

THE GLOBAL LINE

Serving the U.S. Army Field Support Command

JUNE 2006

VOLUME 3, NUMBER 5

AFSC changing, taking new name *Army Sustainment Command to debut*

In order to streamline end-to-end logistics in support of the Army's modular force, the Army recently approved the establishment of a new subordinate command under the Army Materiel Command.

This change transforms AMC's Army Field Support Command at Rock Island Arsenal, Ill., to the Army Sustainment Command. The AFSC has already begun its transition to the ASC, with a ceremonial activation set for this fall.

"The Army is transforming and so is the Army Materiel Command," said Greg Kee, AMC deputy chief of staff, G-5, strategic plans and policy. "The Army has transformed to a brigade centric Army and



AMC is realigning its organizational structures to support the Army modular force from the brigade to the national level," he said.

Transitioning into the ASC expands AFSC's current mission, which already includes managing the Army's pre-positioned stocks, the Logistics Civil Augmentation Program (LOGCAP) and field support.

Kee noted that this transformation adds reset synchronization, distribution and materiel management functions and integrating logistics support with joint and strategic partners.

To more closely support combatant commands,

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JMC transportation division wins award

The Joint Munitions Command and its facilities were recently honored for developing and implementing a system that streamlines tracking and inventory of International Organization of Standards (ISO) containers.

A plaque and letter of appreciation were presented by the Army Intermodal and Distribution Platform Management Office (AIDPMO) during the Army Worldwide Container Training Workshop the week of May 15 in Scranton, Pa.



U.S. Army Photo submitted by JMC Transportation Office

Niels Biamon (right), Deputy G3, Headquarters, Army Materiel Command presented members of the JMC Transportation Office an award for the development of the Army Container Asset Management System. Left to right: Dave Tipp, team leader, Abby Arensdorff, container management officer.

The award citation read in part: "The JMC's personnel have always demonstrated professionalism and dedication in support of AIDPMO's mission and the U.S. Army. Their outstanding efforts have greatly enhanced the U.S. Army's ability to manage and account for containers and intermodal distribution platforms worldwide."

The JMC

Logistics Integration Transportation

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On the Record: Maj. Gen. Jerome Johnson, CG AFSC

On June 16, our command and our community will come together at the Radisson Hotel in Davenport for the annual Army Birthday Ball. I invite all of you to join me at this celebration of the Army's 231st birthday.

We hold events like the Army Birthday Ball because the U.S. Army is justifiably proud of its history and traditions, and takes them very seriously. For visual proof, you need look no further than the Army flag, which is adorned with long ribbons known as campaign streamers.

Each campaign streamer that hangs from the flag denotes the Army's involvement in a particular battle or conflict. Last month, the Department of the Army announced that it would begin awarding three new campaign streamers to eligible units. The streamers will be awarded for service in Afghanistan; in Iraq; and in other regions where units have been deployed during the Global War on Terrorism.

With the three additions, the Army flag will have 178 campaign streamers. Chronologically, they range from the first campaign streamer – embroidered with “LEXINGTON 1775” – to the most recent – embroidered with “IRAQ.”



Seen together, the campaign streamers trace the history of the United States Army – from a village green in a small Massachusetts town, where the first shots of the Revolutionary War were fired, to a distant land on the other side of the globe, where today's Soldiers are fighting to defeat the forces of terror and advance the cause of freedom.

Seen separately, each campaign streamer tells the story of an event that helped define what our Army is today, and what America has become as a nation. There are streamers that commemorate famous Civil War battles – “GETTYSBURG 1863” – and streamers added for the largely forgotten Philippine campaign –

“MANILA 1899.” There are streamers marking the Army's involvement in Korea, Kuwait and Kosovo, in Grenada and Panama, in Mexico and Vietnam.

The streamers represent the Army's lineage, and symbolize the links between our past and our present. They are visual depictions of the rich traditions that bind today's Soldiers to yesterday's veterans, and of the timeless values that have sustained our Army through good times and bad.

There is an unbroken line that runs from Lexington to Iraq, a line of brave Americans who stepped forward and willingly answered their nation's call. The same courage under fire shown by a small group of Massachusetts patriots who faced down a superior British force can be found today among young Soldiers who patrol the dangerous streets of Baghdad. We will find it again in the next generation, and every generation after that, until we come to the day when all the world knows peace and freedom, and when the final streamer can be placed on the Army flag.

As we celebrate the Army Birthday, let us honor all who have served in uniform, and who earned those streamers through selfless

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The editorial content of *The Global Line* is the responsibility of the Public Affairs Office at AFSC Headquarters. Contributions to *The Global Line* are welcome; contact information follows. E-mail address:

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Gen Griffin visits Kuwait, reviews operations

CAMP ARIFJAN, Kuwait—The Commanding General of the Army Material Command (AMC) visited Camp Arifjan June 2 to review operations with senior commanders during a whirlwind visit through SouthWest Asia.

Gen. Benjamin Griffin arrived at an airbase in Kuwait, where he was met by AMC's Brig. Gen. Raymond Mason, commanding general (Forward) and Col. Charles Wilson, commander of the Army Field Support Brigade, Southwest Asia. The group then traveled to Patton Airfield, where they transferred from helicopter to motorcade and were driven to Third Army Headquarters for briefings with Third Army Deputy Commanding General Maj. Gen. James Kelley.

Griffin and senior AMC staff were briefed on operations at the Humvee refurbishment facility, the 1107th Aviation Classification Repair Depot, saw a demonstration of the Humvee Egress Assistance Trainer fabricated by the AMC's Forward Repair Activity and took a "windshield tour" to see newly-constructed AMC shops, Army pre-positioned stock and the retrograde yard.

-- Charles Sprague, AFSB-SWA Public Affairs



Photo by Charles Sprague, AFSB-SWA

(Left to right) Brig. Gen. Raymond Mason, AMC's Commander Forward; Gen. Benjamin Griffin, AMC commanding general; Lt. Col. Lawrence Fuller, AFSBn-Kuwait commander; Col. Charles Wilson, commander AFSB-SWA and Lt. Col. James Dix, AFSBn-Afghanistan commander. Brig. Gen. Mason briefs AMC's Gen. Griffin during a stop in the Army prepositioned stock storage yard at Camp Arifjan.

Jim Loehrl: A Soldier at heart

There aren't many people you meet that display true passion for Soldiers, especially someone who's never been a Soldier. I recently had the pleasure of visiting with one of these people, the Director for LOGCAP / PARC, James G. Loehrl.

On a recent visit to Bagram, Afghanistan, Loehrl spent some time at the Army Materiel Command site visiting with the commander and contractors regarding operations.

The LOGCAP chief bears the tremendous responsibility of caring for Soldiers worldwide, a challenge he accepts with a passion; he has responsibility for the management and execution of a multi-billion-dollar program that currently provides support to more than 250,000 soldiers in nine overseas nations.

Loehrl is an excellent story teller and shared an experience where he flew to Iraq on a crowded C-130; so crowded the air crew had to remove some of the cargo to make weight. As Loehrl observed, a very young Soldier, perhaps 18 years old, was on the flight.



Photo submitted by AFSB-Afghanistan

LOGCAP/PARC director James G. Loehrl talks with a AFSB-AF employee during a visit to Afghanistan.

"As I looked at this young, nervous Soldier, I knew that his next hot meal, his next place to sleep, or the fuel used for his next trip will come from the

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Meet Don Webb: Lean Six Sigma Master Black Belt



U.S. Army Photo by Darryl Howlett

Don Webb, a Lean Six Sigma Master Black Belt, discusses a project with Abby Arensdorff, a JMC employee, during a green belt coaching session.

Don Webb is a Master Black Belt, but he does not break wooden planks or fight legions of criminals. What he does is make organizations more effective and efficient.

Webb is a Lean Six Sigma Master Black Belt with the George Group. The U.S. Joint Munitions Command has contracted with the George Group to deploy Lean Six Sigma at the headquarters and installations.

According to Webb, Lean Six Sigma takes a process approach to improving work. It seeks to put value on customers and employees, by improving processes. Lean Six Sigma seeks to improve outputs that drive customer satisfaction and ensure that employees are engaged only on work that brings value to customers. The result is JMC's customers, the warfighter, will get their ammunition faster and with higher quality, even with shrinking budgets.

Lean Six Sigma is project-based, which means that processes will be improved by accomplishing defined objectives by teamwork, led by specially trained personnel. Green belt or black belt is the title given to these employees, based on their level of training and time commitment.

Webb brings 20 years of process improvement, quality and Lean Six Sigma experience to JMC. He will primarily be coaching green belts and black belts.

"(JMC) is experiencing both the successes and challenges for an organization in its earliest stages of deployment," he said. "The organization has done a great job in positioning itself for success."

People identified as green belts work on Lean Six Sigma projects approximately 20 percent of their time, whereas black belts work on more complex Lean Six Sigma projects 100 percent of the time.

Webb, a Rhode Island resident, spends more time at the JMC headquarters than New England during the training process.

"If I'm coaching, I work Monday through Thursday before going home," he said. "If I'm teaching a black belt or green belt class, I'm here Monday through Friday before going home."

Webb acknowledged that in his 20 years working as a consultant and coach, 12 of those years involved traveling extensively away from home. The enthusiasm of the students makes the time away from home go by faster.

"The green belt and black belt (students) have a very high energy level," he said. "They are anticipating the work they will be involved in. I think this organization has chosen the individuals well."

When it comes to coaching, Webb sees an opportunity to connect with his students on making projects work.

"Green belt training has a well-established set of tools and templates that are helpful, especially for new (students)," he said. "The tools are used in getting the person focused on completing the projects successfully while teaching them the structure of Lean Six Sigma."

Webb said he spends an average of one to two hours coaching each person and meets with them at least once every two weeks.

To obtain master black belt status, a black belt must complete black belt projects as well as coach black belt and green belt students through their individual projects.

With a title such as master black belt, the question of its origin finally came up.

"To be honest I'm not positive. It might have come out of the Motorola Corp. I do know the master's black belt designation is an indication of a significant level of knowledge gained from study of methods and theory, as well as coaching and executing process improvement projects."

— Darryl Howlett, AFSC Public Affairs

MCAAP champions Lean Six Sigma wood pallet project

The Secretary of the Army's decision March 6 to require Lean Six Sigma Army-wide did not catch McAlester Army Ammunition Plant (MCAAP) unprepared. MCAAP was almost two years ahead of the Secretary's decision, a signal of the leadership's commitment to Lean Six Sigma by cutting waste and duplication resulting in more efficiency, better products and faster response time to customers.

Since 2004 the plant has conducted 40 Lean Six Sigma projects resulting in cost savings of \$3 million. There are 12 green belt projects and 11 black belt projects currently underway.

MCAAP is the Department of Defense's primary maker of wood pallets, designed to military specifications, to carry bombs and munitions around the world. As such, perfecting the production and shipping of these simple yet critical components is in the best interest of the ammunition plant and the warfighter.

Mike Andrews, supply specialist, led his six-member black belt team on streamlining the wood pallet line. The team began in October 2005 and completed their assignment in May.

Woodworkers assisting him from the logistics directorate were: Ron Dunlap, Dana Hearod, Cecil Sanders, Donnie Sennett, George Janish and George Conover. The project champion is James Franks, also from logistics.

The basic goals for the team were: increase daily pallet production without increasing man-hours or overall labor, reduce rejected lumber from the supplier, reduce nail machine problems, reduce out-of-square pallets and reducing unscheduled downtime, which is defined as any time a machine breaks down or does not run for other than scheduled maintenance.

With the new, streamlined pallet operation plant employees have cut their pallet handling time by two-thirds, said Andrews.

"This has been a team effort and that's good



U.S. Army Photo by Jerry Mabray

Two plant employees use automatic nail guns to assemble pallets. With the streamlined pallet operation, plant employees using Lean Six Sigma, have cut their pallet handling time by two-thirds.

because my team has come up with manpower-saving tools that reduce the number of operators. I'm certainly not an expert on pallet making but some in my team are and it paid off. I'm really proud of what we all have accomplished," he said.

For example, currently three employees are using radial arm saws to cut lumber all day. One improvement features a carousel block saw which does the work of three employees and will take only one employee to operate it.

The future pallet operation will be all under one roof—from storing the raw materials, to cutting the wood and shaping the pallets, to heat treatment, the dipping station and to final storage of the completed pallets, Andrews said.

While the new wood pallet facility will cost about \$3 million, the plant will see a return on its investment in 1.6 years with annual average savings for future operations predicted to be \$1.8 million, according to the teams' projections.

**-- Mark Hughes, McAlester AAP
Public Affairs**

Crane hosts demil symposium

The Joint Ordnance Commanders Group (JOCG) and the National Defense Industrial Association (NDIA) held the 14th Annual Global Demilitarization Symposium & Exhibition on May 1-5, 2006 at the Indiana Convention Center & RCA Dome, Indianapolis, Ind.

The group toured Crane Army Ammunition

Activity (CAAA)/Naval Surface Warfare Center, Crane Division on Friday, May 5.

The symposium featured speakers addressing the latest information on major programs, technological advances, operating systems, research trends and governmental influences toward demilitarization.

The exhibition had exhibitors from around the globe displaying information, databases, models, technical data, and photos of processes and developments for the demilitarization process. Efficient reduction of the demilitarization stockpile ensures that sufficient ammunition storage facilities are available for the handling of serviceable assets.

Randall Burcham received the JOCG/NDIA John L. Byrd, Jr. Award for Excellence in Munitions Demilitarization Certificate. The award was presented by Lt. Gen. Lawrence P. Farrell Jr., U.S. Air Force (Ret.), President and CEO of NDIA and Brig. Gen. James E. Rogers, Commander, US Army Joint Munitions Command.

Burcham has served as the technical expert/lead



Photo submitted by Crane Army Ammunition Activity

Randall Burcham (center) received the JOCG/NDIA John L. Byrd, Jr. Award for Excellence in Munitions Demilitarization from Lt. Gen. Lawrence P. Farrell Jr. U.S. Air Force (ret.) and Brig. Gen. James E. Rogers, Commander, U.S. Joint Munitions Command.

engineer for demil technology at Crane Army Ammunition Activity (CAAA) for many years. Working closely with the Defense Ammunition Center and Naval Surface Warfare Center personnel, several new closed disposal (CD) and resource recovery and recycling (R3) programs are well underway at Crane.

Burcham's program responsibilities have included the planning

and support for equipment installation, improvement of equipment design, oversight of all demil cost estimates and project execution.

Some of the programs Burcham has been instrumental in coordinating and bringing on line at CAAA include the White Phosphorus to Phosphoric Acid Conversion Plant, Stationary Contained Detonation Chamber, APE 1236 Incinerator, and the Yellow D Conversion System.

According to Crane officials, Burcham continues to seek and plan for the integration of new technologies, such as Propellant Conversion to Fertilizer system, a Magnesium Recovery System, and a Mobile Plasma Treatment System.

According to the citation, as the project engineer/technical lead, Burcham has provided outstanding engineering support to these critical programs. His efforts have enabled a smooth transition from design to implementation and brought the Army one step closer to resource recovery and recycling goals.

-- Carolyn Baldwin, Crane AAA Public Affairs

AFSB-Iraq activates logistics battalion

Balad, Iraq – A ceremony to activate the new Army Field Support Battalion Logistics, (AFSBn-IZL), was held June 8.

The new battalion will attack the expansive task of not only equipping the field commander, but ensuring disciplined command and control of property accountability and gaining real time asset visibility over the \$7.2 billion of theater-provided equipment and installation equipment.

The mission that stands before the new battalion is essential to not only supporting current operations, but more importantly, setting the stage for our Army to engage on the next battlefield. The simultaneous challenge of retrograding excess equipment, fielding new equipment, and sending equipment for national reset is a daunting but necessary task to increasing Soldier survivability and increasing Army readiness.

The Logistics Support Element-Iraq was originally formed and deployed on May 3, 2003 to provide support for Army Materiel Command (AMC) assets and served as a single point of contact for the Combined Joint Task Force Headquarters and staff. At the same time, AMC forward repair activities began deploying to Logistics Support Area Anaconda in support of contingency operations in Iraq. On May 31, 2005, LSE-Iraq was redesignated as the Army Field Support Brigade-Iraq. Over 53,000 AMC personnel are deployed worldwide, which includes



U.S. Army Photo by Charles Sprague

Lt. Col. John S. Gumpf accepts the command flag during the activation ceremony.

Operation Iraqi Freedom/Operation Enduring Freedom. Brigade personnel, consisting of Soldiers, Department of the Army civilians, and contractors, are proud of their accomplishments. They provide the single face for acquisition, logistics, and technology support to the field commander at all levels to integrate AMC's forward logistics capabilities to equip, sustain, and protect the soldier in support of Operation Iraqi Freedom.

The AFSBn-IZL Commander is Lt. Col. John S. Gumpf.

-- AFSC Public Affairs

Message from Chief of Staff, U.S. Army

Message to all Soldiers sent via AKO e-mail

As you are likely aware, the Department of Veterans Affairs recently lost a computer drive with the identifying information (names, SSNs and dates of birth) of as many as 20 million veterans. We now know that many active and reserve servicemembers may be affected. Although there is no evidence that the data has been used illegally, all Soldiers should be extra vigilant with regard to their financial well-being.

You should closely monitor your personal financial affairs while the DoD, VA and the Military Services work in earnest to determine the details and impacts of the compromise.

We ask that you carefully monitor your bank accounts, credit card accounts and any other financial accounts for suspicious activity. For more information on how to protect yourself, contact DoD's Military One Source at www.militaryonesource.com or 1-800-342-9647.

The Army will work to keep you informed and ensure that you are aware of the resources available to help deal with this issue.

Peter J. Schoemaker
General, United States Army
Chief of Staff

Kenneth O. Preston
Sergeant Major of the Army

Loehrl *Continued from page 3*

Soldiers, government civilians and contractors performing the LOGCAP mission, validating my vision of supporting the Soldier.”

Loehrl made his first trip to Afghanistan in December 2004, when he identified critical needs, but the true test would be for him to take these requirements back to his staff in the States; to transfer this vision, engage and accomplish the mission, and reward those who go above and beyond what is expected of them, and accomplish the mission as a team.

Through LOGCAP and the contracted work

force, Bagram now reaps the benefits of Loehrl’s 2004 visit to the site. Base personnel now live in comfortable, climate-controlled billets, including new housing and a dining facility for the Army Materiel Command’s main operating site. Vehicle repair and up-armor sites are operating in climate-controlled shops; a small arms repair center, mobile parts hospital and forward repair sites for communications equipment are all in place “forward to the foxhole,” for the Soldier.

-- Masayo Cole, AFSBn-Afghanistan

Award *Continued from page 1*

staff and representatives from Anniston Munitions Center, Blue Grass Army Depot, Crane Army Ammunition Activity, Iowa Army Ammunition Plant, Letterkenny Munitions Center, McAlester Army Ammunition Plant and Tooele Army Depot were on hand to receive the award.

The system, Army Container Asset Management System, (ACAMS) is a web-based, real-time system used by the Army to inventory, track and trace containers used and leased by all service components. The system came online in June 2005.

“JMC and their subordinate commands enjoy working with the AIDMPO staff, not only with ACAMS but other container concerns and issues,” said Abby Arensdorff, Container Management Officer, JMC Transportation Office. “AIDPMO is very customer-oriented and always willing to listen and take comments and suggestions to better the system and improve all container processes. ACAMS has become an integral part of container management throughout the Army,” she said.

— Margaret Browne, AFSC Public Affairs

ASC *Continued from page 1*

ASC will add authorizations for several hundred Soldiers, while realigning a number of civilians with the command’s global operations.

“Standing-up the ASC is a step in the right direction to improve logistical support to the Warfighter for several reasons, said Lt. Gen. William Mortensen, AMC deputy commanding general. “ASC enables us to be more responsive and provides a single interface point to the Soldier in the field for acquisition, logistics and technology. Converting AFSC to ASC will link the industrial Army to the

expeditionary Army and help provide greater logistical integration and support to deploying forces as well as redeploying and training forces,” he said.

Keen acknowledged change brings challenges, but AMC is prepared to face them head-on. “We are working with operational commanders to ensure that there is no gap in logistics capability to the Warfighter as we transform.”

-- Army Materiel Command
News Service

CG Column *Continued from page 2*

service, personal sacrifice, and unflinching devotion to duty.

All of us should be proud to serve in an organization that has successfully defended our nation for 231 years, and that is stronger and better today than it has

ever been. So please join me in wishing a hearty “Happy Birthday” to the United States Army! Long may the Army flag wave, and long may we remember the tales of valor and honor told by its streamers.