



THE GLOBAL LINE

U.S. ARMY SUSTAINMENT COMMAND



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LOGCAP IV awarded to three companies

The U.S. Army announced on April 17 the selection of three companies on a full-and-open competition basis to augment essential logistics support services to forces in the field.

The Logistics Civil Augmentation Program, or LOGCAP, uses private sector contractors to provide a broad range of logistics and support services to U.S. and allied forces during combat, such as those missions now under way in Iraq and Afghanistan, as well as to other contingency, peacekeeping, humanitarian and training operations.

The three companies awarded under the full-and-open competition process are DynCorp International LLC of Fort Worth, Texas; Fluor Intercontinental Inc. of Greenville, S.C.; and Kellogg, Brown and Root Services of Houston, Texas. Five companies submitted offers.

The three LOGCAP IV performance contracts were originally awarded to the same companies on June 27, 2007. Fol-



U.S. ARMY PHOTO

Support to dining facilities is just one of the mission areas for the LOGCAP program.

lowing the contract announcement, two unsuccessful offerors filed protests with the Government Accountability Office.

The GAO upheld the protests on October 5, 2007, and the Army subsequently implemented the corrective actions recommended by the GAO leading to the contract award announcement.

The fourth in a series of LOGCAP contracts awarded since the late 1990s, LOGCAP IV was awarded based on an

innovative strategy using several new support techniques. This strategy calls for multiple contractors to deliver services under LOGCAP, instead of using a single contractor as in the past.

Under the strategy, planning support and performance functions have been split among different contractors to allow the Army to more effectively manage the number and scope of LOGCAP actions. The three performance contractors will compete for individual LOGCAP task orders, creating a competitive environment meant to control costs and enhance quality.

“By using sound business practices the Army is confident that the LOGCAP IV contractors will provide excellent value and performance, provide Soldiers with the best services available and be able to respond quickly to emerging requirements as identified in the LOGCAP mission,” said Nelson M. Ford, acting Undersecretary of the Army. (U.S. Army News Release)

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The ‘Journey’ carries on...

By Rhys Fullerlove
ASC Public Affairs

The journey to success doesn’t always end when one reaches a management position.

The Army Sustainment Command rolled out its latest training endeavor this year, Journey to Leadership, tier III. The program has already garnered success in tiers I and II. Tier III is focused on senior leadership.

Inspiration for the program derives from a need to match civilian employee development to the formal and progressive military leadership development opportunities.

“Many people in the command were put in leadership positions based on their technical skills, but didn’t necessarily have extensive leadership training,” said

Lisa Schuldt, program director for Journey to Leadership, tier III. “Tier III is helping fill the training void.”

In the Army, from the minute a Soldier dons a uniform they are on an educational and leadership path. For officers, this journey takes them from a basic course in their branch to the Army War College. For enlisted members, their journey starts with basic training all the way to Sergeants Major Academy. For civilians however, that path is not as clearly paved.

“Tier III allows our senior leaders to have the same opportunities to learn about themselves, each other, and team interaction that the Journey to Leadership tiers I and II offer,” said Diana Balmer, chief of staff, Army Sustainment Command. “We felt that it was time to take it to the next

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Continuous improvement drives the command

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

I believe that there is *always* a better way to perform any human endeavor, no matter how well it seems to be going.

It's called "continuous improvement," and it's based on the philosophy that the processes used to perform our work should be examined closely and improved and adjusted as needed. The continuous improvement philosophy also calls on us to eliminate any and all non-value-added steps in our processes, and to focus our attention on those key areas that will yield the most benefits through improvement and are the most critical to accomplishing our overall mission.

Continuous improvement forms the very foundation of the Army Sustainment Command. In fact, this Command was established in order to improve the processes by which logistical support is delivered to warfighters operating in the field. We are here because of continuous improvement, so we need to adhere to the principles of continuous improvement in order to assure future success.

I see continuous improvement as the engine which drives ASC forward. Our commitment to performing our jobs better, every day and in every way, adds value to all that we do and highlights the critical role we play in the defense of our nation.

To validate ASC's commitment to continuous improvement, the Command Assessment and Continuous Improvement Office (CACIO) was formed at the beginning of this year. CACIO serves as our



Command's "one-stop shop" for continuous improvement; it's a place where trends and best practices can be analyzed, improved and shared across the ASC

enterprise, and where the pursuit of standardization and excellence is the overarching goal. Because Lean Six Sigma is based on continuous improvement, CACIO has also taken on the responsibility of deploying Lean Six Sigma throughout ASC, including Southwest Asia.

I'm aware that there are other continuous improvement offices on Rock Island Arsenal, and I know that other organizations on the

Arsenal have used Lean Six Sigma to achieve remarkable gains in productivity and efficiency. All across this installation, standards of excellence are being established, and best practices are being developed and shared.

No matter what program or office is driving continuous improvement within your organization, please note that continuous improvement isn't about one office or

one program. It's about you and the people you work with helping each other, and your shared commitment to your organization's mission and goals. Continuous

improvement can only happen in an atmosphere where individuals can collaborate and communicate, test their ideas, learn from their mistakes, and improve themselves as a result of their efforts.

Yes, there really is a better way, and I ask you to search for it always.

"Continuous improvement forms the very foundation of the Army Sustainment Command... It is the engine that drives ASC forward."

THE GLOBAL LINE

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21st TSC Commander visits 405th AFSB

By Jennifer King
405th AFSB Public Affairs

SECKENHEIM, Germany - The 405th Army Field Support Brigade hosted the 21st Theater Sustainment Command's top leaders April 14, updating them on the 405th's theater-level and logistics integration support capabilities.

During his briefing to Maj. Gen. Yves Fontaine, 21st TSC commanding general, and Command Sgt. Maj. David Wood, 405th AFSB Commander Col. Bobby Ray Pinkston emphasized his priorities for the brigade.

"My highest priority is support to our U.S. Army Europe units," he said. "I believe we are the advocate for the customers.

"I also consider the rationalization and restructuring of 'Echelon Above Brigade Combat Team' level logistics in USAREUR to be of the utmost importance, and I intend for us to continue our support to Army Forces Generation."

The briefing covered the brigade's wide range of activities throughout the European theater, including reset, retrograde and left-behind equipment operations and an overview of all U.S. Army Sustainment Command (and its parent, U.S.

Army Materiel Command) units in Europe.

The 405th AFSB is an ASC unit under the operational control of the 21st TSC. Fontaine emphasized that the OPCON relationship is an integral part of ensuring the Army's mission success in Europe.



U.S. ARMY PHOTO BY JENNIFER KING

Maj. Gen. Yves Fontaine (left), commander of the 21st Theater Sustainment Command, receives a briefing from Col. Bobby Ray Pinkston, commander of the 405th Army Field Support Brigade, on the brigade's operations and support to the sustainment mission throughout the European theater of operations.

"The fusion that occurs between our two organizations is key to the success of our OPCON relationship," Fontaine stated. "That fusion is critical. As the 21st TSC commander, I'm trying to build a team. The 405th is part of the 21st TSC family, and we do things as a team. We're all working to build a sustainment base in Europe."

Pinkston concurred with the necessity of a strong relationship between the two organizations.

"(Since the OPCON) we've become an integral part of your staff, and we understand your intent," he said.

Fontaine also stressed that every unit's success is dependent not just upon its relationships with other Army organizations but the dedication and professionalism of its staff.

"I know you are all working hard, and I appreciate that," Fontaine told the 405th AFSB staff. "I'm grateful for opportunities to maintain visibility of your operations because it is important for me to understand what your issues are at your level so that I can help you."

401st AFSB plants colors at new home

By Lt. Col. Patrick O'Mahoney
401st AFSB

BAGRAM AIRFIELD, Afghanistan - A promise made and kept, whether personal or professional, in business or in combat, can be what distinguishes the ordinary from the extraordinary.

On March 1, 2007, Col. Dennis Thompson, Commander, 401st Army Field Support Brigade made a promise.

He said that in one year his command would not be borrowing a place to post the brigade colors, that they would be flown in front of their own home.

To make the promise a reality, many obstacles had to be overcome.

A particular difficulty was securing adequate real estate in a location where competition for space is always fierce, and several organizations vie for any plot of usable land.

Then, once the property was secured a few improvements

needed to be made - the most important being removing minefields and unexploded ordnance left over from many years of conflict.

In late December 2007, the land was finally cleared for building, leaving only eight weeks to bid, let a contract, break ground and complete construction during the worst construction weather conditions possible.

And, all this was being done in the mountains of Afghanistan during war. With only days on the ground, Thompson threw down the gauntlet and challenged the brigade engineer, Maj. Chet Chiles, and his team. Chiles and his people never hesitated, immediately sinking their teeth into the task.

Many additional obstacles faced this group of determined builders: working with inexperienced workers, no common language, inadequate or inappropriate tools and materials, inclement weather, and the limitations of building in a combat zone.

It seemed every entity on Bagram Airfield was skeptical of

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Views around



US ARMY PHOTO BY: JOYCE COSTELLO

Fire inspector Massimo Ferrari (right) holds a torch for Alessandro Galeazzi(left), an Italian employee at 3/405th Army Field Support Battalion, to extinguish as part of the Fire Warden safety class.



US ARMY PHOTO BY: JAMES HINNANT

As darkness falls, workers install a fabric end section on a new maintenance tent at Camp Arifjan, Kuwait, Apr. 21, 2008. The tents are one way to protect Soldiers and civilians from the sun, wind, dust and high temperatures.



US ARMY PHOTO BY: GALEN PUTNAM

Workers replace the engine compartment hatch on an M113 Armored Personnel Carrier at the Army Field Support Battalion - Northeast Asia's new maintenance facility at Camp Carroll, South Korea May 3. The \$15 million, 51,000 square-foot maintenance facility was dedicated Feb. 26, 2008, in honor of Pfc. Melvin L. Brown who was killed in hand-to-hand combat during the Korean War.

Click here to see more pictures of the 401st in action.

the command



Lee Thompson, executive director, Logistics Civil Augmentation Program, poses for a picture with members of the LOGCAP Support Unit, who recently returned from deployment in support of Operations Enduring Freedom and Iraqi Freedom.

US ARMY PHOTO



US ARMY PHOTO BY: GALEN PUTNAM

Maj. Gen. Robert M. Radin, commanding general of Army Sustainment Command, uses the E-Board to illustrate his point that continuous improvement is the engine that drives the Army Sustainment Command to Kathryn A. Condon, executive deputy to the commanding general, Army Materiel Command (far right).



US ARMY PHOTO

The 56th STRYKER Brigade recently completed a three-week long "War Fighter" exercise. A thousand National Guardsmen from various units throughout the state of Pennsylvania traveled to Fort Indiantown Gap for the largest event since the brigade converted to a Stryker Brigade three years ago. The exercise brings together the Brigade's Headquarters and members of the various subordinate units as well as 70 civilian contractors and 15 LARs from all LCMCs.



US ARMY PHOTO

Mine Resistant Ambush Protected vehicles await movement from AFSBn-Afloat to the airfield for air transport. Charleston has been designated as the joint transportation Aerial Port of Embarkation for MRAP vehicles going to Southwest Asia.

Soldiers move out, 405th AFSB steps in

By Jennifer King
405th AFSB Public Affairs

Preparations for war are in full swing in Bamberg, Germany, as several units prepare for upcoming deployments to the Southwest Asia theater of operations. Taking charge of deploying units' left-behind equipment, the 405th Army Field Support Brigade is playing a key role in managing Europe-based Army materiel.

The LBE program cares for a unit's equipment while the unit is deployed. The program covers all aspects of a unit's materiel, including vehicles and basic initial inventory such as fire extinguishers and other items. Through the program, the 405th AFSB maintains the equipment that the unit does not take with them.

While the unit is deployed, the equipment may be issued to other units, but each unit will receive replacement pieces when it returns. Because the equipment may be issued to another unit, exact inventory records are crucial for the returning unit to receive the same types and pieces of equipment that it left behind. The LBE program is designed to provide returning units with 10/20 standard equipment upon its return, ensuring that units are fully mission capable as soon as they return to Europe.

"We leave a lot of equipment behind because we just won't need it when we're downrange," said Maj. Kevin Balisky, executive officer for the 54th Engineer Battalion, headquartered in Bamberg. "We will be falling in on equipment that is being left downrange, so there is no need for us to take everything we have.

"The LBE program is great because it's designed to maintain our equipment while we are gone," Balisky continued. "We don't want to have to go through weeks of reaching our modified table of organization and equipment when we return. We



US ARMY PHOTO BY JENNIFER KING

Smaller pieces of equipment, such as these tents and poles, are individually counted and then placed in containers for storage and easy transportation.

want everything maintained for us and ready to go when we get back."

As the program manager for LBE, the 405th AFSB handles everything related to materiel management on behalf of the unit during its absence.

"It's an excruciatingly detailed operation," said Capt. Mike Kistler, who represented the 405th during recent LBE operations at Bamberg. "Each piece of equipment has to be counted and inventoried, including the knives, forks and spoons that the cooks use in the field. We'll be responsible for taking care of everything for them while they're gone, and we don't want them to worry about whether or not

equipment is being maintained."

Even with the large amounts of equipment being handled, the LBE inventory program is designed to be quick and efficient. The LBE inventory for the 54th Engineer Battalion was initially scheduled to last four weeks but was completed in just two weeks, due to a consolidated effort by the unit, the 405th AFSB and the Honeywell contractors who are supporting the 405th AFSB.

In addition to performing all required maintenance on equipment, the LBE program is also designed to fill potential shortages.

"If any equipment goes into the LBE program with shortages, we receive documentation," said Mike Hansen, a Honeywell contractor. "As part of the LBE program, we are responsible for replacing the missing items so that the equipment is completely stocked when the unit returns."

Army Sustainment Command, the command headquarters for the 405th AFSB, is responsible for all U.S. Army LBE programs in both CONUS and OCONUS, including operations in Hawaii, Alaska, Korea and Europe.

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the 401st being able to accomplish the project and move in on schedule. The Combined Joint Task Force 82 staff, installation contracting, and others all looked on with interest.

The 401st is known as the Champion Brigade for a reason, however, and on Feb. 29, the 401st AFSB handed over the keys to the borrowed, empty building it called home for the past year, and was fully functional in the new brigade headquarters.

The brigade commander's promise had been kept.

Much work was done behind the scenes to make the "jump" to the new headquarters a success and maintain uninterrupted support to CJTF 82.

The brigade S4 (Fwd), Capt. Shari Carter, was tagged with the job of developing the brigade plan for the jump from its borrowed building to the new headquarters.

The jump began in the late hours of Feb. 27 when contract communications technicians Greg Welch and Torrey Mayberry of the S6 dropped the brigade's communications hub, or "mini," and

transported it to the new location, plugged into the network already set up by Dave Ware and Jason Rhoads, also of S6, and had the system operational in under three hours.

On Feb. 28, Carter directed the Brigade's move, and the new headquarters was operational by close of business that day.

"The Champion team executed a flawless jump to our new headquarters. Thanks to planning and attitude by Brigade staff and support elements we made it happen," said Carter.



LOGCAP Support Unit Soldiers honored

By Melissa Bohan
AMC Public Affairs

FORT BEVOIR, Va. – Thirty-two members of the Logistics Civil Augmentation Program Support Unit, recently returned from deployment in support of Operations Enduring Freedom and Iraqi Freedom, were honored at a “Welcome Home Warrior Citizens” ceremony April 24 at the Essayon Theater here. One Soldier was also honored for his support of operations in the Republic of Georgia.

LOGCAP is an Army program that plans for and uses civilian contractors to provide non-combat, logistics services to Soldiers and others in the field during war and peacetime. Its main purpose is to free up military manpower for military-specific missions.

Some of the services the LOGCAP contractors provide are laundry, sanitation, dining facilities, potable water, housing, fuel distribution, transportation of good and services, and recreational facilities.

In a partnering effort between the Active Army and the U.S. Army Reserve, the LOGCAP Support Unit was established at the U.S. Army Materiel Command Headquarters in 1999.

A critical component of LOGCAP, the LSU enhances LOGCAP worldwide contingency support capacities and increases military oversight of LOGCAP, while linking the program with supported forces.

The ceremony was designed to provide LSU Soldiers with tangible recognition for their support to the Global War on Terrorism.

Lee Thompson (SES), executive director for LOGCAP, U.S. Army Sustainment Command, thanked the Soldiers and family members for their service during the ceremony. “Our warfighters could not have performed their missions without the support of each and every Soldier seated here today,” Thompson said.

Maj. Gen. James Eggleton, commanding general, U.S. Army Reserve Readiness Command, presented the Soldiers who served in Kuwait, Iraq, Afghanistan and the Republic of Georgia with a certificate of appreciation, a Welcome Home Warrior Flag, a Soldier coin, a Soldier and Spouse lapel pin set and an American flag encased in a wooden display box and engraved with the following: “Warrior Citizen. In appreciation for your faithful military service. Your selfless sacrifice and excellent perfor-

mance of duty is reflective of the Army’s Warrior Ethos. Your patriotic service as a true Warrior Citizen will never be forgotten.”

Ronald Adolphi, the USAR ambassador, acting on behalf of Lt. Gen. Jack Stultz, commanding general of the U.S. Army Reserve Command, presented each Soldier with an ambassador’s coin.

“I am extremely proud of the members of our unit and the significant role they play in ensuring warfighters get what they need, when they need it,” said Col. Bobby Claiborne, the LSU commander.

The LSU is an element of the U.S. Army Sustainment Command and consists of Army reservists who can rapidly deploy in support of any contingency to serve as the interface between theater commanders and LOGCAP, ensuring warfighters get the supplies and services they need. LSU Soldiers facilitate LOGCAP support for Joint, Combined, Interagency, and Multinational Forces engaged in global operations and train units and staffs on how to effectively use LOGCAP. The LSU has mobilized and deployed more than 245 percent of its Soldiers since Sept. 11, 2001, according to the unit.

Why have smoke detectors installed in your home?

Home fires are a serious threat to your family’s safety. Every year in the United States, approximately 5,000 people are killed and more than 40,000 are injured by residential fires. In addition, more than \$8 billion worth of property damage is done by home fires. Many fire victims die of inhalation of smoke and toxic gases, not because of burns. Most deaths and injuries occur in fires that happen at night while the victims are asleep.

When properly installed and maintained, the home smoke detector is one of the best and least expensive ways to provide early warning when a fire begins. Before the concentration of smoke reaches a dangerous level, or before the fire becomes too intense, the alarm will sound. Smoke detectors save lives, prevent injuries and minimize property damage. The risk of dying from fire is twice as high in homes that do not have functioning detectors.

You can prevent tragedies simply by testing and maintaining your smoke alarms and practicing a fire escape plan. All smoke alarms in your house should be tested once a month and

their batteries replaced annually. Every family should develop a fire escape plan and practice it at least twice a year. The U.S. Consumer Product Safety Commission (CPSC) recommends these measures because working smoke alarms and a fire escape plan will increase your protection in case of a fire.

Smoke alarms save lives, prevent injuries, and minimize property damage by enabling residents to detect fires early in their development. The risk of dying from fires in homes without smoke alarms is twice as high as in homes that have working smoke alarms.

At the same time you replace your smoke alarm batteries, replace the batteries in your carbon monoxide (CO) alarm. CO is a colorless, odorless gas that is produced when any fuel is incompletely burned. About 150 people die each year from non-fire, carbon monoxide poisoning associated with home fuel-burning heating equipment.

(U.S. Consumer Product Safety Commission)

Journey *Cont. from page 1*

step and have a full continuum of the program.”

The latest tier is building upon an already strong foundation in tiers I and II, which have been in place for four years. The pilot tier III program is four months long, with 16 days of formal classroom training.

One of the main focuses of the program is building coalitions and establishing networks. All of the G-staffs along with some special staff elements have representatives in the program.

“Many of the participants knew each other, but the program gave them a chance to work together on projects,” Schuldt said. “After going through the program they have new relationships, enabling them to interact more freely with other offices.”

Kristan Mendoza, branch chief for LOGCAP contracting, is a participant in the program and was nominated for the program by James Loehrl, ASC principal assistant responsible for contracting. She commented that networking was one of the key benefits of the program.

“Being able to network with other leaders in the command is so crucial for

us to carry out our mission effectively,” said Mendoza. “Being able to bounce ideas off a group of peers is really helpful.”

The program utilizes many self-assessment instruments. Assessments are then coupled with individual coaching sessions to fully take advantage of the tools. In addition to the local training, tier III participants spent a week in Washington, D.C., concentrating on policy, politics, and planning.

“We believe the program is worth the investment because are going to get better leaders who can move the command forward.”

- Diana Balmer, chief of staff

Senior leadership in the command has always supported the Journey to Leadership programs and Tier III was no different, said Schuldt.

“We want to make this command more successful than it already is, so we needed to invest the time and effort into a program for our senior leaders of the command,” Balmer said. “We believe the program is worth the investment because we are going to get better leaders and communicators who will move ASC forward

into an every changing Army sustainment mission”

Regular homework assignments are featured throughout the “journey,” with each participant finding his or her own unique way to balance mission and homework.

“I went to the award fee boards in Iraq. We had a couple of books that we were assigned to read so I took them along,” said Mendoza. “I already knew that the time difference was going to cause some

problems sleeping since I experienced that when I went to Afghanistan, so I figured I’d have some time to read. One night I woke up about 3 a.m. and couldn’t sleep so I had one of the lights that cyclists wear and

I got it out and started to read. A colleague woke up later and thought I was completely nuts.....but I did finish the book!”

Graduation from the pilot program is scheduled for August. After graduation, the program manager will take the feedback from participants to improve upon the tier III program. The plan for the future is to one day open the program up to ASC’s subordinate organizations and other organizations on Arsenal Island.

Public Affairs Office launches AKO site

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