



# THE GLOBAL LINE

*Best Newsletter in AMC*



## Maj. Gen. Fontaine takes command

Maj. Gen. Yves J. Fontaine took command of ASC from Maj. Gen. Robert M. Radin, who had served as commanding general since July 2007. Radin has been reassigned to Department of the Army Headquarters in Washington, D.C., where he will serve as Assistant Deputy Chief of Staff for Logistics (G-4).

Gen. Ann E. Dunwoody, commanding general of the U.S. Army Materiel Command, presided at the ceremony. In a traditional act, Dunwoody passed the flag of command ..... **see pages 4 & 5**

## 2-402nd moving materiel

Facing what Lt. Gen. James H. Pillsbury, Army Materiel Command deputy commanding general, called a tsunami of equipment ..... **see page 3**



## CACIO shares tips

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## 407th builds team

The men and women of the 407th Army Field Support Brigade are keeping Soldiers' equipment in tip-top shape while working in ways that use ingenuity ..... **see pages 8 & 9**



## Materiel Enterprise meets FOB

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## Switch to Vista OS

ASC headquarters employees are beginning to see changes in the way they use their computers, thanks to the ..... **see page 14**



## NCO Spotlight

Sgt. Maj. Carlos J. Fernandez  
I am currently the NCOIC for the Theater Aviation Maintenance Program (TAMP). I am the senior S-1, Unit Security Manager; TAMP Village housing ..... **see page 18**



# CG runs command Leaders PT with Fontaine

Photos by Sgt. 1st Class Sean Riley

Less than 24 hours after taking command of the U.S. Army Sustainment Command at Rock Island Arsenal, Maj. Gen. Yves J. Fontaine led his senior Army leaders and Department of the Army civilians during physical fitness training early in the morning, Sept. 9. Fontaine and Command Sgt. Maj. Stephen D. Blake led the Soldiers and DA civilians through the hour-long workout session to build esprit de corps and teamwork.

**Background;** Maj. Gen. Fontaine (bottom right) leads the formation during the commanding general's morale run. **Bottom left;** Senior leaders and DA civilians are guided through stretches prior to callisthenic exercises. **Right;** Staff members of the ASC use sand-filled "logs" designed to promote teamwork while strengthening muscles and improving cardiovascular fitness.



## TP4: Getting equipment back home from Iraq quickly



**TP4 workers pressure-wash M777 howitzers at the Joint Base Balad, Iraq, Redistribution Property Assistance Team yard. High-priority items are processed by the 2nd Battalion, 402nd Army Field Support Brigade, then matched to available airlift for movement to the United States for repair and return to fighting units.**

**Story and photos by Summer Barkley  
402nd AFSB Public Affairs**

JOINT BASE BALAD, Iraq – Facing what Lt. Gen. James H. Pillsbury, Army Materiel Command deputy commanding general, called a tsunami of equipment to be returned to the United States, the 2nd Battalion, 402nd Army Field Support Brigade (Iraq) is doubling its capacity to retrograde some high-priority materiel faster and more cost-effectively.

For the last 17 months, vehicles, palletized equipment and containers eligible for the Transportation Priority 4 program have been shipped directly from Joint Base Balad, Iraq, to the United States at a substantially reduced cost and in about one-third the time of conventional shipping while maximizing cargo space on aircraft returning to the States.

The battalion works with the U.S. Air Force Air Mobility Command to leverage empty space on cargo planes headed back to the States and has shipped hundreds of items resulting in a cost avoidance of more than \$3,500,000. TP4 has also reduced the shipping time from an average of 90 days to about 32 days.

The advantages are many: maximizing use of cargo space on aircraft returning to the States; reducing

the number of convoys taking equipment out of Iraq; reducing the volume of equipment waiting to be transported from Kuwait; cost avoidance; faster delivery to the source of repair; and expediting reset and return of high-priority equipment to the Warfighter.

Recently, the 15-person team at Balad began processing the first of 17 Strykers by having three driven onto wash racks for a thorough agricultural cleaning inside and out. The mission-specific armor and sensitive electronic equipment were removed at the Stryker Forward Repair Area located nearby.

Processing each vehicle takes about one day, said Jaime Salazar, TP4 team supervisor. The vehicles are cleaned to meet strict standards using pressure washers and vacuum cleaners to ensure that there is no dirt, vegetation or insect infestation in or on the vehicles. Fluid levels are also adjusted to required levels.

“These guys [TP4 team] are excellent,” Salazar said. “They know what Customs looks for.”

Before being loaded onto huge cargo planes, U.S. Navy Customs inspectors inspect the vehicles while they are still on the wash racks. When the inspectors arrive, drivers are standing by and all the paperwork for shipment and onward disposition is in hand so there will be no delay when the vehicles are cleared. Once cleared by Customs, the vehicles are moved to a “sterile yard” awaiting shipment, then flown directly to the States and where they are routed to appropriate sources of repair.

The Balad TP4 site can process four vehicles simultaneously, taking up to three days to process each vehicle. TP4 throughput will be doubled this month when a second site opens at Victory Base Complex in Baghdad, mirroring the Balad facility.

True to the battalion motto, TP4 teams “Keep it Moving.”



**Strykers are loaded onto an Air Mobility Command plane at Joint Base Balad, Iraq, for transport to the United States, where they will be repaired and returned to fighting units.**

# Maj. Gen. Fontaine takes reins of Army Sustainment Command

By Paul Levesque, ASC Public Affairs

Maj. Gen. Yves J. Fontaine became commanding general of the U.S. Army Sustainment Command in a ceremony held Sept. 2 on Memorial Field at Rock Island Arsenal, Ill.

Maj. Gen. Fontaine took command of ASC from Maj. Gen. Robert M. Radin, who had served as commanding general since July 2007. Radin has been reassigned to Department of the Army Headquarters in Washington, D.C., where he will serve as Assistant Deputy Chief of Staff for Logistics (G-4).

Gen. Ann E. Dunwoody, commanding general of the U.S. Army Materiel Command, presided at the ceremony. In a traditional act, Dunwoody passed the flag of command from Radin to Fontaine.

With his position as commanding general established, Fontaine then passed the flag to ASC's top enlisted Soldier, Command Sgt. Maj. Stephen D. Blake, for safekeeping.

In her remarks, Dunwoody stated that the flag passing and other traditional elements of the change of command ceremony were "the Army's way of recognizing continuity of command" and then quipped, "You may have noticed that I had to wrestle the flag away from General Radin."

Dunwoody then welcomed Fontaine to ASC by stating, "They don't come any more qualified nor any more ready for command. He knows what right looks like and understands what support to the warfighter means. Most important of all, he knows how to take care of Soldiers, civilians and their families."

"I've known Maj. Gen. Fontaine for many years. He has the energy and the intellect for the job.... Notice that I didn't say patience," she added, drawing a laugh from the audience.

Fontaine began his remarks by extending greetings to special guests from the community and thanking the Quad Cities area for the warm welcome it had given him and his wife, Kathy.

He then added, "In keeping with established rules of engagement, I'll keep my remarks short."

"To the Quad Cities community, I look forward to carrying on the fantastic relationship that Bob and Sara Radin



have established with you," he said. "To the people of ASC, your reputation for excellence is renowned around the world, and I am honored to serve with you as we tackle future challenges."

Fontaine is ASC's third commanding general, succeeding Radin and Maj. Gen. Jerome Johnson, who was in command when ASC was established in October 2006.

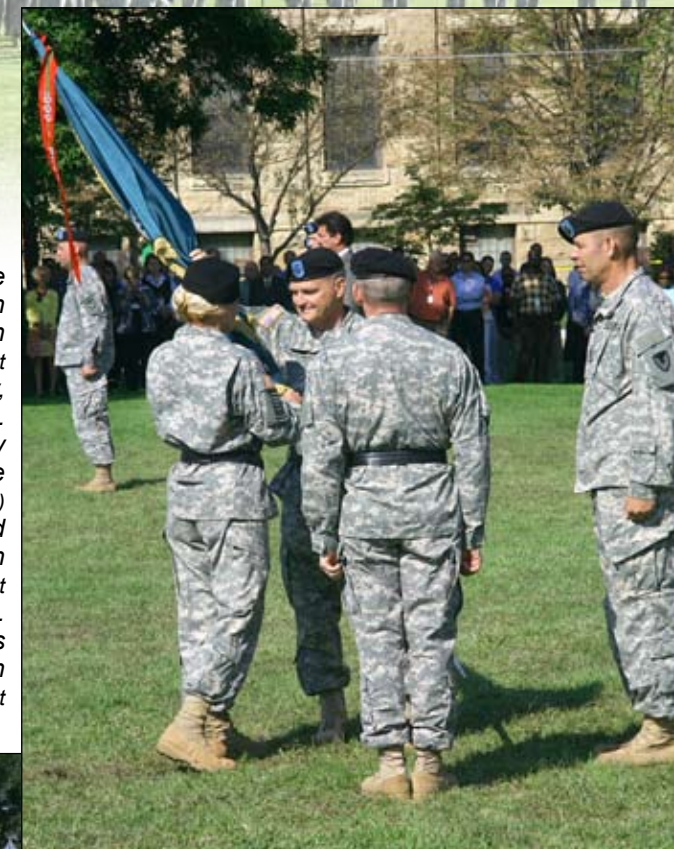
Fontaine comes to ASC from Kaiserslautern, Germany, where he served as commanding general of the 21st Theater Sustainment Command. Prior to that assignment, Fontaine served as Deputy Chief of Staff, G-4 (Logistics), United States Army Europe and 7th U.S. Army, in Heidelberg, Germany.

From November 2004 to November 2005, Fontaine was deployed to Southwest Asia in support of Operation Iraqi Freedom as commanding general of the 1st Corps Support Command. He previously served in the Persian Gulf region during Operations Desert Shield and Desert Storm, as a plans and operations officer with the 24th Infantry Division and later as the U.S. liaison to a French military unit.

Fontaine, 56, is a native of Belgium who became a naturalized U.S. citizen in 1971. He was commissioned as an Army officer in 1976 following his graduation from LaSalle University in Philadelphia, Pa., where he was named as Distinguished Military Graduate.

Fontaine and his wife, Kathy, are the parents of four daughters.

Photos; **Background:** Soldiers and civilians from the Army Sustainment Command stand ready for inspection during the change of command ceremony held Sept. 2 on Memorial Field at Rock Island Arsenal, Ill. (Photo by Sgt. 1st Class Sean Riley) **Opposite page:** Gen. Ann E. Dunwoody, commander of the Army Materiel Command, and Maj. Gen. Yves J. Fontaine, the incoming commander of Army Sustainment Command, salute the colors during the change of command ceremony. (Photo courtesy of EL Hamm) **Right:** Maj. Gen. Yves J. Fontaine assumes command of the ASC by accepting the unit's colors from Gen. Ann E. Dunwoody, commander of the AMC. (Photo by Sgt. 1st Class Sean Riley) **Bottom:** (From left to right) Maj. Gen. Robert M. Radin and Yves J. Fontaine view the troops during the change of command ceremony as Gen. Ann E. Dunwoody addresses the spectators. (Photos by Sgt. 1st Class Sean Riley)



# College student becomes World War I hero

By Staff Sgt. Jeff Smith

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

Born on March 10, 1894, Benjamin Kaufman would become one of America's most honored World War I veterans because of his bravery in the Argonne Forest, France, in October 1918. He was an unassuming young man growing up in Brooklyn, N.Y. He never intended to join the Army; he was just a normal college student at Syracuse University when America became a participant in the Great War in 1917.

Early on, Kaufman was assigned to Company K, 308th Infantry, 77th Infantry Division. He was sent to France, where he moved to the front lines immediately. In an epic battle to rescue several of his men, Kaufman was blinded by a gas shell. He refused medical help, but was forced to go to the hospital. However, he stole a uniform and made his way back to his unit, only to find himself faced with bigger trouble than before. Kaufman had to face a court martial for leaving the hospital without proper discharge. He fought the charges placed against him and Army officers eventually cleared him of any wrongdoing and allowed Kaufman to rejoin his fellow soldiers.

First Sergeant Kaufman was already a hero among his peers, and within his unit for acts of bravery. While serving in an advance detail in the Argonne Forest, France, Kaufman and his men were once again facing danger. On Oct. 4, 1918, 1st Sgt. Kaufman and his men came under heavy fire from a German machine gun. Two of his men were immediately wounded. Kaufman confronted the task of silencing the machine gun in order to provide proper assistance to his own men. Unfortunately, before he was able to use his weapons, Kaufman was struck in the arm by enemy fire. With his shattered, bleeding right arm hanging limply by his side, he advanced on the enemy gun alone. He showed no hesitation as he lobbed hand grenades with his left arm. Waving an empty pistol, he charged, managing to take a



Staff Sgt. Jeff Smith



Courtesy photo

1SG Benjamin Kaufman

prisoner while the enemy crew scattered. Kaufman barely made it back to the American lines with his prisoner. He managed to report the position of the German lines before fainting from blood loss. His revelation regarding the enemy's position made it possible for the Americans to move forward and attack. Kaufman received awards for bravery from nine foreign governments, including the Medal of Honor awarded by the United States.

Kaufman continued his service to America after the war. He served as a national commander of the Jewish War Veterans of the United States from 1941 through 1942. His credentials grew during World War II, when he served as the director of the War Manpower Commission (WMC) in New Jersey. The WMC balanced the labor needs of agriculture,

industry and the armed forces during the World War. During this time he also served as commander of the New Jersey Council of the Disabled American Veterans of the World War and national vice commander of the National Legion of Valor. From 1945 thru 1959 Kaufman was the executive director of the Jewish War Veterans of the United States.

Kaufman died at the age of 86 at Mercer Medical Center, Trenton, N.J., on Feb. 5, 1981. He was honored once again through the naming of the Ben Kaufman Post 156 of the Jewish War Veterans in Trenton, N.J. The Post is a living memorial to a man who has been

described as someone who always wore a smile, even when the going was tough. A Syracuse University student who never considered joining the military had become one of America's most valorous decorated veterans, taking care of fellow servicemen until death.

### **Suggested Reading:**

"Benjamin Kaufman, 86, is dead; Commanded Jewish war veterans" February 7, 1981

<http://www.jwv-ca.org/kaufman.html> (April 9, 2009)

Seymour "Sy" Brody "Benjamin Kaufman, Citation for Congressional Medal of Honor"

<http://www.jewishvirtuallibrary.org/jsource/biography/kaufman.html> (April 10, 2009)

## CACIO workshop features best practices



**Robin Wright from Honeywell Technology Solutions briefs workshop attendees on how to change to a continuous improvement culture during the Continuous Improvement and Quality Workshop at Jumer's Event Center Aug. 19 in Rock Island, Ill.**

**Story and photos by  
Sgt. 1st Class Sean Riley  
ASC Public Affairs Office**

Seeking better performance, the U.S. Army Sustainment Command hosted a Continuous Improvement and Quality Workshop Aug. 18 - 20 at Jumer's Event Center in Rock Island, Ill.

The workshop is an annual event that facilitates sharing and learning on continuous improvement and quality by providing an effective forum for professional collaboration across the ASC. The workshop provides opportunities for professionals to share and help each other with best practices and lessons learned, officials said.

According to the Command Assessment and Continuous Improvement Office (CACIO) of the ASC, headquartered on Rock Island Arsenal, Ill., key topics discussed during the workshop focused on improvement and quality in joint military programs, the Army Left-Behind Equipment Program, and service contracts.

Also discussed during the three-day workshop were quality assurance and control programs, improvement and quality in contingency operations, best practices and lessons learned.

Key speakers included senior leaders and lead subject matter experts from Defense agencies, the Army, Marines, and industry.

Key issues such as retrograde process improvements and Army Prepositioned Stocks were the most relevant, given the U.S. Army's current position in Iraq. For the thousands of pieces of equipment in theater, it is the U.S. Army Sustainment Command's mission to move, or retrograde, the equipment, prepare it for use in new theaters, and position it strategically around the globe.

"In 2007, when General Radin took over, he gave the Mobility Team a mission. He was like 'Hey, I want to know if we can track all the class VII retrograde that's leaving the theater,'" said Sgt. 1st Class Cedric Stokes, assigned to the ASC's Mobility Team.

The team has responsibility for managing and tracking all retrograde equipment from theater to its destination. "Of course, at the time, there wasn't an established method or process for tracking. So, we had to come up with a solution to provide him with all the information."

That solution is now the standard across the Army Materiel Command and has been adopted Army-wide.

"The main problems are property accountability by the people who have (the equipment) and visibility of the transports, so we can tell the command this is where that equipment's located," Stokes said.

The CACIO team addressed those issues by employing Lean Six Sigma improvement strategies. Lean Six Sigma is an improvement method that utilizes collected data to identify and eliminate problems in a process. It is an improvement engine that establishes a new set of procedures and clarifies or redefines organizational roles while working to continuously generate results.

"The trick is, can we hold those improvements and (ensure) that the controls are working, so that when we do this retrograde of the equipment from Iraq, that it will be responsive and effective to the big surge," said Jerry De La Cruz, the former director of ASC's CACIO, now heading the G8, Resource Management. "The responsible redeployment task force will be able to make this happen because we are checking and monitoring the retrograde process against the standards, to include the controls that measure the process. That is what the Distribution Management Center and Sergeant Stokes are responsible for: to ensure that

**See CACIO, page 15**

## Fort Hood organizations assist 407th AFSB, keep vital equipment in top shape

By Jon Connor  
ASC Public Affairs

FORT HOOD, Texas – The men and women of the 407th Army Field Support Brigade are keeping Soldiers' equipment in tip-top shape while working in ways that use ingenuity and resourcefulness to save taxpayer money.

Like any organization supporting the Army Materiel Command's Army Sustainment Command, the people teaming with the 407th AFSB work daily to ensure the warfighter has what is needed in Southwest Asia and elsewhere. It's a mission they embrace with pride and professionalism, as is evident in their work.

The 407th AFSB's mission is to provide a single AMC face to the field by integrating and synchronizing acquisition, logistics and technology in order to enhance the combat readiness of all Army units in its area of operations, according to the unit's briefing statement.

But the 407th couldn't complete its missions without the help of others at Fort Hood and elsewhere. A look at three work areas – Directorate of Logistics' Maintenance Operations Division, Field Logistics Readiness Center, and the Fort Hood ManTech Organization – bears this out. They understand what they're doing directly affects the Army's efforts in sustaining this nation's battle against terrorism.

"Our Soldiers are coming and going every day, units are rotating. We have a lot of equipment overseas in support; we have a little of bit of

equipment that's in the rear for training," said Ed Hays, project officer, Field Logistics Readiness Center.

The FLRC previously fell under Army Forces Command prior to coming under ASC, based on the need from operations in Southwest Asia, Hays said.

The Army did not have an adequate work base to take care of the "Left Behind Equipment," as it became known. LBE is equipment a unit does not take with it during a deployment and can be reissued elsewhere where it can be used for training or to other units returning from deployment. Often, it must be repaired to bring it up to standard.

"So now we have civilian organizations that follow military leadership ... (like the) 407th (AFSB), so now you have a brigade command, you have battalion commands that fulfill them," Hays said. "They have a complement of civilians and military, and we're here to support and back up the Soldier shortages and help them keep equipment [in use] so they can adequately train to survive the war."

Hays said the FLRC supports active Army units, the Reserve, the National Guard, Air Force, and if another program manager needs something, FLRC will provide assistance.

"Everybody is getting lean ... fast, less tax dollars, quicker product and better support," Hays said of the current operations.

**See Fort Hood, page 9**



Photo by Galen Putnam

**A Fort Hood, Texas, welder adds his skill to the Materiel Enterprise by repairing equipment undergoing field-level reset under the direction of Army Sustainment Command's 407th Army Field Support Brigade.**

## Fort Hood

*continued from page 8*

All total, FLRC has 30 separate work locations at Fort Hood.

Dave Slaughter, chief of maintenance, Directorate of Logistics' Maintenance Operations Division, said his division looks to the 407th AFSB basically as the workload manager.

"We work in conjunction with them, our workload, what our priorities are going to be ... they look at the bigger picture for Reset and LBE, ARFORGEN (Army Force Generation) process," Slaughter said. "And as they tell us what the priorities are, to be issued to what units, is basically how we get equipment into the shop."

ARFORGEN is a structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of combatant commander requirements, the Army has stated.

Reset in this context is a set of actions to restore equipment to a desired level of combat capability commensurate with a unit's future mission.

"Besides what we do for Reset and the 407th, we also have our national maintenance system that we do for AMC as well for the wholesale supply system. We also have our sustainment mission supporting the rest of the installation," Slaughter explained.

On average, 21,000 work orders are completed annually through 650,000 work hours – regular time and overtime, he said.

"Between Reset and LBE we spend about \$42 million a year. [Regarding] our national maintenance mission, my budget is \$7 million a year; for our sustainment mission we're at \$4 million. And we also have a PDTE (Pre-deployment Training Equipment) mission for the training set and that is significantly 'plussed-up' because we used to have 30 vehicles we support and now we have almost 400 to support. We have lots of things going on."

Jeff Duncan of FLRC's welding shop, cited a couple examples of how repairing equipment is saving American taxpayers' defense dollars. The costs are estimates, not exact figures.

"For example, it costs [about] \$10,000 to replace a cab. We can repair it for about \$500 total, labor and materials," Duncan, a team leader employed by L-3 Communications, said.

L-3 Communications is a prime contractor that provides maintenance and other services for the Defense Department.

Another thing the shop does is manufacture small parts that are required, but hard to get, expensive

and may not be cost-effective, he said.

"This panel here is \$700," Duncan said, picking up a sample. "We can make this panel for \$50 down here in the welding shop...time, materiel and labor. It's just one of the small things we do to help save the Army money."

Duncan said FLRC takes pride in the work they do to support the warfighter and reduce costs.

"One of the big processes we have to ensure the government gets good quality product for the dollar is we have quality assurance product control [people] go behind every single vehicle to make sure everything is done to [the Technical Manual] 10-20 standard," Duncan said. "What that means is that the vehicle is exactly as it came out of the factory minus small things such as cosmetics. The major components of the vehicle are 100 percent functional, and the Soldier has something that he can have pride in but also trust his life with."

Likewise, that pride is exhibited by people like Daveine Butler of ManTech's LBE section at a 1st Cavalry Division support motorpool.

ManTech reconciles property books, signs for LBE, then hands it over to FLRC for repairs.

It is at the motor pool where Butler and others provide direction to Soldiers bringing in equipment that is inventoried, inspected, stored, re-issued or shipped out in support of ASC's 407th AFSB.

"Everything will be laid out. We'll inventory it real quick (together). I'll call something out, they'll identify it if I don't know what it is... and then when I'm done I give them [the Soldiers] a box," she said. The box is then taped with identification information written on it.

Butler explained the section coordinates maintenance work support as needed or directed.

"If it's going to go to maintenance, they're going to bring it to [TM] 10-20 standard. If somebody at Fort Hood needs a Humvee (High Mobility Multi-Purpose Wheeled Vehicle), and it's in this motorpool, they'll just do a lateral [transfer] ... they just give it to that Soldier ... company, battalion, whatever," Butler said.

The maintenance organizations supporting the 407th AFSB's missions are a proud, dedicated group of people. Whether it's working on a truck, rebuilding an engine, welding replacement parts, or doing the paperwork to keep track of it all, the people supporting Directorate of Logistics' Maintenance Operations Division, the Field Logistics Readiness Center, and the Fort Hood ManTech Organization, are making a big difference. They support the warfighter and the American taxpayer through their ingenuity, hard work, and pride.



## Materiel Enterprise at FOB Kalsu – *sized to meet the mission*

By Summer Barkley  
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – Forward Operating Base Kalsu, located south of Baghdad, and home to the 172nd Infantry Brigade and other units, provides a cross-section of the complex and many-faceted support systems Army Materiel Command provides to the troops.

Chief Warrant Officer 4 Darren L. Cook, the linchpin between AMC, the 172nd and organic units on the ground, heads the Brigade Logistics Support Team which includes staff from the 402nd Army Field Support Brigade and its 1st and 2nd Battalions, logistics assistance representatives from TACOM and CECOM Life Cycle Management Commands and embedded field service representatives.

Cook recalled his first deployment to Iraq with 1st Armored Division when the unit did not have the resources AMC brings to the battlespace.

“The unit was responsible for everything,” Cook said. The Soldiers had to establish and manage the living areas, run dining facilities, mail rooms and laundry facilities while still accomplishing their

wartime missions.

Those functions and more now fall under Army Materiel Command and BLST chiefs like Cook are the single face of AMC to the field. As such, Cook, who calls himself “an enabler,” said he can leverage a different command structure from the traditional unit command structure to “go wherever needed to resolve issues and get results.”

Reporting field unit needs to the AFSB and Army Sustainment Command, Cook and other BLST chiefs can raise issues and concerns to all elements of the Materiel Enterprise to generate the needed results.

### **Brigade, battalions and partner commands**

The AMC team at FOB Kalsu may be smaller than some other BLST teams, but they provide a full range of support expertise – and if there is a need for a skill not resident at Kalsu, Cook can “bring the capability of the entire theater to FOB Kalsu as needed.”

The resident experts are Dick Welch, logistics management specialist; Anthony Petredis, engineer;

*See Kalsu, page 11*



**Rudy M. Luga, a TACOM Life Cycle Management Command logistics assistance representative (center), works with students in the 172nd Infantry Brigade Combat Leaders Course as they prepare for the situational awareness exercise phase of the course.**

## Kalsu

*continued from page 10*

Timothy D. Fendley, Redistribution Property Assistance Team site lead; Jeffrey Peters, housing manager; Rudy M. Luga, armament logistics assistance representative, from TACOM LCMC; Michael R. Fitzsimmons, TACOM LCMC automotive LAR; Edward A. Scroggins, CECOM LCMC LAR, John G. Wright, Mine-Resistant Ambush-Protected vehicle site lead; plus the Dept. of the Army civilians who work in battalion programs and field service representatives employed by contractors who have equipment on the ground such as MRAP and route clearance vehicles.

The team of experts has the skill sets most in-demand by the units they support, primarily the 172nd Inf. Bde. In the words of John Wright, MRAP site lead, the team “brings the manufacturer to the FOB.”

### Customer support

TACOM LARs Luga and Fitzsimmons take time out once a month from their daily duties of going directly to the units to teach segments of the 172nd's Combat Leaders Course. They provide technical guidance and advanced training in their respective areas to Soldiers who have demonstrated that they are leaders.



**Chief Warrant Officer 4 Darren L. Cook (left), Brigade Logistics Support Team chief for the 172nd Infantry Brigade, works with Sgt. 1st Class Wendoly D. Portillo, 172nd Inf. Bde. property book office noncommissioned officer-in-charge and Chief Warrant Officer 2 Tuajuanna N. Jones, 172nd Inf. Bde. property book officer as the unit resets equipment in preparation for redeployment.**



**Michael R. Fitzsimmons, a TACOM LCMC logistics assistance representative, looks on as students in the 172nd Infantry Brigade Combat Leaders Course check their M1151 as they prepare for the situational awareness exercise phase of the course.**

“AMC brings a level of legitimacy to the course,” said Sgt. 1st Class Eric R. Bunuan, noncommissioned officer-in-charge of the course conducted at Kalsu's Blackhawk Academy. “When the TACOM LAR comes in, they listen – he's the expert.”

Bunuan said that in addition to the technical expertise the LARs bring, they also “open their [the students] eyes to assets they would not have seen otherwise.”

Spc. John L. Barton, Company C, 2nd Battalion, 227th Aviation Regiment, agreed. He said he learned a lot more about MRAPs from Fitzsimmons.

The last day of the CLC was a situational awareness exercise and both Luga and Fitzsimmons were on hand early as the Soldiers prepared their vehicles and weapons. Their primary mission was not to provide direct assistance to the Soldiers but to assess the skills learned in the sessions they taught.

“We already taught them,” said Fitzsimmons, TACOM automotive LAR. “Now we see what they learned.”

“The civilians made the class much more interactive,” said Sgt. George C. Hilt, assigned to Headquarters, Headquarters Company, 1st Battalion, 2nd Infantry Regiment. “We learned more about spot checks on weapons and specifics to look for. These are more tools in the tool kit.”

Luga, TACOM armament LAR, was also on hand when Soldiers from Headquarters, Headquarters

**See Kalsu, page 12**

## Kalsu

*continued from page 11*

Detachment, 2nd Battalion, 28th Infantry Regiment prepared to go on a night patrol. He climbed on top of an MRAP to help Soldiers check the .50-caliber machine gun.

“AMC helps a great deal,” said Sgt. 1st Class Adam C. Martinez, Headquarters Detachment, 2nd Bn., 28th Inf. Regt. “They help with vehicles and equipment and training. They’re always available and they keep Soldiers up to date. They make sure every Soldier has the proper training.”

“I’m pretty confident,” said Spc. Ricardo R. Arriola, HHD, 2nd Bn., 28th Inf. Regt. “AMC helped us learn the .50-cal. more in depth and [the automotive LAR and BAE Systems field service representative] taught us step-by-step the systems on the Caiman – full maintenance checks by the book.”

He added that all the Soldiers received driver training and many received maintenance training on the vehicles. His jobs on the mission included being the driver for the platoon sergeant’s vehicle, primary medevac coordinator and ensuring everything on his vehicle is okay.

A somewhat different perspective on AMC vehicle support provided to the 172nd was provided by Spc. Candice E. Witherington, a deadline vehicle clerk in the brigade’s maintenance section.

“The Sprung [MRAP site] is such a valuable asset,” she said. “They take some of the burden off our mechanics and motor pools. They are the SMEs [subject matter experts] for all MRAP variants.”

Deadline vehicle clerk is not Witherington’s only job; she is also the mortuary affairs adviser for the brigade and brings that perspective into play when she talks about MRAPs and the support and training provided by AMC personnel.

“Mr. Wright [MRAP site lead] and his team are the tech experts to train us,” she said. “They make sure the Soldiers know how to operate the vehicles and the MET [MRAP Egress Trainer] will absolutely help in survivability. It will be an excellent training aid.”

### RIP-TOA on the horizon

As daily missions continue, important work directed at getting the unit and its equipment ready to redeploy goes on in many offices within the 172nd area of responsibility. A relief-in-place/transfer of authority is not far off.

Early retrograde of excess equipment, reset of organizational equipment are underway while retrograde of theater-provided equipment – approximately 32,000 pieces of equipment consisting of over 8,700



**Chief Warrant Officer 4 Darren L. Cook, Brigade Logistics Support Team chief for the 172nd Infantry Brigade, works with Sgt. 1st Class Earl B. Jones, 9th Engineer Battalion, 172nd Inf. Bde. S4 noncommissioned officer-in-charge, and Sgt. Julie R. Buchun, 9th Eng. Bn. S4 clerk, to ensure all of the unit’s equipment is ready for reset in preparation for the 172nd’s redeployment.**

line items valued at \$2.5 billion – must be accomplished. So far, three early retrograde of equipment missions have been completed.

“Without AMC and the BLST we would not have been able to pull it off,” said Chief Warrant Officer 2 Tuajuana N. Jones, 172nd property book officer. “The first ERE felt like it was going to last forever because it was so new.”

“AMC has been assisting us with working with the Logistics Information Warehouse programs to correct errors,” said Master Sgt. Michael W.B. Nichols, 172nd S4 NCOIC. “Chief Cook helps us contact the right people.”

Units attached to the 172nd are also resetting their equipment. The nearly 900 Soldiers in the 9th Engineer Battalion have about 4,100 pieces of equipment ranging from route clearance vehicles to heavy construction equipment.

“AMC is integral to Reset,” said Lt. Col. Benjamin J. Bigelow, 9th Eng. Bn. commander. “We have low-density equipment and must know where they [the vehicles] are and when they will be returned to us.”

Maj. John L. Hudson, 9th Eng. Bn. executive officer, agreed and said the unit’s previous redeployment “was a major challenge” and that this time they are getting a quicker turnaround on their planning and

**See Kalsu, page 13**

## Kalsu

*continued from page 12*

resolving any issues that come up.

“Chief Cook and AMC worked to train, help resolve issues and answer questions,” said Sgt. Julie R. Buchun, 9th Eng. Bde. S-4 clerk. “We had over 500 errors at onset and now we’re 99 percent ready.”

Cook said that the unit’s focus is either sustainment maintenance while in theater, then shifting to getting their supported unit’s equipment reset and theater-provided equipment signed back over to the theater property book as they prepare to redeploy. His focus as BLST chief is on the life-cycle of the equipment or “cradle to the grave” tracking it through repair and distribution to another unit or until it is disposed of through the Defense Reutilization and Marketing Service.

“I wish I had this type of support when I was in a Brigade Combat Team,” Cook said.

### LARS – expertise and commitment

No matter where they’re working, logistics assistance representatives bring a high level of expertise and commitment to the units and Soldiers they support. The Kalsu LARs are integral to the 172nd Infantry Brigade and other units in the area.

**Michael R. Fitzsimmons**, TACOM LCMC automotive LAR said, “When you’re here wearing a TACOM hat, you have to know all the vehicles.” LARs he knew when he was a Soldier “saw all, knew all and did all,” and he wanted to be that person. He will redeploy to the 405th Army Field Support Brigade soon.



**Rudy M. Luga**, TACOM LCMC armament LAR, said he wants his Soldiers to be confident in their weapons systems and stresses daily preventive maintenance. “It’s too late when the weapon breaks down.” He recently redeployed to the 405th AFSB.

**Edward A. Scroggins**, CECOM LCMC LAR, is the technical expert for command post systems integration and mentors Soldiers who are often frustrated with the equipment. “I can break things down step-by-step and the Soldier will have an ‘Aha! moment’.” Maybe I’ve helped save a Soldier’s life through comms.”



## ASC Soldiers, civilians support homeless vets at 9<sup>th</sup> annual QC Stand-Down



**Denise Brown-Winchell**, a human resource specialist in the Civilian Personnel Division for the Army Sustainment Command at Rock Island Arsenal, Ill., speaks with a homeless veteran during the Quad Cities Ninth Annual Stand-Down for Homeless Veterans at the Quad City Conservation Alliance Expo Center in Rock Island, Sept. 18. Soldiers and civilians of ASC’s Human Resource section collected more than \$1,000 in donations, food, and toiletries to distribute to Quad City-area homeless veterans.

Photo by Sgt. 1<sup>st</sup> Class Sean Riley, ASC Public Affairs

# Microsoft Vista comes to ASC

By Barbara Toner  
ASC Public Affairs

ASC headquarters employees are beginning to see changes in the way they use their computers, thanks to the migration from the Microsoft XP operating system to Vista.

All Army computers must be switched to Vista by Dec. 31, 2009, said Randal Sayer, current operations chief, G6 (information management). ASC headquarters migration began Sept. 6 and will continue, office by office, until completion, he said.

Employees will receive an e-mail approximately one week before migration, Sayer said. Vista International Operations, ASC's information management contractor, will collect designated computers at the end of the day and return them the next morning.

During the transition, all new computers will be issued with Vista, and those requiring reimaging will automatically have it installed.

Vista is a new Microsoft operating system – master software that manages computer functions and controls such tasks as memory, disk space, and input and output distribution. Vista contains many new features, including a new user interface, new security capabilities, and a variety of networking subsystems.

What this means to users is that when they log into their computers, their monitor screens will look different.

“You still have the same methods of getting to your applications. You still have icons; you still have the same functionality. It may be presented visually slightly different, but it’s not going to change how people perform their job,” Sayer said.



To help with the change, the Rock Island Network Enterprise Center, formerly the Directorate of Information Management, has scheduled training classes during the month of September, said Karen Elherz, a trainer with QSS Perot Systems.

A typical class consists of a demonstration on what to expect as well as a comparison between XP and Vista. A question-and-answer period follows the one-hour training session, Elherz said. Those interested in training may sign up in TED.

The migration so far has been relatively smooth, Sayer said.

“We’ve had a few quirky issues, but all have been resolved to date,” he said.

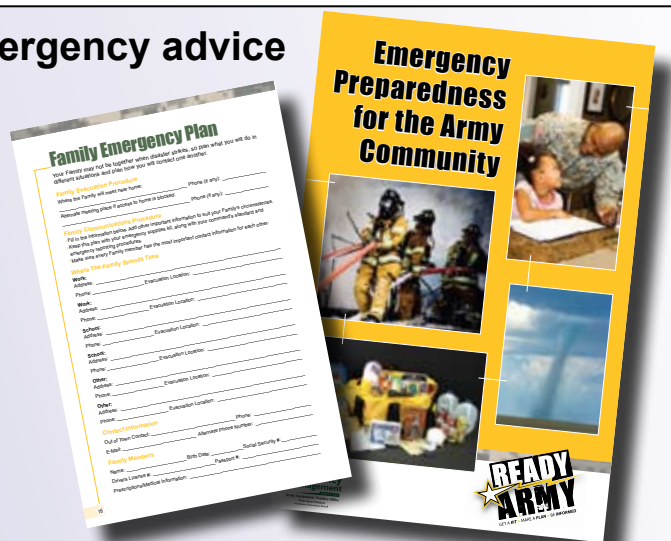
To reduce the problem of missing files, Sayer and his team recommend all files saved in the hard drive or desktop be transferred to My Documents. Everything saved to My Documents will be backed up. Any documents on the desktop but not in that folder could be lost.

At other ASC locations, brigade and battalion S6 sections will be working with their host Network Enterprise Center to complete the change to Vista, Sayer said.

## ‘Ready Army’ campaign offers emergency advice

How would your family respond to a flood, earthquake, or even a terrorist attack in your community? The “Ready Army” campaign gives step-by-step advice on how to prepare for just about any emergency. For more information, including a video and downloadable resources, go to <http://www.acsim.army.mil/readyarmy/>

**[For video click here](#)**



## CACIO

*continued from page 7*

our process is behaving the right way.”

A potential challenge facing Stokes and the Mobility Team is communication among the many agencies involved. The keys to success, Stokes said, are cross-talk and establishing retrograde priorities.

“For example, the Multi-National Corps-Iraq may cut the fragmentary order to have the equipment turned in, but they may not assist with the movement of the equipment,” he said. “So, the units may be slowed down when it comes to actually being relieved of that equipment because it’s not their priority.”

Stokes and his colleagues in the DMC believe the processes in effect will make for a smooth retrograde.

Sharing the responsibility for retrograde and issuing new or refurbished equipment are the mechanics and service providers who are tasked with ensuring the equipment is efficiently processed while maintaining precise quality standards. Kuwait, with service carried out under the Global Maintenance and Supply Service program, is the first of many steps equipment will make on its way in and out of the battlespace.

To ensure a smooth and timely

transition of the equipment, quality assurance and control practices in Kuwait were streamlined the same way as CACIO streamlined the retrograde process. What once took several weeks, now takes only a few days.

“They have to keep talking to each other, keep measuring the data, and put a standard operating procedure in place,” said Tom Ferguson, a Lean Six Sigma Division master black belt in the CACIO. “Our first-time yield (meaning, a piece of equipment that makes it from start to finish without being kicked back for maintenance or safety issues) went from 62 percent to 80 percent to 90 and to 96 percent. Over the last year, it’s been at 99 percent.”

Seeing such a marked improvement in the Kuwait maintenance activities process has, and will, help the retrograde process considerably, said Ferguson.

Craig Verbeke, a quality assurance specialist in CACIO, said he believed the workshop was a success.

“We had 32 speakers from industry and government who talked about International Organization for Standardization compliance, corrective actions, continuous improvements, QA and QC responsibilities, e-board

information, quality in the (Directorates of Maintenance), best practices, replication and much more. There was great audience participation, leading to better understanding of the challenges and opportunities we face in the future,” he said.

CACIO officials said planning has begun for the next Continuous Improvement and Quality Workshop scheduled for sometime in August of 2010.

### Stay Army Strong Fight H1N1

Prepare for H1N1 flu the same way you do for seasonal flu. Get vaccinated as soon as you can. You’ll need both H1N1 and seasonal flu vaccines.

- Take everyday steps to protect your health:
- Wash your hands often.
- Cover your nose and mouth when you cough or sneeze.
- Avoid touching your eyes, nose or mouth. Germs spread this way.
- Try to avoid close contact with sick people.
- Stay home if you are sick.

## THE GLOBAL LINE



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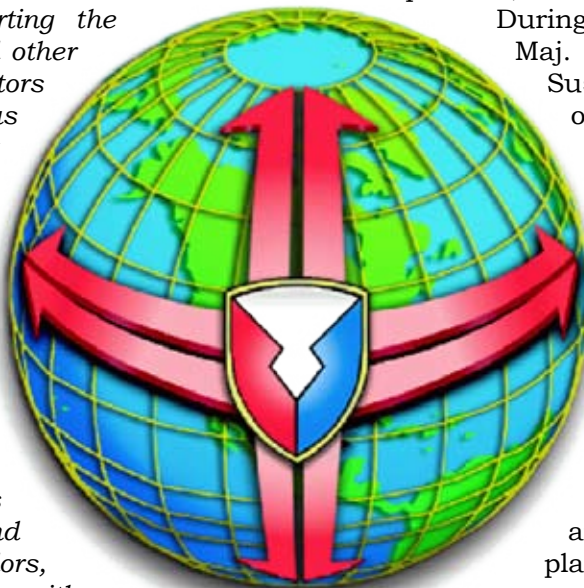
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# LOGCAP Recap

## ASC Public Affairs

*Editor's note: LOGCAP – Logistics Civil Augmentation Program – is a multi-billion dollar Army initiative to hire civilian contractors to perform services supporting the U.S. military in wartime and other contingencies. Use of contractors allows military units to focus on combat operations. It leverages worldwide corporate resources to bridge the gap between military logistics force structure and actual theater needs. As of April 2009, nearly 1 billion meals have been prepared, close to 300 million pounds of mail have been delivered, and close to 270 million tons of ice have been produced and delivered to Soldiers, Sailors, Airmen and Marines. Working with Army Contracting Command's Rock Island Contracting Center, LOGCAP enables the Army to focus on the fight. The following reports from field activities highlight some recent examples of LOGCAP making the difference.*



## Water keeps flowing at hospital

JOINT BASE BALAD, Iraq – On July 29, 2009, the water bladder at the Air Force Theater Hospital at Joint Base Balad ruptured. The team at JBB had a plan prepared for this possibility as the bag was nearing the end of its life cycle.

Camp Services immediately provided a water tanker to the hospital, which allowed the hospital to remain open without interruption to patient care. The LOGCAP contractor water technicians worked with military bio-environmental specialists into the night, ensuring correct water tests were performed and all results displayed safe levels. The responsiveness of the JBB team was recognized by Lt. Col. Tracey Kop, deputy commander of the 332nd Expeditionary Mission Support Group, who sent a “Thank-You” letter to the LOGCAP III JBB operations manager.

## Dental Clinic opens at COB Q-West

The Army's 45th Special Troops Battalion Troop Medical Clinic and the 561st Medical Command Dental Clinic opened the new Q-West Dental Clinic May 23 in Iraq. The LOGCAP contractor delivered

the project on time with the new facility housing six treatment rooms, a laboratory, a lead-lined x-ray room, a sterilization room making oral surgery possible, a waiting area and offices.

During the grand opening ceremony, Maj. Roger Jackson, 16th Sustainment Brigade projects officer, thanked the LOGCAP contractor for the excellent quality of work in the dental clinic project.

While being recognized for his own efforts, Jackson said: “I just push the paper around; it's the [contractor] people in the field, pouring the concrete, erecting the walls and wiring the electrical, that really make the difference and make COB Q-West a great place to live.” During a follow-on reception and tour of the facility, attendees were impressed by the caliber and quality of the work performed.

## DCMA enhances contingency Contract Administration Services support

A strong supporter of U.S. forces in Southwest Asia, Defense Contract Management Agency has taken additional steps to enhance its support to American forces deployed there.

DCMA's mission includes performing important contract administration services—including those performed in support of contingency contracting operations—aimed at ensuring that the U.S. military fully receive the quality support they need to perform its critical mission, on time and within cost.

Reflecting their commitment, DCMA recently announced its intention to increase its in-theater manning levels by 11 percent from 228 to 253 for LOGCAP alone. DCMA provides additional dedicated support throughout the theater.

The most significant change in the requirement fill is the addition of 13 fire specialists to be assigned theater-wide and nine quality assurance specialists and property administrators earmarked specifically to the LOGCAP III to LOGCAP IV transition in Afghanistan.

DCMA has also announced plans to: Partner with the LOGCAP Executive Directorate to embed

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## LOGCAP

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and more formally integrate DCMA into both Army contracting officer representative orientation training and Army pre-deployment exercises; increase DCMA participation in service-sponsored exercises that incorporate employment of LOGCAP, Armed Forces Contract Augmentation Program, and theater-wide contracts; and leverage the enormous benefit to be gained from operating in a joint environment by participating in select joint training and UCC-sponsored exercises.

### Housing units improve life quality at FOB Frontenac

FOB FRONTENAC, Afghanistan -- LOGCAP support for the troop surge in Afghanistan has involved many new requirements that call for heroic efforts to get the mission accomplished while ensuring the warfighter is properly housed, fed and, taken care of.

A great example of high-quality LOGCAP support was seen in the housing of Soldiers in containerized

housing called relocatable buildings or RLBs. These highly adaptable housing units are critical in Afghanistan where temperatures can fluctuate over a range of as much as 130 degrees during extended months in the summer and with frigidly cold weather and snow in the high elevations during the winter.

LOGCAP is responsible for 6,020 RLBs at Regional Command South locations in Afghanistan.

### Afghanistan RIP/TOA seamlessly completed

The 101st Airborne Division (Air Assault) and 82nd Airborne Division conducted a Relief In Place and Transfer of Authority June 3 with no interruption in LOGCAP service even though the military footprint is increasing during the transition period in Afghanistan.

This required temporary adjustments in housing and feeding and all base life support services and demonstrates the flexibility of all involved including the warfighter and those, like Team LOGCAP, that support them.

## Maj. Gen. Fontaine visits Joint Manufacturing Center



*Col. Craig S. Cotter, (left) Rock Island Arsenal Joint Manufacturing and Technology Center commander, welcomes Maj. Gen. Yves J. Fontaine, newly arrived commanding general of Army Sustainment Command, to the island's namesake facility. Fontaine and his family toured the Army's only vertically integrated metal manufacturing facility shortly after ASC's change of command ceremony Sept. 2.*

Photo by Rhys Fullerlove, JMTC Public Affairs



# NCO Spotlight: SGM Carlos J. Fernandez



**Name:** Sgt. Maj. Carlos J. Fernandez

**Age:** 52

**Hometown:** Fresno, Calif.

**Duty Position:** NCOIC

**Duty Section:** TAMP – 402nd AFSB

**How long have you been in this position?**

Since we began our deployment on Dec. 15, 2008

**How long have you been in the U.S. Army?** 28 years

**Tell us about your job and what you do:** I am currently the NCOIC for the Theater Aviation Maintenance Program (TAMP). I am the senior S-1, Unit Security Manager; TAMP Village housing manager, PO/QAR representative, Training NCO.

**What other positions have you held in the Army?** I have been the first sergeant of 342 soldiers from the 1106th AVCRAD, the first sergeant of a medical evacuation company, Production Control NCO while deployed to Bagram, Afghanistan in August 2003-May 2004, attack helicopter section leader and quality control inspector.

**What is the best part of your job?** Explaining to leaders how to motivate Soldiers, how to lead Soldiers and how to manage subordinates. Sometimes it's just giving Soldiers the benefit of my experience.

**What is the best part of being an NCO?** Mentoring Soldiers! Giving them the guidance needed to go from a good leader to a great one.

**Why is the NCO Corps important?** It's our first attempt at training Soldiers to be great leaders. But it doesn't end there. If we are truly blessed to encourage our junior leaders to be all they have the potential to be then we as leaders can take pride in ourselves for guiding the next generation of Soldiers/citizens and our world will be blessed because of it. It is imperative that we show our future leaders the right way to lead, mentor and guide. Mentoring is so important there should be classes dedicated to it.



**What are your future plans?** Making Command Sergeant Major in charge of a brigade and passing along all the leadership skills I have acquired throughout my career.

**Most people don't know (blank) about me:** the softer/intelligent side.

**What do you like to do in your spare time?** I really enjoy my downtime. I like to sit down at the end of the day with a glass of wine, a beautiful view, smooth jazz in the background and my wife looking into my eyes. I like to attend high school sports events, plays and dance.

**What is your personal philosophy?** Life is too short not to experience the world around you. Be responsible, loyal, take pleasure in the finer things in life like art, music and picturesque views that help complement our stern side. Truly enjoy your family and the people around you that you see everyday. Keep on growing!

**What is your favorite quote/slogan/saying?** I don't only want to build great leaders but great citizens as well!

**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)

## MFSC re-flags, Baxter assumes command, Follett retires

Story and photos by Sgt. 1st Class Sean Riley  
ASC Public Affairs Office

Soldiers and civilians of the Army Sustainment Command and Multi-Functional Support Command gathered Sept. 19 at Constitution Square on Rock Island Arsenal, Ill., for a deactivation and reactivation ceremony, a change of command, and to honor one Soldier's 29 years of service.

During the ceremony, Brig. Gen. David G. Clarkson, commander of the Army Reserve Sustainment Command, accepted the MFSC's colors for the last time from its retiring commander, Col. Mark R. Follett, before handing the Army Sustainment Command-Army Reserve Element's new colors to Col. Vicki J. Baxter.

The MFSC first stood up in December 2002 as a U.S. Army Reserve Program Unit. The unit was created from excess positions identified from the reorganization of the 19th Theater Army Area Command in Des Moines, Iowa, and transferred to Rock Island Arsenal to support the Army Field Support Command, now the ASC.

After the unit colors were cased and returned to Sgt. Maj. Eric B. Hill, the command sergeant major for the unit, they were posted.

Hill, along with Clarkson and Baxter, the commander of the newly re-flagged Army Sustainment Command-Army Reserve Element, uncased the unit colors, symbolizing the change of command.

Baxter enlisted in the Mississippi Army National Guard after graduation from high school. She earned her active-duty commission to second lieutenant into the Ordnance Corps in 1985. Prior to her assignment as the new commander, Baxter

was commander of the 787th Combat Sustainment Support Battalion.

"Obviously, the MFSC has a very great history," Baxter said. "The Soldiers have done well and I am counting on those Soldiers to continue that reputation. (Sergeant Major) Hill and I will be a command team that will get the mission done and take care of the Soldiers.

"We are looking forward to working with you," she said.

When Clarkson passed the command to Baxter, Follett ended a 29-year military career that began in 1980 with his enlistment in the Army Reserve. Follett achieved his active-duty commission into the Infantry branch as second lieutenant in 1983.

"Through all this time, there have been a lot of changes in the Army," said Follett. "During my career, the first company I commanded was inactivated, the first battalion I commanded was transformed with another battalion, now at the Colonel-level, this unit's being reorganized today as well. Change has been constant."

Follett also remarked about the two things that have always remained constant.

"One is God. God is always unchanging," he said, his voice choked

with emotion. "The other is my family. I've known my wife for 30 years, we've been married 27.

"She's known me longer than the Army has," he joked.

"It's been a pleasure and an honor serving the Soldiers here at the Multi-Functional Support Command," said Follett. "Now it's time for Colonel Baxter to have that honor."



**Sergeant Major Eric B. Hill, the command sergeant major of the Army Sustainment Command-Army Reserve Element, and Brig. Gen. David Clarkson, commander of the Army Reserve Sustainment Command, uncased the unit's colors during a deactivation and retirement ceremony, as Col. Vicki Baxter looks on, at Constitution Square on Rock Island Arsenal, Ill., Sept. 19. During the ceremony, the MFSC was reflagged as the Army Sustainment Command-Army Reserve Element, Baxter assumed command of the ASC-AR Element, and Col. Mark R. Follett was honored for 29 years of military service.**

## New Army Secretary sworn in

### Army News Service

WASHINGTON - John McHugh was sworn in as the 21st secretary of the Army Sept. 21, following his nomination by President Barack Obama and confirmation by the U.S. Senate.

As secretary, McHugh has statutory responsibility for all matters relating to the Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications and financial management.

McHugh also is responsible for the Army's annual and supplemental budget, which this year was more than \$200 billion. He leads a work force of more than 1.1 million active duty, National Guard and Reserve soldiers; 221,000 civilian employees; and 213,000 contracted workers. Also, he provides stewardship over 14 million acres of land.

Over the last eight years, McHugh made 10 official visits to Iraq and four visits to Afghanistan and other deployed locations to visit U.S. forces.

During his July 30 nomination hearing before the Senate Armed Services Committee, McHugh said that he was excited, humbled and honored at his new opportunity to serve, and that he understands the challenges facing the Army.

"They are strained by the frequency of constant deployments and stress by the pressures levied against their families," he said. "Too often - far too often - they return home only to be disappointed by a network of support systems that, despite high intentions and constant effort, continue to fall short of the level of support they so richly deserve and each and every one of us so deeply desire."

As secretary, McHugh will draw on his years of experience as the ranking member of the House Armed Services Committee, which oversees the policies and programs for the department and each of the services.

In addition, at the time of his nomination,



Photo by Staff Sgt. Matthew Clifton

**Army Secretary John McHugh shakes hands with Joyce Morrow, administrative assistant to the secretary of the Army, after taking the oath of office during a Pentagon ceremony Sept. 21, 2009. Anne LeMay, special assistant to the secretary of the Army, held the Bible during the ceremony.**

McHugh was co-chair of the House Army Caucus, a bipartisan group that works to educate fellow House members and their staffs about Army issues and programs, and a 14-year member of the U.S. Military Academy Board of Visitors.

In his concluding statement July 30, McHugh said he was inspired by the wounded warriors he'd met. "I have been so struck how these heroes, facing pain and loss and uncertainty, ask one question: 'What else can I do to serve?'"

He continued, "We can ask no less of ourselves."

Also at the Pentagon ceremony, Joseph Westphal assumed the duties of the 30th under secretary of the Army. Westphal has served in distinguished positions in academia, as well as private and public service, including a brief tour in 2001 as acting secretary of the Army. He served as the assistant secretary of the Army for civil works from 1998 to 2001.

McHugh has served more than 16 years as a member of Congress representing northern and central New York. During his service, he forged strong ties to Fort Drum and earned a reputation as a staunch advocate for soldiers and their families, working tirelessly to ensure they had proper facilities, training and the quality of life necessary to carry out wartime missions while caring for those at home.