

CSM Solutions, Inc. (CSM) Battlefield Staff Rides and Leadership Development Seminars (LDS) in North America Battlefield Staff Rides (BSRs) are a powerful method for military commanders and Organizational Leaders to train their leaders in strategy, tactics, and leadership. Used extensively by the U.S. Army since the Civil War, they continue to be the most effective way to bring out the human factor of battlefield success or failure.

CSM provides BSRs both CONUS and OCONUS. Regardless of our Organizations leaders' levels of experience in battle, these rides give leaders insight into the physical, emotional, and intellectual challenges typical of combat situations. Strategy and tactics evolve, but the principles of war never change. Former battlefields can provide valuable insight into modern military problems. Battlefield Staff Rides provide a format for understanding the human element of combat, the "fog of war", and the successes and failures of various military leaders when faced with specific dilemmas.

Use the BSR to examine and apply the U.S. Army Principles of War and Leadership, as a format for practical exercises, and as a team-building opportunity for your unit / organization. We provide a very similar product to commercial clients via Leadership Development Seminars (LDS) emphasizing leadership and strategy in the business world.

Staff Rides & Leadership Development Seminars:

- Help develop leaders
- Introduce soldiers to the benefits of military history
- Supplement current doctrinal, operational, and technical knowledge with practical experience
- Are easily combined with a dining-in or similar unit-heritage event for a true team-building experience.

For North American and Pacific BSRs, contact: Sam Doss, President, CSM Solutions, Inc. CSM NoVa Office PO Box 2524 Leesburg, VA 20177 Phone: 703-443-8986 (office and message); 703-577-1805 (cell) E-mail: 6june1944@comcast.net or sdoss@csmsolutionsinc.com

For European BSRs, contact: (Or contact Sam Doss, above) Peter Herry, Director of European Ops, or Lillian Pfluke, Asst. Director 6, rue du Commandant de Lareinty 92210 Saint Cloud FRANCE Phone: 011-(33)-14771-8325 E-mail: reepeurope@compuserve.com or pherry@yahoo.com

The Battlefield Staff Rides (BSR) Program

CSM provides Leadership Workshops and Battlefield Staff Rides (BSR) to US Government personnel, training over 47,000 US Government employees to date. For over twenty-one years now, CSM instructors and management have been the chosen and exclusive provider (albeit through different companies: REEP, OSS, Linc, ABM, and now CSM) of BSRs to USAREUR, USAFE, NATO, and EUCOM units. CSM personnel, under the BSRs Europe program, have conducted BSRs at over 45 locations throughout Europe. CSM now offers BSRs for units participating in Atlantic Resolve. Thus we can conduct BSRs in Romania, Bulgaria, Hungary, Poland, Latvia, Lithuania, and Estonia. We provide a very similar product to commercial clients via Leadership Development Seminars (LDS) emphasizing leadership and strategy in the business world. These programs provide your organization with an excellent training opportunity for developing for leadership and management skills. To date (DEC 2018), we have conducted over 1270 BSR and LDS-type training events for military, government, private groups, and corporate clients. CSM also has an exclusive contract with the US Secret Service to provide Leadership training at the Antietam Battlefield and in their training rooms at USSS. BSRs ordered, and prices are based on the number of days and overnights required to visit and study a battlefield or campaign (see below).

The number of days required depends on the distance of travel and the number of sites to be visited. Please note that our Combat Leader Workshop (CLW) is typically given on the afternoon or evening prior to departure, and not normally included in the days of travel.

- One (1) day BSR (with no overnight).
- Two (2) day/one (1) overnight - 2/1 BSR.
- Three (3) day/two (2) overnights - 3/2 BSR.
- Four (4) day/three (3) overnights - 4/3 BSR.
- Five (5) day/four (4) overnights - 5/4 BSR.

CONUS-based organizations may arrange travel and participate in the European or Pacific-area Staff Rides offered by CSM. Our Travel Section can arrange for airfare, etc.

Course Description: The standard class size is twenty-five (25) students. Additional students in multiples of 1 can be ordered separately for each BSR to increase class size. Services consist of training and logistical support as follows:

Combat Leader Workshop (CLW): This course is a preparatory class for each ordered BSR, either at the organization's location, or on the bus en route to the battlefield, in the field, or any combination of these, as appropriate for the organization and circumstances of the BSR. The objective is to provide insight into the characteristics of a good leader during combat and the elements of person/inspirational dynamics which enhance the leadership potential of an individual. The workshop includes an introduction to US Army Leadership doctrine, a review of the strategic and operational situations for the campaign of study, and a study of the key leaders involved in that campaign. If the requiring activity wants the CLW conducted at their home station, it will be conducted the day prior to departure.

En-route instruction: En-route to the battle sites, the facilitator(s) shall/will conduct on-bus instruction, to include documentary videos.

Terrain Walks and Historical Analysis: Your CSM facilitator is an expert in the campaign of study. This instructor will provide an analysis of the battle, emphasizing significant unit actions and individual leadership performances that affected the battle. En-route instruction. En-route to the battle site, the contractor shall provide a qualified instructor who shall conduct on-bus instruction, to include instructional movies (if applicable).

Instructional Materials: Battlebooks (aka Workbooks): CSM will provide each student with a war-specific (e.g. American Revolution, Civil War) tactics and organization reference booklet, as well as a battle/campaign specific battlebook. These are mailed to the POC ahead of the BSR. Battlebooks will contain: a basic description of the campaign and appropriate details of the Stands and Stops, Orders of Battle, a biography on the key leaders, and maps required to conduct a detailed analysis and extensive terrain walks. Each of these workbooks averages 50 to 90 pages, depending on the battle/campaign, and the number of days of study. Other training aids, such as instructional films and museum visits, are also provided according to the target audience and Commander's Intent.

Logistics: CSM shall provide all logistical support necessary to accomplish a successful Battlefield Staff Ride. Transportation assumes that a bus can take the participants from their headquarters to the battlefield / campaign of study. This support consists of bus transportation, hotel accommodations, and two meals for each participant for each day of the BSR. This logistical support shall be designed that it will not detract from the educational aspects of the Staff Ride. If the unit wishes to study a distant campaign (e.g. Little Big Horn), the unit will either self-deploy by air, or CSM will work out a commercial aircraft ticket per person to be included in the contract costs.

a. Bus Transportation. Buses shall be a deluxe motor coach, which shall include WC (toilet), air conditioning, audiovisual equipment.

b. Hotel accommodations: The hotel will be a three-star (or higher) hotel. If a three-star hotel is not available, CSM will reduce the costs by 5%, and return those funds through the Contracting Office, or

submit a change to the contract costs prior to the Contract office paying for the training. We provide three single rooms to use as the unit / organization sees fit (e.g. Commander, CSM, etc.). All others will be in double rooms. Rooms will be single or double rooms with separate beds, shower, and toilet. Additional single rooms may be purchased per night, per person required.

c. Meals. The contractor shall provide 2 out of 3 meals per day, to include one nonalcoholic beverage. The unit's coordinator (Point of Contact = POC) will notify CSM in advance to accommodate special diet needs (e.g. a soldier that does not eat pork; a vegetarian). If a third meal (lunch or dinner) is to be provided by the contractor, it will be ordered as an extra, per person, per meal.

d. Museums. CSM will pay for museums and other entrances as need to properly execute the BSR. BSR Costs and Length. The standard number of participants is 25.

If your organization has so few trainees that we can use a large van, we will develop an appropriate price for your requirements. Prices below are for CONUS BSRs and LDSs. BSRs and LDSs in Europe are separately priced. All BSRs in Europe can be funded via a currently-existing Department of Defense contract awarded to CSM Solutions. Type of Training Minimum Class Size Length of Training

Costs: (Valid 01JAN21 thru 31DEC21)

1-day BSR: 25 1 day/no overnight \$ 9,000.00 Additional students for 1-day BSR per person (up to a max of 45 attendees) \$ 100.00

2-day BSR 25 2 days/1 overnight \$17,800.00 Additional students for 2-day BSR per person (up to a max of 45 attendees) \$ 300.00

3-day BSR 25 3 days/2 overnights \$24,500.00 Additional students for 3-day BSR per person (up to a max of 45 attendees) \$ 500.00

4-day BSR 25 4 days/3 overnights \$30,300.00 Additional students for 4-day BSR per person (up to a max of 45 attendees) \$ 700.00 5-day BSR 25

5 days/4 overnights \$35,426.00 Additional students for 5-day BSR per person (up to a max of 45 attendees) \$ 800.00

Additional meals per person per meal \$ 50.00

Additional single rooms per person per night \$ 150.00

Cancellation Fee (if the training is cancelled with less than 30 calendar days before the CLW) \$ 6,500.00

Suggested North American Battlefields for BSRs: Locations can be combined to account for the days of training.

For example, Fort Ticonderoga can be combined with Saratoga, West Point, and Bennington. Colonial America & Revolutionary War:

- Colonial America: pre-Revolutionary War, 1771 - Battle of Alamance, NC
- Colonial America: French and Indian War - Fort Ticonderoga
- Charleston South Carolina - Battle of Ft Moultrie and Revolutionary Charleston
- Revolutionary War: Northern Theater of Operations - Battle of Bennington (and related)
- Revolutionary War: Northern Theater of Operations - Battle of Brandywine, with Valley Forge
- Revolutionary War: Northern Theater of Operations – Battles of Boston, Lexington, and Concord
- Revolutionary War: Northern Theater of Operations - Battle of Monmouth
- Revolutionary War: Northern Theater of Operations - Battle of Saratoga
- Revolutionary War: Southern Theater of Operations - Battle of Camden, SC (and related)
- Revolutionary War: Southern Theater of Operations - Guilford Court House

- Revolutionary War: Southern Theater of Operations – Cowpens and Kings Mountain
- Revolutionary War: Southern Theater of Operations - Yorktown War of 1812
- War of 1812: Battle of Baltimore and the Star Spangles Banner
- War of 1812: Canadian Front - Battle of Chippewa
- War of 1812: Canadian Front - Chrysler's Farm
- War of 1812: Canadian Front - Battle of the Thames
- Battle of New Orleans War Between the States: Eastern Theater of Operations
- Manassas/Bull Run (First, 1861)
- Balls Bluff (1861)
- Peninsula Campaign and the Seven Days (1862)
- Malvern Hill (1862)
- Manassas/Bull Run (Second, 1862)
- South Mountain and Harpers Ferry (1862, includes pre-war John Brown's Raid)
- Antietam/Sharpsburg (1862)
- Fredericksburg (1862)
- Chancellorsville (1863)
- Gettysburg (1863)
- Shenandoah Valley (1862)
- Shenandoah Valley Campaign (1864)
- New Market (1864)
- Monocacy (1864)
- Cedar Creek (1864)
- Wilderness (1864)
- Spotsylvania Court House (1864)
- North Anna (1864)
- Cold Harbor (1864)
- Richmond to Appomattox (1864-65)
- Richmond (1862, 1864-65)
- Petersburg (1864-65)
- Saylor's Creek/Appomattox (1865)

War Between the States: Coastal and Western Theaters of Operations

- Pea Ridge/Elkhorn Tavern (1862)
- Shiloh (1862)
- Perryville (1862)
- Murfreesboro/Stone's River (1862)
- Vicksburg/Champions Hill (1863)
- Chickamauga (1863)
- Chattanooga (1863)
- Atlanta Campaign and Kennesaw Mountain (1864)
- Brice's Crossroads (1864)
- Tupelo (1864)
- Spring Hill/Franklin/Nashville (1864)
- Averasboro (1865)
- Bentonville (1865)
- Fort Fisher (1865)
- Sabine Crossroads/Pleasant Hill (Red River Campaign) (1864) Other North American Battles
- Little Bighorn (1876)

- Washita River (Indian Wars 1868)