



THE GLOBAL LINE

Best Newsletter in AMC



'Littlest Big Chief' a giant

Standing one-half inch over the minimum height requirement for the Army and called "Littlest Big Chief" by some, a 2nd Battalion, 402nd Army Field Support Brigade chief warrant officer controls what may well be the largest property book in the 234-year history of the U.S. Army ... page 6

Interns becoming Army Strong

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Selfless service lasts a lifetime

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The 2009 edition of The U.S. Army Soldier show wows Soldiers, their families and civilians ... page 18



Commitment a hallmark of service

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

How do you define “commitment”?

The men and women who wear the Army uniform are living examples of commitment to nation – commitment to service – commitment to their comrades – commitment to a cause higher than themselves.

Being a Soldier truly is the ultimate commitment. It is a commitment of time: time spent performing the mission until it's completed; time spent thousands of miles away from family and friends in distant lands. It is a commitment to duty, to a willingness to go where duty calls, moving on a regular basis to new locations far from home. It is, above all, a commitment of self, a commitment that runs strong and deep - so much so that it includes a willingness to make the ultimate sacrifice.

Today, our Army is actively engaged in operations in Iraq and Afghanistan, and is honoring other national commitments in places such as Germany and Korea. Many members of our Active Component have experienced multiple deployments and spent thousands of hours on patrol and in the line of fire. Many citizen-soldiers from our Reserve Component have been called up and have left their civilian jobs and daily lives behind to go where the Army needs them, and to do what the America needs them to do.

It takes that type of commitment to defend and preserve freedom, and to keep our nation strong and united. The commitment shown by our Soldiers is a shining example for us all, and can



serve as a model for the commitments made in our own lives. We honor their commitment by thanking them for their service, but also by using it to guide us as we perform our own duties and serve others in our families and our communities.

On June 14, the Army celebrated its 234th birthday, another milestone for an organization that has never wavered in its commitment to America and to the values our nation was founded

upon. The same commitment which sustained ragtag revolutionaries charging a bridge in a New England village in the face of superior British forces also sustains highly trained Special Forces operatives battling insurgents in a remote valley in Afghanistan. It is an unbroken line that runs more than two centuries and that will run into a third century and a fourth, and for as long as the enemies of freedom choose to do battle.

Many have served in our Army over the years, yet few are remembered. All of them represent the commitment it takes to stand tall in the face of danger and fight for what is right. All are honored by the celebration of the Army Birthday.

The commitment shown by our Soldiers is a shining example ...

I am proud to be part of the U.S. Army, the greatest fighting force the world has ever seen, and I stand by my commitment to the Army and to its people

and values. I humbly honor and thank all Soldiers – past and present, active and retired, living and dead – on the occasion of the Army's birthday, and I ask you to do the same. Their commitment was the cost paid for our freedom – let us never forget that, and let us always pay them the respect they earned.

THE GLOBAL LINE

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From academia to the Arsenal

22 interns get Army experience at RIA

By Georgina Valenzuela
ASC Public Affairs

Interns from throughout the country are learning to work for one of the most important organizations in the world ... the U.S. Army. As 22 college students are learning, the Minority College Relations Program is turning out to be the experience of a lifetime.

Students and a few graduates with various majors have been placed through the MCRP in the Army Sustainment Command (ASC) and Joint Munitions Command (JMC) at Rock Island Arsenal, Ill.

To be eligible for the program, students must attend a Historically Black College or University, Hispanic Serving Institution, Tribal College/University, or other minority serving institution. They also must be enrolled in a four-year program or have graduated within the past six months, be at least a college junior, a U.S. citizen, and pass a background check.

Majors varying from engineering to communication and from business to computer science testify to the diversity of educational backgrounds. The students applied for the program to learn what it is like to work for a federal entity – in this case, the Army. Although the program lasts 10 weeks, some interns are hoping to land a federal job, while others simply want to gain governmental experience.

Vania Larios, a senior at the University of Texas at El Paso majoring in electrical engineering, said the location and being away from home for 10 weeks were her only concerns in applying to the program. Larios described the application process as relatively easy and welcomed the program's interest in various majors.

"My experience as of now has been great," said Larios. "I like that I have met people of various ethnic backgrounds, and when it comes to work, I am very excited to use and learn new programming methods."

Larios is working for the Directorate of Field Support for ASC. Some of her projects this summer will include mapping and using the software Microsoft VISIO, a program that manages different projects for various fields such as business and engineering. Larios said her sponsor and co-workers have made her feel at ease.

In the Directorate of Materiel, Bob Michaels, a logistics management specialist at ASC, and sponsor for intern Cory Britt, finds him very enthusiastic and looking forward to getting his tasks accomplished.



Photo by Georgina Valenzuela

Bob Michaels, logistics management specialist at ASC, discusses a project intern Cory Britt will be working on this summer. Britt attends Alabama A&M University and is participating in the MCRP 10-week internship program at Rock Island Arsenal, Ill.

Britt is a senior attending Alabama A&M University with a major in economics. Britt's work will include creating a Web page and a database for the department.

Britt's goal is to make a career with the Department of Defense. He believes this internship program is a great way to achieve this. "This internship is a great way to network. I have obtained many skills and knowledge that was a great addition to what I have learned in the classroom," he said.

The MCRP coordinator for ASC, Deidre Eaton, said some of her duties include working with students, Vista Sciences Corporation, and government personnel.

Eaton participates in the overall management of the program including recruitment, selection, and assisting the students.

"It is a good program that allows the Army to partner with minority institutions, enabling their students and faculty to participate in

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federal programs, giving them an opportunity to understand how the government operates,” she said.

Although they do not receive an evaluation or grade, students can obtain college credit. During their internship they receive a stipend and transportation to and from work.

“I enjoy working with the students; I have even kept in touch with some of them for quite a while,” Eaton said. “I recommend that they take advantage of meeting people in their workplace, do some networking, and look for potential job opportunities.”

Courtney Hudson, a political science major and senior from New Mexico Highlands University, found the application process fast. Although there was a lot of paperwork, she found it very worthwhile.

“It is great to learn the theory in school, but it is better to apply it, especially in a governmental atmosphere,” she said.

Hudson is working for the ASC Office of Legal Counsel and her summer projects include basic filing duties, records management, and assisting attorneys and advisers. She finds that learning from Army and government lawyers’ perspectives will help her have a better understanding of what she wants for the future.

MCRP senior adviser, Jerry DeLaCruz Jr., is responsible for providing vision, guidance, and resourcing assistance to the program.

The goal, he said, is to provide opportunities for the students to serve in a federal atmosphere, while the Army extends communication with minority colleges and universities’ academic and technical knowledge base.



Photo by Georgina Valenzuela

Courtney Hudson

Each student is given a project identified by the sponsoring organization. Based on the requirements and guidance they receive from their sponsors, they work to complete it and make a final presentation to the commanding generals of ASC and JMC.



Photo by Georgina Valenzuela

Vania Larios

There is also a 15-week winter/spring internship program. DeLaCruz said its goals are the same as the 10-week program.

“I would encourage students to focus on using this as an option to expand their network,” said DeLaCruz. “They should network with people they work for, and look at them as possible coaches and mentors.”

DeLaCruz feels that MCRP is a great model that should be shared and replicated throughout the Army. “I think this is how we can attract and recruit our future leaders of tomorrow and bring in a diverse representation of our country to work for the Army and for the federal government,” he said.

(Editor’s note: Other interns include Lee Holguin, New Mexico State University; Georgina Valenzuela, University of Texas-El Paso; Eduardo Garcia, University of Texas-El Paso; Armando Gurrola, University of Texas-El Paso; Heber Prieto, University of Texas-El Paso; Mark Medrano, University of Texas-El Paso; Kimberly Rudolph, Alabama A&M University; Nakita Lovelady, University of Arkansas-Pine Bluff; Beverly Williams, University of Arkansas-Pine Bluff; Tenesa Johnson, Fayetteville State University; Kamal Davis, New Mexico Highlands University; Darren Tabron, Prairie View A&M University; Raquel Mena, University of Texas-El Paso; Erica Garret, Mississippi Valley State University; Jamecia Harris, Jackson State University; Richard Brooks, Jackson State University; Jacques Lawrence, Alabama A&M University; Porsha Bell, Alabama A&M University; and Jason Key, North Carolina A&T State University.)

Summer safety saves lives

By Barbara Toner
ASC Public Affairs

Thanks to a team effort, no off-duty Soldiers died Memorial Day weekend, unlike 2008, when accidents took four lives.

Memorial Day weekend 2008 was a deadly one for the Army, according to the U.S. Army Combat Readiness/Safety Center. Four people died between May 23 and 26: two on motorcycles, one using an all-terrain vehicle, and another while attempting to rescue swimmers in Florida. Five of eight non-fatal accidents reported during that time involved motorcycles.

During Memorial Day weekend 2009, however, no Army personnel died because of off-duty accidents.

“We attribute this to an engaged leadership and Soldiers being responsible for themselves and their families and looking out for each other,” said Jennifer Albert, command information manager/ media relations chief of the Strategic Communications Directorate for the U.S. Army Combat Readiness/Safety Center.

The National Safety Council has declared June National Safety Month, which the Army safety community heartily supports to encourage everyone to have a safe and enjoyable summer.

The Army wants to continue this trend with its Summer Safety 2009 campaign, designed to make Soldiers, family members, civilians and contractors aware of the risks associated with summertime activities and take action to prevent accidents.

“We have a saying here that ‘Accident Prevention plus Health Promotion equals Fighting Strength,’” said John Manfre, AMC safety director.

Awareness of safety risks empowers people to take the necessary steps to keep themselves and their families safe, said Jerry Waibel, ASC safety manager.

“The Summer Safety Campaign is a command-wide message to leaders for engagement, and to the workforce for increased awareness. Summer is a time of increased movement in the form of training, recreation, and vacations, and has historically resulted in increased mishaps,” said Waibel.

Motorcycles and home repairs pose the highest summertime risk to adults, while motor vehicle occupant injuries, poisonings, fire and burn injuries, pedestrian injuries and drowning present the highest risks for children 14 years old and younger, he said.

Water sports can be fun but deadly if combined with factors such as inattention, reckless behavior, excessive speed, or alcohol use. With the U.S. Coast Guard expecting more than 10 million boats to navigate U.S. waterways this year, people must remain aware of the safety risks associated with recreational boating.

And while swimming presents one of the highest risks to children, adults also need to be cautious. The Army Combat Readiness/Safety Center reported the deaths of three Soldiers in water-related accidents last year, and one Soldier this year suffered permanent disability by diving into shallow water.

Just because deployed Soldiers, civilians,

and contractors don’t have a motorcycle or boat handy doesn’t mean they are immune to summer safety risks. Safety is important to ensure people can better handle the stress of deployment, said Manfre.

“Long hours, heat, deadlines, briefings, heavy industrial work, endless coordinations, people in a hurry – all of these can combine and conspire to wreak havoc on a person’s safety and health status,” he said.

The Summer Safety Campaign addresses a variety of safety risks on the U. S. Army Combat Readiness/Safety Center Web site, <https://safety.army.mil>. At the bottom right of the page, in the Campaign Corner box, viewers can click on the Safe Summer logo to access articles, posters, and videos on approximately 20 topics.

Additionally, the Installation Management Command has made its safety brochure available to the entire U.S. Army audience. Access this by going to: http://www.ftmeade.army.mil/pages/safety/spring_summer_09.pdf. This brochure addresses many of the same subjects as the Army Safety Campaign, but organizes them into a series



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'Littlest Big Chief' a giant among property book officers

By Summer Barkley
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – Standing one-half inch over the minimum height requirement for the Army and called “Littlest Big Chief” by some, a 2nd Battalion, 402nd Army Field Support Brigade chief warrant officer controls what may well be the largest property book in the 234-year history of the U.S. Army.

The numbers are huge: \$17.6 billion, including more than 587,000 items distributed among 1,800 accounts. By any measure, the theater property book managed by Chief Warrant Officer 4 Cheryl Bartly is unique.

Her property book accounts for all theater-provided equipment across a wide swath of the Mideast and Africa. Bartly said the theater property book is a new concept, since units formerly deployed with all of their own equipment. In today's expeditionary Army, however, most units deploy with some of their equipment, then sign for additional equipment managed by Army Sustainment Command and already positioned in the theater of operations.

The geographic area covered by Bartly's theater property book is vast. Lt. Col. Joe Hart, 2nd Battalion commander, said Bartly directly impacts the support of every unit possessing theater-provided equipment in Iraq, Kuwait, Djibouti, the Horn of Africa, Qatar and Egypt.

Calling Bartly's current job the pinnacle of her career, Hart added, “There is nothing else in the Army that will match the magnitude of her current position. CW4 Bartly is, bar none, the ‘Littlest Big Chief’ in the entire U.S. Army.”

One part of her job is to match equipment already in theater with units requiring equipment to complete their missions. Another aspect of her job is to assist units in acquiring non-standard “commercial off-the-shelf” items by cataloging the items, giving them an identification number and issuing them back to the unit.

Retrograde is also part of her job, tracking equipment being shipped out of the theater for other missions, to be repaired or to be replaced with new items. The reports she generates provide critical information to Army decision-makers on how and where to deploy assets.

With an average of 250 e-mails each day, meetings and video teleconferences and a high operational tempo, Bartly's days are hardly routine. She said every day is fun and different and that everything is about the equipment because Soldiers can't do their missions without it.

Noting that thousands of people depend on her, Bartly said she and her team must provide units the property they need to accomplish their missions while maintaining accountability for the items on the property book. The items can range in size from a cell phone to a Bradley Fighting Vehicle and come in all shapes and sizes. Categorized as rolling and non-rolling stock,

the equipment impacts and supports every Soldier, every day.

Bartly supervises 14 property book teams made up of U.S. Army and U.S. Air Force service members, Department of Army civilians and contractors, spread across her area of responsibility. She is quick to credit them by saying that she could not



Photo by Summer Barkley

Chief Warrant Officer 4 Cheryl M. Bartly, 2nd Battalion, 402nd Army Field Support Brigade, stands near a RT240 Kalmar rugged terrain container handler at the Redistribution Property Assistance Team yard at Joint Base Balad, Iraq. The RTCH is on Bartly's theater property book and is awaiting transportation to Camp Arifjan, Kuwait.

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do her job without them.

"I'm surrounded by subject matter experts," she said.

"Chief Bartly provides a personality," said Keith Andrews, 2nd Battalion deputy commanding officer. "She has the charisma, charm and skill to pull all the pieces together."

"I don't want them [the Soldiers] to suffer, but I have to account for the property bought with taxpayer dollars," she said.

"She is the consummate professional in coordinating and managing the critical warfighter assets without any degradation of combat power," said Hart. "She is masterful in her approach and completely at ease functioning under insurmountable pressures of the job."



Photo by Summer Barkley

Senior Airman Desmond L. Mitchell, non-rolling stock noncommissioned officer in charge at the 2nd Battalion, 402nd Army Field Support Brigade Redistribution Property Assistance Team at Joint Base Balad, Iraq, and Chief Warrant Officer 4 Cheryl Bartly, theater property book officer, inspect equipment being packed for placement in a container of non-rolling stock that will be sent from Balad to Camp Arifjan, Kuwait.

Bartly said the most challenging thing is to balance her mission to support the warfighter while meeting regulatory guidance. In the absence of regulatory guidance, she draws on her 21 years as a property book officer and logistician to make a decision.

She recalled a time recently when a commander on an oil rig off the coast of Kuwait needed equipment. He contacted Bartly who helped him establish a theater-provided equipment account, then was able to get the

needed equipment to him.

"Always equipped with a smile, CW4 Bartly is truly the 'Little Big Chief' of the 2nd Battalion, 402nd's mission to 'Keep It Moving,'" added Hart.



Photo by Summer Barkley

The 2nd Battalion, 402nd Army Field Support Brigade Redistribution Property Assistance Team at Joint Base Balad, Iraq, stands in front of vehicles awaiting transportation from the Balad facility to Camp Arifjan, Kuwait. The team, headed by Chief Warrant Officer 4 Cheryl M. Bartly, third from left in the front row, is in charge of what is likely the largest theater property book in the history of the U.S. Army. The property book is valued at approximately \$17.6 billion and has over 587,000 items – part of Army Sustainment Command's theater-provided equipment program.

404th AFSB shows Stryker brigade that ‘Sustain to Win’ is way of life

By Dick Devlin
404th AFSB Public Affairs

FORT IRWIN, Calif. – There are no “big box stores” in the desert. So what does a commander do when his unit is facing a show-stopping maintenance glitch? Who’s a leader to call? Not Ghostbusters. They won’t make house calls.

Enter the Soldiers and civilians from the Fort Lewis, Wash.-based 404th Army Field Support Brigade, who will answer the call ... and quickly.

The solution is the Brigade Logistics Support Team, which shares the motto of its parent organization – “Sustain to Win” – a mindset which was repeatedly demonstrated during their recent Mission Readiness Exercise at Fort Irwin’s National Training Center.

The new commander of the 404th Army Field Support Brigade, Col. George G. Akin, got a look at the BLST concept in action at the NTC in May, when he spent time with Fort Lewis’ own 3rd Stryker Brigade Combat Team, 2nd Infantry Division. The 3-2 was finishing up its pre-deployment certification training. Appropriately, in this case, the Stryker community is where the BLST concept began.

In closing comments at the logistics after-action review, Akin reinforced that BLSTs must engage their supported units and provide a single access point for acquisition, logistics, and technology support to the field commander.

“Integrating the Army Materiel Command’s forward logistics capabilities to equip, sustain, and protect the Soldier, and to leverage national logistics to sustain the warfighter is what we have to be about,” Akin said.

The concept of the BLST is to act as a force multiplier for our combat brigades mobilized in support of Overseas Contingency Operations. The idea is to leverage the work done by a relatively small group.



Photo by Dick Devlin

Col. George Akin, recently arrived commander of the 404th AFSB, talks with Chief Warrant Officer 4 Daniel Lal, far left, chief of the 3-2 Brigade Logistics Support Team, about the challenges he and his team face at forward locations like Forward Operating Base King in the Mojave Desert. Listening in, left to right, are Lt. Col. Cheryl Brady, commander of the Logistics Support Element – Fort Lewis, Wash.; Lt. Col. John Glasgow, garrison commander of Fort Irwin, Calif., LSE; Sam Dresel, LSE operations, and, partially obscured, Celestino Babilonia-Rivera (Tino), the team’s logistics management specialist.

The BLST members are embedded with their supported unit and move with it under the oversight of the 404th Army Field Support Brigade (Pacific). They operate from the same forward operating bases in the engaged combat unit’s area of responsibility, providing technical expertise, assistance and training to Brigade Combat Teams.

With literally hundreds of years of combined technical expertise, the team provides the experience needed to adapt to situations that a combat environment produces. The teams are able to stay in contact with their supported units by reaching forward, while having the ability to reach back to AMC and other assets, to diagnose and overcome the stickiest of logistical issues.

According to Akin, “training is the key” along with successfully integrating AMC’s forward logistics capabilities to equip, sustain, and protect the warfighter. And, the value of the BLST concept is

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regularly recognized by supported Soldiers, who use phrases like “combat multiplier” to describe their contact with their BLST. There is no doubt that a special bond of trust and confidence forms quickly between the warrior and the BLST.

BLST members are professional equipment specialists from major commands within AMC, known as Logistics Assistance Representatives or LARs. Many are former Soldiers who spent their military careers focused on supporting combat equipment from HMMWVs to helicopters.

The team of military and Department of the Army civilian LARs serve together, generally in austere conditions with the Soldiers they support at forward operating bases. It’s actually a condition of employment for the civilian LARs. A visit to Forward Operating Base King at Fort Irwin offers a quick entrée into the conditions under which everyone gets to eat a good measure of blowing dust on a daily basis.

LARs even promote their own sustainment urban legend which holds that a LAR has the innate natural ability to sense what critical subsystem will ultimately lead to failure of an entire system ... and when it will happen.

The legend also has it that they know all the parts manuals by rote and know where to go and



Photo by Dick Devlin

Chief Warrant Officer 4 Daniel Lal, chief of the 3-2 BLST, gives a quick overview about terrain and other challenges he and his team face at forward locations like Forward Operating Base King in the Mojave Desert.

who to contact to get a required part. To a casual onlooker, though, it’s more like art and magic than legend.

They mentor and train young Soldiers to complete the repair mission on their own. Team members stand ready to listen to and provide our warriors the equipment and supplies necessary to meet the mission.

Combat units train as they will fight and as they move toward contact, engagement and ultimate defeat of an enemy, their own dedicated BLST will be with them, sustaining their warfighters until they win the day. Sustain to win!

LOGCAP stepping up



Photo courtesy of LOGCAP Afghanistan - Southern Region)

Workers with Logistics Civil Augmentation Program contractor Fluor install wiring on new living quarters, known as relocatable buildings, for 82nd Combat Aviation Brigade Soldiers assigned to Forward Operating Base Tarin Kowt. These activities are part of the massive increase of 21,000 troops deploying in southern Afghanistan, for which LOGCAP provides the engineering and sustainment services required to build and support FOBs. LOGCAP managers and administrators oversee these activities to ensure essential support is provided so warfighters can carry out their counterinsurgency missions. Use of RLBs provides a measure of flexibility to planners and supported forces, enabling them to adapt to changing requirements. Rigorous enforcement of building codes and standards and ensuring strict compliance with contractual obligations are key elements of the LOGCAP mission.

407th AFSB golf game improves safety, team building

By D.A. Jamieson
407th AFSB Public Affairs

FORT HOOD, Texas – To kick off the Army’s Summer Safety Season campaign, the 407th Army Field Support Brigade Commander, Col. Rebecca Jones, hosted an unprecedented training event that served to accomplish two of her critical training objectives: improving safety awareness and team building.

The event, titled the “18 Holes of Safety Stand-Down,” was held May 15 at The Courses of Clear Creek on Fort Hood.

Safety and team building activities were incorporated to accommodate the entire workforce. For personnel who may not have an aptitude for playing golf, a unique twist was added – Nintendo Wii Golf.

The 407th workforce formed eight teams of up to six members, consisting of individuals playing live golf, playing Wii-virtual golf, or serving as golf cart drivers.

To level the playing field between the golfers and non-golfers, teams had to correctly answer an 18-question safety test focused on the Army Sustainment Command and 407th AFSB Summer Safety Plans, as well as the brigade’s results from a recent Army Readiness Assessment.

Another factor used to determine the winning team included earning bonus points by submitting



Photo by Lt. Col. Ray Jimenez

“18 Holes of Safety Stand-Down” Grand Champions (left to right) Steven Lockridge, Sgt. Michiko Greene, Sgt. 1st Class Mary Mitchell, D. A. Jamieson, Col. Rebecca W. Jones (award presenter), and William Cook.

certificates from mandatory safety training courses attended by each team member.

The event was organized and arranged by the brigade’s Acquisition and Technology Team, comprised of Lt. Col. Ray Jimenez, Maj. Mike Cherry, Maj. Mat Guerrie – the brigade safety officer – and Maj. Brian Stehle.

While this event took a couple months to plan and many hours to orchestrate, Guerrie said he was “glad that everyone came out to participate and had a great time while supporting the brigade Safety Stand-Down.”

“It was a great and well put-together event for the 407th,” said Sgt. Michiko Greene, who was on the winning team. “I had a great time and built great camaraderie with everyone who was out there.”

In keeping with both the Army Sustainment Command and III Corps commanding generals’ intent, this venue provided increased safety awareness for summer and better morale among 407th AFSB team members.



Photo by D.A. Jamieson

Before “teeing off,” Col. Rebecca W. Jones, 407th AFSB commander, explains her training objectives for the “18 Holes of Safety Stand-Down” event.

ASC keeps ARFORGEN engine humming

By C.W. Fick Jr.
ASC Public Affairs

Like any high-performance power source, the Army needs a smooth-running transmission to apply force on the ground.

Constantly in motion, synchronized with other activities, and operating largely unseen, Army Sustainment Command is a key part of the Army Force Generation Process.

By design, ASC is Army Materiel Command's integrator for ARFORGEN. Our global network of Army Field Support Brigades and Battalions, Logistics Support Elements, Brigade Logistics Support Teams and task-oriented teams are all linked to ASC Headquarters at Rock Island Arsenal, Ill.

From ASC's Field Support Directorate, especially the Distribution Management Center, we are connecting the dots from battlefields and training centers all the way back to sources of supply and repair, and beyond to acquisition and technology activities.

In his presentations to visiting officials, Maj. Gen. Robert Radin, ASC's commanding general, puts ARFORGEN atop the list of the command's mission sets. He points out ASC is providing logistics support at every stage of the process, from pre-deployment to deployment and sustainment, and on to redeployment and home-station Reset.

Several programs feature prominently in ASC's ARFORGEN effort.

Left behind equipment, as the name implies, is that which deploying units do not take with them. When a Stateside unit moves out, ASC moves in, taking LBE onto our books, then seeing to its maintenance and storage. Not only does this free deploying units of the need to

leave people behind to attend to the gear, it ensures a high state of materiel readiness on the units' return. In Europe, ASC shares management with U.S. Army – Europe/7th Army.

Field-level Reset is the massive effort to ensure battle-weary equipment is restored to operational capability. Through our work-loading conferences, ASC provides coordinated recommendations to AMC's life-cycle management commands and workload across the installation repair activities and special Field-Level Repair Centers within our maintenance enterprise. In addition, we work closely with the LCMCs to synchronize special repair teams with redeploying units.

Effective training is key to combat effectiveness. For its part, ASC plays an active role in managing pre-deployment training equipment. In coordination with Army Forces Command, ASC maintains and issues PDTE at training centers, saving the time and expense of transportation, while maximizing training opportunities for troops.

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Illustration source: 2008 Army Posture Statement

Army Force Generation (ARFORGEN) Process, used to manage the force and ensure the ability to support demands for Army forces.

- **Reset/Train Force Pool:** Units enter the Reset/Train Force Pool after returning from a deployment. Their mission is to reconstitute, reset equipment, receive new equipment, assign new personnel, and train to achieve the required capabilities necessary to enter the Ready Force Pool. Units in this pool are available to support civil authorities for national emergencies.
- **Ready Force Pool:** Units in the Ready Force Pool conduct mission preparation and collective training for anticipated future missions. Units in this pool are eligible for deployment to unanticipated contingencies or other operational requirements.
- **Available Force Pool:** Units in the Available Force Pool are available for worldwide deployment.

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All of this, and more, is tied to what Army officials call Institutional Adaptation, the next stage in the Army's ongoing transformation. Its goals, according to the June 3 edition of the Army's "Stand-To!" bulletin, are:

- Improve Army Force Generation (ARFORGEN)
- Adopt an enterprise approach to strategic decision-making
- Reform the requirements and resource processes.

"By organizing around the Army's core process, ARFORGEN, Institutional Adaptation enhances the Army's versatility in response to a complex strategic environment. It isn't a change to organizational structure but is instead a drive to improve collaboration, synchronization and integration across the entire force. Improved cooperation will yield better decisions faster and lead to increased predictability and reduced turbulence.

"To put plans in action, the Army has incorporated an enterprise approach to decision-making. As a result, the Generating Force has functionally aligned into four core enterprises (CEs) aligned around the inputs to the ARFORGEN process (Readiness, Human Capital, Materiel, Services and Infrastructure).

"The Materiel CE is adjusting its processes to provide the Army's senior leadership with the most accurate information for timely and sound decision making to optimize logistical support to the warfighter," according to the "Stand-To!" article.

As a key component of the Materiel Enterprise, ASC is aimed directly at ARFORGEN.

Any mechanic or driving enthusiast will tell you that a smooth transmission – like that depicted in the ARFORGEN illustration – needs good synchros to put power on the pavement.

So it is with ASC. With global reach, expertise and enthusiasm, we keep the gearbox humming, synchronizing acquisition, logistics and technology capabilities, matching materiel to missions.

In plain talk, it looks just like a modern military operation. ASC's field units are the scouts, working alongside training and combat formations, observing and reporting. Working their way up the chain, the scouting reports are combined and assessed, then delivered to the operations center for action.

The Distribution Management Center, located deep in the massive Building 350 at Rock Island Arsenal, is akin to the ops center. From the DMC,

all the capabilities of the Materiel Enterprise can be brought to bear on the target.

In the Materiel Enterprise, the DMC adds value by providing centralization, standardization and stabilization for materiel management in CONUS.

The DMC's mission statement spells out the objectives: Provide readiness management for active-duty Army forces in the continental United States, Alaska and Hawaii by serving as the single integrator for field-level Reset and left-behind equipment in support of ARFORGEN.

To make it happen, the DMC establishes relationships that vary from full partnering, to service provider, to training assistance to supported forces. Organized along functional lines, the DMC merges supply, maintenance, funding, contract management, data support and mobility capabilities to deliver solutions.

The DMC's individual tasks are numerous and far-reaching:

- Single Interface for the synchronization and integration of logistical functions among tactical units, Forces Command, Installation Management Command, the Logistics Support Activity, and AMC's life-cycle management commands.
- Supervise 15 geographically dispersed Distribution Management Teams responsible for regional materiel and readiness management support throughout CONUS, Hawaii and Alaska.
- Develop strategic level logistics processes and procedures supportive of ARFORGEN (Reset, LBE, PDTE).
- Provide supply management support to CONUS, including oversight responsibility for 153 Supply Support Activities.
- Provide subject-matter expertise to: the Army Integrated Action Group.
- Help mold the Logistics Information Warehouse into a Logistics Common Operating Picture by providing SME to LOGSA on the development and implementation of Army-wide tools for Reset, maintenance work loading, SSA performance, retrograde, etc.
- Facilitate materiel management training for Sustainment Brigade Soldiers.

The DMC's got a big job to do – one that's evolving as our transforming Army at war creates new demands. The same can be said throughout the ASC enterprise, "On the Line" from its most far-flung outpost in Afghanistan to the Headquarters.

5,000th M1114 HMMWV transferred to Iraqi forces

By Capt. Tommy Avilucea
Multi-National Security
Transition Command – Iraq
Public Affairs

TAJI, Iraq – Marking a milestone en route to handing over security responsibility to Iraqi forces, the 5,000th M1114 HMMWV was transferred to their inventory during a late-spring ceremony at Taji National Maintenance Depot, Iraq.

The M1114 Transfer Program employs more than 500 Iraqis from across the country. The program aims to boost the capabilities of Iraqi security forces, while also building logistics capability.

This program, in which Army Sustainment Command and its 402nd Army Field Support Brigade play a key role, is a highly visible example of cooperation and partnership between the U.S. and Iraq governments.

The two-year program refurbishes M1114s to the "Inspect and Repair Only as Necessary" standards. The IROAN process comprises three phases, culminating in painting the vehicles in the Iraq Army and Ministry of Interior color schemes.

The first refurbished M1114 was transferred March 12, 2008, with a total of 8,500 vehicles scheduled to be transferred by the end of 2009. Trained and mentored by Americans and Coalition partners, some 500 Iraqi civilian workers are churning out refurbished vehicles at the rate of 400 per month.



Photo by Summer Barkley

The 5000th and 5001st HMMWVs completed as part of the M1114 Transfer Program stand ready to be transferred to the Government of Iraq during a ceremony held April 22 at Taji National Maintenance Depot, Iraq. Ceremonial decorations distinguished the vehicles.

"The biggest success of the program was the way that the Iraqis can take the cast-off parts and convert them to a viable, working vehicle ready to perform its mission," said Elaine Bitsche, administrative contracting officer with the Defense Contract Management Agency.

"It's amazing how the Iraqi people are dedicated to this program. They take pride in their work and their dedication is outstanding," Bitsche added.

Iraq Army Director of Electrical and Mechanical Engineering, Staff Maj. Gen. Muniem, and British Army Brig. Mark Lacey, deputy commanding general, Multi-National Security Transition Command – Iraq, were the keynote speakers at the April 22 ceremony, congratulating all those who worked on the project.

Lacey welcomed the guests and workers, saying he has seen huge improvements in the security capabilities of the Iraqi security forces and that the up-armored HMMWV is a significant step in that progress.

Muniem welcomed the addition of the M1114 HMMWVs as a maneuver, fire and support vehicle that he said will increase the capabilities of Iraqi soldiers securing the provinces.

Marking the cooperative effort, Lacey and Muniem presented certificates to key workers and advisers.

The final transfer was performed when an Iraq Army and a National Police HMMWV, each adorned in ceremonial decorations, pulled forward. Two American servicemembers stepped out and handed the keys over to Iraq Ministry of Defense and Ministry of Interior representatives.

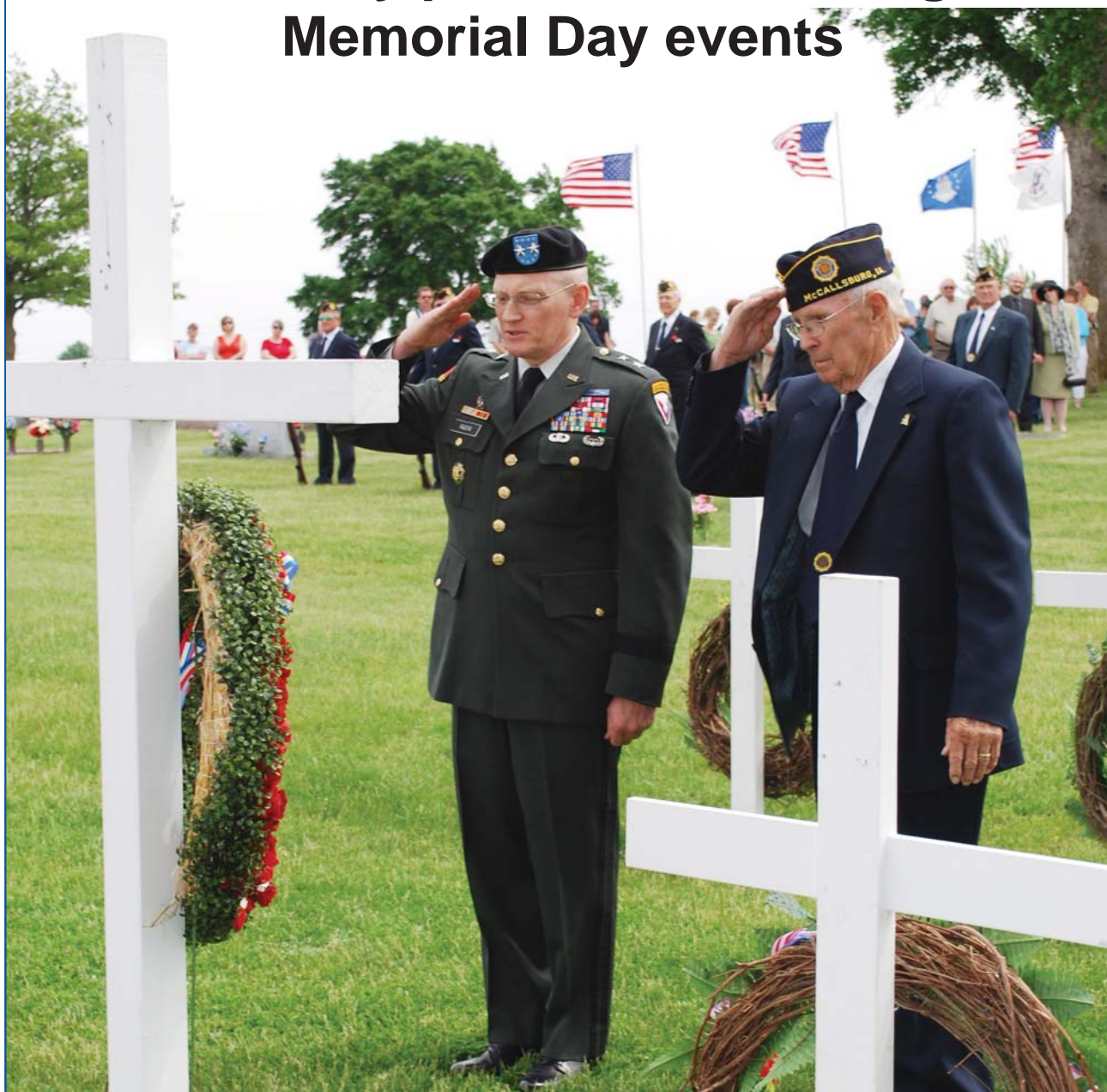
(Summer Barkley, 402nd AFSSB Public Affairs, contributed to this report.)



Photo by Summer Barkley

Kristopher Renzella, Ricky Traver and Donald Ergler, all from Letterkenny Army Depot and assigned to the 402nd AFSSB, display certificates of appreciation and plaques they received in recognition of their work in the M1114 HMMWV Transfer Program.

Ceremony part of McCallsburg's Memorial Day events



Above: Maj. Gen. Robert M. Radin, commanding general, U.S. Army Sustainment Command, and Wallace Warran Loney, mayor of McCallsburg, salute the Unknown Soldier Memorial at the Warren Township Cemetery. Wreaths were placed at crosses representing America's war dead.

Right: Family members and dignitaries gather following the presentation ceremony. From left to right are: Harlan Borton, commander, American Legion Post No. 334, Linda Saveraid and Nancy Sebring, daughters of Harry Rasmusson, Maj. Gen. Robert M. Radin, commanding general, U.S. Army Sustainment Command, Jim and Nina Rasmusson, siblings of Harry Rasmusson, and retired Brig. Gen. J. Daniel McGowan, Iowa civilian aide to the Secretary of the Army.



Selfless service lasts a lifetime

By Staff Sgt. Lakeisha S. Wilson

This essay is one of a continuing series, authored by Army Sustainment Command noncommissioned officers, marking the Year of the NCO

As we are well into the Year of the NCO, I would like for you to take the time out to view what an outstanding corps we had during World War II.

As times and protocol have surely changed, Tech Sgt. Beauford Theodore Anderson displayed courage, honor and many of the leadership skills a good leader should have.

In today's Army, displaying good leadership skills determines success and it matters the most when you put training into action as Anderson volunteered to do.

Consider this: pounding a ball against a rock. It's going to fly high. Then imagine this: the sudden loud noise from the explosions, the rain, hands touching the cold steel of knee grenades, banging the live rounds against wet rocks, planning your next defensive move.

You are forced to fight the enemy as your comrades are injured or dead in a foxhole and yet still have enough courage to report the actions to your company commander. That's a Soldier of courage during wartime conditions.

Imagine how Anderson lived under extreme conditions on rainy days and nights on the soil of another country, defending his flag. Anderson would never have allowed his pride to live under such a situation unless it was for what he thought was right. He wanted his contribution to the World War to focus on the battles and freedom for his country.

As part of my contribution to the year of the NCO, I am honored to write about a Soldier of an undying cause. One who served his country, his state, his county and his fellow citizens.

Anderson was born in Eagle River, Wis. on July 6, 1922, and was a lifelong resident. Anderson enjoyed the hills and valleys of Wisconsin until his enlistment in the Army. He joined the military at Soldier's Grove, Wis., in 1942.

Anderson was assigned to the newly activated 96th Infantry Division. He trained at Camp Adair, Ore. Later during training, the division was headquartered at Camp Beale, Calif. and was ordered into active military service on Aug. 15, 1942.

The 96th Inf. Div. completed training and was ready to head out to war. Their mission was to

embark to the Pacific Theater during July 1944. There, the division practiced operating on land and amphibious landings at Maui, Hawaii.

In October, the men of the 96th hit the beaches at Leyte as part of the effort to retake the Philippines. During the fighting on Leyte, the 96th saw plenty of action. The division killed some

7,700 enemy soldiers and accomplished every mission assigned to them. The cost was 1,800 battle casualties and another 2,500 killed or injured due to illness or accidental injury.

Anderson, then a sergeant, was awarded a Bronze Star for valor during the Leyte campaign.

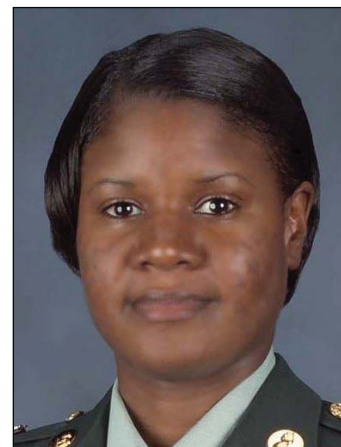
Months later, the 96th Inf. Div. once again assaulted a Japanese-held island: Okinawa. His unit encountered the most casualties of any division deployed to Japanese territory.

During this attack, he displayed clear courage and little fear. When, on April 13, 1945, a vigorously conducted predawn Japanese counterattack struck his unit's flank, he ordered his men to take cover in an old tomb.

Moments later, he was armed with only a carbine, (short rifle) and faced the attack alone. After emptying one magazine at close range into the screaming attackers, he obtained an enemy mortar dud and threw it back among the charging Japanese, killing quite a few as it burst.

Anderson, securing a box of mortar shells, extracted the safety pins and banged the bases upon a rock to arm them and proceeded to hurl shells while firing his weapon amongst the enemy. This finally forced the enemy to withdraw. In spite of his injuries from severe shrapnel wounds and the protests of his comrades, he made his way to his company commander to report the action. Anderson's fearless conduct in the face of overwhelming attacks accounted for 25 enemy killed and several machineguns and Japanese knee mortar hand grenades destroyed, thus alone removing a serious threat to the company's flank.

Rank structure differed from the current system. During the 1940s a technical sergeant was



Staff Sgt. Lakeisha S. Wilson

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equivalent to what we know as sergeant first class today – a change made in 1948. Holding this rank meant you were an important part of the unit.

Anderson was a highly decorated Soldier. He received the Medal of Honor for his heroism on Okinawa, Japan, as well as the Bronze Star for his bravery on Leyte in 1944. He also earned many other awards and decorations, including the Combat Infantryman Badge. He received many accolades from his unit for his excellent performance while in distress and during traumatic situations.

Anderson managed to be very modest about his acts during the war and maintained a normal lifestyle. On Memorial Day of 1946 he received the Medal of Honor from President Harry Truman. The ceremony took place on the White House grounds, and Anderson was in the company of four previous Medal of Honor recipients. Anderson was the first member of his regiment to receive the Medal of Honor. He was one of two members of the 96th Inf. Div. to receive the Medal of Honor as a result of the fighting for Kakazu on Okinawa. Of the several members of the 96th Inf. Div. who received the Medal of Honor their combat in the Pacific, only two survived the war - Anderson and Clarence Craft.

Anderson did find the love of his life, Phyllis, after his discharge in 1946. Married in 1946, they celebrated 50 anniversaries. Both died in 1996 in Salinas, Calif. Beauford T. Anderson died on Nov. 7 and Phyllis passed on Dec. 23. Both are buried in Arlington National Cemetery.

In honor of his memory, the Army Reserve Readiness Training Command (ARRTC) opened Beauford T. Anderson Hall, a \$15.3 million, 218-room dormitory, during dedication ceremonies held Dec. 15, 2000 in his home state of Wisconsin. The facilities are located at Fort McCoy, at which the 84th Training Command (Leader Readiness), Army Reserve is located.

Even though the war ended for Anderson because of his combat injuries, his contribution to the Army did not end in the Pacific. After returning home from the war, he lived for a while in Beloit, Wis., then moved to Milwaukee, working for the Department of Veteran Affairs. He traveled often to visit his wife and son, who remained in California because of a turbulent housing market. He finally relocated to Seaside, Calif., where in later years he served a term as mayor.

During his years in California, Anderson continued to serve in the Army Reserve as a warrant officer and earned his commission to second lieutenant. To this degree, his continued service and love for serving his country in various ways is an indication of his humble service that very few people in Seaside were aware of. Most people living in the area did not know they had a Medal of Honor recipient in their town. He was simply too modest to mention his call of duty and heroism.

Anderson symbolized the spirit of most Soldiers of the 96th Inf. Div., who were not career Soldiers, but rather, enlistees or

draftees. They were taken from all walks of life, and they were handed a mission that demanded bitter sacrifice. These men took on and executed that mission with a dignity of spirit. At Okinawa, the combined battle fatalities encountered by the Army, Marines, and Navy totaled 14,005, with another 32,500 wounded. A considerable percentage of these casualties were incurred by the men of the 96th, the division which was in the center of the attacking line during the bitter early weeks of the drive south. The 96th incurred the highest casualties of any division that fought on Okinawa.

It has been noted his battle buddy, Hans Kaufman, grew to know Anderson well during the months of their training. He thought very highly of Anderson and shared his thoughts about him. "He was always teaching us something, teaching us to survive, and teaching us to be better Soldiers."



Archive Photo

Tech. Sgt. Beauford T. Anderson receiving the Medal of Honor from President Harry S. Truman

Nearly 3,000 attend U.S. Army Soldier Show

By Eric Cramer
Rock Island Arsenal Public Affairs

The 2009 edition of The U.S. Army Soldier show brought Soldiers and their families from nearby Rock Island Arsenal and thousands of civilians to the i wireless Center, Moline, Ill., May 20.

"This is just an outstanding opportunity for us to give back to the Quad Cities," said Rock Island Arsenal Garrison Manager Joel Himsl. "This is a perfect end to the outpouring of community support we received during Military Appreciation Week here in the Quad Cities."

This year's show "Lights! Camera! Action!" attempted to give the audience a behind-the-scenes look of a simulated live television broadcast. After breaks in the show, cast members gave the audience a simulated countdown to going "back on-the-air," in "five, four, three, two, one" before the beginning of a new set of numbers.

"The audience is going to have the rare experience of feeling and being in a live television studio, including commercial breaks," said Soldier Show production director Victor Hurtado, who spent much of the past year working on TV productions "Nashville Star," "America's Got Talent," "Clash of the Choirs," and country performing artist Michael Peterson's "My Real Life - Strong For America Tour," presented by the Army.

"I thought, what's going to be an exciting piece for the audience. Wouldn't it be cool to call it 'Lights! Camera! Action!' and bring that feeling to the audience," Hurtado said.

Kathrine Schaeffer, an Army specialist, was a performer in last year's show. This year, she was a lighting technician for the performance. She said she learned lighting techniques while working with the show last year.

"I got to the point where I liked it so much more than actually performing," Schaeffer said. "It's a lot of work to be a performer, a LOT of work. I don't know that I could do it all over again."

Sgt. Maj. Tammy Coon, senior enlisted adviser for Soldier entertainment programs, is a native of Gales-

burg, Ill., and relished her return to the Quad Cities area. She said the Army's anti-sexual assault program known as "I. A.M. Strong" – the first three letters stand for "intervene," "act," and "motivate," was the military sponsor for the show. AT&T was the corporate sponsor for the fifth year in a row.

"It's a very motivated and robust

program where we're trying to get the message out on a peer-to-peer basis so those sort of things don't happen in our military. It's a deterrent to make certain sexual assault doesn't happen in our ranks," Coon said.

I. A.M. Strong videos aired during breaks in the performance, and its logos and images showed on the i wireless Center's video ribbon during the performance.

The show featured 15 U.S. Army Soldiers who performed a variety of musical and dance numbers.

Lights! Camera! Action!



Photo by Mark Kane

With a theme of "Lights, Camera, Action," these Soldiers belt out a number during the 2009 Soldier Show at the i wireless Center in Moline, Ill., during their May 20 show for Rock Island Arsenal Soldiers and their families and thousands of their civilian neighbors Quad Cities May 20.

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Show

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The show opened with Kirk Franklin's upbeat "Declaration [This is It!]," co-written by Kenny Loggins and Michael McDonald, which addresses survival of the everyday trials and tribulations through a positive declaration of one's purpose in life.

"It makes use of the tune of Kenny Loggins' "This is It," Hurtado said. "But it has been completely redone in a very inspirational way."

Another scene featured the new retro sounds of Duffy's "Mercy," Dominican Juan Luis Guerra's "La Llave de Mi Corazon," which translates in English to "Key to my Heart," and "I Decided," by Solange Knowles, younger sister of Beyonce.

"It has a little bit of English, a little bit of rap, it's all meringue – so it moves," Hurtado said. "There are also some really cool Kanye West and Rhianna numbers, with black lights and interesting drums – a lot of visuals."

A lot of dance, rap, English R&B, visuals, patriotic tunes, movement, love of country – even a roller skater – graced the stage of the 2009 U.S. Army Soldier Show during the 90-minute theatrical concert production.

Soldier-performers wore traditional attire from India during "Jai Ho," a soundtrack piece from "Slumdog Millionaire," the 2008-09 Oscar Award-winning best motion picture of the year.

The Soldiers performed Frankie Smith's 1981 funk song, "Double Dutch Bus," while playing a jump rope game on stage. Raven-Symone covered



Photo by Mark Kane

Entertainers in the 2009 Soldier Show perform at the Wireless Center in Moline, Ill., for Rock Island Arsenal Soldiers and their families and their civilian neighbors May 20.

the tune in 2008 and it was released to promote the film "College Road Trip." There was also a throw forward to modernized versions of more '80s hits, complete with choreography and costuming reminiscent of the "Solid Gold" television show.

For the finale, the troops combined "The Warrior's Anthem," by Michael Peterson, with the late Robert Humphreys' "Warrior's Creed," and put it to music.

"It's a combination of that and a song called "Make Them Hear You," Hurtado said. "It's a declaration of being heard."

Editor's note: This article contains information provided by Tim Hipps, Army News Service.

Safety

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of general topics, such as Family Readiness and Natural Disasters, Household Safety, Recreation Safety, and Home Project/Hobby Safety. Also, the brochure can be printed from the Web site, making it both convenient to access and portable.

For deployed troops and civilians, safety awareness means situational awareness: knowing their physical and mental condition, equipment, and operating environment, said Manfre.

"If (situational awareness) is ongoing, it will be easier for personnel to keep a running risk assessment – akin to a personnel asset inventory – and do those things that will foster safe mission accomplishment, and ultimately a safe return home. Those things include knowing one's craft – usually not an issue – and not only talking about safety, but also doing something about it," he said.

Safety awareness during deployment includes exercising to reduce stress and maintaining good physical conditioning, adequate sleep and good nutrition.

Safety awareness also means that people know their physical and mental limits, said Manfre, "throttling back when they are getting to the edge, and letting someone know."



Photo by Jon Connor

About 50 motorcycle enthusiasts from Carl R. Darnall Army Medical Center at Fort Hood, Texas, in a safety ride.



NCO Spotlight: Sgt. 1st Class Eric A. Odom Sr.

Age: 35

Hometown: Flint, Mich.

Duty Position: Plans noncommissioned officer in charge and platoon sergeant

Duty Section: Operations and Integration

How long have you been in this position? 10 months

How long have you been in the U.S. Army? 16 years

Tell us about your job and what you do: I am the NCOIC for the plans section of the Distribution Management Center, Operations and Integration Division. I help to facilitate the daily work that goes on in the shop by assigning tasks that come to us from our director as well as managing our civilian workforce. I am also the DMC 2nd platoon sergeant, charged with the responsibility of approximately 46 NCOs and officers.

What other positions have you held in the Army? I have been a Detachment NCOIC for a movement control detachment. I was the Travel NCOIC for the Multinational Force and Observers while stationed in Sinai, Egypt, responsible for household goods and personal travel. I was the brigade movement NCOIC for the 3rd Brigade Combat Team, 82nd

Airborne Division, while stationed at Fort Bragg, N.C.

What is the best part of your job?

Just being a Soldier; where else can you get paid to do the things we do?

What is the best part of being an NCO?

Training other NCOs and Soldiers when given the chance.

Why is the NCO Corps important? The NCO Corps is important because we train young Soldiers and officers and provide them with the tools they need to become great leaders and Soldiers.

What is your most meaningful or memorable experience as an NCO? When I moved a brigade and its equipment from Fort Hood, Texas, into Iraq during Operation Iraqi Freedom II, and winning the Army's Small Unit Deployment Excellence Award.

What are your future plans? I plan to return to the central Texas area and retire to become an elementary school teacher.

Most people don't know ___ about me: That I am a nice person once you get to know me.

What do you like to do in your spare time? Ride my motorcycle and play basketball.

What is your personal philosophy? Live life to its fullest.

What is your favorite quote/slogan/saying? Anything catchy. I love quotes that are funny, so it just depends on the situation.



**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