



THE SUSTAINER

Published Quarterly

FOR THE SOLDIERS AND CIVILIANS OF THE 404TH AFSB



DCO SELECTED AS NEW ASC CG'S EXECUTIVE OFFICER

Julia Lyons the Deputy to the 404th AFSB Brigade Commander was recently selected to become the Executive Officer for Army Sustainment Command's (ASC) new commander, MG Patricia E. McQuiston who will assume



L-R Jeannie Dobson, Sheron DeMar, Warren Reynolds, Tony Martinez, Eddy McLendon, Angie McGee, Rich Kaumans, Ellen Walker, Bob Farr, **Julia Lyons**, Ray Coffman Memorial, Mario Barcenilla, Davida Beck, Andy Applegate, Warren Workman, Jon Tolson, Greg Alderete

command from MG Fontaine on 28 Oct 2011. Julia will bring to ASC a great deal of experience drawn from her military career, several deployments, and significant experience at the AFSB operational and tactical levels. Julia retired from the military in 2002, entered the civil service into the newly formed AMC Forward Stryker. As one of the founding members of the brigade, Julia went on too shape the foundational structure of an organization that would lead the way to establishing Army Field Support Brigades. Although Julia and her husband Darrell will be gone from Joint Base Lewis McChord but they will remain in the ASC family.



Photo: Todd Mizener from Quad-Cities Online ®



Julia Lyons, DCO 404th Army Field Support Brigade and **Mr. SanNicolas** AFSBn Hawaii had a close call on the morning of 29 August 2011 when the United Express jet they were on skidded off the runway at the Quad-Cities Airport. No one was injured and the accident is under investigation.



Team my first months in command have been: fast, exciting, rewarding, and exceptionally informative. As I travel throughout the region I am consistently reminded of how proud I am of the 404th AFSB Team and the quality of professionalism I see on a day-to-day basis. The calendar of the 404th shows we will continue to be challenged with our current OPTEMPO but vigilant of impending changes and reductions in resources. The Army has been through fiscal reductions in the past and we learned to excel through creativity and innovation. I encourage each of you to look at how you perform your assigned and inherent duties and responsibilities. Ask and challenge yourself, “how can we improve our mission without reducing the quality of support we provide?” Our August Tactical Operations Exercise (TOCEX) was a resounding success. This event gave us the opportunity to train as we will sustain, in either a forward

deployed environment or in support to civil authorities in the event of a natural disaster. The TOCEX candidly showed us our weaknesses and reminded us of the eminent strength from a senior well seasoned staff. We must clearly understand our Mission Essential Task List (MTEL) and focus our individual and collective training to accomplish training objectives. Leaves are already falling through the cool Pacific Northwest air and the holiday season will soon be upon us. I encourage each of you to take time out of your busy schedules and enjoy your families and safely enjoy all that your local area offers. My door is always open, so feel free to stop in and say hello. Again, I thank you all for the warm welcome you have offered and continue to look forward to supporting the great soldiers of the United States Army throughout our Pacific Area of Responsibility.



Sustain to Win



Jack Welch the former CEO of General Electric once said, “Change before you have to.” The Army is not new to change nor the challenges that come with the territory. The hallmark of our enduring success is our ability, as a fighting force, to not only adapt to change, but to improve as a result. The global terrorist threat to the United States mandates we remain vigilant, well trained and adaptive. As I travel and visit our organizations throughout our Region and the Army I am truly impressed at the level of professionalism, dedication and technical competence of both our soldiers and department of the Army civilians. The 404th AFSB is not sheltered from change, in fact the legacy of this Brigade is clearly one of vision, concept development and successful mission execution. As we begin the process of downsizing Iraq we will also begin to see the decline of Global War On Terror funding. We will adapt and continue to improve our methods and seek means to economize our efforts. I challenge each of you to be an agent of change and to explore how we as a team can improve how we sustain and support our soldiers.

Farewell Julia

Team—I'm off to my next adventure at the Army Sustainment Command HQ where I'll serve as the ASC Commanding General's Executive Officer. I have had an unbelievably rewarding time serving with you here at the 404th AFSB (even before we were an AFSB) and I am taking with me many lessons learned. We have had some amazing times since 2003; we stood up the Army's first Brigade Logistics Support Team and had the privilege of introducing the BLST concept to the Army at the very start of Operation Iraqi Freedom. We took on multiple new missions and programs, to include the first Leave Behind Equipment and Pre-deployment Training Equipment programs. We transitioned our legacy Logistics Assistance Offices to Logistics Support Elements and later built the first Army Field Support Battalion. We grew the brigade from five members to over a hundred professionals today. We standardized our process, synchronized our reach back support, trained our staff and marketed our capabilities to the Army's senior leaders as well as to the Soldiers in the fight. We increased our capabilities, improved our facilities and focused our training on how we could best support the Soldiers in the fight. We also packed our bags and deployed down range; we did our part to ensure AMC was there, when and where the forces needed us. We were good teammates to our Acquisition and Life Cycle Management Command partners. We pushed equipment in and out of theater, repaired the battle damage as quickly as we could and spread AMC capabilities throughout the theater to lessen the burden and danger to our forces. It was the proudest day of my 28 years with the Army when I stood on a hill in Afghanistan, after issuing the best MRAPs and mine detecting equipment in the world to the unit that was rolling out into the fight that night. I am so thankful that I had the opportunity to serve with you. Through it all, we got to know each other. We celebrated our good times and successes, encouraged each other through challenging times, learned from our failures and made plans to make all things better. We agreed and disagreed and always gave our best. I thank you from the bottom of my heart for all of this and much more. Thank you for giving me the opportunity to grow and be a part of your team over the past eight years and for all that you do every day to support and defend our Nation. You have made me a better person and a better leader and I look forward to the adventures of the next ten years... As the AMC and ASC unveil our Strategic Plan for 2013-2020, I encourage each of you to be a change agent and remain flexible and open to different ways of doing business. There are many exciting times in our future as our command focuses on providing America's Warfighters with the decisive edge (AMC Vision Statement). ***I'll see you later, God Speed Julia***





AMC Fellows Program



L-R Sherry Sewell, Chasisty Roberson, Mike Johnson, Romeo Montez, Emma Matthews (Director) Crystal

Congratulations to Sherry Sewell and Mike Johnson for their recent graduation from the AMC Fellows Program. Sherry originally came from the corporate world where she was contract manager for American Communication Group. She holds a BS degree from DeVry University and a Masters of Business Administration from Texas A&M. Sherry has recently completed her duties as the 404th AFSB Contracting Officer's Representative for the Integrated Logistics Support System Contract. Sherry will transition into Contract Management Oversight under Directorate of Logistics Integration within the 404th AFSB Area of Responsibility. Mike was introduced to the AMC Fellows program the summer before his senior year at a college career fair. After graduation he wanted a way to gain work experience, a master's degree, and a chance to live in a new places. The AMC Fellowship provided just that. Since graduation he has been assigned to the 406th AFSB, Ft Bragg. In 2010, he spent six months at the XVIII Airborne Corps LSE and six months assigned to CECOM. In Jan 2011, Mike and his family arrived at JBLM, WA working at the 404th AFSB S3 as the brigade LOGCAP Forward Planner. Mike says "Looking back on the last five years I can truly say the AMC Fellowship has fulfilled my three desires of gaining education, work experience, and exploration."

The Army Materiel Command Fellows Program is a four-year program (five years for engineers) designed to build a multifunctional, mobile team of highly qualified civilian employees for AMC. The first 13 months of the program include course-work conducted at AMC's Logistics Leadership Center in Texarkana, Texas, and at Texas A&M University Texarkana resulting in a master's degree in business administration. AMC Fellows are federal employees with full benefits and are compensated at a GS-7 grade level with full promotion potential targeted to the GS-12 for non-engineers and GS-13 for engineers. Once participants have completed their graduate degree they begin a series of rotational, on-the-job training assignments over the next 47 months. In the five-year training period, Fellows have the potential to advance based on successful performance. Fellows are required to sign the DA Employment and Mobility Agreement, and future assignments are based on a DA mission requirement.

404TH AFSB TOCEX

The Republic of Korea-United States Combined Forces Command conducted their annual Ulchi Freedom Guardian (UFG) exercise Aug. 16 – Aug. 26, 2011. UFG is an annual computer-assisted simulation command post exercise, and like all CFC exercises, is a defense-oriented, routine exercise designed to improve the Alliance's ability to defend the ROK. The focus of Ulchi Freedom Guardian 11 was training service members while exercising senior leaders' decision-making capabilities. "Ulchi Freedom Guardian is designed to enhance the interoperability of the United States and Republic of Korea military forces while enhancing the combat readiness of the Alliance," said Gen. James D. Thurman, Combined Forces Command commander. "UFG 11 will present the Alliance with tough and realistic training events focused on preparing, preventing and prevailing against the full range of current and future threats to the Republic of Korea and the region."



L-R Mario Barcenilla (404th AFSB S-6 Officer) SFC Theodore Turner (404th AFSB Operations NCO) and Warren Workman (404th AFSB Support Operations) together set-up the Bike Track™ flooring for the DRASH Military Shelter in support of the 2011 404th AFSB Tactical Operations Exercise (TOCEX).



The purpose of the brigade's annual exercise is to train the primary staff, at their home station, in their tactical roles within a scripted operational environment. These include basic battle staff duties and responsibilities, the orders process, security procedures, the military decision making process, staff briefing techniques, battle updating, shift change procedures and after action reviews leading to TACSOP updating. This year's 23-26 August 2011 404th AFSB TOCEX will support Ulchi Freedom Guardian. A 404th AFSB scripted Master Scenario Events List (MSEL) directs the exercise to simulate real world events to challenge the command and staff in realistic but often infrequent mission support requirements. Carlos Perez, the new S-3 for the 404th AFSB stated, "these exercises remind us what we do well but also where we need to put more effort." This level of exercise is a great team building effort and an opportunity to train and educate the rotation of new personnel to the Brigade.

EVERGREEN QUAKE 2012

The 2012 TOCEX will focus on the Brigade's Defense Support to Civil Authority (DSCA) mission supporting "Evergreen Quake". The 'footprint' of the Evergreen Quake Exercise series encompasses the eight Puget Sound area counties of Island, King, Kitsap, Mason, Pierce, Skagit, Snohomish, and Thurston. The exercise scenario will include a Seattle Fault magnitude 6.7 earthquake with aftershocks involving the Whidbey Island and/or the Tacoma Faults.



404TH AFSB TOCEX



22-26 SEPT 2011



SFC Turner & Sherry Sewell



L-R CPT Woo, Dave Halliday, Mario Barcenilla, Carlos Perez, Andrew Rayment, LTC Harvill, Dave Van Agtmael



Mario Barcenilla, SFC Turner, Warren Workman



CPT Woo & Angie McGee



COL Yahn



Carlos Perez & LTC Harvill



Robert Farr



MSG Gillespie



Rich Kaumans



Jesse Reyes & CPT Woo



Andrew Rayment,, David Van Agtmael ,CPT Woo



MSG Gillespie, Warren Workman

Journey of a Lifetime

The story of a daughter with two mothers; one American the other Korean

By Greg Alderete

On a sultry hot Hawaiian August day in 1982 she arrived at her American home, too young to realize at 15 months, she looked nothing like her new mom and dad. On the other side of the Pacific Ocean her birth mother painfully grieved at the loss of her baby daughter and the inevitable uncertainty of her decision. The adoption agency's stern parting



words were "have trust in her new American family and never attempt to contact your daughter." But nothing could stop her from praying and hoping that Mee-Na was happy and healthy while she was secretly mourning the loss of a child as only a mother could know. "Was she happy, in a loving home, was she beautiful?" Ellen and Dick Walker decided to keep her Korean birth name, *a decision that would forever change Mee-Na's life 28 years later*. In February 2010, with the complete support of Ellen, her adoptive mom, Mee-Na decided to seek and hopefully find her biological mother. She also knew the odds of success were slim; thousands of searches each year fail to make a connection. However, all

the stars were aligned in making the reunion possible. After Mee-Na reached out to all the adoption agencies in Honolulu, one agency responded with record of her adoption. For a small fee, the agency would initiate communication with their Korean counterpart in order to seek any information they might still hold. Only a few weeks had passed and her biological mother's Korean identification number was found. The next step for Mee-Na was to write a letter to her biological mother in the event that the agency could locate and contact her. Though Mee-Na initially thought it would be easy to write the letter, she realized those first words would not come so easily. How would she start the conversation with her mother who had given her up nearly 30 years earlier for reasons still unknown? Finally after numerous drafts, she settled on stating her happiness, health, and having no hard feelings about her biological mother's decision to give her up. The agency continued to seek her biological mother for months with no success. On 12 December 2010 Mee-Na's biological grandmother, who may have held onto the cultural shame of

an unwed daughter's illegitimate child, passed away. For the funeral on 29 December 2010, her birth mother, Yang, returned to Seoul from her home in Japan of 20 years. In search of her birth mom, the agency had been mistakenly calling her sister's home in Seoul. While in Seoul for the funeral and at the home of 'that' sister's house, the agency called again with important news from Mee-Na. When her sister responded that she did not know any "Mee-Na," Yang took the phone knowing exactly why they had called.



L-R, Young Suk, Chie, Mee-Na, Yang (Mom), Ellen Walker (Mom) 404th AFSB

This was the moment she always dreamed would come and now her life would change forever. During the interview Ellen reflected how excited Dick Walker would have been to share in this momentous event had lung failure not claimed his life in 2009. So Ellen willful took the lead, coordinating the logistics and travel arrangement working through a bilingual friend to avoid any miscommunication. On 23 June 2011 Mee-Na, her partner Joseph, and Ellen reunited in Seoul, Korea with Yang, and her half brother and sister, in a moment that can only be described as miraculous.

Contracting Do's & Don'ts

By Greg Alderete

Army contractors are an essential part of the mission support, they provide resident expert capacity and services the Government often can not provide. But we have to remind ourselves periodically that contractors are not government employees. The contractor is hired to provide only those services set forth in the contract. The government's job is to insure proper performance of the terms and scope of the contract through routine surveillance. It is imperative that government employees maintain a professional relationship with contractors and avoid even the appearance of an employer/employee relationship with the contractor. Remember contract fraud happens every day and is punishable under federal law. The Contracting Officer's Representative or COR is a government employee designated in writing by the Contracting Officer as the commands local technical expert responsible to perform specific technical and administrative functions. The COR assures the contractor meets the performance requirements in terms of cost, quality, quantity and schedule. The COR is also responsible to insure the contractor has corrected all correctable deficiencies. Any and all actions associated with a specific contract should be vetted through the contracting officers representative. Remember as a government representative you could inadvertently exceed your authority and make a statement to a contractor which could be interpreted as obligating the government. At no time will government employees engage in a contractual dialogue without a COR present. All contractors in the work place must be identified by distinctive badges, the company's name in email addresses, when answering phones or attending meetings. If you have any questions concerning 404th AFSB Field Support Contracts contact Warren Reynolds (253-967-9504) for LBE or Bill Brugge (253-966-4233) for PDTE.



"THEY'LL BE READY IN A YEAR..."
It's not my fault you didn't read the contract"

Remember as a government representative you could inadvertently exceed your authority and make a statement to a contractor which could be interpreted as obligating the government. At no time will government employees engage in a contractual dialogue without a COR present. All contractors in the work place must be identified by distinctive badges, the company's name in email addresses, when answering phones or attending meetings. If you have any questions concerning 404th AFSB Field Support Contracts contact Warren Reynolds (253-967-9504) for LBE or Bill Brugge (253-966-4233) for PDTE.

2011 Maneuver Conference Columbus Georgia. The theme of this year's conference was resoundingly clear, change is coming. For the more senior folks this will not come as a surprise as there is inevitable downsizing as major combat operations decline. Commanders were candid about exploring ways to have high yield training with lower costs. Expect to see more of a focus on home station training and improving squad level point of need training to increase collective capabilities. Leaders must continue to provide purpose, direction and motivation or soldiers will lose interest quickly. General Cone, the TRADOC commander stated



"we must look for ways to digitally connect with the next generation of soldiers" stating "you must be in their conversation" referring to Facebook and Twitter as "no cost, high yield technologies." Expect to see more reserve component units training with active component forces to "train as they will fight" building a team environment of cooperation and mutual understanding.



“Only those who have learned the power of sincere and selfless contribution experience life's deepest joy: true fulfillment.” Tony Robbins

For many of us, an altruistic deed can be summed up, in two minutes of browsing the annual Combined Federal Campaign booklet and simply contributing to the first charity we recognize. Not CPT (P) Rochelle Ruiz. Every year America’s finest city half marathon (21K) and 5K race is held in San Diego, California. This year, one of the 8500 participants was the 404th AFSB’s very own CPT (P) Rochelle Ruiz. CPT (P) Ruiz was assigned to LST, Nation Training Center, Fort Irwin, California several months ago during the hottest month of the year where daily temperatures exceed 100 degrees Fahrenheit in the shade. No one is sure when or how she managed to log her four to five mile daily run and still have time to care for her 18 month old baby. “Some of us just do and you hope others follow”, said CPT (P) Ruiz. One of the race sponsors is the **Pancreatica**



Walks and Runs, a non-profit organization which promotes awareness, education and pancreatic cancer research. She is no stranger to running and recently completed the Army’s 10 mile race in D.C along with several smaller races throughout the year. All participants promoted awareness for the foundation that weekend, but for number 7450, the awareness was trotting along at a 8:09 mile pace with an overall time of one hour and fifty seven minutes. Most completing a half marathon would be done for the day but not Rochelle Ruiz. She marched off to her beauty salon and had 17 inches of her hair cut off for the **Locks of Love** organization. Locks of Love is a public non-profit organization that provides hairpieces to financially disadvantaged children in the United States and Canada under the age of 21 suffering from long-term medical hair loss from any diagnosis. They meet a unique need for children by using donated hair to create the highest quality hair prosthetics. The prostheses provides help in restoring self-esteem and confidence, enabling children to face the world and their peers. **By Marvin L. Donawa**



Activated in Oct. 1980, Fort Irwin California became the home of the National Training Center (NTC), **1000** square miles of desert maneuver and training ranges, with the 11th Armored Cavalry Regiment or as the OPFOR. It is a common tradition for any military unit visiting the installation to paint a design on one of the large rock formations near the main gate. The NTC is the size of Rhode Island and it is the only instrumented training facility in the world that is suitable for force-on-force and live fire training of heavy brigade-sized military forces. Fort Irwin is located approximately 37 miles northeast of Barstow, California in the High Mojave Desert midway between Las Vegas and Los Angeles..



307TH EXPEDITIONARY SIGNAL BATTALION UFG11

Roger Moore, CECOM Trail Boss

CECOM Long Haul Transmission (LHT) Master Technician, Mel Ormita and LHT Logistics Assistance Representative (LAR) Tim Landry



AN/TSC-156B PHOENIX



Unserviceable Flexible Waveguide Assembly

(AFSBn Hawaii) assist A Co, 307th Expeditionary Signal Battalion (ESB) with troubleshooting and fault diagnostics of the AN/TSC-156B Phoenix Satellite Terminal. One of the two unit's terminals was being prepped for the Ulchi Freedom Guardian II (UFGII) support mission. The system will deploy to Japan with a small task force of soldiers from the 307th ESB. During system checkout the unit discovered an issue with the system's Low Noise Amplifier (LNA). The LNA was observed to have high noise and signal distortion when viewed using a spectrum analyzer. The CECOM LAR Team assisted the Soldiers to correctly identify the failed component, a flexible waveguide with internal cavity damage. The LAR Team worked with the CECOM Weapon System Team and the Phoenix Terminal manufacture to expedite the waveguide into Hawaii before the UFGII system was shipped out to Japan for the exercise. The 307 Expeditionary Battalion is responsible for providing Command, Control, Communications, Computers, and Information Management (C4IM) support to three theaters of operation.



Pictured: CECOM LARs Mel Ormita and Tim Landry perform technical assistance with A Company, 307th ESB Soldiers; the Team assisted the unit with operational checkout and troubleshooting of their two AN/TSC-156B Phoenix Satellite Terminals.

The **AN/TSC-156B Phoenix** is a Quad band Tactical Super High Frequency satellite communications terminal mounted on an M1152A1 vehicular platform. A second vehicle is provided for logistics support. Phoenix is capable of operating over military X- and Ka-band satellites and C- and Ku-band over commercial satellites. The AN/TSC-156 B Phoenix Tactical SHF Satellite Terminal (TSST) is a stand-alone Quad Band Terminal designed for use at Joint Task Force (JTF) Headquarters, Joint Force Land Component Command (JFLCC) Headquarters, Army Service Component Commander (ASCC) and Army-level Major Subordinate Command (MSC) Headquarters.



THE LAKOTA

The Army's newest utility helicopter is the UH-72A Lakota assigned to the National Training Center Fort Irwin California. It is scheduled to replace the aging Huey and Kiowa fleet by December

2011. The Lakota is a light weight agile Eurocopter EC-145 manufactured in Germany and assembled in Mississippi. The Lakota has twin Turbomecha engines and 4 blades with 11 passenger capacity. The aircraft is typically used for medical evacuation and various other civil aviation missions.



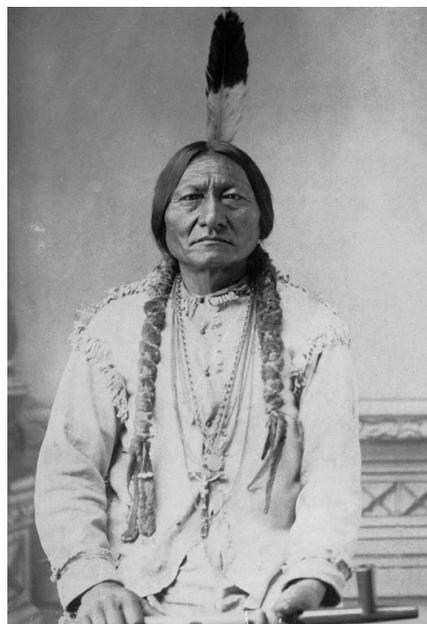
Dakota when they lived near

the Great Lakes. Encroaching European-American settlements led them to migrate west from the Great Lakes region changing their name to Lakota. The Lakota participated in the Battles of the Little Big Horn and Wounded Knee. They had various prominent chiefs such as Red Cloud and Sitting Bull. The new Lakota will be tasked as the Opposition Forces aviation asset against the training units at NTC. The Lakota will also be used for the Controller Trainer (TC) mission. The TC mission will provide aerial monitoring and training reviews to the training forces. They also perform medical evacuation for the military at NTC with around the clock standby using the various types equipment installed for difficult rescue missions. The new Lakota will be maintained at the Barstow Daggett maintenance facility located just east of the small city of Yermo, California. The maintainers are employed by the contractor Sikorsky Helicopters to provide all levels of maintenance. The pilots and maintainers are trained at the American Eurocopter facilities in Grand Prairie, Texas. Training for the Turbomecha engines is also done in their assembly facility in Grand Prairie Texas. Modernization is critical for support of the Army's vital mission at the National Training Center Fort Irwin California with AMCOM and the LAP program being a vital link in this mission.



Chief Red Cloud

This new helicopter is



Chief Sitting Bull

HOUSE OF REPRESENTATIVES BILL 2188

by Robert Farr

To require government-wide application of continuous process improvement methods to reduce waste and improve the effectiveness of the Federal Government, and for other purposes.

What Happened to Lean Six Sigma? Well, it is taking an Act of Congress...literally. In 2005 The Department of the Army Business Transformation Office (DUSA-BT) declared the new methodology for removing waste and streamlining Army processes as a hybrid of Lean and Six Sigma.

- ◆ **Lean is a waste removal methodology developed by Shigeo Shingo from the Toyota Motor Company. Shingo targeted manufacturing steps that added no value and zero defects in Toyota's manufacturing processes.**
- ◆ **Six Sigma (6S) began in 1986 as a statistically-based method reducing variations in electronic manufacturing processes at Motorola**

What is 6 Sigma: When given one million opportunities through a process, only 3.4 times will a defect occur. Certainly, a lofty goal! A Sigma Quality Level is calculated by DPMO, or Defects Per Million Opportunities. Combined, Lean and Six Sigma provide a vast number of solutions and tools to improve speed and quality while reducing cost. Many LSS tenets are founded in Total Quality Management (TQM) most use solid statistical analysis (Show me the data!), and others are simply common sense Just-Do-Its.

Deployment: The DUSA-BT's deployment strategy was a five year contractor to organic, self sustaining plan. In AMC's case, George Group Master Black Belts (Later merged with Accenture) would train from Green Belt, to Black Belt, and inevitably Master Black Belts for self sustenance. Asserting the first generation of the deployment was ugly is an understatement. In order to meet mandated numbers, personnel were either unqualified or had no established Green\ Black Belt Projects were sent to Green and Black Belt Courses. Missing for four weeks from regular duties with no clear objectives or outcomes understandably left a bitter taste in leadership's mouths. The LSS naysayers' cries of, "This is TQM all over again!" and, "Where's the bang for my buck?" were usually well founded and not defensible.

Successes: Unfortunately less attention was afforded to the true successes of LSS than *the loud objections of the uninformed*. The 404th AFSB trained two Black Belts; (JBLM & Fort Richardson respectively). In 2008 both Black Belts conducted projects in the 404th footprint. The first centered on reducing process lead time for reset of Tactical Operations Centers (TOC). MG Radin airlifted several shelters, at exorbitant cost, to meet reset timelines and "suggested" immediate improvements be made. The other project dealt with fixing a broken supply management system at Fort Richardson.

Continued on the next page... 

Facing draw-downs and budget cuts, a more aggressive attitude toward Lean will be required. LSS is gathering a renewed momentum at DA and Congressional levels. On June 15, 2011 US House Resolution 2188 was submitted as the "Less Government Act". The Bill calls for the reduction of waste and to improve the effectiveness of the Federal Government, using continuous process improvement methods. H.R. 2188 cites the overwhelming success of LSS at over 100 major corporations. Those achievements coupled with the piloted use of LSS throughout the DoD, have secured it as the preferred methodology for "Leaning" out the US Government. Finally, the DOL mission upon us. While applying LSS strategies to a transactional processes is useful, DOLs offer real world opportunities to fix manufacturing processes. Resetting the force and our garrison responsibilities must be completed with less money, materiel, and manpower. The good news; **it can be done.** It will ultimately require a burning platform for change from the Chief of Staff down to the Battalion Commander. From a tactical standpoint, the 404th LSS team is trained and willing to seek out waste and improve quality in your backyard.

404th AFSB Brigade Annex Update



The 404th AFSB Annex is moving closer towards the November 2011 completion date.

 *Continued from previous page...*

By mid 2009, at projects' close, the 404th AFSB TOC reset project had a proven 1.9 million dollar-a-year cost savings reducing reset from 60 to 18 days. The Fort Lewis process was later replicated at Fort Hood. The Alaska project re-inserted 4.5 MIL dollars of inventory back into the Army supply chain. In September of 2009 both projects were selected as Best Enterprise (TOC), and Best Non-Enterprise (Supply) projects, Army-wide.

What Happened? A Change of Command. The incoming Commanding General did not have the same burning platform for LSS as the outgoing CG. Priorities at Army Sustainment Command had shifted; the Continuous Improvement Office was disbanded, sending a clear signal to subordinate units regarding the future of LSS. Oddly this was not an Army-wide pandemic. MEDCOM, TACOM, AMCOM, IMCOM, DLA and other entities were institutionalizing positions for MBBs and BBs within their headquarters. While some commands were plotting for permanence, others fell to the intrinsic cyclical rotations of leadership. This is the Achilles heel of the Lean Six Sigma program throughout the DoD. Continuity of leadership through a deployment and project's life is imperative to the overall success of the program.

A New Life: *While no new projects were initiated by the Brigade since 2009, many LSS tools had found their way into the Brigade's con-*

sciousness and culture. It is not uncommon to walk by a doorway at BDE or Bn and see Value Stream Mapping under way, or Risk Analysis through Nominal Group Technique being conducted. This despite participants being unaware they are employing Lean Six tools. Most have simply participated in a Lean event at some time, and carried a tool into their current mission.



Bob Farr is an Acquisition Level III Systems Analyst, Master Black Belt candidate and the Department of the Army's 2009 recipient of the Department of the Army's Logistics Efficiencies to Increase Army Power (LEAP) Award. Bob is a primary Lean Six Sigma instructor for Army Sustainment Command.

LEVERAGING SUSTAINMENT ORGANIZATIONS IN CONUS

In May 2011 Army Sustainment Command (ASC) coordinated "Leveraging Sustainment Organizations in CONUS" (LSOC) support from the 13th Expeditionary Sustainment Command (13th ESC) to augment Fort Wainwright Alaska's DOL civilian maintenance workforce. The first rotation of soldiers began on 1 June 2011 their maintenance mission as one of the first practical applications of LSOC. This pilot program provided these soldiers an opportunity to get "back to the basics". The first of four Maintenance Support Teams (MST) to begin came from 593rd Sustainment Brigade, Joint Base Lewis-



McChord (JBLM) Washington. The soldiers performed scheduled wheeled vehicle maintenance on 1/25 SBCT LBE (Left Behind Equipment). The MSTs assumed a major portion of the required maintenance workload from the Source of Repair in support of the Low Usage Program induction. The LSOC clearly paid dividends in maximizing military maintenance resources to enhance unit maintenance capability. The constraints of tight unit training timelines, deployment dates and other competing requirements consistently leave units with maintenance shortfalls, specifically mechanics, to perform

10/20 maintenance throughout the ARFORGEN cycle. Due to funding constraints and DA directives multiple diverse options for equipment repair were evaluated. Initial estimates, using military mechanics to perform the maintenance on the 1/25 SBCT LBE, identified



CPL Samantha Sherman, 542 Support Maintenance Company, servicing a M1097 geared hub.

potential for cost savings. CW4 Jesse McCoy, senior ground maintenance officer from 13th ESC Support Operations, provided on-the-ground technical expertise, and mission synchronization for both inbound and outbound MSTs. AFSBn-Alaska commanded by LTC Nathaniel Rivers mission direction and soldier life support. The LSOC mission showcases a collaborative effort in flexibility and agility across multiple diverse command boundaries between AMC, FORSCOM and IMCOM, to provide sustainment support. Cross-

installation and regional mutual maintenance support arrangements will be just one of the multi-faceted sustainment cooperation initiatives as LSOC continues to gain momentum.

Mr. Gene James, Deputy to the commander, AFSBn Alaska

Leveraging Sustainment Organizations in CONUS - LSOC authorizes Active Component (AC) Expeditionary Sustainment Commands (ESCs) in CONUS to support Senior Commanders (SCs), installation Mission Support Elements (MSEs), sustainment organizations, and sustainment staff officers efforts to resolve mentorship, training, and materiel management shortfalls in these formations caused by repeated deployments and the complexities of the Echelons Above Brigade (EAB) ARFORGEN process. LSOC does not change existing Command and Control (C2) or Training and Readiness Authority (TRA) relationships; rather, it provides the two AC ESCs with coordinating authority.

DOL OPCON AND THE ROAD AHEAD



The 404th AFSB celebrates one-year OPCON of Directorate of Logistics (DOLs) on 1 October 2011. The past year was challenging and exciting as we expanded the 404th AFSB family to include the DOLs. The key to success during the past year was the outstanding cooperation from all key stakeholders – DOLs, IMCOM Regions, ASC and AFSB staff. Everyone's participation in the Common Levels of Support (CLS) ROC drills, G8 forums, and vital planning meetings shaped the road ahead for a successful transfer of the DOLs from IMCOM to AMC in FY13.

The DOLs bring new capabilities that will enhance ACS's support to the Soldier by reducing duplication of effort in providing premier logistical support. The 404th AFSB is in the midst of transformation and continues to evolve at a rapid pace. The DOLs are a crucial element of the 404th AFSB's evolving mission as the Materiel Readiness Center for the Pacific. We are accomplishing things today that we never thought were possible given our resources – made possible by the support of the DOLs, IMCOM, and our strategic partners.

Efficiencies have already been implemented and realized since OPCON on 1 October 2010.

- ◆ We have been successful in leveraging our DOL partners in managing workload by redirecting work from stressed to under-capacity DOLs within our footprint.
- ◆ We have utilized the Leveraging Sustainment Organizations within CONUS (LSOC) concept to provide assistance with maintenance, supply, and transportation and augmentation to DOLs during turbulent times of high workload.
- ◆ We have successfully completed three comprehensive Review & Analysis (R&A) of DOL missions which assisted in identifying systematic issues, implementing process improvements, and recognizing resource constraints that impact the level of logistical services provided.

"Coming together is a beginning. Keeping together is progress. Working together is success." Henry Ford.

These accomplishments required a major cooperative effort from ASC, the 404th AFSB, DOLs, IMCOM, and our strategic partners. The 404th AFSB takes this opportunity to give KUDOs for your hard work. We will continue to partner and work as a unified team to accomplish in the future operations together what we could never accomplish as individual entities.

A critical element for realizing efficiencies during the final year of OPCON is the Enhanced Army Global Logistics Enterprise (EAGLE) acquisition program. EAGLE will form the basis for contracting across all supply, maintenance, and transportation requirements in the future and is currently on schedule to meet a planned summer 2012 contract award. Utilizing EAGLE we can standardize the services a DOL provides through a single contract as we transform our DOLs into the "installation storefront" for AMC.

As we move forward, we must identify and adopt improved business practices to distribute, maintain, and sustain the Army's materiel effectively and efficiently. Supporting this effort, the 404th AFSB has created a DOL Knowledge sharing portal (<https://ascsp.osc.army.mil/afsb/404/DOLs/default.aspx>) which has enhanced the collaborative environment. The knowledge sharing portal is a fundamental foundation to capture best business practices and link our DOLs, IMCOM partners, and AFSB staff into a single unified team.

We have only one year remaining before full DOL transformation is complete and the road ahead will be fast, steep, and bumpy. However, at the current pace we are evolving, this road will create nothing but great opportunities for the 404th AFSB family. We look forward to not only the full transition of DOLs, but also welcoming our IMCOM partners in FY13. Once again, we thank everyone for their hard work and cooperation to ensure no degradation in sustainment and support to our supported units as we seamlessly transition the DOLs.



H.R. 1850 Introduced by Representative Richard Nugent (R-FL): To expand retroactive eligibility of the Army Combat Action Badge to include members of the Army who participated in combat during which they personally engaged, or were personally engaged by, the enemy at any time on or after December 7, 1941. This bill is in the first step in the legislative process. Explanation: Introduced bills and resolutions first go to committees that deliberate, investigate, and revise them before they go to general debate. If this completes the legislative process it will authorize the Secretary of the Army to award the Army Combat Action Badge to any member

of the Army who participated in combat during which the person actually engaged, or was personally engaged by, the enemy at any time between December 7, 1941 and September 18, 2001, as long as such person has not been previously recognized. The majority of bills and resolutions never make it out of committee.



Some things to think about



Olympic Mountain Range

EBIS EMPLOYEE BENEFITS INFORMATION SYSTEM

(<https://www.ebis.army.mil/home.aspx>)

If you are a DA civilian and your haven't register on EBIS, you should. The website provides a summary of personal federal information regarding your retirement and benefits. Information you'll find includes: Personal Data, Retirement Benefits including projected retirement annuity, Survivor Benefits, Leave Balance, Federal Employees' Group Life Insurance (FEGLI) benefits, Thrift Savings Plan, and Death and Disability Benefits. Recommend each Federal employee go to the "My Personal Statement of Benefits" page and print out the entire packet for your records. Also insure a copy is given to your spouse, loved one or executor.

USE OR LOSE LEAVE. A leave year begins on the first day of the first full biweekly pay period in a calendar year. A leave year ends on the day immediately before the first day of the first full biweekly pay period in the following calendar year. Employees may carry over to the next leave year a maximum amount of accrued annual leave (240 hours for most employees). "Use or lose" annual leave is the amount of accrued annual leave that is in excess of the employee's maximum annual leave limitation for carry over into the next leave year. Employees must "use" their excess annual leave by the end of a leave year or they will "lose" (forfeit) it. *If you are one of those DA civilians who lose leave every year please consider donating it to those who need additional leave for medical or family emergencies.* For additional information on this worthy cause please contact **Eddy McLendon. (253) 967-2201**



Living Trust is Not a Will. A living trust, also known as a Revocable Living Trust or a Family Trust is a legal document that holds title or ownership to your real property and assets. In the event of death living trust assets are not adjudicated in probate. A will is simply an expression of your wishes and must go through some kind of probate court process before the assets can be distributed to your heirs. When you create a Revocable Living Trust you transfer ownership of your assets to the trust. Transferring assets is typically called "funding." When you transfer title you DO NOT relinquish any control. For a trust to be effective it has to own title to the property or asset. Remember, when you transfer title of your assets into the trust it is called "Funding your Trust." Funding is the process of transferring the name on accounts or property to the name of the trust. The people who will receive the benefit of the trust's assets are called the beneficiaries. Typically the estate will go to the surviving spouse. If there is no surviving spouse, assets will pass to the people you named in your trust. You are not limited to who you want to receive your estate. Trusts are generally more difficult to contest than a traditional will. Your Living Trust will only cover what property you have conveyed into the Living Trust, you will still need a will for all other property, such as what you acquire after you form the Living Trust. *You can do trusts online but it is recommended you use a Lawyer.*



WELCOME NEW SUSTAINERS



ARNOLD PINDLE

Mr. Arnold Pindle (404th Civilian Deputy to the Commander) will soon arrive at the 404th AFSB from the 402nd AFSB where he was the Deputy to the Commander since 2009. Arnold has served in numerous logistics and Force Management positions during his 28 years of civil service experience. He was also appointed Acquisition Career Management Advocate and Career Program Manager for CP-13 (Supply Management). Mr. Pindle holds an MBA from Schiller International University in Heidelberg Germany and a BA from Morehouse College in Atlanta Georgia. He is also a graduate of the Army Management Staff College and is certified as Defense Acquisition Level III. Mr. Pindle's awards include: the Superior Civilian Service Award, The Commander's Award for Civilian Service, the Achievement Medal for Civilian Service, Special Acts/Special Service Award, and numerous exceptional performance awards.



DAVE VAN AGTMAEL

Mr. Dave Van Agtmael (TACOM Senior Command Representative) Dave recently arrived from Fort Bragg where he served as the TACOM Senior Command Representative for the CONUS East Region. Dave retired from the United States Army in 1988 after serving 21 years including a tour of duty in the Republic of Viet Nam. Dave entered the civil service in 1988 as TACOM Logistics Assistance Representative (LAR) and three years later deployed with the 24th Infantry Division as their first LAR during Operations Desert Shield and Storm. This is Mr. Van Agtmael's second tour to Joint Base Lewis McChord where he served from 2002 to 2005 as the TACOM SSTR supporting Stryker Brigade Combat Team Program and 1st Corps Logistics Assistance Office. Mr. Van Agtmael is Level III certified in Life Cycle Logistics and Level I certified in Program Management. Dave has an Associates of Applied Science in Automotive Technology degree and is pursuing a Bachelors Degree in Business Management. He has been a member of the Acquisition Corps since Dec 2005.



CARLOS PEREZ

Mr. Carlos Perez (404th AFSB S-3) recently arrived at the 404th AFSB from the Department of the Army where he was a member of the Army Senior Fellows Program as the Director of the CG's Action Group. He brings with him a wealth of knowledge in logistics, operations and international affairs. Mr. Perez was the Chief of the Military Group Colombia with U.S. Southern Command. In addition Carlos was the Chief of Program Development at USAREUR DCSLOG where he was responsible for prioritizing logistics manpower and personnel requirement. He served in Tuzla, Bosnia as the Garrison Manager of the Area Support Team FOB Eagle providing support for U.S. forces throughout Bosnia, Croatian and Hungary. Carlos is a graduate of the Command and General Staff College and holds a Masters in International Relations and National Security (U.S. Army War College). Carlos is a retired U.S. Army Colonel and is a native Spanish speaker; fluent in reading, writing and speaking.





404th AFSB Happenings



AMC Fellows Graduates



MG Fontaine – Mike Johnson



MG Fontaine – Sherry Sewell



Former Secretary of Defense Donald Rumsfeld, on a recent AAFES book signing tour, stopped by Building 9503, which the 404th AFSB shares with the Regional AAFES office. Jeff Dugle (TACOM) and several other AFSB members were able to meet with him and have him sign a copy of his book.

PEOPLE PICS



L-R MSG Gillespie, CPT(P) Woo, SFC Turner (BDE OPS Team)



Bill, Jesse, Greg and Warren got the "Aloha Friday Attire Memo"

WHEN SOMETHING BAD HAPPENS
YOU HAVE THREE CHOICES. YOU
CAN EITHER LET IT DEFINE YOU,
LET IT DESTROY YOU, OR YOU
CAN LET IT STRENGTHEN YOU.



The **US Military Lensatic** is one of the most rugged and reliable compasses in the world. It is used to measure direction and was first used in WWII called the "Prismatic M-1938". The US Army Corps of Engineers was responsible for its early procurement.



Editor: Greg Alderete
Gregory.alderete@usarmy
.mil

(253) 477-1469

[SEND EMAIL](#)