



# THE GLOBAL LINE

*Best Newsletter in AMC*

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## Greetings to all of you throughout the Army Sustainment Command!

**Maj. Gen. Yves J. Fontaine**  
**U.S. Army Sustainment Command**

The holiday season is a very special time of year, a time filled with joy and celebration, a time to gather with family and friends and to share warm greetings and good feelings with all. The holiday season is a busy time for all of us, a time when we have so much to do that it's hard to know where to focus our attention.

This holiday season, I'd like us all to take a few moments from the hustle and bustle to focus on what's truly important – on the individuals who've sacrificed for our sake and made our enjoyment of the holidays possible.

On the other side of the world, atop a mountain pass in Afghanistan, an American Soldier is on patrol. His holiday season will be spent in a combat zone, doing the dirty and dangerous work of defending freedom from a very determined enemy. This Soldier would like to be home for the holidays, warm and safe in his home, among his family and friends, joining in celebrations of the season. But he knows that he is where he is needed, doing what needs to be done. He has faith in the cause for which he is fighting, hope that he is helping to create a better future for all through his service, and a generosity of spirit that compels him to serve selflessly and willingly. He embodies the holiday spirit, even as he prepares to spend his holidays on duty rather than in celebration.

Somewhere back in America, a Gold Star family prepares for their first holiday without a loved one – a son, daughter or spouse who made the ultimate sacrifice and died in service to our nation. This family mourns their loss deeply, as they know they always will. The holidays are sure to be a difficult time for them, and they wonder if this will



ever be a season of joy again. Words of comfort and care, and words of appreciation for their loved one's service and sacrifice, mean so much to them, even though we can never replace what they've lost. They need to know that their family member will never be forgotten, and that the life given had great meaning and purpose. Knowing this will brighten the holidays for them, and give hope for the New Year to come.

In a ward in a military hospital, a wounded warrior lies in bed. His wounds are severe, and may leave him with permanent scars and physical disabilities. He will spend his holidays in recuperation and rehabilitation, beginning the long and painful process of putting his life back together. This wounded warrior is still a member of his unit, still part of a fighting force that is the best in the world. Though his body has been diminished, his spirit is stronger than ever. It is this spirit that will carry him through the holidays, and carry him forward into whatever his future may offer.

These individuals, and thousands more just like them, gave so much on our behalf. In this season of giving, we should give back to them. We should let them know that they are remembered and that they have our unconditional support, during this special season and throughout the year. Please take some time to focus on what is truly important during this holiday season. Also, however you celebrate, please do so safely. Accidents go up at this time of year, so take precautions and be aware of potential dangers.

Happy Holidays to you and your family! May this special season be filled with joy and wonder, and may you enjoy all the best in the New Year!

## THE GLOBAL LINE



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*E-mail address: ROCK-ASC-GLOBAL-LINE@conus.army.mil*

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

Maj. Gen. Yves J. Fontaine  
 Commanding General

Daniel M. Carlson  
 Public Affairs Officer

Charles W. Fick Jr.  
 Managing Editor

Jon Connor, Galen Putnam,  
 Sgt. 1st Class Sean Riley, Barbara Toner  
 Staff Writers

Teresa Johnston and Greg Wilson  
 Design & Layout

# ASC honors veterans



*(Top) Members of the American Legion Post 569 honor guard participate during a Veterans Day ceremony Nov. 11 at its post in Milan, Ill. Col. Andy Stewart, deputy chief of staff, G-2, Army Sustainment Command, was the guest speaker. (Above Left) Col. Steven Feldmann, deputy commanding general for mobilization, Headquarters, ASC, addresses attendees at the Veterans Day service in Silvis, Ill. (Above Right) A veteran listens to Command Sgt. Maj. Stephen Blake, HQ, ASC, give his keynote address during Veterans Day activities in downtown East Moline, Ill. (Right) Maj. Gen. Yves J. Fontaine, commanding general of ASC, and Marty Fury, director of the Rock Island National Cemetery, salute during honors to veterans past and present. (Below) Col. Matthew Higginbotham, chief of Distribution Management Center, ASC, fields questions from students at Silvis Junior High School during a Veterans Day assembly.*

Photos by ASC Public Affairs



Photo courtesy of EL Hamm

## LOGCAP: A flexible alternative for supporting the force

By Summer Barkley  
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – Thirty-three Logistics Civil Augmentation Program (LOGCAP) practitioners met for a two-day conference at Joint Base Balad, Iraq, in early September to put names and faces together and share tips and tricks of the trade to make their jobs easier.

The group was a mix of newcomers to LOGCAP and seasoned personnel. The newcomers are with recently deployed sustainment battalions and the 13th Sustainment Command (Expeditionary), Fort Hood, Texas, and the seasoned personnel, or pros as they have come to be known, are nearing the end of their deployments. The presenters were staff from the LOGCAP Logistics Support Unit at Joint Base Balad and LOGCAP Forward at Victory Base Complex in Baghdad.

“This is the first conference of its type for customer and supported units,” said Col. Robert Thompson, deputy program director, LOGCAP-Iraq. Noting that LOGCAP will be involved with responsible drawdown, he said, “The take-away is how processes are turned on and off. Logistics is a big piece of getting the equipment out [of the theater].”

Thompson explained that LOGCAP augments units on the ground and is a resource for them. LOGCAP is externally driven by unit requirements and meets unit needs that cannot be met by their internal resources or by Joint Contracting Command-Iraq capabilities.

“LOGCAP provides a diverse range of services,” said Col. Herbert Jones Jr., Corps Logistics Support Services/Theater Transportation Mission LOGCAP support officer. “Bottled water, non-tactical vehicle maintenance, central issue facilities, MWR (morale, welfare, and recreation), the majority of postal services, laundry, food services, shuttle bus, and air terminal services are among the services LOGCAP provides. LOGCAP provides something for everyone in-theater.”

Conference attendees work in LOGCAP cells in the sustainment brigades that fall under the 13th SCE and are the link between their downrange units and higher headquarters.

“We make sure Soldiers get what they need in the least amount of time and make sure it’s what they need to complete their warfighting mission,” said Master Sgt. Madeline Allison, 10th Sustainment Brigade contract office. Allison said her goal is to be as effective and as quick as possible with minimum cost to the government.



LOGCAP courtesy photo

**Laundry service is one of many services provided under the Logistics Civil Augmentation Program (LOGCAP). Army Sustainment Command and its field units administer LOGCAP to provide basic life support services including housing, drinking water, dining facilities and laundry.**

“LOGCAP is here for the Soldiers,” said Lee Davis, a logistics management specialist for LOGCAP also assigned to the 10th. “I’m the continuity piece.”

Davis said when the unit comes to him with a need, he writes it up in language the contractor understands and when the contractor responds he can “translate their response to language the Army understands.”

“The 10th Sustainment Brigade is responsible for the theater transportation mission piece of support to the Iraq railroad,” said Davis. “They have to provide material handling equipment to load and unload cargo from the train at Camp Taji and they store and ship containers.”

Davis said that the mission will continue after the brigade redeploys and he will be there to ensure there is no disruption of service when the 96th Sustainment Brigade falls in behind the 10th.

Marine Maj. Stephen Jones, LOGCAP Multi National Force – West officer-in-charge, said LOGCAP has helped the Marines of the 2nd Marine Expeditionary Force because they can turn to LOGCAP for quality-of-life services such as dining and living facilities and allow the Marines to focus on their core missions.

Sgt. 1st Class Roderick Rodriguez is the Corps Logistics Support Services and Iraqi Postal Mission manager for the 13th SCE.

“Units take requests to their sustainment brigade and the sustainment brigade comes to me. With the drawdown, requirements are shifting,” Rodriguez said. “Contractors will match the green suiters – if we drawdown a FOB (Forward Operating Base), they will match.”

**See LOGCAP, page 13**

## Logistics Modernization Program coming to ASC



The Logistics Modernization Program, a new, web-based method of managing Army materiel assets, is coming to ASC in October 2010. It will replace two of the Army's largest legacy systems, the more than

30-year-old Commodity Command Standard System (CCSS) and the Standard Depot System (SDS).

"LMP will integrate business processes across all of AMC's logistics systems, allowing the Army to support the warfighter more efficiently and effectively," said Scott Welker, deputy to the commanding general, who is leading ASC's LMP deployment.

LMP will be deployed to about 300 users in ASC headquarters as well as Army Prepositioned Stock sites in Kuwait, Qatar, Afghanistan, Italy, Japan, Korea, Charleston, S.C., and the Service Item Control Division at New Cumberland Army Depot, said Georgia Dugan, chief of the Logistics Systems Branch and ASC lead for LMP.

During its initial fielding, LMP will interface with the Army War Reserve Deployment System (AWRDS), meaning APS storage facilities will continue to use AWRDS, Dugan said.

ASC is part of the third deployment of LMP, which also includes TACOM Life Cycle Management Command and Joint Munitions and Lethality (JM&L) LCMC. In development since 1999, the first deployment took place at the Communications Electronics Command (CECOM) LCMC and associated depots in 2003, with the Aviation and Missile Command (AMCOM) LCMC and selected depots following in May 2009.

The legacy CCSS and SDS systems being replaced are based on COBOL computer programming language.

To understand how dated CCSS and SDS technologies are, they were the standard logistics integration systems well before the more seasoned ASC employees and Soldiers were playing Pac Man on their Atari and Commodore computers.

Because the systems were developed in a "stovepipe" logistics environment, they lack the integration capability vital for today's expeditionary Army logistics strategy.

Also, support for these systems is becoming difficult due to generational changes in the workforce.

"It's a lost art – an obsolete skill," Dugan said. "There are not enough people in the workforce who have the ability to support a COBOL-based system."

LMP, on the other hand, is based on SAP software

technology, used by businesses worldwide to improve their flexibility and efficiency. It is expected to provide the Army Materiel Enterprise with superior functionality throughout the supply chain to serve Soldiers more quickly and effectively than the older systems. It will integrate with the Army Enterprise Systems Integration Program (AESIP) and Global Combat Support System-Army (GCSS-Army) to form the foundation of the Single Army Logistics Enterprise (SALE), Dugan said.

Meanwhile, the LMP Team continues planning for the whole range of pre-deployment, deployment and follow-on processes to ensure a successful transition for ASC. The team plans to provide more information as pre-deployment preparation progresses.

For more information on ASC's transition to LMP, go to the Web site <https://www.us.army.mil/suite/page/570235>, or contact Mary Holburn, ASC Enterprise Integration LMP communications lead, at [mary.holburn@us.army.mil](mailto:mary.holburn@us.army.mil).

### Patriotic linkage



Photo Eric Cramer

**Four generations of American fighting servicemen came together at Rock Island National Cemetery's Veterans Day event Nov. 11. From the left: Maj. Gen. Yves J. Fontaine, commander of Army Sustainment Command and a 1991 Gulf War and current conflict veteran; retired Lt. Col. Carl Stone, a World War II, Korea, and Vietnam veteran; Gunnery Sgt. John Goodall, a World War II veteran who served in the South Pacific theater; and ASC Command Sgt. Maj. Stephen Blake, a Gulf War and current conflict veteran.**

## TASM-E provides essential movement support to 3rd CAB warfighters

Story and photos by Sgt. Frank Sanchez III  
21st Theater Support Command Public Affairs

ROTA, Spain – Even before the sun rose over the U.S. Naval Station, Rota, Spain, personnel from the Theater Aviation Sustainment Manager-Europe were working on the mammoth task of off-loading a three-story cargo ship filled with critical equipment destined for Afghanistan.

The TASM-E personnel provided key movement support Oct. 25-27 to the Soldiers of the 3rd Combat Avn. Bde., 3rd Inf. Div. based out of Hunter Army Airfield at Fort Stewart, Ga. The movement included an array of helicopters, containers and various pieces of cargo essential to provide continued support for Operation Enduring Freedom.

TASM-E, headquartered at Coleman Barracks in Mannheim, Germany, falls under the operational control of the 405th Army Field Support Brigade, located in Kaiserslautern, Germany. TASM-E has the mission to provide field, sustainment and limited depot-level aviation maintenance to both aircraft and aviation ground support equipment.

Unloading the aircraft from the ship requires TASM-E's unique expertise to ensure safe and efficient movement. The cargo ship is filled with stairwells, beams and steel support columns, making it difficult to offload oversized pieces of equipment.

The Army helicopters from 3rd CAB were towed down the ship's main ramp by TASM-E drivers,

maneuvering large tractors. Ground guides helped to navigate the aircraft along a narrow throughway made even more challenging by ongoing construction in the naval station's docking area.

Lt. Col. Tildon Allen, TASM-E commander, talked about the challenges employees face conducting a mission such as this.

"When we are discharging a boat like this, it is loud, noisy and dirty. You cannot become complacent over a long day that lasts 12 to 16 hours. People have a tendency to start getting tired toward the end of the day. You have to be really cognizant of that and really concentrate to remain safe," Allen said.

Using caution is imperative because any bump to the aircraft could result in thousands of dollars in damages. The TASM-E crew safely moved all the equipment off the ship to the airfield without a single incident – no equipment damages or personnel injuries.

Al Partain, a quality assurance representative

**See TASM-E, page 7**



**Above:** A Soldier from the 3rd Combat Avn. Bde, 3rd Inf. Div., based out of Hunter Army Airfield at Fort Stewart, Ga., mans the cockpit of a CH-47 Chinook helicopter while personnel from the Theater Aviation Sustainment Manager-Europe maneuver and guide the aircraft through the shipyard.



**Right:** Personnel from the Theater Aviation Sustainment Manager-Europe reconfigure a CH-47 Chinook for air shipment. TASM-E personnel provided key movement and maintenance support to the 3rd Combat Avn Bde., 3rd Inf. Div., at Rota, Spain.

## TASM-E

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for TASM-E, talked about how this mission is a learning experience for the Soldiers of the 3rd CAB working alongside the TASM-E personnel.

When Soldiers from a deploying unit arrive with their aircraft and equipment, they want to get the job done quickly because they are relieving someone who has been downrange 12 to 15 months, Partain said.

“Some of these Soldiers are fresh out of Advanced Individual Training, and they have a thirst for knowledge,” said Partain.

The TASM-E personnel, who are mostly civilian employees, take pride in working with the young Soldiers and passing on the experience they’ve gained over many years of working with Army aviation assets.

A number of UH-60 Black Hawk, AH-64 Apache, CH-47 Chinook, and OH-58D Kiowa Warrior helicopters, along with many other pieces of cargo, were moved to the airfield in Rota in order to begin preparations for the next leg of the journey. The TASM-E crew continued working alongside the 3rd CAB Soldiers as they reconfigured the helicopters for shipment. Many of the aircraft



**Personnel from the Theater Aviation Sustainment Manager-Europe offload a CH-47 Chinook from the back of a cargo ship at the U.S. Naval Station, Rota, Spain, Oct. 25. TASM-E, an element of the 405th Army Field Support Brigade in Germany, has the mission to provide field, sustainment and limited depot-level aviation maintenance to both aircraft and aviation ground support equipment.**

components were be removed and stowed when the helicopters were loaded onto U.S. Air Force cargo transport planes.

During the entire process, TASM-E employees were there to perform any needed maintenance. From the initial offload of helicopters and equipment from the cargo ship to arrival on the battlefield, TASM-E workers stood on the line with the Soldiers they support.

## Italy battalion moves aid supplies to Dubai

**By Jennifer King**  
405th AFSB Public Affairs

KAISERSLAUTERN, Germany – The 3rd Battalion, 405th Army Field Support Brigade recently completed a resupply operation in support of the U.S. Agency for International Development’s U.S. Office of Foreign Disaster Assistance.

Recent disasters in the Pacific region depleted USAID relief supply stocks in Dubai, United Arab Emirates, prompting the agency to call on the Italy-based battalion to replenish stocks.

“Our battalion maintains USAID’s emergency relief supply under an interagency agreement,” explained Lt. Col. Roger McCreery, battalion commander. “In addition to preparing USAID relief supplies for shipment directly to a disaster area, we also maintain their stocks and can ship them to the two other USAID warehouses in Dubai and Miami. In this case, because USAID had airlifted a large amount of supplies in support of relief efforts throughout the Pacific region, we sent USAID

supplies from our facilities in Italy to replenish disaster relief stockpiles in Dubai.”

The battalion prepared 15,360 hygiene kits and 36,000 10-liter collapsible water containers for shipment. According to information provided by Alberto Chidini, who oversees the USAID mission for the battalion, each hygiene kit includes laundry detergent, shampoo, soap, toothpaste and a toothbrush, as well as other personal hygiene supplies a family might need in the event of a disaster.

Recent disasters in the Pacific Rim include a tropical storm in the Philippines; tsunamis in Tonga, Samoa and American Samoa; an earthquake in Indonesia; flooding in Laos; and a typhoon and flooding in Vietnam.

Located at Leghorn Army Depot, Italy, the battalion is responsible for storing and maintaining USAID emergency humanitarian assistance commodities under an interagency agreement between the U.S. Army and the U.S. State Department.

## ASC Reserve Soldiers hone skills for upcoming deployments to Southwest Asia



*Thirty Army Sustainment Command-Reserve Element Soldiers participated in a Situation Training Exercise (STX) Nov. 15 at Rock Island Arsenal. The STX focused on warrior tasks and battle drills to hone the Soldiers' skills and confidence to effectively function, survive and win in a combat environment. They departed RIA Nov. 18 for Fort Benning, Ga., for more training. From there, the Soldiers are slated for deployment to Southwest Asia.*

*Photos by Jon Connor*







## Amid chaos and calamity, Soldier earns honor

By Staff Sgt. Kenneth K. Kersey  
Army Sustainment Command

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



**Staff Sgt. Kenneth Kersey**

Often we forget in these times of speeding automobiles and busy cell phones how our past has shaped our present. The United States Army is an organization of history; the highs and lows of our storied past crash upon the shore of history like a tsunami.

At the crest of this mighty wave are the Soldiers who received the Medal of Honor for devotion to country and dedication to their comrades. Each medal has its story and I would like to share with you the story of 1st Sgt. William H. Mathews.

Mathews was born in the small town of Devizes, England, March, 3, 1844. Not much is known of his past other than he immigrated to the United States in 1852. William enlisted in Baltimore, Md., in 1861 under the name Henry Sivel. There is no information as to why he chose to enlist under a pseudonym – perhaps to hide his country of birth or his tender age of 17.

Henry, as he was now known, was assigned as a private to Company E of the 2nd Maryland Volunteer Infantry Division. He fought many battles with his unit from Antietam to the Second Manassas, during which time he rose from private to first sergeant of the company. It was at the Siege of Petersburg, Va. – and the Battle of the Crater in particular – that Mathews made his mark in history.

The Battle of the Crater started July 30, 1864, with a bang, literally. Union engineers had been constructing a mine under the Confederate forces of Gen. Robert E. Lee for a month. Three days after digging ended, Gen. Ulysses S. Grant ordered the tunnel to be prepared for demolition, intending to breach the Confederate line. Eight thousand pounds of gunpowder were placed in the mine and detonated, initiating the Battle of the Crater. The landmark crater is still in existence and can be visited at the

Petersburg National Battlefield Park.

The battle started propitiously for the Union forces, with 350 casualties inflicted on the Confederate troops by the explosion. It was all downhill for the Union from there, due to a last-minute change in assaulting units and poor briefing and training of the troops involved.

Mathews' company was one of the units sent into the crater, where the rallying Confederate troops shot down from the crater lip into Union Soldiers. Mathews was cut off from his company and found himself alone among the enemy. Perhaps seeking cover, he entered the Confederate trenches – where he encountered a squad of enemy troops.

He immediately fired into them, killing one while being wounded himself. Striving forward through adversity, Williams pinned down another rebel squad and forced a sergeant and two privates to surrender. Incredibly, he returned to Union lines with three prisoners, one of the few high points for Union forces in this battle.

All told, Union forces suffered 5,300 casualties to the Confederates' 1,032. Williams would eventually be promoted to captain and assume command of Company E.

Mathews was caught in a situation of unimaginable adversity and, through his dedication to country and duty, accomplished the unimaginable. His actions inspire today's Soldier to ever greater heights and serve as a reminder that it is in the forge of adversity that our true mettle is born. He was awarded the Medal of Honor on July 10, 1892, under the name Henry Sivel. The medal was reissued under his true name of William H. Mathews in 1900.



*Library of Congress drawing of The Battle of the Crater.*

Courtesy Photo

## 405th AFSB visits World War I battle sites

By George Eaton  
ASC Historian

After almost an hour underground in 90-year-old tunnels, the senior leadership of the 405th Army Field Support Brigade had a new awareness of the primitive nature of the French-German conflict in World War I prior to the U.S. entry, as well as a new appreciation for sunlight and fresh air.

The tunnel system at Butte de Vauquois was just one of many sites the group visited during its Meuse-Argonne Campaign (World War I) staff ride Sept. 16-17.

The tunnels were part of nearly complete cities built by the French and German armies as they fought a war for more than two years only some 50 yards apart. The group viewed kitchens, hospitals and living areas, as well as battle lines and chambers designed to hold explosives to destroy the opposing enemy city.

The staff ride explored the opening phases of the Meuse-Argonne campaign by stopping at sites associated with American Expeditionary Force offensive operations in September and October



Photos by Jennifer King

**Moving past a tunnel entrance at Butte de Vauquois**

of 1918. We visited an American hospital site, traced the single-track rail line that resupplied the force, stopped to explore the geographic location of the “Lost Battalion,” discussed the assault on Montfaucon and the significance of the American Memorial there, and visited the U.S. Cemetery at Romagne. At each site, I or members of the group presented briefings on World War I tactics, technology, logistics and leadership to ensure the participants were aware of how the American Army operated in that conflict.

A staff ride is a historic tour of a battlefield or campaign designed to provide participants with a “boots on the ground” appreciation for the historic battle. The staff ride was implemented in 1906 in the U.S. Army, but has a much longer tradition in the German Army. All staff rides, however, have one idea in common — to place students on an actual piece of terrain, confront them with an operational situation, and stimulate them to reach conclusions or derive lessons from the experience. As this suggests, the classic staff ride asks the student to study a leader or a specific aspect of a battle or campaign.

Staff rides conducted by the ASC History Office modify the classic model by having the historian lead most of the staff ride and be the expert in chronology, leadership, and actual events. The students are provided a summary of the battle and asked to prepare short briefings on key topics.

The topics are picked in collaboration between the ASC Historian and the unit commander. This ensures that the staff ride meets training needs identified by the commander.

In the case of the 405th AFSB Meuse-Argonne staff ride, 13 of the 17 participants gave 15-minute



**Col. Jack Haley with a doughboy helmet.**

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## War

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briefings followed by discussions, while I provided six subject briefings in addition to presenting the overview and commentary at each site. The students, from battalion commanders to senior noncommissioned officers, discussed the Battle of Verdun, machine gun technology, medical support, Army training, division organization, communications obstacles and logistics support. In addition to the briefings and walking the battlefield, the students were able to hold and feel the weight and balance of a M1903 Springfield Rifle and the 14-inch long bayonet that was standard issue.

The 405th AFSB leadership also had a chance to experience firsthand the friendliness and devotion of the French people in the Meuse-Argonne area. The leader of the Butte de Vauquois Association, Denis Hebrard, refused payment when he discovered the students were all American Soldiers and Department of the Army civilians. The manager of the Hotel le Cleves, in Charleville-Mezieres, France, personally walked the group to a local restaurant where he knew the staff spoke English. The owner of the Argonne-Auberge Hotel and Restaurant in Apremont, France, sent out an English speaking guest to find the group to ensure they could find the hotel and then served a magnificent luncheon.

Each of these interactions taught the group how much French citizens still appreciate the U.S. effort in liberating their homeland more than 90 years ago.

On a more American note, a highlight of the first day was when the 405th AFSB group emerged from the tunnel at Vauquois at the same time that the tour bus carrying Gen. Carter Ham, commanding general of U.S. Army-Europe, and his senior staff, arrived. Ham and his staff were conducting a similar staff ride. Seeing the general and his senior staff on the battlefield reinforced to the 405th AFSB leadership the value of the staff ride – if the training value was high enough to excuse several general officers from their offices for four days, it must be a worthwhile venture.

“While I expected to learn something new about the battle, I was very surprised to find how similar the logistics and distribution constraints were in 1918 to what we have today. While we have better mobility, when we get stuck with only one mode of distribution, or the roads are impassable, we look a lot like the AEF in World War One,” said Lt. Col. Roger McCreery, commander, 3rd Battalion, 405th AFSB, toward the end of the staff ride.

“This was a great opportunity to learn about the experience of the Army in 1918. I had never been

**See War, page 13**

## The Meuse-Argonne Campaign, Sept. 26 - Nov. 11, 1918



Courtesy Photo

**Main Supply Route**

The Meuse-Argonne Campaign was the last American campaign of World War I. The Meuse-Argonne was part of a larger “Grand Campaign” that saw the French, British, and American allies striking against the entire German line in northeast France. The Meuse-Argonne was exceptional in that it was the largest U.S. campaign of the war and rapidly followed the St. Mihiel Campaign of early September.

In less than 10 days the American Expeditionary Force shifted from an easterly oriented position and moved more than 600,000 men 40 miles to the west to attack in a northerly direction. This move, perhaps a model for the great move of forces west prior to the start of the ground assault in Operation Desert Storm, was conducted completely under the cover of darkness and was unnoticed by the Germans until they were surprised by the initial attack on Sept. 26, 1918.

The goal of the American Expeditionary Force was to break through four major fortified defensive belts and cut the German’s main rail resupply line, some 35 miles behind German lines – in a war where progress was often measured in feet and yards. The offensive had to overcome many obstacles, including very difficult terrain that alternated between dense woods and open farmland, constant rainfall, and a near-complete obliteration of road networks. In fact, over a three-corps front, there were only three roads running north-south, and all of these roads failed after only a few days under the strain of major combat.

By early November 1918, the American Expeditionary Force, by then split into the

**See Meuse, page 13**

## LOGCAP

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Maj. Gina Garabedian, 304th Sustainment Brigade LOGCAP OIC, attended the conference within days of her unit's re-deployment. "It did so much for our TOA (transfer of authority). We gave the incoming unit two days of training and getting their hands dirty."

Garabedian said the handouts gathered at the meeting will be good reference material for the 90th Sustainment Brigade that is the follow-on unit for the 304th. "I wish I had the intro to LOGCAP that they got," she said.

"The conference was better than I had any idea of," said Jones. "Participation from the 13th

SCE, my primary customer, and the sustainment brigades, my secondary customers, and my headquarters in Victory Base Complex gave us a chance for networking, bringing all of my logistics management specialists together and the timing was good with upcoming RIPTOAs (relief in place, transfer of authority)."

Jones said he hopes to have conferences more frequently and is already planning one for January 2010. The focus of the next conference will be the transition from LOGCAP III to LOGCAP IV, but he said the overarching principle will still be that "we're here to support the troops on the ground in the most cost-effective and efficient way possible."

## Meuse

*continued from page 12*

1st Army and the 2nd Army, had penetrated the German defenses and inflicted a shattering defeat on the German army.

The six-week battle left an indelible stamp on the U.S. Army. This was the time of Sgt. York, the "Lost Battalion," and Brig. Gen. Douglas MacArthur. The Meuse-Argonne was also the first sustained combat for the 1st Infantry Division, 3rd Inf. Div.

and the 82nd Inf. Div. In addition, the all-black 93rd Inf. Div. fought under French command and earned honors for valor.

By the close of the campaign on Nov. 11, 1918, the United States had lost 117,000 men killed and wounded and had inflicted approximately 90,000 casualties on the defending Germans. The end of the campaign also marked the end of the war, called Armistice Day, then Veterans Day in America.

- George Eaton

## War

*continued from page 12*

on a staff ride. I learned a lot from the trip about some permanent aspect of logistics support to the Army and I know that the experience gained will enhance the performance of my duties," said Heidi Bodeit, director of the Army Oil Analysis Program-Mannheim Laboratory Center.

Col. Jack Haley, commander of the 405th Army Field Support Brigade, headquartered in Kaiserslautern, Germany, summed up the experience when he told his senior leaders if they only learned something about World War One and the Meuse-Argonne, and filed it away simply as a past event, then they had wasted their time. "The important thing is to recognize how many of the lessons from 1918 can be applied today and we can use the Army's past to influence how we support in the future."

Maybe that is a final lesson reinforced by meeting the Army's top general in Europe on the battlefield. Logistics is the required detail that enables our Army to fight and win our nation's wars. Logistics is the work done in the tunnels, often unseen by senior leadership — but it is the hard work underground that allows the warriors to see the top of the hill.

## R.S.V.P. ... it's polite!

*By Billie Edwards*  
**ASC Executive Support Services**



R.S.V.P. is the acronym for the French phrase, "répondez, s'il vous plaît," which means "please reply." The person sending the invitation would like you to tell him or her whether you accept or decline the invitation.

Etiquette rules followed in most Western cultures require you should reply within 48 hours of receiving a formal invitation. For hosts who are planning a dinner party, luncheon or a reception, this is important from a practical point of view because they need to know how many people to count on and how much food and drink to purchase and prepare. More important, though, is the simple courtesy of responding to someone who was nice enough to invite you, even if it is to say that you regret that you will not be able to attend.

*(For more information on the social graces, contact ASC Executive Support Services staff on 309-782-5583, or write to them at [ROCK-AMSAS-ES@conus.army.mil](mailto:ROCK-AMSAS-ES@conus.army.mil))*

## Official cites benefits of deploying civilians

By John J. Kruzel  
American Forces Press Service

WASHINGTON - A recent Facebook post by a U.S. Soldier heading home from Iraq highlights some of the non-military roles American troops often assume in today's counterinsurgency wars.

"My time in Iraq approaches its end," the junior enlisted Soldier wrote, listing military duties he performed on tour, followed by the more unorthodox roles: "I've been a public affairs guy, mechanic, carpenter, custodian, business capital injector and loan approval officer."

To relieve troops of these additional tasks, a Defense Department initiative known as the Civilian Expeditionary Workforce, or CEW, is training and equipping a civilian work force of department employees capable of deploying overseas to support military missions.

"We call it a 'force multiplier,'" said Marilee Fitzgerald, the acting deputy undersecretary of defense for civilian personnel policy. "It allows the military to do what they do best, and it relieves them, because we can do some of the things they don't need a warfighter for."

Currently, about 110 such civilian volunteers are participating overseas as part of the CEW, which the department officially established in January, and the program has received more than 7,200 resumes, according to defense officials.

In addition to a salary bump, one benefit of CEW is that when participants return to their domestic Defense Department jobs, which are guaranteed upon return, they do so with a broadened perspective, Fitzgerald said in an interview last week.

"They understand the mission better, they understand how to contribute better, and they have an understanding of what this Department of Defense is all about," she said. "It translates to some really powerful messages for them."

Jobs in highest demand at the CEW have been in the fields of intelligence and contracting, but the program covers a broad range of career fields, including engineering, acquisitions, human resources, law enforcement and logistics management. Employees in deployable-designated positions will be trained, equipped and prepared to serve overseas in support of humanitarian, reconstruction and, if absolutely necessary, combat-support missions.

Certain duty positions may require compulsory deployment, but eligible employees will be asked to sign an agreement at the time of hire, officials said, adding that all participants to date have been

volunteers, none of whom were directed by the department to deploy.

The CEW comes to fruition as the military's focus on the counterinsurgency approach in Iraq and Afghanistan places an emphasis on "soft power," or means of government influence traditionally carried out by non-military personnel.

Counterinsurgency -- known as COIN in military circles -- is a form of warfare in which a civilian population is in the center of a tug-of-war between an insurgency and the forces attempting to stop it.

According to the U.S. military's COIN doctrine, military operators have assumed these typically civilian roles because the military often possesses the only readily available personnel capable of meeting a local populace's needs.

"Military forces can perform civilian tasks, but often not as well as the civilian agencies with people trained in those skills," the manual reads. "Further, military forces performing civilian tasks are not performing military tasks. Diverting them from those tasks should be a temporary measure, one taken to address urgent circumstances."

Fitzgerald said one change that could help draw attention to the civilian talent pool at CEW is the fact that the civilians increasingly are considered in the policymaking decision process.

"It is both in theater at the [combatant command] level and here at the expeditionary cell that they begin to talk about which [job] could be civilian and which one needs to be military," she said, referring to military command centers where personnel needs are first formulated.

"We are building the capability to continue the conversation at [U.S. Joint Forces Command] so that we get it at all three spots," she said of the combatant command responsible for tracking and allotting forces for U.S. operations. "This notion of the combatant commands having the capability to consider the civilian talent is a major paradigm shift."

Fitzgerald, who returned recently from a trip to Iraq, where she got an up-close view of CEW participants on the job, said those interested in joining the work force are well served by a "pioneering spirit." But she added that participants can deploy with assurance that their former job will be there upon their return.

"Know that when you leave, you leave with the tremendous support and care and concern of the organization that you left, and your job will be waiting," Fitzgerald said. "We tell them the coffee cup will be where you left it."

## H1N1 flu vaccine like body armor

By John J. Kruzel  
American Forces Press Service

WASHINGTON -- Like protective equipment issued to troops downrange, the H1N1 flu vaccine is a measure the Defense Department is taking to safeguard U.S. military forces, a defense official said.

"We use other treatment modalities to protect people in the same way we use body armor to protect against other threats," said Ellen P. Embrey, acting assistant secretary of defense for health affairs.

"The H1N1 vaccine was purchased specifically for our uniformed servicemembers so they could continue to perform their mission anywhere on the globe," she continued. "And during a pandemic, that's a real threat."

Officials at the department, which recently received initial allotments of the vaccine, said doses will be distributed according to a prioritized list of recipients. Vaccines first will be made available to deployed personnel, bases that receive new military accessions, such as basic training installations and the service academies, and all health-care workers assigned to military medical treatment facilities.

Immunization for both seasonal flu and H1N1 is mandatory for all military personnel and is highly recommended for beneficiaries.

"Our system to manufacture and distribute, and then put shots in arms, is the priority of the government. And [the Defense Department] has been participating with HHS very closely to ensure that we acquire sufficient vaccine to protect the U.S. military's ability to perform its mission globally," Embrey said, referring to the Health and Human Services Department.

Embrey noted that the department has long used vaccinations — against anthrax, smallpox and seasonal flu, for example — to protect the force and preserve its ability to perform its mission.

"The H1N1 virus is unique because it targets young, healthy people 24 and under and the average age of our force is 24," she said. "So this is particularly important to us that we have the ability to protect the majority of the people who are preserving the national security of this country because if they're down they can't perform."

The department also has received several hundred vaccines from Health and Human Services for defense civilians, Embrey said. Because vaccines may be coming in relatively small numbers initially, local commanders will be responsible for determining how supplies are distributed.



Courtesy Photo

"It will be up to the local commanders to determine the best balance of mission preservation and addressing the individuals who are at high risk of getting the flu whether they're a civilian in our workforce, and according to CDC, we should be paying closest attention to those at highest risk," she said, according to the Centers for Disease Control.

"As additional allotments come in over the next several weeks, there will be sufficient vaccines to give to anyone who would like to have it," she added.

Embrey said HHS allocated additional vaccines for retirees, family members and other individuals living overseas.

"So if you live in those locations and you want a shot, please come in, or if you're at high risk, please come in and get your shots now because those are being distributed as we speak," she said. "This vaccine is safe, it's effective, it's [Food and Drug Administration] approved. If this vaccine is available in your area -- get it."

### Related Sites:

Military Health System :  
<http://www.health.mil/>

Defense Department Pandemic Influenza Watchboard:  
<http://fhp.osd.mil/aiWatchboard/>

Tricare Flu Resources:  
<http://www.tricare.mil/flu/>

Military Vaccine Agency:  
<http://www.vaccines.mil/>

Centers for Disease Control and Prevention :  
<http://www.cdc.gov/h1n1flu/>

Flu.gov : <http://www.flu.gov>

# LOGCAP Recap

*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. Working with Army Contracting Command and the 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.*

## **Laundry repairs save \$10,000**

TAJI, Iraq – Taji laundry services more than 2,800 bags of laundry daily and maintains more than 200 household and 13 industrial washers. They consistently maintain a 99 percent operational readiness rate (ORR) with several months even at a 100 percent ORR.

Through regular maintenance and inspections, the LOGCAP contractor recognized that the drum shafts in the industrial washers were wearing down because of the heavy workload. Replacement drum shafts normally would cost the government \$3,350 each.

The Taji Laundry and Welding departments collaborated and determined that repairs could be made to three of the industrial washers by increasing the diameter of the drum shafts. This would result in a total savings of more than \$10,000. Frederick Lee, Franklin Zolina, and Todd Guthrie demonstrated that quality is about teamwork, ownership of action and a little bit of thinking outside the box.

## **Deep water well rigs come to Afghanistan**

KANDAHAR, Afghanistan – LOGCAP orchestrated the delivery of its first of four deep water well rigs to Southern Afghanistan in Kandahar. The

depicted rig, flown in on an AN-124, will be used by LOGCAP to drill wells up to 1,500 feet deep for fresh water.

The use of these deep water wells is essential to avoid the use of local Afghan water supplies located within a few hundred feet from the ground surface. This is part of an overall, ongoing effort to preserve Afghan community resources while still providing for essential life support for U.S. and Coalition forces within Afghanistan.

## **FOB Sykes provides food, rest for war-weary**

FOB SYKES, Iraq – The Forward Operating Base (FOB) Sykes Logistics and Food Service departments worked in tandem to provide weary transiting Soldiers with hot meals, cold drinks and a

much needed respite from a long day on the road.

A 40-Heavy Equipment Truck (HET) convoy from Contingency Operating Base (COB) Speicher was scheduled to arrive at FOB Sykes within an hour. The convoy had been on a mission for nearly 48 hours straight with only a six-hour break between missions. The dining facility was shutting down midnight

chow. However, within 15 minutes, the dining facility night shift had hot meals ready to be picked up. An ad hoc serving line was set up and the 80 soldiers of the convoy were more than pleasantly surprised. The Soldiers graciously thanked the dining staff for their extraordinary efforts.

After their meals, the Soldiers were checked into transient billeting where they were able to top off the night with a hot shower and a warm bed for a well-deserved rest. This was the convoy's first trip to FOB Sykes and through good old American hospitality, the FOB Sykes personnel showed once again, Team LOGCAP delivers!



LOGCAP Courtesy photo

**LOGCAP delivers its first of four deep water well rigs to Southern Afghanistan. The depicted rig, flown in on an AN-124, will be used by LOGCAP to drill wells up to 1,500 feet deep for fresh water.**