceremony.

Award recipients were Jack Smith, Army Community Service; Rosanne Spencer, TACOM Life Cycle Management Command; Huck Rhodenbaugh, RIA Department of Public Works; Mark Shuck, Association of the United States Army; Dr. Bryan Blew, Blew Family Dentistry; Nancy Reeves, Child and Youth Services; Michael Brisch, Steeplegate Best Western Hotel; and Kirk Goodman, Quad Cities River Bandits.

The recipients contributed to CBWTU-IL's facilities upgrade last year and to the success of quarterly Warrior Musters, at which Soldiers in transition meet face-to-face with their case managers and advisers.

CBWTU-IL has returned to duty or administratively out-processed more than 1,200 Soldiers since 2004. All of these Soldiers were mobilized in support of overseas contingency operations and incurred wounds, injury or illness during their mobilized time.

CBWTU-IL was the first CBWTU to conduct a covenant ceremony. Ceremonies were also planned at Fort Sam Houston, Texas; Walter Reed Army Medical Center in Washington, D.C.; and in Heidelberg, Germany.

The covenant will be displayed in the unit's new office location in Building 350 and serves as a symbol of the commitment by the unit and Arsenal leaders to future Warriors.

*(Editor's note: Mark Kane, RIA Garrison Public Affairs Office, contributed to this article.)*



Photo by 1st Lt. Bryan Huebsch

**Col. Larry Heisler signs the Warrior Covenant at Rock Island Arsenal.**



**[For more photos click here](#)**

# NCO takes charge, keeps colors flying

By Staff Sgt. Sean Riley  
ASC Public Affairs

When I went through basic training at Fort Knox, Ky, my drill sergeant told my platoon about a Civil War Soldier who “never let the colors hit the ground.” He told us how this Soldier witnessed the regimental color bearer being mortally wounded in battle and how this particular patriot scooped up the regiment’s colors before they were fouled by touching the earth. He added that this Soldier, after retrieving the flags, risked life and limb to rally his comrades to the colors and led the charge.

Now, having watched numerous Hollywood movies about the Civil War, and reading about the battles that ensued, I believe that volley fire from hundreds of muskets would more than likely result in very painful, if not deadly, wounds.

More often than not, Soldiers hit by the large-caliber lead balls didn’t succumb right away. No, they usually suffered terribly before dying, often from the infections of their wounds. To brave that terrible prospect and come out alive was truly a miraculous thing.

My drill sergeant’s tale of the Civil War Soldier who risked his life and displayed such heroics was always more of a faceless ideal than the true-life story of a real-life, flesh-and-blood American. Until now.

Sergeant Nathaniel C. Barker was born Sept. 28, 1836, and died March 7, 1904, at the ripe old age of 67.

During the Civil War, Barker was one of thousands of New Hampshire men who volunteered to fight for their country as Union Soldiers. In 1864, Barker was promoted to sergeant and was serving in Company E, 11th New Hampshire Infantry.

Under the orders of future president Lt. Gen. Ulysses S. Grant, Barker and the 11th N.H. Inf. were part of the Army of the Potomac commanded by Maj. Gen. George G. Meade. They were on the march after the Battle of the Wilderness, where Grant pitted his resolve against Confederate Gen. Robert E. Lee.

When the Union and Confederate armies clashed on May 8, 1864, 10 miles southeast of what is now called the Battle of Spotsylvania, a fierce 12-day battle ensued.

It was fought in the Rapidan-Rappahannock river region of central Virginia, an area where more than 100,000 Union and Confederate Soldiers died between 1862 and 1864.

Pitting some 52,000 Confederate Soldiers against Meade’s 100,000 Union troops along a four-mile



Virginia, 1864 (From the U.S. Army Art Collection)

trench line, the battle is among the deadliest in American history.

On the bloodiest day of battle, May 12, six color bearers of the 11th N.H. Infantry were killed. Barker, witnessing the regimental color bearer fall, voluntarily took the regimental flag and, foregoing his own safety, advanced it through the remainder of the battle.

The records show that not one, but 36 Medals of Honor were earned in that bloody battle. Barker received his award on Sept. 23, 1897, for his actions and selfless service that day.

As my drill sergeant hoped to evoke a sense of wonder and awe at the heroics of that (once) nameless Soldier, I can’t help but think about Sgt. Barker and how he epitomizes the seven core Army values of today’s Soldier: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

Barker has helped shape the modern warfighter with his actions that day. By holding those seven core value as benchmarks for success, it shapes us into professional Soldiers unlike any in the world. We are Soldiers willing to put ideals of our country, our mission, before ourselves.

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## Europe oil lab earns ISO recertification

By Jennifer King  
405th AFSB Public Affairs

SECKENHEIM, Germany – The Army Oil Analysis Program Mannheim Laboratory Center is the first AOAP laboratory worldwide to receive recertification under the newest International Organization for Standardization 9001:2008 criteria.

Although the laboratory was already ISO certified, the new certification is awarded at a higher level of standards.

“The changes in ISO 9001:2008 are primarily clarifications that are intended to provide clarity and thus improve understanding of the existing requirements,” explained Akwasi Edusei, AOAP MLC quality management

representative. Edusei said the new standard allows an organization flexibility in the way it documents its quality management system, while enabling an organization to minimize documentation.

Meeting the new standards for certification isn’t easy, he said.

“We had to study the changes outlined in the ISO 9001:2008, then review and update our system to reflect the changes in the certification,” Edusei said.

Heidrun Bodeit, AOAP MLC director, is thrilled that her team has received yet another certification from the ISO.

“I am so proud and happy to lead this wonderful MLC team,” she said.

Col. John Haley, commander



of the 405th Army Field Support Brigade, echoed Bodeit’s sentiments and offered congratulations to the laboratory staff.

“I am very proud to have [the laboratory] as part of the U.S. Army Materiel Command team here in Europe. This recertification is recognition for the hard work and high standards the AOAP lab has set for itself,” Haley said.

## Dress on the colors

During the Civil War, sergeants and corporals preserved order when troops massed in line and assisted the officers by leading small units deployed for skirmishing. The color sergeant, performing what had once been an officer's duty, became the pivotal point in battle around which the regiments advanced and wheeled. Visible through the smoke and dust of battle, the sergeant's colors attracted the heaviest enemy fire and became the center of hand-to-hand combat. Here a regiment advances during the siege of Petersburg by aligning itself on the color sergeant.

Each infantry regiment had two colors, the Stars and Stripes and a second with a solid field bearing the national arms. Both flags were large, 6 by 6 1/2 feet, mounted on 9 1/2 foot pikes. The national colors, shown here, bore the regimental designation on the central stripe. It became the battle flag, the one usually carried into combat. The practice of inscribing honors on the other stripes during the Civil War led to the modern custom of streamers. Each flag was borne by a color sergeant, a special duty position distinct from the company-level NCO. He was protected by the six corporals of the color party.

Sergeants in the Civil War were distinguished by their chevrons and trouser stripes and by their right to carry a sword, in this instance, a model 1840 NCO sword suspended from a shoulder belt and waist belt with distinctive eagle plates. Branch insignia included devices (for infantry, the light infantry horn) as well as the distinctive color of the uniform trim. Each foot Soldier carried his possessions in a painted canvas folding knapsack with blanket roll strapped above. The knapsack was the first thing dropped before going into action. The Soldier, however, was rarely separated from his haversack, which contained his rations, and from his tin canteen.

– U.S. Army Center for Military History



# BOOTS ON THE GROUND:

## *Meeting with an Afghan governor*



ISAF photo

**Brig. Gen. John W. Nicholson (2nd from left) and his staff meet with Provincial Gov. Del Bar Arman in Zabul, Afghanistan, to plan reconstruction projects. Meetings like this are a key element of Coalition strategy to build trust and empower Afghan leaders to meet the needs of their people.**

*(Editor's note: From time to time, members of the ASC Team share their battlefield experiences and observations with us. Col. David Aucoin, assistant deputy Afghan program director and officer-in-charge Detachment 27, AMC LOGCAP, Combined Joint Task Force-101/Combined Joint Special Operations Task Force, Kandahar Air Field, Afghanistan, recently accompanied Brig. Gen. John W. Nicholson, deputy commanding general for Stabilization, Regional Command-South, to a meeting with Zabul Provincial Gov. Del Bar Arman. Excerpts of Aucoin's report follow.)*

I had the privilege of accompanying Brig. Gen. Nicholson to a meeting with Zabul Province Gov. Arman, Dep. Gov. Gulab Shah and Afghanistan National Army Maj. Gen. Jamal Uddin.

Arman is one of the longest-standing governors in all of Afghanistan and also one of our strongest allies. He is very articulate, fluent in English and has an engineering background. The meeting was also attended by representatives from the State Department, the Agency for International Development and the Qalat Civil-Military Cooperation Provincial Reconstruction Team. The

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## BOOTS

*continued from page 13*

meeting highlighted the many very complex issues we face in supporting the Zabul Provincial Government and Afghanistan in general.

He was very interested in the expansion of bases in and around Qalat, the provincial capital. As with bases back in the United States, he is clearly aware of the economic benefits of these facilities which could potentially employ many of his constituents and improve the economy for the Zabul province.

Arman has a vision of a master plan for Qalat and would like assistance in achieving his vision.

Zabul province has a literacy rate estimated to be below 5 percent, life expectancy in the 40s and a high infant mortality rate. While there is a strong desire [by Coalition authorities] to employ local Afghans, their skill sets must be enhanced.

Accordingly, there is a strong desire for vocational and administrative training. On the latter, administering a contract appears to be one of the biggest challenges.

We often perceive things in a very focused, kinetic manner; that is, how to go out and get the “bad guys.” In reality, it is much more complex. Eliminating the insurgency won’t necessarily address the root causes of the problems – specifically, the very dire



*Looking like something from a National Geographic special, Afghanistan, is the capital of Zabul Province.* ISAF photo

economic and living conditions that exist throughout much of Afghanistan. By improving the lot of the average Afghan, supporting the Afghanistan National Army and Afghanistan National Police and demonstrating that the elected government is directly involved in improving the daily lives of the Afghans, we will strengthen Afghan governance and enable Afghans to become resistant to outside influences. This will not happen overnight and will require an inter-agency approach from the Departments of Defense and State, the Agency for International Development and other U.S., non-governmental and international organizations.

Arman hosted a very nice lunch for us. We then attended a Shura, co-hosted by the governor and Brig. Gen. Nicholson. During the Shura, elders from local groups were given the opportunity to speak their minds.

Suffice it to say, these folks did not hold back, speaking to Arman and Nicholson in a very stern tone of voice.

Much of the conversation had to do with much-publicized reports of civilian deaths allegedly caused by coalition forces engaging embedded Taliban insurgents operating within the populace.

Gov. Arman and his fellow citizens of Zabul Province are very much with us; however, they emphasized the need to be very careful in what we do.



*The author, Col. David Aucoin, shares lunch with fellow officers, hosted by an Afghan provincial governor. Note the markings on the otherwise familiar soda can.* ISAF photos



**[For more photos click here](#)**

# Aviation sustainers increase warfighter support

By Jennifer King  
405th AFSB Public Affairs

SECKENHEIM, Germany – The Theater Aviation Sustainment Manager – Europe is meeting the challenge of an increased operational demand with dedication, perseverance and a commitment to the mission.

The organization is supporting multiple units simultaneously through its equipment reset program, taking the parent units' aircraft and performing extensive maintenance to ensure combat readiness.



Department of Defense photo

The resulting spike in workload makes for “an incredibly demanding time for our organization,” explained Lt. Col. Tildon “Kye” Allen, commander of the TASM-E. “To meet our operational requirements and our mission deadline, which is the end of August, we must conduct operations seven days a week. Consequently, we are flying aircraft one to five times a day to ensure the aircraft meet all maintenance standards.”

Flying military aircraft isn't as easy as it sounds. In addition to needing certified and capable pilots, the organization must also follow strict guidelines from the German government when flying. The *Militarisches Luftfahrthandbuch Deutschland* (Military Aeronautical Information Publication Germany), which is published by the German government, outlines the rules and procedures regarding military aircraft flights within Germany.

“We have various regulations to which we have to adhere, both American and German,” said Rex Mercier, a DynCorp test pilot who works for the TASM-E. “Both the German and American military require that we fly at a minimum of 500 feet, and the German civilian requirements mandate that we be at least 1,000 feet below the clouds. How-

ever, as a pilot, I like to fly as high as possible just because that is more comfortable for me.”

In addition to height requirements, there are also visibility requirements for military aircraft flights.

“The German civilian requirement states that we must have a minimum of 8 kilometers [4.96 miles] of visibility to fly military aircraft,” Mercier added. “Even though the U.S. Army requirement is only 1,600 meters [5,280 feet] of visibility, we must also meet the German requirements, which we do on every flight that we execute.”

The flight restrictions add an additional dimension to the challenges of executing the reset mission.

“We must have a certain kind of weather in order to fly the aircraft so that we don't violate any of the airspace restrictions,” Allen said. “Therefore, we can only fly under certain weather conditions, and with the heavy amounts of rain we've been having lately, sometimes we have to fly multiple flights in one day to make up for days when we can't fly at all due to the weather conditions.”

In addition to optimal weather conditions, the flights are also restricted to certain areas of German airspace. For the TASM-E operations, the flight path includes the airspace above Coleman Barracks and the cities of Petersau to Frankethal.

Essentially, the flight area covers the airspace from Gruenstadt to Neustadt an der Weinstrasse west of Autobahn 61. By German regulation, the pilots cannot deviate from the flight path established in coordination with the German government.

“We simply could not execute our mission without the cooperation and support of our German Allies,” Allen emphasized. “We realize that many of our host-nation friends are inconvenienced by the flights, and the U.S. Army is grateful for all of their assistance.”

## 2009: Year of the NCO

Recognize an  
outstanding NCO in  
your unit today!



Each month, The Global Line intends to feature a noncommissioned officer. To nominate an NCO from your organization, send a photo, brief description and supervisor endorsement to  
[ROCK-ASC-GLOBAL-LINE@conus.army.mil](mailto:ROCK-ASC-GLOBAL-LINE@conus.army.mil)

## Defense Department establishes civilian expeditionary workforce

By Gerry J. Gilmore  
American Forces Press Service

WASHINGTON – The Defense Department is forming a civilian expeditionary workforce that will be trained and equipped to deploy overseas in support of military missions worldwide, according to department officials.

The intent of the program "is to maximize the use of the civilian workforce to allow military personnel to be fully utilized for operational requirements," according to a Defense Department statement.

Defense Department Directive 1404.10 outlines and provides guidance about the program.

Certain duty positions may be designated by the various Defense Department components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that they will deploy if called upon to do so. If the employee does not wish to deploy, every effort will be made to reassign the employee to a nondeploying position.

The directive emphasizes, however, that volunteers be sought first for any expeditionary requirements,

before requiring anyone to serve involuntarily or on short notice. Overseas duty tours shall not exceed two years.

Defense civilians reassigned from their normal duty to serve overseas will be granted the right to return to the positions they held prior to their deployment or to a position of similar grade, level and responsibility within the same organization, regardless of the deployment length.

Defense civilian employees who participate in the expeditionary program shall be treated with high regard as an indication of the department's respect for those who serve expeditionary requirements.

Expeditionary program participants' service and experience shall be valued, respected and recognized as career-enhancing.

Participants who meet program requirements would be eligible to receive the Secretary of Defense Medal for the Global War on Terrorism.

Related Sites: Defense Department Directive 1404.10 <http://www.dtic.mil/whs/directives/corres/pdf/140410p.pdf>



### DLA Director visits Joint Base Balad, Iraq

*Will Hayward, ITT Corporation, briefs Vice Adm. Alan S. Thompson, Defense Logistics Agency director, on fire suppression equipment during Thompson's Feb. 15 visit to the 2nd Battalion, 402nd Army Field Support Brigade, Joint Base Balad, Iraq. In addition to receiving briefings on brigade activities, Thompson visited the battalion's mine-resistant, ambush-protected vehicle service area and toured Redistribution Property Assistance Team operations.*

*Photo by Gary Moore*





## Business

*continued from page 17*

Command Chaplain (Lt. Col.) Joel Russell and his assistants coordinated and facilitated a new, interactive form of training to hundreds at Rock Island Arsenal, while others led the effort throughout ASC's global network of subordinate commands. The unorthodox training, called "Beyond the Front," has been lauded as being "some of the best facilitation for training," by Gen. Peter W. Chiarelli, the Army's vice chief of staff.

The interactive video took about an hour for participants to navigate their way through two distinctly different stories. In one, Spc. Kyle Norton, a fictional 19-year-old Soldier two months into his first deployment, deals with an unfaithful wife who is pregnant with another man's child, plus his best friend's death in an ambush. This series of events leaves the Soldier in a devastated psychological state.

In the other, participants followed the fictional Sgt. 1<sup>st</sup> Class Michael Martin's encounters with his buddy, Sgt. 1st Class Ben Hernandez. Martin can empathize with Hernandez, who has returned from his fourth consecutive deployment – and is

sliding down the slippery slope of posttraumatic stress, depression, alcohol abuse while transitioning back into the family.

Training participants followed the Soldiers and their scenarios, and based on decisions made during pauses at key points in the stories and guided by the trainers, chose to either help these Soldiers cope and recover from their hardships, or to ignore the risks and warning signs, ultimately leading to the demise of the Soldier.

The interactive video immersed the participants deep into lives and trials of the Soldiers, giving excellent examples of patterns and behaviors that can signal a person at risk of suicide.

Participants also received ACE (Ask, Care, Escort) cards – a handy guide if they ever find themselves in the position of having to assist someone deep in the thrall of depression and contemplating suicide. The card outlines steps and measures that can guide intervention in a troubling situation.

### **Ask your buddy**

- Have the courage to ask the question, but stay calm
- Ask the question directly, e.g., "Are you thinking of killing

yourself?"

- Care for your buddy
- Remove any means that could be used for self-injury
- Calmly control the situation; do not use force
- Actively listen to produce relief
- Escort your buddy
- Never leave your buddy alone
- Escort to the chain of command, a chaplain, a behavioral health professional, or a primary care manager

While guiding the training, Chaplain Russell was clear that the risk of suicide is not limited to uniformed personnel. Speaking to overwhelmingly civilian audiences, Russell and his assistants urged participants to look beyond the uniforms of the persons depicted in the training film and apply the lessons to all their coworkers, Soldiers and civilians alike.

With the first of three training stages complete, ASC is turning its attention to "chain-teaching" to drive the messages home in small groups. The sustained third phase – which runs concurrently with the first two phases and will continue indefinitely – establishes annual training requirements and institutionalizes ASC suicide prevention training.

## 405th AFSB opens new LBE office

SECKENHEIM, Germany – The 405th Army Field Support Brigade has established a Left-Behind Equipment Program Management Office in Kaiserslautern, Germany, extending Army Sustainment Command's reach across the Atlantic. The office is responsible for managing all LBE from deploying and redeploying units in Europe. Lt. Col. Tony Davila is the LBE program manager.

"The new LBE office will provide a single entry point for all LBE operations in Europe," Davila said. "Centralizing the LBE program under one office will enhance command and control of the program, streamline our standard processes and expedite integration of our best business practices and lessons learned in future operations.

It will also support the rapid insertion of new requirements and ease the management of full-spectrum logistics and acquisition for supported units and their higher headquarters."



Courtesy photo