

Quartermaster

PROFESSIONAL BULLETIN

SPRING 2008
WARRIOR LOGISTICIANS

PB-10-08-01



Overall Team Winner--Fort Carson, Colorado



Armed Forces
Chef of the Year
USMC GYSGT William Allison



See the 2008 Culinary Arts Competition Article on Page 26.





FROM THE QUARTERMASTER GENERAL

Fellow Quartermasters:

The 33rd Annual US Army Culinary Arts Competition was held in March and it tested the skills and discipline of the competitors, bringing out the very best of their talents. Congratulations to Team Fort Carson, Colorado for taking this year's overall first place team honors. A special congratulations to US Marine Corps Gunnery Sergeant William Allison winner of the Chef of the Year Award. Incidentally, this marks the first time in the history of the Culinary Arts Competition that someone other than a US Army Soldier has won that honor. To read about all the results from the competition, see the Culinary Arts Competition article on page 26.

Those of you who have not visited Fort Lee for some time will be more than a little surprised at the amount of construction underway on all sides of the installation. Last year there was some concern regarding the fate of the First Logistical Command Memorial once construction of the new Sustainment Center of Excellence headquarters building on Sergeant Seay Field had begun. Fortunately, a decision was made early to preserve the memorial. Since that time, the memorial "shell" has been carefully shored up and painstakingly moved some 50 meters south of its original location. It will be completely restored in the months ahead to mirror its condition during the 1971 dedication. Why is this important? It is important because it is a symbol of the many sacrifices made by courageous Quartermaster Soldiers during the course of our long history. Originally intended to honor only those who died in Vietnam, the memorial was rededicated in 1992 to ALL LOGISTICS WARRIORS who have died in our Nation's defense – including the 110 Quartermaster Soldiers who have given their lives during *Operations Iraqi Freedom* and *Enduring Freedom*. In its new location, the Logistics Warrior Memorial will be, in effect, the first thing seen by anyone entering the main gate at Fort Lee. A fitting tribute indeed. Look for all the changes during your next visit to Fort Lee.



A complete wrap-up of the recent Quartermaster Symposium activities will be highlighted in the Summer edition of the *Quartermaster Professional Bulletin* and will be posted on our web site at <http://www.quartermaster.army.mil>. The Summer edition will also feature the Quartermaster Corps' recognition of the outstanding contributions of the newest members of the Quartermaster Hall of Fame, Distinguished Members of the Regiment, and Distinguished Units of the Regiment.

In addition to the Culinary Arts Competition, some other articles of interest in this edition of the Bulletin include the continuation of Dr. Steve Anders series on *The Quest for Supply Accountability*; *Property Book Unit Supply-Enhanced (PBUSE) Training*; *Managing the PBUSE UERL: What ILAP Can Do For You*; *The 10th Sustainment Brigade in Afghanistan*; and *A New Era in Aerial Re-Supply*. I urge you to read all the articles and if you are interested in contributing your own leading-edge article, contact the *Quartermaster Professional Bulletin* staff at leeProBulletinWeb@conus.army.mil or (804) 734-4382/4383 (DSN 687). You may also contact us through the Bulletin web site at ProfessionalBulletinWeb@us.army.mil.

I greatly appreciate your continued support for our Corps. Thanks to all for your dedication and hard work. I hope to hear from you with your comments, suggestions, questions, and critiques. I can be contacted by telephone at (804) 734-3458 (DSN 687) or jesse.cross@us.army.mil.



Quartermaster

PROFESSIONAL BULLETIN

www.quartermaster.army.mil

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The *Quartermaster Professional Bulletin* (ISSN 0896-9795) is published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA 23801-1601. The views expressed herein are those of the authors, not the Department of Defense or its elements. The content does not necessarily reflect the official US Army position and does not change or supersede any information in other US Army publications. Use of news items constitutes neither affirmation of their accuracy nor product endorsement. This professional bulletin is approved for official dissemination of material designed to keep Quartermasters knowledgeable of current and emerging developments to enhance their professional development. Use of the masculine pronoun is intended to include both genders where appropriate.

DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$20.00 per year (\$28.00 foreign). **For private subscribers to change an address, FAX** a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

POSTMASTER: Periodicals postage paid at Petersburg, VA 23804-9998, and additional mailing offices. Send unit address change to QUARTERMASTER PROFESSIONAL BULLETIN, ATTN: ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601.

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0802401

Distribution: Special

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COVER: The Spring cover celebrates the annual theme of the Annual US Army Culinary Arts Competition.

INSIDE BACK COVER: The full pages on battalion-size units that LTC (Retired) Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 are archived on the Quartermaster Home Page under Professional Bulletin, Quartermaster Unit Lineages, at www.Quartermaster.army.mil.

CIVILIAN SUPPLY PERSONNEL PROPONENCY



BY LARRY L. TOLER
DEPUTY TO THE COMMANDER

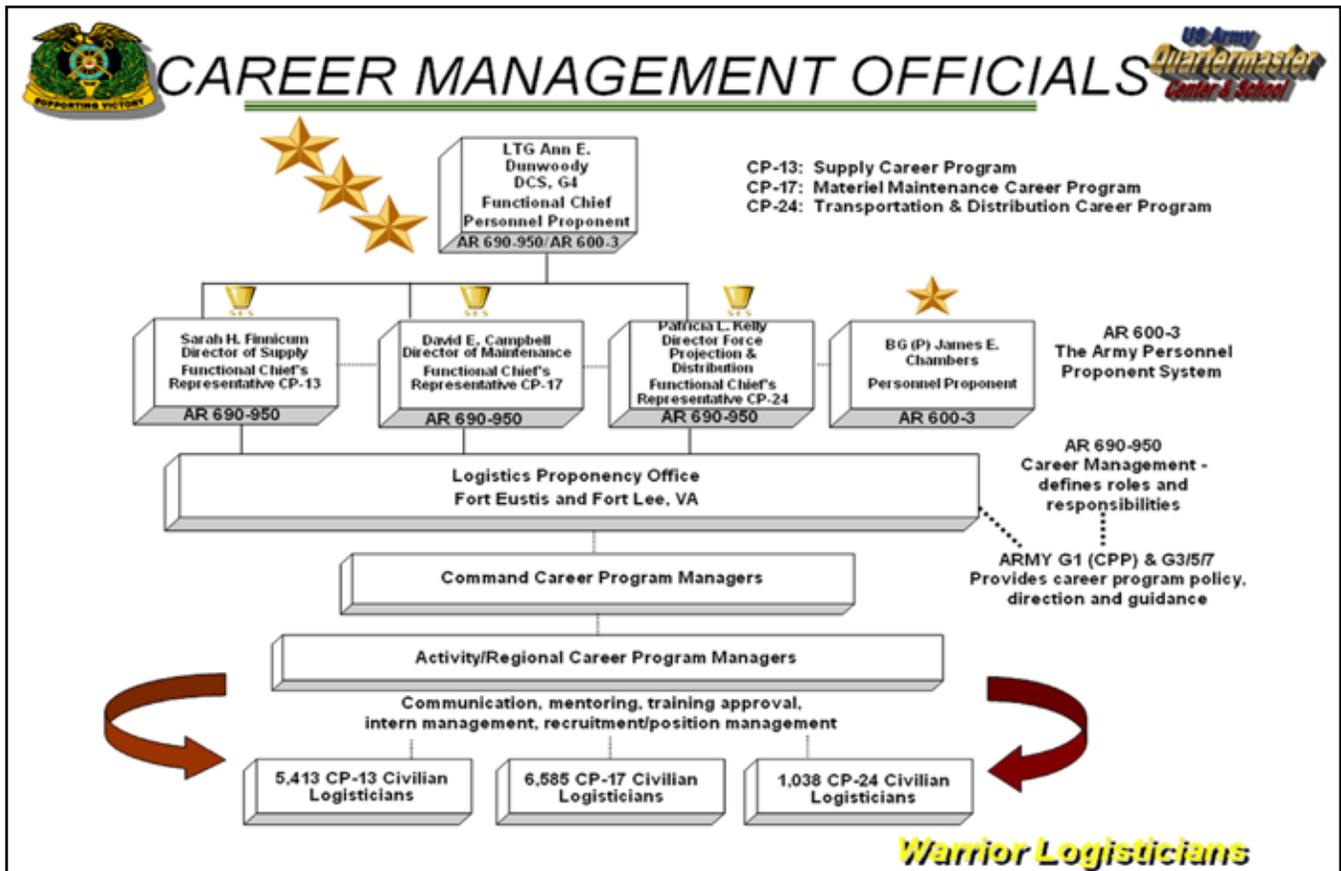
The Quartermaster General has been assigned the responsibility as Civilian Supply Personnel

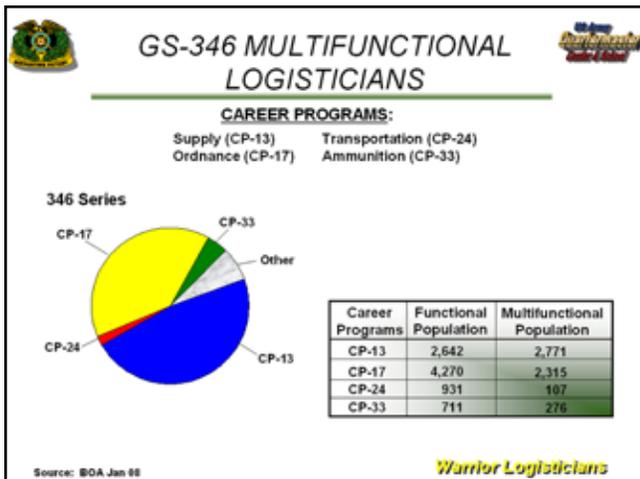
Proponent by Headquarters, Department of Army (HQDA). Effective immediately all AR 600-3 personnel proponent responsibilities for civilian Career Field 13, Supply Management, will be executed through the Office of the Quartermaster General (OQMG) at Fort Lee, Virginia. The personnel proponent responsibilities include oversight of the eight personnel life-cycle management functions: structure, acquisition, individual training and education, distribution, deployment sustainment, professional development, and separation.

The realignment of these responsibilities from HQDA will provide for cohesion with the personnel proponent being the same for both military and civilian members of the Corps. The Chief of Ordnance and Chief of Transportation have also been designated as the civilian and military personnel proponent for their respective Corps.

The Functional Chief responsibilities will remain with the HQDA G-4, while the Functional Chief Representative will continue to be the senior supply senior executive service member of the HQDA G-4 staff.

The Office of the Quartermaster General (OQMG) will be responsible for personnel





proponency of career fields 13 (Supply Management); 91 (Warehousing, Stock-handling and Packaging); 62 (Troop Support); 63 (Mortuary Affairs); and 78 (Troop Support).

The personnel proponent responsibilities will help provide life-cycle career management services to Army supply personnel, whether military or civilian. The OQMG will work with other offices, such as the Logistics Proponency Office, to help refine the supply career management program. The responsibilities include participating in the Department of Defense (DoD) Logistics Human Capital Strategy to maintain effective communication with the DoD logistics community to ensure continued success and support of the joint vision. The intent is to develop career supply personnel to fill critical vacancies throughout the DoD logistics community, not just the Army.

There are approximately 9,500 civilian supply careerists within DA, over 5,400 of those individuals are enrolled in Career Program 13 (Supply) and are affected by this change in proponency. Proponency responsibility will include development of competencies and proficiencies required by civilian supply specialists throughout the DoD. These competencies and proficiencies will be used

to help recruit, hire, train, develop, and place top-quality individuals to meet the logistics community's requirements.

Additional updates will be published as the personnel proponency functions for all supply careerists mature. All supply careerists should stay in touch with their local activity career program managers for the most up-to-date information on any developmental, training, or career opportunities. A chart depicting the Civilian Education System is provided to ensure all careerists and their supervisors are aware of the overarching mandatory leadership training requirements. Questions should be addressed to your local career manager or training officer.

CIVILIAN EDUCATION SYSTEM
 Implementation January 2007

Course	Endstate	Training Strategy
Advanced (AC)	Skilled in leading a complex organization; managing human and financial resources; leading change; inspiring vision and creativity; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.	DL prerequisite SGI Resident
Intermediate (IC)	Skilled in leading; managing human and financial resources; implementing change; directing program management and systems integration; displaying flexibility, resilience, and focus on mission.	DL prerequisite SGI Resident
Basic (BC)	Understands and applies basic leadership skills to effectively lead & care for small teams; applies effective communication skills to build a team; demonstrates internal and external awareness and directs team accordingly; develops and mentors subordinates.	DL prerequisite SGI Resident
Foundation (FC)	Understands and appreciates Army values and customs; serves professionally as a member of the Department of the Army; acquires foundation competencies for Leader Development; develops effective communication skills; is ready to assume first leadership role.	DL Only

Mr. Larry L. Toler is presently serving as the Deputy to the Commander, US Army Quartermaster Center and School (QMC&S). His duties include serving as the Civilian Supply Career Program Manager for the QMC&S and the US Army Combined Arms Support Command. He is the Headquarters, Department of the Army G-4 representative on the Department of Defense Logistics Human Capital Strategy Working Group. Mr. Toler holds a business administration degree from the University of Alabama, Huntsville, and a master's in business management from the Florida Institute of Technology. He is a Certified Professional Logistician and a Distinguished Member of the Quartermaster Regiment.

DISCIPLINE AND HIGH STANDARDS REMAIN THE BACKBONE OF THE US ARMY SOLDIER



BY REGIMENTAL
COMMAND SERGEANT MAJOR
NATHAN J. HUNT III

I have not and never will forget where I came from. I first came to Fort Lee, Virginia, in 1983 as a new private. I was bright-eyed and bushy-tailed, fresh from basic training and I remember those days like they were yesterday. Many of the sights and sounds have not changed a bit at all after all these years, though the Army has changed in many ways.

When I look back, now that I have grown a bit wiser and a little more mature, I think about some of the things that I thought I disliked most about being a new Soldier in the Army. I realize now that it was and still is those very things that I thought I disliked (the discipline and very high standards) that I actually loved (and needed) in my new life. I loved them back then in my new Army life, and I love them even more today. I love being a Soldier and the discipline and high standards are what I remember most during my first tour at Fort Lee. As I said, while in many ways there have been changes, many things have stayed the same, like marching, singing cadence, inspections, inspections, and more inspections, buffing and polishing floors to make them shine like glass, KIWI, haircuts, lights out, shiny brass, payday procedures, reveille, retreat, to the Colors, and Tattoo. Other things too, like the sounds and smells of the dining facility after a good physical training and learning.

Now, in the twilight of my career, as I look back, I understand that it was those things that I wanted and needed most when I was a young Soldier. I volunteered to be an American Soldier and I wanted and expected to be trained. I wanted to be a sharp, physically fit, disciplined Soldier. I wanted to know how to do my job and

I wanted to be ready for war. The Soldiers that enlist in the US Army today and show up here at Fort Lee want and deserve the same things that I wanted back then. That is the least they deserve.

During my 24 years of service, I have had the pleasure of working with the best Quartermaster warriors, officers, warrant officers, noncommissioned officers, and lower level enlisted Soldiers all over the globe. Whether they were Active Duty or Reserve Component members, there is no difference in the level of dedication and quality of the Soldiers. During my travels, most recently to Afghanistan and Iraq, I have watched our Quartermaster warriors doing it all out in the places we used to call the front lines. When I say front lines now, I am talking about the roads and mountains of these foreign lands, the cities, forward operating bases, and command outposts located in dangerous places throughout the world (and you all know their names). Our warriors are out front and on point representing the US Army and the Quartermaster Corps and they are doing it extremely well. The Quartermaster Soldier of today is well trained, tough, intelligent, flexible, disciplined, multi-skilled, and Army Strong!

CSM Nathan J. Hunt III is the 9th Regimental Command Sergeant Major for the Quartermaster Corps. He enlisted in the Army in 1983 and received his advanced individual training as a petroleum supply specialist. CSM Hunt has held numerous positions throughout his military career. They include squad leader, platoon sergeant, first sergeant, and battalion command sergeant major. Prior to his assignment to Fort Lee, CSM Hunt was assigned as the 82nd Sustainment Brigade as Command Sergeant Major. His military education includes Basic and Advanced Noncommissioned Officer Courses and the United States Army Sergeants Major Academy. CSM Hunt has a bachelor's degree in business management and is currently working on a master's degree with Webster University.

STRATEGIC COMMUNICATION



BY CHIEF WARRANT OFFICER FIVE
MATTHEW A. ANDERSON, SR.

I am excited to report the tremendous success of the Inaugural Logistics Conference in Korea that

I recently attended with our Quartermaster career manager and the Ordnance Regimental Warrant Officer and career manager. More than 150 warrant officers from the Quartermaster, Ordnance, and Transportation Corps from across the major support commands in Korea came together to receive a series of educational and professional development briefings given by our team and by in-country subject matter experts. The conference included break-out sessions where the proponents took their populations and discussed topics and concerns generic to their specific military occupational specialties (MOS). The regimental and career management leadership learned how things are on the ground and the warrants officers were able to see how current policies, practices, and procedures related to training, accession, proponenty, and the myriad other aspects of personnel life cycle management.

The conference proved to be a tremendously successful example of warrant officer mentoring, coaching, training, and teaching. It focused on warrant officer issues without getting bogged down in typical technician concerns such as equipment shortages, logistical information systems, and so forth. Two full days were spent discussing and briefing topics such as the Senior Warrant Officer Advisory Council (what it is and the current topics being addressed by the Warrant Cohort Advisory Group), the Army Initiative 5 Study and how accelerated leadership training will impact the Corps, the WOnet and LOGNet, and

capabilities for reach back and assistance for warrants from all ranks.

I commend the Korean Peninsula Leadership and Technician Team for taking the initiative to coordinate this conference. Our Regimental support team stands ready to assist future efforts of this nature as well as any major Army command, camp, post, or installation that is interested. If warrant officers would like to stage a conference or a symposium of this nature, our team is available to support it.

Fort Lee is changing dramatically! If you have not been to Fort Lee in a few years, you will have a difficult time recognizing it as construction continues to occur to bring the Sustainment Center of Excellence and the Army Logistics University together, and combining Quartermaster, Ordnance, and Transportation Corps training. Further, there are continuing significant changes in how we train, the equipment we use in the Corps, and doctrine as it relates to modular force design.

How does one keep up to date on these dramatic changes? Help is in the works. The Quartermaster General directed a complete restructuring of the Quartermaster web site and now you will find that it has taken on a modern, less cluttered, more professional appearance. It is easier to use and find the information you seek. Take a look. If you have not availed yourself of the LOGNet Quartermaster Community (BCKS), I highly recommend you do so as we have undertaken a huge effort to place a formal structure in place to ensure you can quickly and effectively gain information

from a community which aligns with your MOS or other subjects of inquiry. The Quartermaster General has directed that each Quartermaster Soldier assigned or trained at the Quartermaster Center and School (QMC&S) will receive training on LOGNet and will be registered on LOGNet within two weeks of arrival at Fort Lee. He has also directed senior “champions” to vet that the information on the site is accurate and reflects current doctrine, training, and other information. Please take the time to avail yourself of this valuable asset.

Non-traditional training venues encompass distributed or distance learning and The Quartermaster General has directed that all training taught by QMC&S will be posted to the Life Time Learning Center of Quartermaster Community by Autumn 2008. Many courses are already available and more are being added daily. A primary reason for this action is that the time intervals between formal brick and mortar platform instruction at Fort Lee will be at periodic intervals during one’s career. So if you need immediate or refresher training, it will be immediately available worldwide as long as you have an internet connection.

Everyone is working hard to address specific “training gap” challenges. For example, a Soldier departs from advanced individual training (AIT) as a private first class with about six months time in service and does not come back for formal training (unless granted functional training) until becoming a staff sergeant while attending the Basic Noncommissioned Officer (NCO) Course. The period of time between those two critical courses is usually a gap of five to seven years, depending on MOS and the Soldier’s personal initiative. To ensure we can provide quality, relevant training to the Soldier during this gap, we are working hard to provide upgrades to job aids and to post inter-active multi-media training products out on the Quartermaster Community Network and through other non-traditional training venues. We are also looking hard at what we teach in

the AIT program and scrubbing the program of instruction for the NCO Academy to ensure both ends of this training gap “bridge” are supported by relevant training.

Another aspect of our non-traditional training are Quartermaster mobile training teams (MTTs). MTTs are able to meet urgent training needs in support of upcoming deployments to improve efficiencies when Soldiers need training but are unable to get training at Fort Lee. Request for MTT support should be directed to the QMC&S, Operations and Training Management Directorate, Operations Division.

The Quartermaster team is working hard to improve the training, doctrine, utilization, assignments, and equipment which Quartermasters use throughout the world. The Soldiers’ knowledge is also a critical element to training and we will respond to their concerns, comments, and feedback. Soldier feedback is important so contact the QMC&S with ideas and suggestions for improving training. We are in the midst of a dynamic modular logistics transformation, and like the Army, we are always evolving. We will continue transformation and modernization now and into the future as we fight the Global War on Terrorism.

CW5 Matthew A. Anderson, Sr. is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Regimental Quartermaster Chief Warrant Officer. He has served in a variety of tactical, operational, and strategic assignments worldwide. These include Chief, Warrant Officer Training Division, Logistics Training Department, QMC&S; Senior Chief to the Commanding General and Strategic Integration Team, 3rd Corps Support Command, Wiesbaden, Germany; and served during Operation Iraqi Freedom I and IV. CW5 Anderson has completed every level of the Warrant Officer Education System and has a master of science degree in logistics from Florida Institute of Technology. He also holds a Logistics Management Certificate from Georgia Tech University and is a Certified Professional Logistician.

THE QUARTERMASTER WARRANT OFFICERS' ROLE IN OFFICER PROFESSIONAL DEVELOPMENT



BY CHIEF WARRANT OFFICER FIVE
DAVID A. DICKSON

When was the last time you saw a warrant officer conduct a formal officer professional development (OPD) session? It has been my experience that it is hard enough to get a warrant officer to attend OPD, let alone conduct it. However, it is the warrant officer who is the first to shout “my commander doesn’t understand” or “my executive officer doesn’t support me!”

I would like to offer an alternate explanation for this apparent lack of understanding or support. It may be that we have not conveyed to our regular commissioned officer counterparts the methods and tools that they have in order to understand and/or support us. By nature and definition warrant officers are “down in the weeds” Soldiers who focus on the most minute details of their technical area. This makes us outstanding trainers and mentors for enlisted Soldiers who are trained on how to work a system but may not know how it actually works or what other systems interface with it. Often, when we start dealing with our regular commissioned officer counterparts, we try to delve to the same level of detail instead of looking at it from the management perspective.

When preparing for an OPD class, it is important to keep in mind that there are three distinct groups of personnel in the Army:

- Noncommissioned officers or those who know how to work things.
- Warrant officers or those who know how things work.

- Commissioned officers or those who know how to manage things.

While there is some functional overlap in the groups defined above, the major roles are very distinct. When presenting to regular officers, it is important to focus on management and management tools. The examples in this article focus on supply and accountability, but the principles can be applied to any area.

Know Your Audience

This is one of the key ingredients in any presentation. Although there might be many common areas that need to be covered regardless of the make-up of the audience, some specific areas may be more appropriate or necessary to address to specific audiences.

The first consideration is the rank mix in the audience. If you are addressing company commanders, your presentation will obviously be more detail oriented than a briefing to battalion level commanders. As officers progress through the ranks and command levels, they gain new experiences and become managers of managers. The material covered must be modified to fit the audience. Company commanders normally have a more direct relationship with their supply personnel and are mainly concerned with the supply discipline of their own unit. By contrast, battalion commanders work supply issues through their staff personnel and are often more concerned with supply discipline in the companies subordinate to their commands. At the brigade level the emphasis is managing several battalions. Unit level of detail should also be

covered because it is important to be able to reach out to a particular company and assess a complex situation.

The second consideration is the area of concentration of the officers attending. Quartermaster warrant officers, especially in the supply and food service arena, may end up in almost any type of unit. They may have a good understanding of what is taught to Quartermaster officers at the US Army Quartermaster Center and School (QMC&S), however, it is hard to say what is being taught regarding supply procedures at other branch schools and to what depth supply training is being taught. It is also important to consider the methods available for updating programs of instruction. It is possible that other schools may not be using the latest and greatest news/training practices in the Quartermaster world.

What to Cover and What not to Cover

Managers (officers) often think in terms of tools and processes as opposed to forms and procedures. As stated earlier, there are individuals whose job it is to know the “how to do it” part. The easiest way to lose the interest of a group of officers is to stand up front and say things like, “AR 710-2 says that you have to do it this way,” or, “AR 735-5 says you can not do that.” When preparing your OPD, consider the following three areas: basic terminology, processes, and measurement and management tools.

It is important to ensure that your audience understands what you are talking about so some level of basic terminology is appropriate when speaking to any level. It is not necessary to define common use terms even if these terms have specific uses in the military. This explanation can be made if a subject or topic arises that needs further explanation. However, those terms or phrases that are specific to the military need to be defined and discussed up front in order to save time and prevent confusion later on. Supply terms that specifically apply to the military,

e.g. management control number, line item number, etc., need to be defined up front. One excellent, and often forgotten, reference for this is AR 725-50, Requisition, Receipt, and Issue System. In order to effectively and efficiently use the time allotted to you, only cover the terminology that will be used in that particular OPD session. Also, don’t forget to talk about acronyms, especially if you will be covering current operations. Commonly used acronyms that have resulted from the current world situation such as LBE (Left Behind Equipment), SBE (Stay Behind Equipment), and ONS (Operational Needs Statement) need to be defined up front.

Including specific processes in your OPD is critical at the company level. As the command level increases, the details given on the various processes can usually be a little less specific. The key to is to teach the process and not the procedure. For example, when covering minor property book adjustments, it is appropriate to explain when an administration adjustment report can be used and when it cannot be used. It would not be appropriate to explain how to fill out the form, since this is procedural. It is also important to cover processes external to the unit. This would not only include automation systems interfaces, but also personal interaction when the property book office is at a separate level, for example.

If the OPD is at a higher level (battalion or brigade), you should put more emphasis on management tools. This does not mean that management tools do not need to be presented at the company level, but the material must be tailored to the level of command. For example, it is essential for a company commander, as a primary hand receipt holder, to understand the various management reports produced by Property Book and Unit Supply-Enhanced and how to use these reports. The Army has developed several management tools that cover a vast array of functional areas. The major supply management tool is the Command Supply Discipline Program (CSDP). It is

important when you present a management tool that you cover the total program. Observation shows that during many presentations on the CSDP the speaker covers the evaluation portion in great detail, but never discusses how to implement a corrective action plan or when to do follow-ups. Equally important is addressing what the tool is meant to measure. In this case the definition of supply discipline should have been covered early in the OPD when general terminology was presented.

Summary

As the subject matter expert, it is vitally important that Quartermaster warrant officers get actively involved in OPD. In order to garner the support needed to fulfill our mission in the most effective and efficient manner possible, Quartermaster leaders need to understand their roles. This does not mean just their role as it is taught in the schoolhouse, but also their role as it exists in the operational Army. It is our job to inform leadership on the type of support that is needed in order to provide the best service to the unit as possible.

Although this article focused on the Quartermaster warrant officer as a presenter, it is also important to support OPD as attendees. In today's Army, warrant officers are often

being used to perform staff functions. This departure from the norm is not only affecting senior warrants but also junior warrants. It is important to maintain some level of comfort in tactical and strategic operations that may be covered in other OPD sessions. Remember that mentorship and input are an important part of the professional development of our leaders. Make sure to have a place at the table. Be present, be attentive, be actively involved and they will listen.

CW5 David A. Dickson is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia, as the Reserve Component Quartermaster Warrant Officer Proponent Manager. He is an Active Guard/Reserve Soldier with 32 years of military experience and has served in a variety of assignments worldwide. CW5 Dickson has completed the Warrant Officer Senior Staff Course, holds a master of science degree in management information systems from Bowie State University and master certifications in both applied project management and information systems/information technology project management from Villanova University.

ARMY TRANSFORMATION CREATES ADDITIONAL AIRDROP SYSTEMS TECHNICIAN (921A) REQUIREMENTS

BY CW4 RODERICK BOHALL

As the US Army continues to engage in the Global War on Terrorism (GWOT), we also find ourselves amidst the largest transformation effort in recent history. As the Army transforms, the personnel force structure also changes enabling better performance in future operational missions. The Army Soldier represents the most critical resource of the Army's total structure. As the personnel structure changes, Soldiers in many

military occupational specialties (MOSs) find themselves serving in non-traditional roles. Warrant officers are no exception.

Warrant officers continue to be an irreplaceable combat multiplier to operational commanders. The role of the airdrop systems technician (AST) has expanded to include senior (CW3) positions in the sustainment brigade formations. The creation of these

positions signifies that the Army has recognized the intrinsic value of employing aerial delivery capabilities on the modern battlefield. Senior 921As in the sustainment brigades will assume the critical role as expert technicians in aerial delivery operations. They will be advising operational commanders at brigade level and above. As the warrant officer aerial delivery community embraces these revised roles, junior warrant officers (WO1 and CW2) must be included in career building positions at the battalion and company levels. As junior 921A warrant officers progress to the senior warrant officer grades, they will be able to apply their core skills and expertise and showing them to be not only ASTs, but articulate, trusted advisors and combat multipliers to operational commanders. This growth in the sustainment brigade formations creates a greater demand and genesis for more qualified noncommissioned officers (NCOs) to be accessed into the warrant officer ranks.

The 92R Soldier is highly trained and is a specialized aerial delivery specialist. The goal now is to create opportunities for the most capable, best trained, clearly motivated, and experienced NCOs to meet the stringent criteria to become an AST. Both the enlisted MOS 92R and the warrant officer MOS 921A are low density MOSs creating unique challenges for meeting increased operational demands. The 92R enlisted feeder MOS is a small population, yet still provides stellar 92R Soldiers and NCOs with demonstrated potential to become warrant officers. By assisting them along the path to meet the comprehensive prerequisites to become ASTs, the goal can be met. It is imperative that NCOs receive the required training and experience to meet the prerequisites as early as possible. With a low density warrant officer MOS such as 921A, cautiously access the very best of the 92R NCOs into the warrant officer ranks. This fact cannot be overly expressed. Always enforce the prerequisite standards for 921A warrant officer applicants.

In an effort to attract more 92R NCOs to apply to become ASTs and to meet the increased demand for ASTs across the Army, The Quartermaster General approved prerequisite waiver capability allowing a sergeant (promotable) to apply with a request for grade waiver. Previously, only staff sergeants and above could apply with no waiver capability. Additionally, The Quartermaster General approved the prerequisite waiver capability to allow 92Rs with seven years experience to apply with a request for one-year experience waiver. Previously, applicants were required to possess eight years 92R experience with no waiver capability.

These waiver possibilities involved input from the aerial delivery community and specifically the AST senior leadership. In order to attract and recruit the best qualified NCOs, the core prerequisites remain constant but waiver flexibility that previously did not exist has been incorporated.

The GWOT continues and Army transformation marches on. We must continue to adapt to a changing world as the Army recognizes the incredible value of the Warrant Officer Corps. Warrant officer roles and responsibilities will grow as our Army transforms. Operational commanders want winners. They want warrant officers in their formations who are experts in their craft. To meet this ever growing need, we must continue to create timely career opportunities for superior 92R NCOs to rise into the warrant officer ranks as tomorrow's ASTs.

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THE QUEST FOR SUPPLY ACCOUNTABILITY

PART II – EVOLUTION OF SUPPLY AUTOMATION FROM THE NUCLEAR AGE TO VIETNAM

BY DR. STEVEN E. ANDERS
QUARTERMASTER CORPS HISTORIAN

Atomic Age Logistics

The late 1950s and early 1960s was truly a time of remarkable and unprecedented change for our nation, our nation's Army, and for the Quartermaster Corps.

Cold War tensions between the United States and the Soviet Union in the immediate wake of World War II served both as a cause and as a backdrop for crises in Berlin, China, Greece, South Korea, Indochina, Suez, Lebanon, and elsewhere. At the same time breakthroughs in nuclear technology (including development of the hydrogen bomb) forced Army planners to begin thinking about the "unthinkable," the possibility of all out nuclear war.

"In our present inability to predict future developments," Army Chief of Staff, General Maxwell D. Taylor, wrote in 1956, "our country must be prepared to cope with aggression of various forms. . . . We must be prepared to fight a war with atomic weapons, and at the same time we must be prepared to fight a war in which atomic weapons are not used or used under certain restrictions." In other words, the Army in the Atomic Age must be tactically and strategically

mobile, flexible and versatile, and survivable even in the event of a nuclear assault.

"Attacking forces," as General Taylor went on to explain, "must be able to seize an objective without inviting disaster from enemy atomic attacks. Once an objective is seized, attacking forces must be capable of rapid dispersion to avoid a counter blow."

The Eisenhower Administration's overall plan for national defense, called The New Look, rested on military reorganization, and the introduction of both strategic and tactical nuclear weapons to deter war with the Soviets. The old 17,000-man triangular division, for

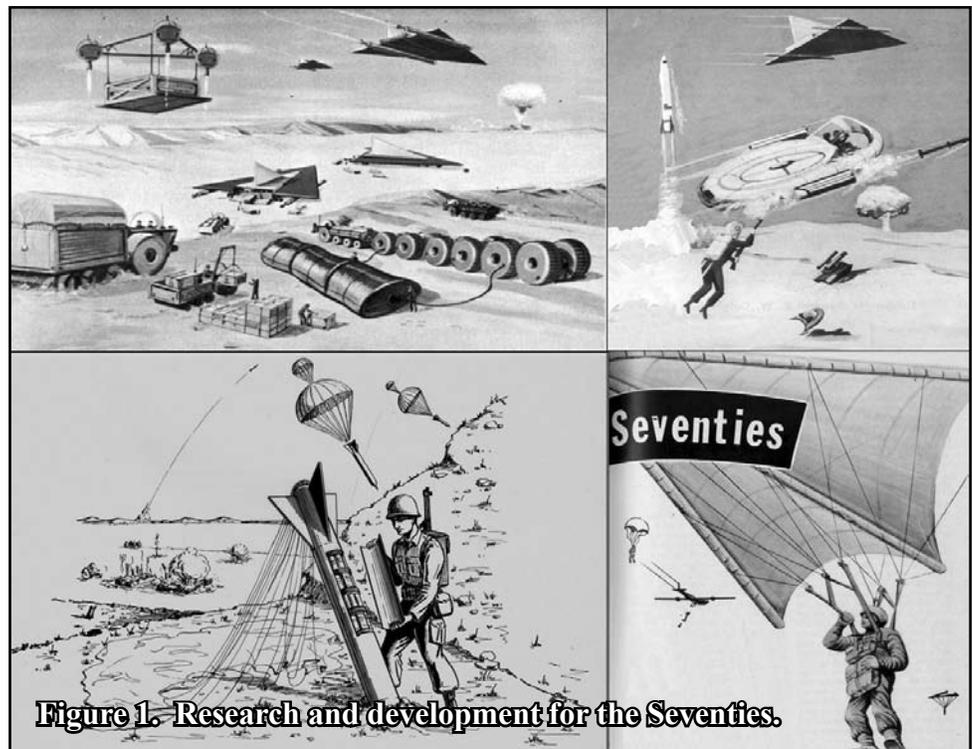


Figure 1. Research and development for the Seventies.

instance, gave way to smaller, more mobile and self-contained “battle groups” (the five-sided pentomic divisions) that were thought to be more capable of independent operations, and could be augmented with both conventional and nuclear weapons capability.

Future-oriented military planners hoped to counter the threat of such awesome weaponry with the promise of still more new technology.

Indeed, in an age that saw the development of not only nuclear weapons, but also Sputnik, the first microwave ovens, optic fibers, color TV, irradiated food, solar cells, and much, much more, it was not too far-fetched to believe that additional research and development offered an eventual solution to most problems. Optimism thus reigned supreme. When Quartermaster Corps combat developers, for example, were told to let their minds roam free as they speculated on what field logistics would look like in the year 1970, the results were near Buck Rogersesque. See Figure 1.

Automating the Field Army

Most of the really far out visionary concepts and proposed technology of the late 1950s and early 1960s never made it to fruition. For instance, the so-called “Lobber,” a small-scale guided missile capable of delivering a 50-pound pay-load six miles downrange, apparently worked, but after a few successful tries, failed to warrant further interest. Likewise, despite years of testing, the idea of using ionized fresh food to replace field rations, and so lessen the need for refrigeration, never quite panned out either. Nor did the “ML-1 gas-cooled, mobile nuclear

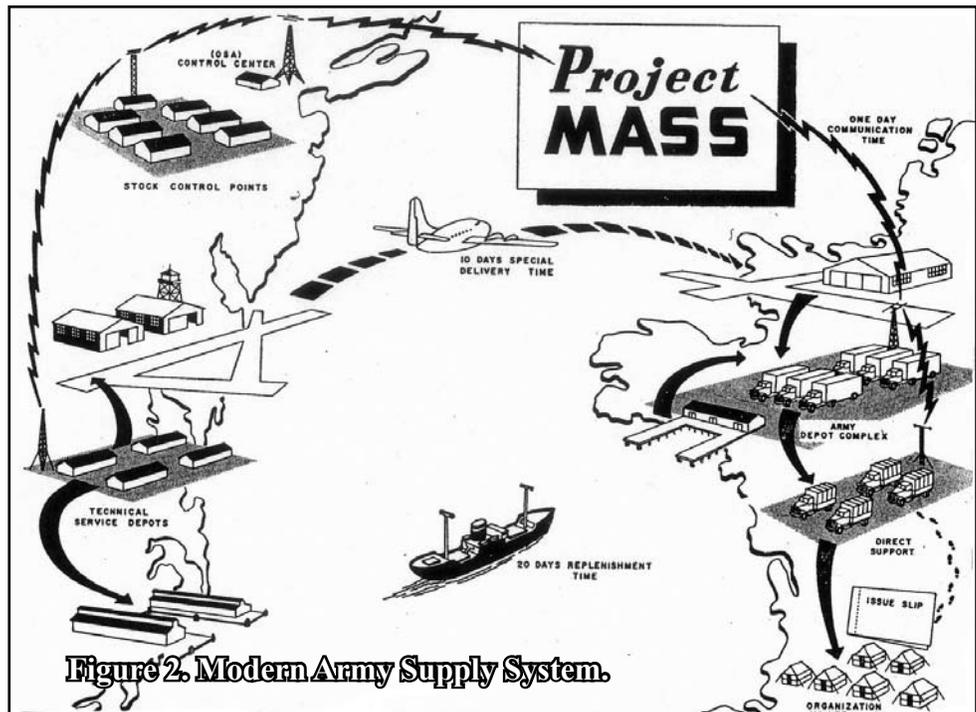


Figure 2. Modern Army Supply System.

reactor,” or its cousin the “ML-1A barge-mounted nuclear power plant,” reach the level of utility whereby they might drastically reduce the amount of petroleum needed on the nuclear battlefield.

Nevertheless, there was one line of research that met with unparalleled success, and offered not long range, but instant utility for the Quartermaster Corps, namely rapid advances in automated data processing (ADP) and computer technology. By the late 1950s large mainframe computers had all but revolutionized wholesale logistics. They made it possible to close depots, reduce inventories, achieve cost savings, and improve supply performance and accountability all around. Could those same benefits be extended to armies in the field?

An experiment called Project MASS, which stood for Modern Army Supply System, was designed. In August 1956, a build up of an initial stock of Quartermaster repair parts began at the Columbus General Supply Depot in Columbus, Ohio. Shortly thereafter, trained punch-card operators located in direct support units, at Seventh Army depots in Germany,

started sending their first requests via electronic transceivers. (See Figure 2) Project MASS was a huge success, and the following year was extended to include COM-Z Europe. Shipping times were immediately reduced three to four times over. The need for premium air and water transportation went way down as well. And the number of stocked items on hand in Seventh Army units dropped from 100,000 to around 10,000.

This constituted nothing short of a revolution in military logistics. Just as the motor truck, airplanes, and other mechanized vehicles had completely transformed supply and distribution in the first half of the 20th Century, so too the spread of computer technology had a revolutionizing effect on supply management during the second half of the century. Indeed, by the time President John F. Kennedy had assumed office at the start of the sixties, the computer's ability to store and retrieve ever greater amounts of information at faster and faster speeds made it a valuable tool throughout the Army.

At this exact same time, moreover (from 1961 to 1965) the new Secretary of Defense, Robert McNamara, launched the most sweeping set of reforms the military establishment had experienced since the turn of the century. Eisenhower's "New Look" policy, with its focus on nuclear deterrence and massive retaliation, quickly gave way to the Kennedy era's call for "Flexible Response," and a self-declared willingness to engage in "limited, brush-fire wars wherever the Communists might strike a match around the world."

In May 1961, the President also directed his Secretary of Defense to undertake a "complete reorganization and modernization of the Army's divisional structure." This led to activation of the first Reorganization Objectives Army Division, or ROAD Division, in February 1962.

At the highest levels, the "McNamara Revolution" was all about bringing rationality, order, more economy, "good management practices," and especially more centralized executive control over the sprawling and inefficient defense establishment. The McNamara-inspired Army Reorganization of 1961-62 had an immediate and lasting impact on the Army in general, and the Quartermaster Corps in particular. As of 31 July 1962, five of the seven Technical Service Chiefs (including the Office of The Quartermaster General) were abolished. Most of the Quartermaster General's command and staff responsibilities went to the newly created Defense Supply Agency (DSA) and Army Materiel Command (AMC), respectively. There were serious changes in branch training and personnel pronency as well.



Quartermaster Officer Candidate School candidates train on an IBM computer in 1967.

While all this organizing and reorganizing of missions at the top was taking place, a root concept began making its way into the reformers' lexicon: functionalization. Instead of the more traditional focus on separate commodities or classes of supply, reform-minded doctrine writers now sought to create a more "responsive, unified, functionalized approach" to supply and logistics. As a consequence these twin notions Automation and Functionalization would dominate the course of supply management and accountability from the 1960s on.

Supply Accountability in Vietnam

The new ROAD concept, with its functionalized division support command, had barely gotten implemented when the United States' commitment of troops to South Vietnam in 1965-66 skyrocketed. Such a rapid buildup in this undeveloped region created massive logistical problems. "Push" supplies, duplicate requisitions, and old-style manual accounting techniques made it all but impossible to get a handle on supply management for the first 15 months or so.

In April 1965, the 1st Logistical Command was established in Saigon to try to bring order to the highly fragmented logistics structure in Vietnam. Over the course of the next three years the 1st Logistical Command gained control of major support commands in Saigon, Cam Ranh Bay, Qui Nhon, and Da Nang. By December 1967, a fully automated 14th Inventory Control Center (ICC) was established at Long Binh. With its newly introduced computer systems, the 14th ICC was much better able to tabulate in-country requirements, establish priorities, curb duplicate requisitions coming from the 2nd Logistical Command in Okinawa, and gradually begin stemming the tide of unneeded supplies throughout Vietnam.

Back at the Quartermaster School at Fort Lee, Virginia, a much expanded Enlisted Supply



Overcrowded Saigon fish market, 1966.

Department became the functionalized supply training center for the Army between 1965 and 1967. They trained not just Quartermaster stock control and accounting specialists, but signal, ordnance, automotive, aircraft, and missile and munitions supply and parts specialists as well. The "76 Supply Series" included 17 supply military occupational specialties, most of them now firmly routed in and dependent on ADP technology.

Logisticians in Vietnam could legitimately claim that progress was being made, that indeed, the "McNamara Revolution" begun in Washington had been extended to the field, in a combat environment no less. Early in 1967 a large fleet of 9-foot by 22-foot vans containing state-of-the-art NCR computers (valued in excess of \$20 million) had arrived in Vietnam and were assigned to logistical units across the theater. The new systems used both punched cards and magnetic ledger cards to automatically track in-country inventories and made sure that replacement parts were properly ordered and that they arrived on time.

Still Needs Improvement

Clearly doctrinal initiatives and organizational reforms, coupled with the



Fish market after improvement, 1968.

increased use of computers, had rendered vast improvements in supply accountability during the 1960s. But experience in “America’s longest war” had nonetheless shown that we’re not there yet.

When LTG Joseph M. Heiser, Jr., arrived in Vietnam in August 1968 to assume command of the 1st Logistical Command, General Creighton Abrams didn’t mince words about the challenge that lay ahead. “Joe,” he said, “logistics over here in Vietnam is in a hell of a mess. You’ve got to straighten it out.”

As General Heiser soon discovered for himself, the main problem involved over-supply and under-accountability. “Here I was in the midst of mountains of stuff, almost 2 million tons of which we could identify only about a third.” The progress was real, and yet almost everywhere he saw evidence of appalling waste and inefficiency could be seen. His analysis:

“For more than three years [1965 to 1968] supply support was relatively uncontrolled. The zeal and energy and money that went into the effort to equip and supply US forces in Vietnam generated mountainous new procurements, choked supply lines, overburdened transportation

systems, and, for a time, caused complete loss of control at depots in Vietnam.”

The very symbol of that “failure of excess” was the much criticized Army depot at the Saigon fish market. A 1967 photo of the fish market later published on the cover of *Parade* magazine showed “stacks and stacks of containers piled without rhyme or reason, suggesting a supply system out of control.” General Heiser was quick to point out that the photo was a bit dated, in that much of the worst of the chaos presented had already been alleviated. Still he had to admit that, even on his watch, not all of the problems had been solved. “In late 1968,” he wrote, “thousands of gray boxes full of unknown supplies were still being shipped back from Vietnam to Okinawa for opening and identification.”

As US involvement in Vietnam was coming to a close in 1974, Army logisticians reviewed the many lessons learned from that lengthy engagement and tried to assess their likely impact on developments in the future. Key among those findings: Computers are needed, and are here to stay. “The intelligent and coordinated use of this equipment and its associated technology can provide the basis for an efficient and flexible logistical system.” Just how efficient and flexible that system could be made to perform would have to await the coming of the 1980s and 90s – and arrival of the so-called Information or Digital Age.

Editor’s Note: This is the second of a three-part series of articles on the history of automated logistics from World War II to the present.

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OPERATION IRAQI FREEDOM V: **SUPPORTING A SURGE HEAVY BRIGADE COMBAT TEAM**

BY LTC KELLY LAWLER
MAJ DAMIAN GREEN
1LT JOHN ENFINGER

Commander's Opening Comments: *This article is intended to share some insights of the logistical surge operations and challenges from Operation Iraqi Freedom V at the brigade level and below. The 3rd Sledgehammer Brigade Combat Team (BCT) (Hammer) occupied a bare forward operating base (FOB) and an area of operations (AOR) with no established patrol bases (PBs), combat outposts (COPs), or joint security stations.*

Entering into the fight with substantial divisional support experience on the team, we were relatively comfortable in our ability to provide combat services support/combat health support to the BCT. We were not as confident in our two additional assigned missions of operating and establishing the infrastructure of a BCT level FOB and the support requirements to establish PBs, COPs, and joint security stations. As leaders we fell back on doctrine, Field Manual (FM) 6-0 (Mission Command), which assisted us in providing a vision to execute these missions.

“Commanders are the key to command and control (C2). They execute C2 by combining the art of command and the science of control. Their knowledge and experience and personality determine how they interact with their commands. They decide what to do and the best method to achieve the end state. They lead their commands through operations to mission accomplishment. Under Mission Command, commanders drive the operations process.”
FM 6-0, Chapter 4.

With the BCT staff and commander focused on the initial AOR analysis, the FOB and making it work fell to us. The battalion constantly visualized, described, and directed. Visualizing, describing, and directing, combined

with proper crew selection for the key roles, was how we used brute force logistics to support our BCT and established the FOB and six COPs, three PBs, and three joint security sites.

Section I: Establishing Logistics in AOR Hammer

On 10 March 2007, the first elements of the 3rd BCT, 3rd Infantry Division, arrived at FOB Hammer. The outer berm was still under construction and pretty much in a clean state. Essential authorized stockage lists (ASL) had been pushed forward to us so it would be in place and ready to provide support by the time the brigade arrived. 463L pallets were being flown in by CH-47 helicopters and dropped nightly on our FOB as well as on the Iraqi Army loading zone 3 km to the north. Our first order of business was to consolidate everything into a central collection point. The second was to establish where our future supply support activity would be established.

Availability of land was not the issue; however, remembering the first rule of real estate “location, location, location,” we started an abbreviated mission analysis. Abbreviated it was because soon after the ASL stopped falling from the sky, equipment and personnel started rolling in. Establishing a C2 node was now the critical action. Starting with a clipboard and a pencil, we incrementally graduated

using the command post node (CPN) satellite trailer provided by the 15th Sustainment Brigade's forward logistical element (FLE) as our initial communications capability until our communications packages arrived.

Creating our own relief in place/transfer of authority schedule and briefing time line, we took over the missions of the bulk and retail fuel, bulk water storage and issue, and convoy reception and download from the 15th Sustainment Brigade's FLE and our brigade's torch party. Our Class V section established and remained in the Iraqi Army's ammunition storage area for approximately three months while our own storage location was being built at FOB Hammer. Eating meals, ready to eat (MREs) for all meals eventually changed to only lunch after a couple of weeks on-site, and within two months all prepared meals were provided by Kellogg, Brown and Root's (KBR) sub-contractor, Tamimi Global. Since the Army's pre-positioned stocks (APS) did not include refrigeration for the maneuver battalions or for the Class I yard, heat and serve meals (breakfast and dinner) and a MRE for lunch were our only options. Once we recognized that it was our responsibility to purchase refrigeration and the purchase request and commitments were

approved, we were able to move fresh fruit and vegetables out into the sector.

The battalion's convoy security platoon, consolidated under the maintenance company, learned their routes by following the corps' convoys traveling from Victory Base Complex and Taji as well as the FSCs and maneuver battalions as they moved into sector. Over the course of a couple of weeks, the routes were well established and Soldiers' confidence grew. The shortest routine re-supply convoy is 80 km round trip with the longest traveling over 100 km total distance. Re-supply operations typically take 2-4 hours per location, so for the Soldiers of the brigade support battalion (BSB), FSC, and the KBR civilians, it makes for a long day. The FSCs were now re-supplying their maneuver battalions no less than every four days. This allows them to support other battalion and brigade priority missions (i.e. establishing check points, emergency resupplies of critical Class IX parts, etc.).

Section II: Mayoral Responsibilities (The 8,000 Pound Gorilla Arrives)

FOB Hammer is 18 miles due east of Bagdad and 74 miles due west of the Iranian border. FOB Hammer is in the vicinity of an Iraqi training

base called Butler Range Complex. It is the equivalent of the Army's National Training Center (NTC). Many of the hardships we endured on our NTC training rotation at Fort Irwin, California, less than a month prior, were replicated here. Our BCT mission was simple, set up an FOB to support interdiction of

	Method to move ice + frozen food	Method to store	Primary Meal at COP/PBs
March	Multipack box filled with ice	Nothing	MREs
April	MKT ice boxes added to help move ice	PR&C local deep freezers	UGR-H&S
May			
June			
July	Ground Mounted 40' Reefers Moved with KBR Lowboys	PR&C ISU-96RC	UGR-A
Aug		Military/US contractor purchased reefers	
Sep	2x Trailer Mounted 40' Reefers	Local Purchase Reefers	
Oct			

Field Feeding at Combat Outposts and Patrol Bases

improvised explosive devices accelerate transiting our battle space, and kill or capture insurgents.

The mayoral duties and responsibilities were initially under the control of the Air Force Red Horse Detachment. The Red Horse Detachment's, along with KBR, primary mission was to establish the base life support for FOB Hammer, not to run base operations. Safety and security was our first concern; however, establishing the capability to support the inbound BCT was paramount. While our sister service construction team continued to complete our basic life support projects, we concentrated on establishing our logistical footprint. Our mayoral role was mostly reactive at this point due to the lack of infrastructure and the building of capability.

Once the mayoral responsibilities were passed from the Red Horse Detachment to the 3rd BCT, the priorities were simple but challenging. Our first priority was the safety and security of our Soldiers. Synchronization of efforts and expectation management were crucial. No required action was simple; everything came with a level of pain. Seemly small issues with simple solutions were difficult. One example was the establishment of a road network. A few traffic signs and 'get-r-done,' but when you have nothing but dirt you have

to become inventive. We used everything from MRE boxes to pallets in our efforts to shape and establish our road network in an effort to control the chaos of Soldiers driving in all directions. The establishment of the burn pit and the entry control points were also complex.

One of our first competing priorities was rounding up all the Force Provider MILVANS. Being a surge BCT, the Force Provider team did not have the manpower or time to remain with us. So, with only one forklift, we started to consolidate this endless sea of MILVANS. As usual, the first priority was taking care of the Soldiers. Creating living areas, showers, latrines, and air conditioning were a challenge. The planners had the Redhorse construct two Force Provider tent LSAs. KBR was still in the process of constructing two general purpose large tent LSAs. The primary focus of the Air Force was building, not camp maintenance, so the maintenance of our new Force Provider LSA fell on the BCT. When generators ran out of fuel, we fueled them; when a shower stopped working at 0300 in the morning, we were out there trying to figure out why. We had zero training or experience with Force Provider prior to this rotation; however, we did what had to be done to keep the boat afloat. The approach to these challenges was to establish a capability now and work towards

a more robust solution for the future. Stricken from our vocabulary were the words: "working," "we will check with KBR," and "we don't have that." Those words were replaced with: "we will use this for that," "it will be done tonight, sir," and "I will make it happen." We developed the philosophy that if the problem is too complex, we would break it into phases. It was at this time that our mayor cell



Entry Control Point 2

battle cry was developed, “Every day better!”

Decisions were made based on information at hand. There was no time for spinning our wheels with endless debates, analysis, and thinking the problem over. The environment was consistently evolving and the time for action was now. Prioritization took place in our daily mayor cell meetings where we discussed everything from construction efforts for buildings to port-a-john construction. As facilities came online and capabilities were established, we changed our mayor cell meetings to three times a week and implemented a separate construction meeting twice a week. Slowly we continued to refine and scaled down our meetings to once a week.

The biggest challenge was not how to make water where there was none (which was one of many problems), but using the Logistics Civil Augmentation Program (LOGCAP). Understanding all the nuances, capabilities, limitations, and approval processes can be challenging. It is a 90 day process from time of conception to approval. Then the approved contractor can start. In some cases this could take six months or more. This process may work at other locations in theater, but it is not flexible enough for building a FOB from scratch. It does not give the Soldiers, who are making all the sacrifices, the ability to experience the benefits. It has been said that LOGCAP should be your last option; however, in our case it was our only choice. If you are in the business of supporting, then you know it is all about sustaining and reliability.

In order to build combat power, we opted to contract as much of our FOB life support as possible. Many avenues and approaches were utilized from local national contractors to LOGCAP. The route we took was based on end state and time lines. What was discovered during



Patrol Base Eagle

the deployment was that no one entity has all the pieces of the puzzle. It takes a unified effort from all to make a project reality. A case in point is our Army and Air Force Exchange Service (AAFES) post exchange building. This building was a local national constructed facility; however, LOGCAP supplied the heating/cooling, power generation, and maintenance, and finally AAFES occupied and started to support from it.

The AAFES facilities we wanted were very challenging to acquire. As a new FOB, the AAFES management worked hard to solve our problems and meet our needs. The learning curve was in understanding that they basically only manage and operate the facilities. It was up to us to provide, procure, install, maintain, and service everything from their living quarters to their vehicles to the facilities they operate. LOGCAP was and remains the only viable resource available to accommodate AAFES requirements.

Section III: Moving the Concrete Mountain

1-15 Infantry, a combined arms battalion, was the first battalion in the brigade to move from FOB Hammer into sector. These Soldiers truly moved out. Without any concrete, HESCO concertina wire, pickets, or even barbed wire, the battalion was right in the middle of the sector.

COP in a Box (A-Way)		
Concrete (Corps Prioritization) 1,500 T-walls 5x 25' Guard Towers • 1 per corner, 1 for the ECP 200x Jersey Barriers • Use for ECP operations, S-curves and blocking high speed routes 30x SCUD Bunkers • Groups of 3 SCUDs 10x Texas Barriers (End Caps) • 2x Texas per group of 3x SCUDs	PBUSE GP Large Tents 7' HESCOs 4' HESCOs C-wire Pickets Barbed Wire Power Distro Boxes HLZ matting (A2M) Wood (2x4, 4x4, plywood) 50K water bags 350 gpm pumps	MTOE Equipment Mobile Kitchen, Trailer FAWPSS • bulk water storage Fueler M88 • Recovery on unimproved roads and download of MILVANs PLS system • Helps move concrete during the build
PR&Cs 4x 20' Reefers 4x 200kw Generators 60x 20' Containers • If used as a living space, you can place sandbags on the roof to provide overhead protection. 40x Workers (60 days) • Day labor to fill sandbags, set up HESCOs, etc... 6,000 m3 of gravel Life Support package • Latrine cleaning • Removal of trash, grey and black water	MWR package • TVs, playstations, pool tables Gym equipment package • Life cycles, free weights, benches Electrical BOM Plumbing BOM 60x HVACs	Enablers RDISS RAID Tower FOO Used for the odds and ends that will come up (i.e. materials for the vertical engineers)
<small>* Disclaimer - This took 10 months of trial and error and we are still learning</small>		
Combat Outpost Planning Factors		

the field ordering officer's cash to make a purchase.

The concrete planning factors that were our starting point were based on a 1st Cavalry Division standard. 1st Cavalry's COPs, who were based in Baghdad, were constrained by the physical boundaries of the city. Not as constrained by the city, our COPs had the room to grow and so, as an example, the tall wall requirements grew from nothing to over 1,200 per PB.

Concrete contracts during this time followed the request flow described

The definition of initial operating capability was combat vehicles circled, weapons oriented out, and a means to communicate higher (Blue Force Tracker and CPN satellite trailer).

Getting leaders to recognize how long it takes to start contracts (45-90 days) as well as beginning to receive Property Book Unit Supply-Enhanced (PUBSE) requested material (5-10 days in theater and no less than 25 days order ship time for continental United States filled requests) was one of the most challenging tasks for us as logisticians. As we constantly made our best guesses on materials needed, we would inevitably miss something meaning more wait time. An example of this challenge: The Soldier at PB Eagle decides to establish a tent LSA. The tent was drawn during the APS-5 draw, so it is on site within 48 hours. The wood for the floors (2" x 4" plywood) was a theater shortage, so through a purchase request and commitment it took 45 days for delivery. Our home station light set for the interior lighting was 110 volts, but unfortunately the power was from a 220 volt local power source, so break out

below. The requirement identified by the battalion was provided to the 203rd BSB support operations officer (tagged as concrete 6 for the brigade), who rolled up the requirements and ensured that division engineer had the numbers and the priorities of the brigade. Once a week the division engineer would attend a C7 Multi-National Corps-Iraq prioritization meeting on Victory Base complex, which would prioritize all of the requests. Based on that meeting, corps would tell their comptroller to fund a specific amount and the contracting office would find the vendors to award the contract to. There were some definite challenges getting this process started, since our division headquarters changed two months into the start of the rotation, in addition to the fact that their wasn't a concrete stockpile built for us to use as a starting point.

Section IV: Support To/From Operating Bases

Based out of FOB Hammer, the FSC and BSB would push out to the COPs on a fairly routine basis (twice a week). Initially the palletized load systems would have to

haul multiple 500 gallon potable water tanks. The water was produced at Taji (hailed by the supporting sustainment brigade on a two hour convoy) and stored at the water point at FOB Hammer so Soldiers weren't trying to take showers or cook with the contaminated local water sources. Eleven months into the rotation, KBR produced the water on the FOB and also provided two 10,000 gallon water tankers to move it with resupplies. Establishing a reverse osmosis water purification unit at the furthest COP site, changed the dynamics of how water moves within ARO Hammer and reduced the number of vehicles on the road

Throughout the rotation there were periods when aerial delivery was a critical component to supporting 3-3 Infantry Division (e.g. when the Rustimaya and Wild bridges were damaged, movement of Class IX parts from Balad direct to Hammer cut five days from the shipping time). At other times, sling loading 20-foot MILVANs on an alternating schedule to the COPs supplemented the FSC distribution platoon's logistical haul capacity. After executing 79 air mission requests for CH-47s, it reinforced the need for both heavy and light BSBs to have the capability (people and equipment) to perform this critical mission.

Becoming more established and settled into the battle space, allowed for making continual improvements to the "foxhole." The brigade and battalion S4s, brigade comptroller, and many others put together life support contracts for each location. These consisted of shower and latrine trailers (with grey/black water removal and cleaning), generators to augment and replace the military equipment, gym equipment, etc. Every valid request was tackled to make life better for those that were living with the population off the FOB.

Conclusion

The BSB overcame the challenges in the missions given with smart Soldiers and great leaders always working to 'get r' done' and with a never fail attitude. By empowering junior leaders, not being risk averse, and keeping our

higher headquarters informed, the logistics team grew. Pride in the work done and the confidence in successful mission accomplishment, FOB Hammer continued providing coalition forces an FOB for the long term. The BCT commander, executive officer, command sergeant major, deputy commander, and each of the battalion commanders knew what the logisticians were trying to do and gave us the maneuver space to do it. There was no questioning the logisticians or having a better mousetrap. This was a team from the 1st month to the 15th month of *Operation Iraqi Freedom V*.

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MAJ Damian Green is currently serving as the Support Operations Officer for the 203rd Brigade Support Battalion supporting the 3rd Heavy Brigade Combat Team, 3rd Infantry Division. He has a bachelor's degree in education from Providence College and is a graduate of the Infantry Officer Basic Course, Combined Logistics Officer Advanced Course, Combined Arms and Services Staff School, and Support Operations Course.

1LT John Enfinger is currently serving as the Forward Operation Base Hammer Mayor. He has served as the 203rd Brigade Support Battalion's S3 prior to serving as the mayor. He has a bachelor's degree in psychology, is a prior service Naval Aviation Rescue Swimmer, and is a graduate of the Quartermaster Officer Basic Course

THE 10TH SUSTAINMENT BRIGADE IN AFGHANISTAN

BY CPT SHERDRICK S. RANKIN, SR.

The Soldiers of the 10th Division Support Command (DISCOM), also known as the “Muleskinners,” can trace their heritage directly back to the Alpine Infantrymen and their pack mules that formed the Mountain Medical, Quartermaster, and Ordnance Maintenance Battalions that supported the 10th Infantry Division during World War II. The Division Trains, as they were called, were organized and assigned to the 10th Infantry Division on 14 June 1957, and activated in Germany on 1 July 1957. They exchanged their stubborn mules for wheeled ambulances, trucks, and forklifts. Upon unit replacement in Germany, they were deactivated at Fort Benning, Georgia, on 14 June 1958.

When the Division was officially reactivated as the 10th Mountain Division on 13 February 1985 at Fort Drum, New York, the Division Trains found a new home. Re-designated as the 10th Division Support Command, the headquarters element merged with the 10th Supply and Transportation Battalion, the 10th Medical Battalion, and the 710th Maintenance Battalion. These later became the 10th Forward Support Battalion, the 210th Forward Support Battalion, and the 710th Main Support Battalion respectively. Each was committed to supporting the Mountain Soldiers in this new light infantry division. On 16 August 1987, the 548th Supply and Services Battalion was moved from Fort McClellan, Alabama, and assigned to the Fort Drum, New York Garrison. On 16 November 1993, the battalion was reorganized as the 548th Corps Support Battalion (CSB) and became part of the 10th DISCOM.

Since its reactivation, the 10th DISCOM has earned a reputation for supporting the climb to glory. In September 1990, the 548th CSB

deployed to Southwest Asia for *Operations Desert Shield* and *Desert Storm*, providing critical combat service support (CSS) to units operating in Saudi Arabia and Iraq. In 1992, elements of the 10th DISCOM were called upon twice for critical missions. In August, the “Muleskinners” deployed to Florida in support of Hurricane Andrew relief operations. They were armed with a high level of expertise in providing desperately needed supply, maintenance, and medical support that rendered their services invaluable to the communities and lives they helped to rebuild. In December 1992, the 10th DISCOM deployed again, this time to Somalia in support of *Operation Restore Hope*. The ranks and responsibilities of the Muleskinners grew dramatically as they sustained, maintained, and cared for several rotations of division Soldiers, while providing humanitarian assistance to the local population.

In September 1994, the 10th DISCOM was called upon again and deployed with the Division to Haiti in their traditional role as providers and sustainers. They also supported humanitarian operations as part of *Operation Uphold Democracy*. In August 1999, elements of the 10th DISCOM deployed to the Balkans in support of peacekeeping operations as part of Task Force Eagle in Bosnia. In November 2001, elements from the DISCOM deployed to Kosovo in support of Task Force Falcon.

The climb didn't end there. Since October 2001, 10th DISCOM units have repeatedly deployed to both Afghanistan and Iraq in support of *Operation Enduring Freedom* and *Operation Iraqi Freedom*, setting new standards for CSS exceeding all expectations in providing support including providing support to the 101st Airborne Division (Air Assault), the 3rd Infantry Division, and the newly

constituted Afghan National Army. During this period, the 10th DISCOM Headquarters deployed to Afghanistan for *Operating Enduring Freedom IV* to serve as the Joint Logistics Command-180. Upon return, the 10th DISCOM immediately began the transformation process to meet the new Army requirements. The 10th DISCOM transformed into the 10th Sustainment Brigade (SB).

Deployment to Operation Enduring Freedom VII

The 10th SB deployed in February 2006 and transitioned with the 29th Support Group based out of Germany. Unlike other sustainment brigades that deploy to Iraq and are task organized under an expeditionary sustainment command, the 10th SB served as the joint logistics command (JLC) and provided all CSS to sustain the entire combined joint operating area (CJOA). This encompassed an area the size of the state of Texas.

The 10th SB assumed command and control of a movement control battalion, a Soldier support battalion, a civil affairs battalion, a logistical task force, a personnel services battalion, the 111th Mortuary Affairs Detachment, and the Camp Blackjacket mayor's cell. In addition to these units, there were several organizations that served as key strategic enablers to the JLC such as the Surface Deployment and Distribution Command (SDDC), Defense Logistics Agency (DLA), Defense Contract Management Agency (DCMA), Army Field Support Brigade (AFSB), and Kellogg, Brown, and Root (KBR).

Joint Publication 4.0, Doctrine for Support of Joint Operations, states that the art of logistics requires the integration of sustainment efforts to support the employment concept



Joint Precision Air Drop System bundles fall out of the back of a C-130 Hercules.

of a geographic combatant commander. The mission of the 10th JLC anticipated; integrated; and synchronized support, sustainment, and contingency logistics operations for Army Forces (ARFOR) and joint and coalition forces. At the same time it was achieving non-lethal effects in support of Combined Joint Task Force (CJTF)-76 as it conducted operations throughout the CJOA, enabling the government of Afghanistan to achieve sovereignty.

The JLC provided CSS through the full spectrum of operations to sustain the coalition's CJTF-76 and defeat extremist groups that threatened stability and security in Afghanistan. The command ensured that Soldiers fighting on the front lines had everything they needed, from beans to bullets and fuel to water.

Afghanistan Terrain and Size

The JLC was responsible primarily for the Regional Command (RC) South and East areas. RC East is nearly 5,000 square miles, while RC South is close to 78,000 square miles. The land mass of Afghanistan is nearly double that of Iraq at close to 650,000 square kilometers which is roughly the size of Texas. The population of Afghanistan is more than 31,000,000 people. That is slightly larger

than the 27,000,000 people living in Iraq. Afghanistan lacks the developed transportation and information infrastructure found in Iraq which impacts logistical operations in Afghanistan. The terrain is rugged and restrictive, and the country is landlocked. Due to these logistical constraints, supplies coming from the continental United States can take up to three days before they reach Afghanistan. Units that move containers by sea cannot expect to see these items for almost three months from the time they are shipped.

Since the terrain in Afghanistan is very restrictive, getting supplies to some of the Soldiers serving in remote areas was difficult. Many routine re-supplies had to be done on very small drop zones in mountainous terrain. There were poor networks, few bridges, and during the winter season the snow and ice made the roads dangerous for driving. Our aircraft drop rigged supplies were also constantly subject to enemy fire. There were more than 90 small outposts in addition to the much larger forward operating bases that required daily re-supply.



Rigged bundles of supplies are ready to be dropped to support the 3rd Brigade Combat Team.

Logistics Distribution

The three keys to logistical distribution success for the JLC were ensuring all commodity managers understood the logistical management at the strategic, operational, and tactical levels; managing all choke points at every key node in the distribution pipeline; and ensuring the warfighter never had to look back over his shoulder for logistical supplies, beans, or bullets. The division CJ4 office held weekly joint movement boards to ensure all distribution assets were correctly prioritized.

Moving supplies around the Afghanistan battle space was extremely difficult. One reason was because there were no military truck companies in the country and over 75 percent of the distribution was moved by Afghan “jingle” trucks. The drivers of these trucks were very valuable to US forces. These trucks allowed US forces to conserve their own wheeled fleets and to keep troops off the roads. A small number of the “jingle” truck convoys were hijacked and disrupted daily by enemy Taliban forces.

Short Takeoff and Landing Aircraft

and C-130 Hercules aircraft were used for transporting many sensitive items, guaranteeing timely delivery to many remote locations. Routes were available to assist the JLC commander in gaining predictability in moving food, bottled water, mail, ammunition, and Class IX parts.

JLC Counterinsurgency Operations (COIN) in Afghanistan

The Commander, Combined Forces Command-Afghanistan emphasized that the

command should provide opportunities for economic expansion, increased entrepreneurship, and skills training for the Afghan people. The JLC was able to provide a very unique capability in that it supported a multitude of American units and coalition forces across the entire CJOA. This allowed constant communication with Afghan contractors, trucking companies, and drivers that assisted in shaping security and lines of operation.

Prior to deploying to Afghanistan in the spring of 2006, the transformation to modularity allowed the JLC the luxury of enough personnel and expertise to achieve non-lethal affects without any logistics shortfalls. Afghanistan banks also developed the capability to execute electronic funds transfer (EFTs). The 10th SB continued to leverage this capability by reforming the Afghan national pay and paying of local contractors. Afghan banks were starting to utilize the EFT process and allowing contractors to gain more confidence in the banking system, which in turn helped jump start the local economy.

One good example of COIN was the creation of the Bagram Area Water Plant that had at one time had been a Russian minefield. This plant produced over 500 jobs for local Afghans. The water met all standards and became one of the largest water bottling plants in the world. Other notable contributions included the Army Materiel Command (AMC) Apprentice Program that allowed local Afghans to learn a skilled trade. They learned various supply and maintenance tasks. “Jingle” truckers arriving at Bagram Air Base were also becoming sensors and collectors of information for the JLC.

CJOA Seamless Logistical Support

During *Operations Mountain Lion*, *Mountain Fury*, and *Mountain Thrust*, the JLC had to be in “sync” with ground combat commanders engaged in some of the largest combat offensives since 2001. JLC commodity managers ensured that the support battalions

and forward support companies had all classes of supplies required to allow the 3rd Brigade Combat Team to keep taking the fight to the enemy. *Operation Mountain Thrust* was special in the fact that units within the 10th Logistical Task Force, including Soldiers from headquarters and headquarters company, JLC, and the medical company were receiving orders to begin running logistic convoy operations throughout southern Afghanistan. Dubbed “Team Marauder,” this operation meant that Soldiers would be convoying through some of the most dangerous areas in southern Afghanistan near Kandahar. They carried critical supplies on small dirt trails that offered little protection and little room for error. Twice the convoy was attacked and the Soldiers reacted by holding down the Taliban fighters with suppressive fire and calling in accurate deadly and close air support that left the enemy running for cover.

The 10th Joint Logistics Command exceeded the standards in its logistics support during the year-long deployment to Afghanistan. Army senior logistics leaders at all levels, including the AMC and the Army G-4, praised the 10th Sustainment Brigade logistics operations saying they flawlessly executed their missions in the Afghan theater. The officers, noncommissioned officers, and Soldiers of this great organization clearly lived by its vision. They are warfighter logisticians prepared to give the shirts off their backs and the boots off their feet to support the fight. They never say “no” as long as there is a gallon of gas or one bullet left to give!

CPT Sherdrick Rankin, Sr. is currently commanding in the 10th Sustainment Brigade, Fort Drum, New York. During Operation Enduring Freedom, he served with the Joint Logistics Command as the J-4 officer in charge. CPT Rankin has a bachelor's degree in history from Fayetteville State University and a master's degree in human resource management from Baker College. He is a graduate of the Quartermaster Officer Basic Course, Combined Logistics Captains Career Course, Mortuary Affairs Course, and Battle Staff Course.

FORT CARSON TEAM OVERALL WINNER OF THE 2008 US ARMY CULINARY ARTS COMPETITION

The United States Army Quartermaster Center and School, Fort Lee, Virginia, hosted the 33rd Annual Army Culinary Arts Program and Competition, 1-14 March 2008. The Army Culinary Arts Competition is the largest of its kind in the United States. It provides Army and other services the opportunity to display the inherent skills and talents of the military cook, while promoting training, skill enhancement, and camaraderie. A new benchmark for excellence in the culinary arts was established at this year's competition.

The outcome of the competition clearly shows that this year's competition mirrored the objectives of the Army's Culinary Arts Program, which include the promotion and growth in the culinary profession, development of military culinary skills, nutrition awareness, menu costing skills, and individual and team creativity. This year's competition was orchestrated and chaired by the Quartermaster Center and School's Army Center of Excellence, Subsistence (ACES), Directorate of Training. They ensured every effort was made to continually raise the standards of culinary excellence and professionalism in the Army and joint services food service arena.

More than 160 military food service personnel from 22 teams around the world participated in this year's culinary arts competition. The competition consists of 50 different culinary events that range from individually prepared meals developed from a surprise market basket, to team events, and meals prepared in a field environment. Individual and

team competitors were provided with all tools and foods required to showcase their culinary skills during the competition. Competitors included members of the Army, Marine Corps, Coast Guard, Air Force, and Navy. This year is the first time the Navy participated in the competition.

The most significant award of the competition, the Installation of the Year Award, was captured by the team from Fort Carson, Colorado. The Fort Carson team won a series of individual and team events and topped all other teams that competed in the Installation of the Year category.

This year the title of Armed Forces Chef of the Year was awarded to Marine Corps Gunnery Sergeant William Allison. He won this event by his demonstrated culinary expertise and performance. This year's competition was the first year participants from the other military services were considered for this prestigious award.

Congratulations are in order for this year's entire group of competitors. In the final analysis, the real winners of the competition are the service members who are served daily by these food service professionals in service dining facilities around the world.

The consensus of the military attendees and guest judges was that the competition was one of the most challenging and innovative culinary arts events that they have ever attended. Many of this year's competitors stated that they were already

(Continued on Page 28)

A synopsis of the final results of the 33d Annual Army Culinary Arts Competition is summarized below.

Installation of the Year (First Place)	Fort Carson, Colorado
Armed Services Senior Chef of the Year	GYSGT William Allison, United States Marine Corps
Armed Services Junior Chef of the Year	SPC Brian Lippert, Korea
Field Cooking Competition (First Place)	Fort Bliss, Texas
Student Team Skills Competition	Fort Carson, Colorado
Best Exhibit Cold Food Platter	PV2 Juan Munzo, Korea
Most Artistic Exhibit in Show	SPC Jiao Tengbo, Fort Lewis, Washington
Best Exhibit in Cakes	MSG Mark Warren, US Army Europe
Best Exhibit in Cold Appetizers	SFC Rodney Lubnow, Fort Bragg, North Carolina
Special Judges Award Most Artistic Centerpiece	SSG Jerry Bidal, Fort Lewis, Washington
Best Team Buffet Table Exhibit	Fort Carson, Colorado
Best in Class - Contemporary Cooking	GYSGT Daniel O'Connel, United States Marine Corps
Best in Class - Contemporary Pastry	SSG Joshua Spiess, Fort Lee, Virginia
Nutritional Hot Food Challenge	Team Korea
Baron H. Galand Culinary Knowledge Bowl (First Place)	Fort Carson, Colorado
Best in Show - Ice Carving	United States Coast Guard



(Continued from Page 26)

formulating their plans for next year's competition. The teams stated that they look forward to the challenge, professionalism, camaraderie, and training opportunities this competition presents for our Army 92G food service team. The ACES team looks forward to an even larger and better competition next year.

In 1975, General McLaughlin had a vision. He wanted an arena to showcase the outstanding talents of our food service Soldiers. He felt they deserved to be recognized in front of their peers for all of their hard work and commitment. The annual US Army Culinary Arts Competition is dedicated to education and professionalism in culinary arts and more importantly, in the military food service program. It is a testament to the vision that General McLaughlin strived for and over the years it has expanded to include Soldiers, Airmen, Marines, Sailors, and Coast Guardsmen.

The competitors represent the best of the best in military food service. Each one make significant contributions to the food service program through conscientious menu planning, impeccable food presentation, and by creating a hospitable dining facility atmosphere.

The Quartermaster General has traveled to Iraq and had the opportunity to witness their talents being put to the test. Their primary mission is to fuel the force and maintain the readiness of each individual warrior. But these individuals don't stop there. They go above and beyond what we refer to as the "call of duty" to create meals that improve moral and appeal to the hearts and minds of the people they feed. They preserve more than just the body with the food they prepare. They clearly understand the importance of the role they play.

Started with the training provided by the ACES, they are provided with the foundation upon which they build their skills. However, it is on-the-job training and professional mentoring that gets them where they are today. It is the guidance of those that came before that ensures the highest performance standards are set and remain the focus of every day operations.

Military food service programs have seen many changes in recent years. Great advances in nutrition promotion, management techniques, and cooking skills have been made. Each competitor in this competition should reach out to as many young Soldiers, Sailors, Marines, Airmen, and Coast Guardsmen as they can to share their experience and knowledge, demonstrate high levels of professionalism, and lead them as they make

their mark on the day-to-day mission of feeding our service members.

This is a generation of technology where nobody is out of reach. Using these resources, today's military culinary experts are now able to "get out of their lanes" and make a difference. They are able to collaborate with each other, make their teams stronger, and make our warfighters better prepared for what they will face now and in the future.

The highest honor one can strive for in a military food service career is being named to the United States Army Culinary Arts Team (USACAT). This team has competed in the toughest culinary events in the world, earning them international prominence. In 1996, the USACAT entered the World Culinary Olympics (WCO) and captured 16 gold, 6 silver and 6 bronze medals. They topped that achievement in 2000 when they walked away as the Olympic champions. They seized this honor by an impressive margin of 9 points over 13 other nations. They were successful in the 2002 Culinary World Cup (CWC) with multiple gold, silver, and bronze medals, going on to earn an unprecedented 33 olympic medals in 2004. Most recently, in 2006, the team earned a fourth place finish with 12 gold medals in the CWC. This year the USACAT will once again compete in the WCO in Erfurt, Germany.

These culinary professionals excel equally on the world culinary stage and as food service warriors. Each USACAT member once sat at the beginning where many sit today. Young cooks should look toward the future and continue to strive for excellence as they learn all the nuances of becoming a culinary master. The whole military wins with teamwork and commitment to a universal goal.

The annual US Army Culinary Arts Competition is sanctioned by the American Culinary Federation. The contribution of prestigious civilian and military judges continually make this a great event through the sharing of their time and expertise. Their guidance and inspiration ensures a continued standard of excellence.

They deserve a great deal of gratitude for what they add to making military food service better. The QMC&S ACES organization works tirelessly each year to coordinate this great competition. The outstanding dedication and hard work of the QMC&S food service instructors over the past few months helped bring this event together and make it successful. They have imparted their knowledge to the young service members who competed this year laying a solid foundation for the future of the food service program.

2008 PHILIP A. CONNELLY AWARD WINNERS

By SGM L'TANYA Y. WILLIAMS

The annual Philip A. Connelly Awards Program for Excellence in Army Food Service is cosponsored by the Department of the Army (DA) and the International Food Services Association (IFSEA). IFSEA is a professional organization, consisting of civilian food service management professionals from across the commercial food service industry which promote the continuing education of food service professionals and to improve the already high quality of food, service, and professionalism found in the commercial private food service sector. The Army Center of Excellence, Subsistence (ACES), US Army Quartermaster Center and School, Fort Lee, Virginia, manages the Connelly Awards Program for the Department of the Army. Annually senior food management professionals from IFSEA and ACES are selected as evaluators to travel around the world and judge Army finalist units selected by their commands as their best garrison and field dining facilities. The objectives of the program are to improve the professionalism of Army food service Soldiers and Civilians, provide recognition for demonstrated excellence in the preparation and serving of food, and to provide an added incentive for continued improvement and education in Army food service operations through individual and unit recognition.

Named after a former IFSEA president, the Philip A. Connelly Awards began in 1968 to recognize outstanding Army food service operations on the job. The late Philip A. Connelly worked throughout his life to promote professionalism in food service, both in the civilian industry and the military services. He



served on evaluation committees for the Army, Air Force, and Navy and was named Father of Armed Forces Food Service Awards. He is credited with more closely aligning military and civilian food service programs and with unifying goals in education, training, career development, and job opportunities.

This multilevel competition begins at the lowest level of Army food service operations. Because of the number of dining facilities and field kitchens in the Active Army, US Army Reserve, and US Army National Guard, Army commands and the installation management command regions hold internal command Connelly competitions to select their finalist units to represent their commands. These finalists then continue to do their everyday food service work in the final phase of the Connelly judging that is held from October through December. Evaluation committees visit each finalist. The evaluation committees

consist of an IFSEA food service professional civilian team member and two Army senior food service professionals (one senior warrant officer and one sergeant major) representing the DA and ACES.

Army winners were recognized on 5 April 2008 at the 40th Connelly Awards Ceremony in Denver, Colorado, at the IFSEA Conference. IFSEA provided the winners with a silver bowl and the runners-up with a plaque that was presented by The Quartermaster General to two representatives from each unit. They will also

receive national recognition through the IFSEA organization. The winners and runners-up will also receive DA funded training at the Mise En Place School a prestigious culinary school located in Denver, Colorado.

SGM L'Tanya Williams is the Department of the Army Philip A. Connelly Program Manager assigned to the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia..



SMALL GARRISON - WINNER
MAIN POST DINING FACILITY
HEADQUARTERS GARRISON
FORT RILEY, KANSAS



SMALL GARRISON - RUNNER-UP
1ST BATTALION, 10TH SPECIAL FORCES GROUP
(AIRBORNE) DINING FACILITY
PANZER KASERNE, STUTTGART, GERMANY



LARGE GARRISON - WINNER
ASG-QATAR DINING FACILITY
THIRD ARMY, FORCES CENTRAL COMMAND
CAMP AS SAYLIYAH, QATAR



LARGE GARRISON - RUNNER-UP
HEADQUARTERS OPERATIONS COMPANY
501ST MILITARY INTELLIGENCE BRIGADE
CAMP HUMPHREYS, KOREA



ACTIVE ARMY FIELD KITCHEN - WINNER
188TH MILITARY POLICE COMPANY
94TH MILITARY POLICE BATTALION
501ST SUSTAINMENT BRIGADE
19TH SUSTAINMENT COMMAND (EXPEDITIONARY)
CAMP WALKER, KOREA



ACTIVE ARMY FIELD KITCHEN - RUNNER-UP
REGIMENTAL SUPPORT SQUADRON
11TH ARMORED CALVARY REGIMENT
FORT IRWIN, CALIFORNIA



US ARMY RESERVE FIELD KITCHEN - WINNER
143RD SUSTAINMENT COMMAND (EXPEDITIONARY)
ORLANDO, FLORIDA



US ARMY RESERVE FIELD KITCHEN - RUNNER-UP
376TH PERSONNEL SUPPORT BATTALION
LONG BEACH, CALIFORNIA



US ARMY NATIONAL GUARD FIELD KITCHEN - WINNER
TROOP E 192ND CAVALRY
PUERTO RICO NATIONAL GUARD
SALINAS, PUERTO RICO



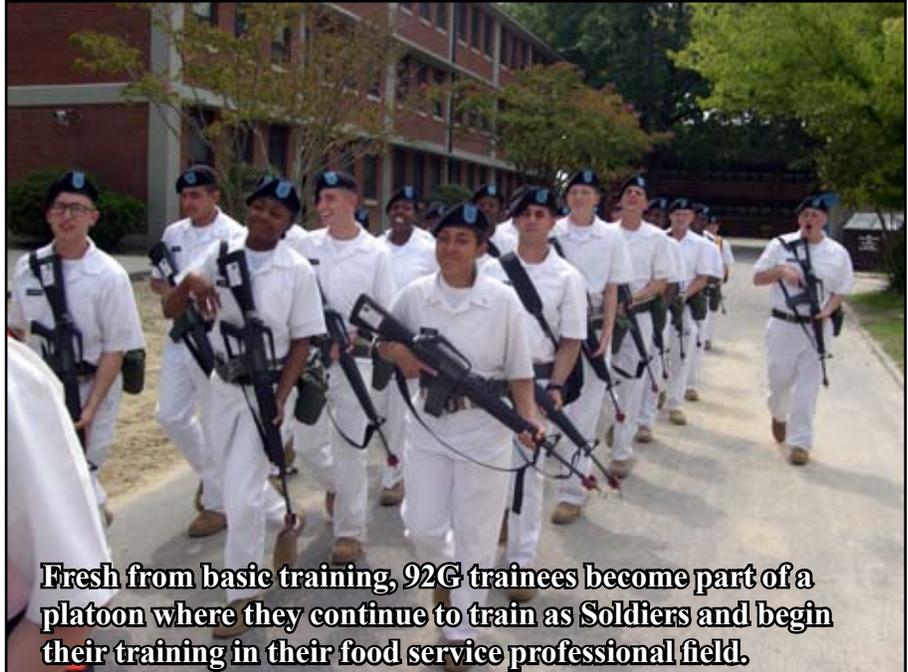
US ARMY NATIONAL GUARD FIELD KITCHEN - RUNNER-UP
110TH MAINTENANCE COMPANY
MASSACHUSETTS ARMY NATIONAL GUARD
DEVENS, MASSACHUSETTS

THE ARMY IS LOOKING FOR A FEW GOOD “COOKS”

They come from all over the country--even the world. They come by way of places like Fort Jackson, South Carolina; Fort Knox, Kentucky; Fort Sill, Oklahoma; Fort Benning, Georgia; and Fort Leonard Wood, Missouri. No longer basic trainees, they have earned the title of Soldier through eight weeks of rigorous and realistic training. Their next stop is the US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, where they will continue their training to become a military occupational specialist (MOS) 92G, the old Army “cook.” The “cook” is now a well trained food service specialist. They have served the Army well from the early days of cooking over an open fire to today’s latest high speed containerized kitchen. It can be said that no other MOS in the Army touches more Soldiers on a daily basis than the food service specialist.

Commanders on the current battlefields in Iraq and Afghanistan understand the importance of food in sustaining the fighting Soldier and the morale building influence a hot meal provides just as commanders in the early years of our nation understood. Napoleon Bonaparte once said, “an Army fights on its stomach.” The Army is the best equipped and fed expeditionary force in the world and the food service professional plays an integral part in supporting the fight.

From the weary, hungry, ill-equipped Continental Army of the American Revolution through the trenches of World War I and World War II to the jungles of Vietnam, the mountains in Afghanistan, and the urban streets of Iraq, the Army cook has delivered the right meal, at the right time, in the right place to sustain the fight.



Fresh from basic training, 92G trainees become part of a platoon where they continue to train as Soldiers and begin their training in their food service professional field.

The “cook” is both a warrior and a technical expert in field and garrison food service operations. Depending on rank, position, and time in service, the “cook” provides the way ahead in supporting command requirements for sustaining the force in any environment or action. The food service Soldier recommends, based on operational rations and equipment available, the best ways to support the command’s mission intent. These skills, coupled with on-the-job training in garrison dining facilities, provide the impetus for successful operations during peace and war.

Army “cooks” are needed to fuel-the-force so they can accomplish the mission. Today the QMC&S trains approximately 2,700 cooks each year in advanced individual training. This 8-week, 2-day food service training is intense. It focuses on providing the Soldier with basic food service and warrior skills preparing them for combat operations. However, this training must be reinforced at their permanent base assignment in order to ensure they obtain the necessary skills for career advancement and Soldier survival in a combat environment.



The beginnings of the 92G professional training happens at the Quartermaster Center and School.

Soldiers will continue to be promoted into positions of higher responsibility. They will also receive additional formal schooling at the Basic and Advanced Noncommissioned Officer Courses and the Food Service Management Course. These courses provide the skills necessary to support a commander in the field and aid in mission success. Additional Army food program training courses include the Advanced Culinary Skills, Enlisted Aide Training, and Food Service Contracting Management. All exist to prepare 92G

personnel to serve in various food program positions around the world.

Food service specialists continually hone their technical and tactical skills enabling them flexibility in meeting the changing requirements and mission accomplishment. The “cook” has come a long way in our Army’s history but we do not have the privilege to sit on our past glories. There is a critical shortage of cooks in the Army today and our mission requirements have not changed. We must continue to recruit and retain our cooks as

they are the key to mission success and are the “ultimate” combat multiplier.

As the Army transitions so will the way in which we provide food service support in garrison and field operations. The importance of the “cook” is often understated. Many think there is no longer a need due to the expansion of contracting logistics services in the military. This could not be further from the truth. The role may have changed, but the mission is still the same. The mission is to ensure the best and safest quality meals are provided to their fellow Soldiers.

Army cooks are professional at their craft. They possess technical expertise which directly supports the mission and the ability to fight. They are the total package.

Army Cook – Army Strong!



Leaving the QMC&S far behind, the 92G food service specialist builds and hones skills in their field at a permanent duty station throughout their careers.

This article was prepared by David Sherriff, Cara Vartuli-Dusablon, and David Staples from the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School, Fort Lee, Virginia.

WATER AND ENERGY CONSERVATION IN ARMY DINING FACILITIES

BY RYAN MEBANE

It seems that the fashionable catch word of the moment is “green.” The entire world is scrambling to find ways to conserve and protect the world and its natural resources. At the top of that list is water. While oil is of the utmost importance, water is truly the one resource that every living thing must have. Drought conditions around the world have reached chronic levels and have raised cause for concern. In many areas around the United States and the world, water rationing has become the new norm and in most other locations it soon will be. Everyone should be brainstorming and scrambling to come up with ways to conserve water. This water revolution should also be on the minds of dining facility (DFAC) managers and installation food program managers (IFPM) throughout the Army.

Water is the all-purpose ingredient used in every Army DFAC and food service operation. It plays a part in cooking, cleaning, comfort, and in some instances aesthetics. While all installations are required to have an Installation Energy Conservation Plan, which is in accordance with Army Regulation (AR) 420-1, Army Energy Program, there are instances where water conservation has not been a priority. Water is routinely wasted in large quantities in almost every food service operation from the smallest to the largest garrison DFACs. The Army has taken steps to address this new awareness of conservation by incorporating water meters and gas meters into the standard designs for all new Army DFACs and renovation projects. The new meters will assist DFAC managers (DFMs) and IFPMs to monitor and control water and gas usage in their facilities.

Throughout the Army, master planners and engineers are starting to take note of water and



energy rates in an effort to conserve both as well as save money. In the commercial industry, water utilities are establishing major campaigns to educate users on water conservation and the public is putting more pressure on businesses to operate in an environmentally friendly way. The good news is that there is a plethora of cost-effective opportunities available to reduce water consumption in food service facilities without reducing the quality of the food, the performance of the appliances, or the cleanliness of the kitchen.

Water consumption also has a direct effect on energy consumption. Even at the lowest level, it takes a great deal of energy to pump water and to treat wastewater. In appliances, such as steamers, that utilize water as a method for heat transfer, the energy consumption of the appliance is directly driven by the water consumption of the appliance. Commercial food service appliances, such as those used in Army DFACs, are extremely energy intensive, but the equipment that utilizes water can be especially expensive to operate.

DFAC managers, IFPMs, purchasing agents, manufacturers, and suppliers must continue

working together to improve water conservation and energy consumption. It is vitally important to do research, shop wisely, and ask questions to make sure that the equipment being purchased will help the DFACs conserve water and energy. In addition, there are simple no cost solutions that can be accomplished that will contribute tremendously to the conservation of water. Water is essential to human life and while two-thirds of our planet is covered with water, the supply of fresh, potable (drinkable) water is very limited. It is crucial that water-use be as efficient as possible so that there will continue to be an adequate supply of this most vital resource.

The information contained in this article is for information purposes only. In no way is the Army Center of Excellence, Subsistence requiring food program managers or DFMs to purchase any of the equipment discussed in this article.

Dining Facility Water Leaks

Leaks of all kinds are always a nuisance and a major cause of waste and inefficiency in



Temperature Pressure Relief Valves

a DFAC. Pipes and fittings should be routinely checked and inspected for leaks. One area where leaks are most common is in the hot water heating system. Temperature pressure relief (TPR) valves are the most common source of leaks. TPR valves are present on the hot water heater supplying the system. TPR valves can also be found on dishwashing machines as well as on the booster heater that supplies hot sanitizing rinse water to “high temp” machines. TPR valves have a limited service life and will eventually fail.

Water leaks can be commonly found throughout the DFAC. The small amount of water that is dripping out of a leaky faucet, spray valve, or hose valve may seem insignificant, but that water is leaking all day, every day and the gallons start to add up. For example, a small cold water leak of just under 0.2 gpm, which is about 10 gallons an hour, will add up to 100,000 gallons over a 12 month period, creating a huge increase in water consumption. A hot water leak will increase the utility bill even more. Repairing a water leak is usually as simple as replacing a washer or tightening a fitting. It is important that

The average commercial restaurant uses an average of 5,800 gallons per day (gpd) of water or 2,117,000 per year.

Types of Water Use	Average Water Use (% of total)	Potential Savings (% of total)
Kitchen	50	12
Domestic	35	16
Irrigation	2	1
Cleaning	1	0
Other	12	0
TOTALS	100% 5,800 gpd	29% 1,682 gpd

Source: ICI Conservation in the Tri-County Area of the SWFWMD, November 1997.
http://www.cuwcc.org/Comm_Food_Service/Energy_Water_Savings_by_FSTC.

leaks are corrected as soon as possible. Leaks should also be a priority maintenance item in all DFACs, because water leaks and the waste they cause can have a significant impact on a DFAC's water consumption.

Restrooms

Toilets. The toilets are also major consumer of water in a DFAC. As the Army renovates and builds new DFACs, it is important to install low-flow units. Another consideration could be installing waterless urinals. Waterless urinals can save a significant amount of water and provide for better hygiene in restroom settings. However, they do require regular and proper maintenance. In instances of improper maintenance the urinals failed. Consider this option only if proper maintenance can be guaranteed and that the maintenance staff will be properly trained in the maintenance of waterless urinals.

Cooking Appliances

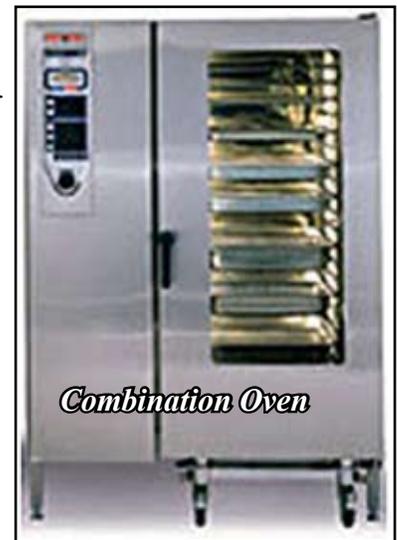
Steamers. Steamers are one of the most water-intensive appliances that can be found in an Army DFAC kitchen. Most steamer designs incorporate a separate boiler or steam generator to produce steam for the cooking chamber. These types of steamers force steam from the boiler into the cooking chamber, where it circulates around the pans of food. To prevent pressure buildup inside the cooking chamber, excess steam leaves the cooking chamber through a drain where it is condensed by a stream of cold water. This cooling water also lowers the temperature of the condensate. A typical 6-pan boiler-style, pressure less steamer consumes 30 to 40 gallons per hour while operating, or approximately 175,000 gallons per year under heavy use. Newer steamer designs employ controls to limit the amount of condensate cooling water consumed by the appliance. These designs may use half as much cooling water as steamers that simply run a continuous stream of cold water.

The standby setting on most new steamers put the boiler in a ready-to-use state without

pumping steam into the cooking chamber. Typically, the condensate cooling water is shut off while the steamer is in standby causing the appliance to consume a minimal amount of water in this setting. Time-controlled steamers will automatically switch to standby at the end of the set cook time. Using a steamer in timed mode is far more efficient than using continuous or manual mode.

In connectionless steamers, steam is generated in a reservoir at the bottom of the cooking compartment and water is added and drained manually at the beginning and end of the day. Condensed steam is recirculated back to the reservoir instead of draining outside the compartment. Because there is no continuous flow out the drain, these steamers do not require condensate cooling water. A typical 6-pan connectionless steamer only consumes about 1 to 2 gallons per hour while operating at peak capacity. Replacing a boiler-style steamer with an equivalent sized connectionless steamer could save 174,500 gallons and significant cost annually.

Combination Ovens. Combination ovens (combi) offer multiple cooking modes, including dry heat, moist heat, and steam. Like steamers, the original combis incorporated a separate boiler or steam generator to maintain humidity in the cooking chamber, and (like steamers) required a continuous stream of cooling water to lower the temperature of



water exiting the cooking chamber before it reached the drain. A typical 10-pan boiler-style combi can also consume 30 to 40 gallons per

hour while operating or about 175,000 gallons per year under heavy use.

In contrast, the new generation boilerless combis generate humidity by spraying a fine mist of water on a heat exchanger at regular intervals. The mist is quickly vaporized into steam and circulated throughout the cooking chamber. This new generation combi design requires less water to maintain humidity in the cooking chamber and subsequently less cooling water. A 10-pan boilerless combi consumes 10 to 15 gallons per hour while operating at the highest humidity level, and would save 110,000 gallons per year over a boiler-style combi oven.

Perhaps one of the greatest aspects of the combi is its convection mode. In convection mode, water usage can be limited because it is using dry heat to cook not steam or moist heat. However, if combi (moist heat) mode is required for particular menu items, the oven can be set to convection mode between cooking cycles or during idle periods to reduce unnecessary water consumption.

Dishroom. The dishroom is where the relationship between water and energy use is most dramatic. The dishroom is essentially a room full of pumps, nozzles, and water heaters; it is a hot, humid, and wet environment. It is also the one area where DFMs may be able to achieve some of their greatest water and energy savings.

Pre-Rinse Spray Valves. Pre-rinse spray valves are an integral part of the dishwashing process. They are used to clear away residual food



particles from dirty dishes before running the dishes through the dishwashing machine. Many of the valves in use on these sprayers have a water spray output of gallons per minute (gpm) rated at anywhere from 2.5 gpm to 5.0 gpm. Over the course of the operating day, the water passing through these high-flow valves can be significant. The best strategy to save water and energy in the dishroom is to replace the high-flow pre-rinse spray valves with low-flow pre-rinse spray valves. These low-flow valves are generally rated at 1.6 gpm or less. For instance, if your dish washer is pre-rinsing dishes for three hours a day, and you replace your 2.6 gpm valve with a 1.6 gpm valve, a 1.0 gpm flow reduction, your daily water consumption will drop from about 470 gallons per day to 290 gallons per day saving about 66,000 gallons of water a year. (www.energystar.gov)

A properly designed low-flow spray valve allows the water to hit dirty plates with an equal or higher velocity of spray than the high-flow valve, which means the cleaning performance can be as good as or better than the high-flow units. Hence, water savings will not diminish dishroom productivity.

In addition, not only will DFACs save water with the low-flow spray valves, a significant energy savings should also be achieved as well. Due to the reduction of water use, the hot water heater will not have to work as much, thus reducing operating cost as well as the frequency of maintenance. Depending on the type of hot water heater used and local utility rates, a DFAC could save just as much on the energy bill as it would on the water bill.

Dishwashing Machines. Dishwashing machines are very large and intricate systems that use massive volumes of water during their operation. Many of the dishwashers in use in Army DFACs use hot water (180+ degrees Fahrenheit) or "high temp" machines for sanitation of soiled dishes and flatware. There are a variety of categories of dishwashing machines, the most common in use in most Army DFACs are the door and rack conveyor types.



Dishwashing Machine

Dishwashing machines vary in their range of water consumption. However, a small DFAC or comparable commercial restaurant serving 300 meals per day using a door type machine could expect to consume 600 gallons per day as reported by Energy Star. Larger food service facilities, serving up to 600 meals per day and using a conveyor type dish machine, could expect the water consumption to be 1,000 gallons per day. Staying mindful of their high water usage, proper selection, operation, and maintenance of these appliances are crucial to a DFAC minimizing its water use.

Keep in mind that proper calibration, inspection, and maintenance of dishwashers will also minimize water consumption. One very critical area is the rinse cycle. It is recommended that the rinse cycle time be set to the manufacturer's minimum recommended setting and periodically verified. The rinse pressure should be maintained at the manufacturer's specification. Also, proper adjustment of the rinse bypass drain on conveyor type machines ensures that the wash tank water is adequately replenished during operation. An improperly adjusted rinse bypass drain will cause excessive rinse water to drain from the system and eventually the machine will require refilling of the wash tank, either manually or automatically depending on the machine's design.

DFAC staffs should be regularly trained on dishwasher operation such as running fully loading dish racks instead of partially loaded racks to help minimize use of the machine which in turn will help keep water consumption down. Some machines have rinse cycles that can be operated manually, which can result in the rinse cycle remaining "on" continuously. If left unattended, the machine will consume water at its specified flow rate uncontrolled. Again, keep in mind the wide range of

water consumption exhibited in this appliance category. As much as 8 gallons per minute can be consumed by the machine if left unattended in a continuous rinse cycle setting. (www.energystar.gov)

When the time comes to purchase a new or replacement dishwashing machine, it is recommended that purchasing agents research and consider models that use less than one gallon of water per rinse cycle. For instance, a door-type dishwashing machine consuming 1.5 gallons per rinse cycle would, in a typical commercial food service facility, consume 164,250 gallons per year. A machine consuming 1.0 gallons per rinse cycle, on the other hand, would consume 108,000 gallons annually - a savings of 56,250 gallons. Dishwashing machine per rack water consumption data can be found in the NSF International listings.

Waste Disposal Systems. Solid waste disposal systems (i.e. disposers, pulpers, and scrap collectors) use varying amounts of water depending on the subcategory. Garbage disposers typically consume between 5 and 8 gpm during operation, while pulpers and scrap collector systems consume 2 gpm of fresh water during operation. Garbage disposers have recently undergone scrutiny in various areas due to tighter restrictions on dumping solid waste



into sewer systems. Scrap collector systems accumulate solid waste in a centralized bin that can be emptied into the garbage. A typical disposer could consume anywhere between 400 and 1800 gallons per day, depending on whether it employs a flow control valve (FCV). The FCV automatically controls the proper amount of water to the disposer for trouble-free operation while limiting excessive water consumption. Most FCVs have an arrow that indicates flow direction, and has the flow rating or gpm marked in the part itself.

Other water control devices that can be used in conjunction with disposal systems and pulper systems include syphon breakers (devices which prevent back flow of contaminated water into the water line; a solenoid valve which is activated when the disposer is turned on to ensure water is in the grind chamber when the disposer is running. (This device deactivates when the disposer is turned off.); a time-delay relay that provides time for the solenoid valve shut-off and giving a post flush to help prevent drain line stoppages. The time delay relay is beneficial when ground up food waste must travel through many bends or a long horizontal line, can be adjusted from 1 to 10 minutes.

Specialized Sinks and Hand Sinks. An Army kitchen just is not a kitchen without an array of special purpose sinks (all sinks have specified use). There are three compartment

sinks found in dishrooms, pots and pans rooms, and vegetable prep areas. Individual hand sinks are located throughout the kitchen area. With so many sinks it is easy to see why controlling leaks is vitally important. For instance, the flow rate for a hand sink can vary anywhere from 2 gpm with an aerator up to 10 gpm without an aerator. Because sinks are used continuously, when the time comes to replace sink controls replacing them the old standard sink controls with hands-off sink controls is a smart decision because they are more sanitary and conserve water. Installing hands-off controls on the sinks help prevent the sinks from being accidentally left on or used for other non-intended purposes like heavy cleaning or defrosting. The typical hands-off control system uses an infrared sensor to detect hands and operates the valve when needed (usually found on hand sinks). Another system uses a spring-loaded foot pedal control. Hands-off sensor controls also make sense in customer restrooms, where the sinks might be over-used or left on by users.

Conclusion

With two-thirds of the earth's surface being covered with water, as inhabitants, it is imperative that we be aware of the fact that the earth's supply of fresh, potable (drinkable), water is very limited. It is vital that water consumption be as efficient as possible so that there is an adequate supply of this essential resource for future generations. It is hoped that all IFPMs and DFMs are following their installations energy conservation plan and devising methods of their own by ensuring good standard operating procedures are in place to be more water and energy efficient throughout their food service operation.

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MANAGING THE PBUSE UERL: WHAT ILAP CAN DO FOR YOU

BY ROBERT J. RAPOSA

Part of the unit status report requirements include reporting equipment-on-hand data monthly for the Active Component activities and quarterly for the Reserve Component activities. The Unit Equipment Readiness Listing (UERL) is one such report in the Property Book Unit Supply-Enhanced (PBUSE) that is used to satisfy this requirement.

The UERL provides commanders with equipment readiness information as required by AR 200-1, and includes the document numbers relevant to existing shortages of major items authorized by the modified table of organization and equipment. Today, property book officers (PBOs) are faced with the time consuming task of determining the validity of all document numbers appearing on the UERL. In addition, PBOs must recognize the fact that a back-order status against a valid due-in may not necessarily be adequate. PBOs must possess the skills necessary to determine asset availability at either the retail or national levels of supply to effectively manage equipment readiness. As PBOs, one must have a clear understanding of what the Integrated Logistics Analysis Program (ILAP) can do for them.

ILAP is an automated tool that is not only web-based, but available in the Logistics Information Warehouse suite of applications. PBOs can easily navigate through a series of reports that provide document history as it appears in the Standard Army Retail Supply System-2B (SARSS-2B). In addition, reports that display asset availability of commodities at either the retail or national levels of supply are also available. Specific reports in ILAP that aid in the effective management of the PBUSE UERL include Document History, Stock Number Analysis, and Supply and In-Transit Visibility (ITV) Review.

Document History Reports

ILAP's suite of document history reports allows PBOs to quickly identify and analyze a selected document number as that request moves through a variety of supply chain segments. In essence, document history is often viewed as the electronic tracking of a requisition.

The SARSS-2B Document Segment Review Report in ILAP allows the ability to query a specific segment or portion of the distribution pipeline by selecting one of the five major tables associated with document

history. The five major tables included are the header, status, issue, ship, and receipt segments.

By using the header table, PBOs can quickly identify requisitions established for a given period of time. This particular report is often used

The screenshot displays a software window titled "Document Number Analysis" with a menu bar (File, Edit, View, Data, Retrieve, Windows, Codes, Help, Tools, Forward) and a toolbar. Below the menu is a sub-window titled "Document Number Analysis (Document Number Analysis(Grid))" with an "Input Criteria" field set to "Data Retrieved". The main area shows a table titled "SARSS-2B Document History" with columns: Doc_Seg, Document_No, DOC, Sts, Qty, Ord Status, ARAC, DODAAC, Discrep_Cd, Myr_Gd, Myr, PD, D_Lch, DC_Estbl, DC_Limit, Org, FC, RC_Stor, RC_Fr, RC_To, SOG, and Activ. The table contains 18 rows of data, with the first row starting with "ST" and "VWGRPF1620410". A "Document count:" label is visible at the bottom left of the table area.

Stock Number Analysis Report

Supply and In-Transit Review Report

the SARSS-2B due-in, SARSS-2B due-out, and manager review files.

Supply and ITV Review Report

The Supply and ITV Review Report provides PBOs with visibility into cargo movement from the point of origin to its final destination for both continental United States-originating and intratheater movement. This report integrates supply and transit information and provides the necessary

comprehensive information required to perform distribution analysis. Supply and ITV data is only available if the materiel is associated with cargo that has radio frequency tag devices attached and activated.

comprehensive information required to perform distribution analysis. Supply and ITV data is only available if the materiel is associated with cargo that has radio frequency tag devices attached and activated.

Currently, the US Army Quartermaster Center and School, Battlefield Logistics Planning and Analysis Trainer Module staff provides ILAP training to an array of audiences including the Supply and Services Management Officers Course, Army Logistics Management College's Logistics Assistance Program-Organization Course, Combined Logistics Captains Career Course, Basic Officer Leadership Course, Warrant Officer Basic and Advance Courses, and Basic and Advance Noncommissioned Officers Courses. Mobile training team assistance is available upon request.

Stock Number Analysis Report

The Stock Number Analysis Report provides the necessary supply and maintenance (Standard Army Maintenance System-2E) related information to assist the PBO in conducting research about a specific national item identification number, and serves as an invaluable report for determining asset availability. This report shows stock availability for both SSAs and United States Army Material Command managed items at the national level of supply. In addition, the Stock Number Analysis Report has several sub-reports available to assist in a more complete analysis of the information available such as

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PROPERTY BOOK UNIT SUPPLY-ENHANCED (PBUSE) TRAINING UPDATE

BY BILLY DEMPS

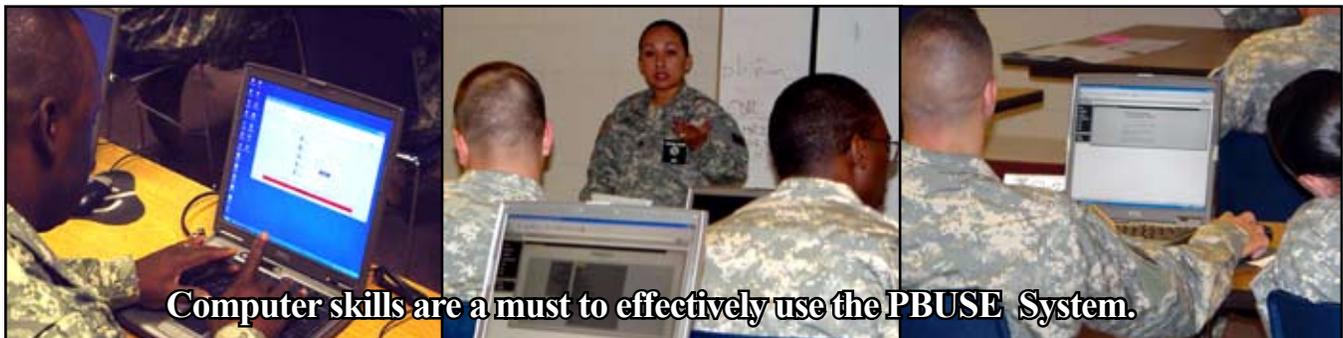
PBUSE is the Army's web-based combat service support organizational and installation property accountability system. Utilizing granted permission roles to access the database system, deployed and garrison commanders have visibility of their assets and organizational activities. Changes are visible instantly. When utilized in tactical environments, direct end-to-end connectivity to the enterprise web system is not possible; PBUSE operates in a disconnected stand-alone mode. Upon completion of stand-alone tactical operations, the system is reconnected to the web-based enterprise system for re-synchronization of the user's data to the central database. With this software technology, responsible property accountability users and commanders can adapt to a myriad of changing accountability requirements.

Property book accountability continues to have a major impact on the Army's move towards transformation to the enterprise software solution. Aligning a trained work force to fully support the Army's transformation is being helped by capitalizing on the Army's force generation initiative. The transition to the single, fully integrated automated logistics system, the Global Combat Support System-Army (Field/Tactical), is a significant force multiplier.

Since September 2005, the US Army Quartermaster Center and School (QMC&S) rapidly developed the enterprise-based Property

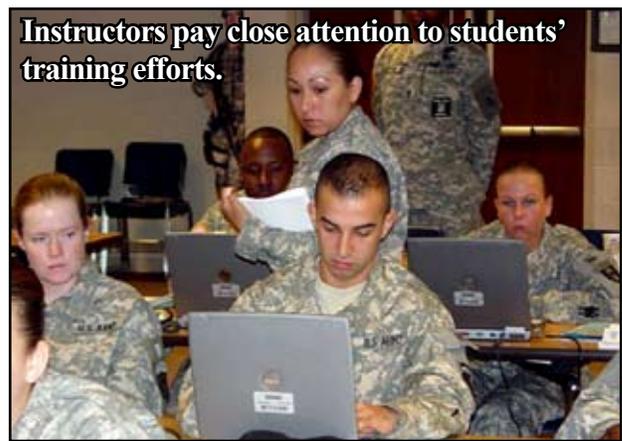
Book (PB) Course material module of the PBUSE for inclusion into resident sustainment training and kept it continually updated. Beginning 1 October 2007, the property book module migrated to a full-fledged functional course; departing from the previous training methodology of an additional skill identifier G2 course. The new Army Training Requirements and Resources System Course Number is identified as 8A-F42/8B-F56/551-F30, course title: Property Book Unit Supply-Enhanced. The course duration is 2-weeks and 3-days. The resident PBUSE (Property Book Module) course is designed to train personnel to perform PBUSE operator, managerial, and supervisory level tasks at the various activities where PBUSE is operational. Training curriculum encompasses the full spectrum of PBUSE applications including but not limited to understanding and utilizing master menu options and the embedded help system features; systems administrative processes; support utilities processes; systems inquiries; code table files; catalog files; establishing authorizations; editing daily reports and listings; performing property book accountability transactions; maintaining hand receipts; performing multiple equipment readiness code updates; and processing component data update transactions.

To attend the PBUSE (Property Book Module) course, prospective students must meet the following prerequisites: for enlisted personnel in the grade of E4 and above, hold



the military occupational specialty (MOS) of 92Y; for MOS 91J be in grade E5 and above and qualified in the MOS; warrant officer (920A); officer series 90, 92, and 67A90; sponsored contractors and Department of Army Civilians. Medical Service officers qualified as 67A70 must be graduates of the Medical Logistics Course. When considering attending the course, it is highly recommended that perspective students have a minimum of two years experience in an organizational supply room or be currently assigned in the property book office position. As a general rule, all personnel requesting attendance must be assigned, or on orders to, a C2 division/corps G-4, sustainment brigade property book team (PBT), brigade combat team PBT, armored cavalry regiment PBT, or installation organizations where PBUSE is operational. Keeping pace in supporting the force, while simultaneously looking towards the future needs of the operational Army, the QMC&S's functional course team is available upon request with the capability to provide on-site mobile training team (MTT) instruction (with the same property book module of the PBUSE functional sustainment training) mirroring the resident training. To facilitate the on-site training, a Logistics Training Department server is setup at the training site with the functional course training baseline that provides a 40-hour Unit Supply Enhanced (USE) job enhancement module. A hybrid version is also available combining PB and USE with a 108-hour PB functional course module. However, the requesting unit is required to provide a training location and Program Manager Logistics Information Systems approved laser printers.

The tailored USE training provides the following areas of emphasis: system security, unit parameters, system utilities, supply request processes, unit load management, automated hand receipts, automated component listings, replications and data synchronizations, code tables, serial number tracking and registration, property book transaction, military standard requisitioning and issue procedures, and PBUSE



interface with other applications. The PB functional course trains management supported unit information, maintain parameters, execute split operations capability, Logistics the Army Authorization Document System, asset visibility, asset adjustments, lateral transfers, update of property book authorizations, manage unit hand receipts, request equipment items, and activity register management.

The functional course focuses on the USE and/or a hybrid combination of PB and USE consisting of 40 hours of instruction. The MTT PB curriculum provides applicable training regarding duties and responsibilities required to maintain a successful unit supply room and/or interaction with their supporting S-4. Since July 2007, the tailored USE and/or hybrid MTT combination of PB has been successfully trained at Fort Bragg, North Carolina; Fort Campbell, Kentucky; and Fort Eustis, Virginia. Additionally, training has been provided to organizational elements of the XVIII Airborne Corps, 160th Special Operations Aviation Regiment (SOAR) (Airborne), and 6th Transportation Battalion.

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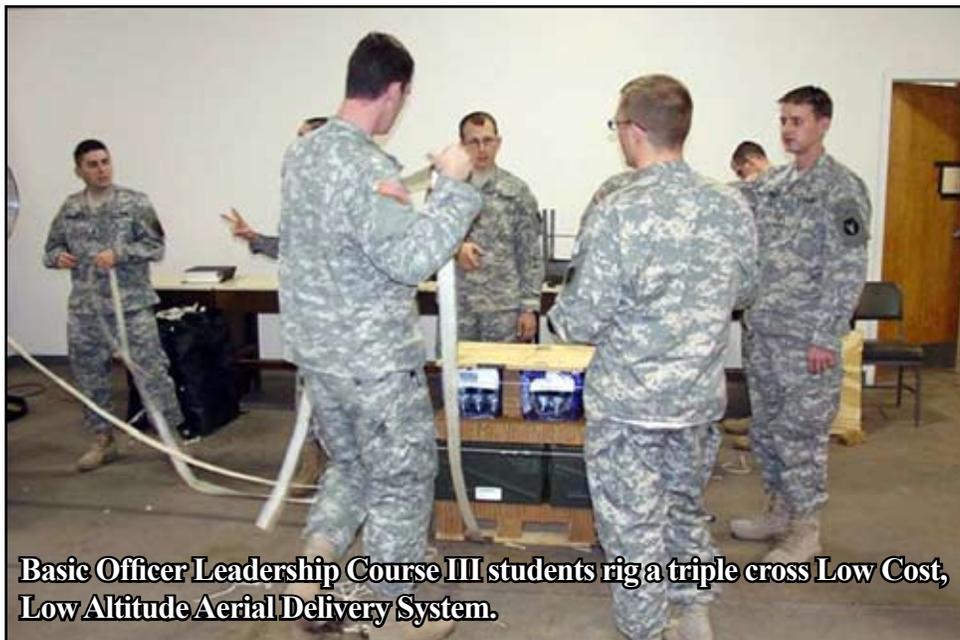
A NEW ERA IN AERIAL RE-SUPPLY

BY WILLIAM MARSHALL

The Aerial Delivery and Field Services Department (ADFSD), US Army Quartermaster Center and School, Fort Lee, Virginia, is the training proponent for the US Army parachute rigger (92R) and shower, laundry and clothing repair (92S) military occupational specialties. ADFSD is also responsible for teaching several functional courses such as the Aerial Delivery and Material Officer Course, Automatic Ripcord Release Assembly, Airdrop Load Inspector Certification, and the Sling Load Inspector Certification (SLIC) Course.

As of 1 October 1997, all Army equipment rigged for sling load must be inspected by a qualified sling load inspector prior to arrival of the supporting aircraft. A qualified Army sling load inspector is an E-4 and above who is a graduate of the SLIC, Pathfinder, or Air Assault Courses. The SLIC is a one-week course conducted by the Sling Load Branch. It is offered as a resident course and is also available as a mobile course to units requesting on-site training. It is programmed into each Basic Officer Leadership Course (BOLC) III during their branch training at Fort Lee. Members of all branches of military service, Department of Defense Civilians, and allied nations may attend the course.

During the SLIC, students learn how to rig and inspect the high mobility multi-wheeled vehicles, A-22 cargo bags, 500-gallon



Basic Officer Leadership Course III students rig a triple cross Low Cost, Low Altitude Aerial Delivery System.

collapsible fuel blivets, and the 5- and 10K-cargo nets. Instruction is also presented on types of helicopters and their limitations, sling load inspection record, cargo hook reach pendants, basic hardware and expendables, safety equipment, hookup team duties and responsibilities, and signalman duties and responsibilities to name a few. A student-led, sling load operation is conducted on the last day of training.

The Low Cost Low Altitude (LCLA) Aerial Delivery System (ADS) was developed based on an urgent need requirement for re-supplying small units in their area of operation. A system was required that was user friendly, economical, and primarily one that did not require deployment by personnel with special qualifications such as airborne, parachute rigger, or jumpmaster.

Based on the current requirement of rapid re-supply missions, the opportunity to use LCLA ADS was present. As the proponent for training, the ADFSD staff readily accepted

the responsibility to train Soldiers in LCLA techniques and started researching where to best place the training task within the department to meet critical mission training needs, keeping in mind the urgency of the unit requirement. The objective required the incorporation of LCLA ADS training into one of its existing functional courses. Given the characteristics of the current SLIC and the proposed amount of training time for LCLA ADS, it was immediately decided that the best and most logical place for this training was the SLIC, a nonspecific military occupational specialty requirement.

The ADFSD Sling Load Branch, along with several other organizations, was involved in the training and deployment of the LCLA ADS. The Sling Load Branch recently completed the first official LCLA ADS training session. The recipients were 45 students attending the BOLC III Course, Class A01-08.

Addition of the LCLA ADS training to the SLIC course requires students to receive familiarization with aerial delivery terms, materials, and procedures. Students receive presentations that cover nomenclature, descriptions, and capabilities of the LCLA ADS,



Students inspect the A-22 Cargo Bag during Sling Load Inspector Certification Course.

including the family of parachute systems authorized for use and descriptions of the three configurations (ways to protect and secure contents of the load) when rigged. Students also receive inspection requirements before airdrop and observe videos of actual use in theater.

After the class presentations, students also receive hands-on instruction for rigging the LCLA ADS with a single cross parachute (rated for loads 80-150 pounds) followed by a hands on practical exercise. Once completed, instruction is given on how to rig the LCLA ADS using the triple cross parachute system (rated for loads 125-425 pounds). The triple cross parachute is the clustering of three single cross parachutes. The final instruction covers placement of loads in the aircraft and procedures for hookup and deployment. All aircraft actions are conducted in a UH-60 and CH-47 mockup at the Sling Load Branch. Units requesting on-site courses must schedule aircraft to support this portion of training on the last day of the course before the student-led sling load operation.

The LCLA ADS meets all the economical requirements costing about \$100 for each parachute and LCLA straps. It is designed to resist impact,



High Mobility, Multi-Wheeled Vehicle (HMMWV) being sling loaded by a CH-47 Chinook Helicopter.



“Put it in the air.”

keeping contents intact from heights of 150 feet to 500 feet above ground level. The system is an expendable, one time use item which is user friendly; easy to rig; transport; and deliver. The skid board, which is the sole plate for the load, is constructed of 3/4- or 1-inch AC Grade plywood. Honeycomb (energy dissipating material) is placed between the equipment and the skid board to absorb impact. The LCLA ADS must be inspected by a qualified parachute rigger, jumpmaster, or an LCLA certified Soldier.

The LCLA loads may be rigged or configured in one of three ways. Configuration one is the load rigged with parachute attached. Configuration two is the load rigged and wrapped in shrink wrap (minus the parachute). Configuration three is the load rigged and covered with an LCLA ADS lightweight polypropylene cover, tarp, or other suitable material. At a pre-determined (and practiced) signal, the loads are ejected from the aircraft by pushing the load center of mass until it is clear of the aircraft floor. The deployment bags are immediately retrieved after all loads for that pass have been ejected. The LCLA ADS is certified to use a series of parachutes. The 32-foot diameter, Single Cross Parachute is pre-packed and is the primary parachute for the LCLA ADS. It is constructed from light-weight

polypropylene material very similar to that of the modern sand bag. It is rated for 80 to 150-pounds of suspended weight. The Single Cross parachute can be clustered up to three parachutes to form a Triple Cross parachute system and is an alternate parachute configuration for the LCLA ADS rated for 125 to 425 pounds. The T-10 cargo, T-10 reserve, and 16-foot diameter forest service parachutes are other pre-packed alternate parachutes for the LCLA ADS. They are rated for 100 to 450 pounds, 80 to 300 pounds, and 30 to 80 pounds respectively.

Commanders can vouch for the importance of having certified sling load inspectors in their command. It is a historical capability that has proven its worth and sustainability in numerous conflicts. The addition of LCLA ADS training enhances the SLIC course and units with the ability to meet small re-supply logistical requirements. It puts the ability to conduct emergency aerial re-supply airdrop in every commander’s mission essential task list. It is unprecedented for all units to have this ability without the support of airborne, jumpmaster, or parachute rigger qualified personnel. Acquiring LCLA ADS certification affords all commanders the ability to “put it in the air.”

The Army is the only branch of service that has approved this system. The LCLA ADS is only certified for airdrop by ramp from the US Army CASA 212, C-23 Sherpa Aircraft, and CH-47 Chinook Helicopter. Future capability certification will allow the system to be delivered from the door of the UH-60 Blackhawk Helicopter.

William Marshall, a former parachute rigger, is currently assigned to the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He is the Senior Training Officer for the 92S Shower Laundry and Clothing Repair Specialist Course and the Sling Load Inspector Certification Course.

QUARTERMASTER UPDATE

LOGISTICS BRANCH IMPACT ON THE QUARTERMASTER CORPS

By LTC RICK HARNEY

On 26 November 2007, the Secretary of the Army signed Department of the Army General Order (DAGO) 2007-06 establishing the Logistics Branch (LG) with a 1 January 2008 effective date. On that date, officers who entered the Army as Ordnance (OD), Quartermaster (QM), or Transportation (TC) officers (captain and above) and provided they met eligibility prerequisites, became LG branch officers. This article is by no means an attempt to reiterate previously released information on the subject, but is intended to highlight specific LG Branch implementation guidelines that impact the Quartermaster Corps officer community.

Background

As previously stated, DAGO Order 2007-06 established LG branch effective 1 January 2008. Its creation evolved from what was formally known as the functional area (FA) 90 or multifunctional logistician program implemented in the early 1990s. LG Branch establishment was generated from US Army Combined Arms Support Command (CASCOM) studies which revealed force sustainment branch officers initially experience multifunctional logistics opportunities at the junior officer (primarily captain) level and increasing significantly at the senior levels. Thus, the initiative to formalize FA90 into the Army's newest branch was born.

LG Branch Implementation Concept

Simply stated, Ordnance, Quartermaster, and Transportation functional branched captains, who graduate from the Combined Logistics Captains Career Course), will automatically convert to the LG Branch. Reserve Component officers who have completed either the above course or the functional branch (OD, QM, TC) Reserve Component Captain Career Course (CCC), will also convert. The same

rules also apply to Army National Guard logistics officers. However, due to Title 32 requirements to federally recognize branch designations, Army National Guard Adjutants may consider captain 90A coded positions as functional area positions.

Although LG officers will hold 90A as their primary area of concentration (AOC), each officer will maintain a functional logistics area of expertise in one of the following specialties:

- Explosive Ordnance Disposal (89E)
- Transportation (88A)
- Maintenance and Munitions (91A)
- Supply and Services (92A)
- Petroleum and Water (92F)

Explosive Ordnance Disposal officers carry 89E as their primary AOC with 91A as their functional logistics area of expertise. Medical Service Corps officers may hold 90A as a tertiary AOC provided they have completed the prerequisite training. Medical Service Corps officers holding 90A as a tertiary AOC may compete for multifunctional command positions.

As a side note, LG Corps establishment applies only to commissioned officers. Warrant officers and enlisted Soldiers will continue to maintain their functional logistics affiliation to include the wearing of applicable functional branch insignia. Officers will wear the LG Branch insignia with distinctive functional branch insignia on service uniforms.

LG Branch Implementation Impacts to Functional Quartermaster Officers

Elimination of the aerial delivery officer (92D) AOC: In the near future, Quartermaster Corps officers will no longer carry the 92D

AOC. Instead, all aerial delivery officers will carry a 92A AOC with a corresponding skill identifier identifying them as such. Additionally, authorization documents will change to indicate a requirement for an aerial delivery expert. Accordingly, aerial delivery will remain an inherent Quartermaster function.

Inclusion of petroleum and water officer (92F) as a functional logistics area of expertise:

Both Quartermaster and CASCOM proponent studies recognize the need to retain petroleum and water as a functional area of expertise. Though requirements have dropped, the need to train petroleum and water officers from captain through colonel remains significant.

Loss of selected 92 AOC coded positions:

As with OD and TC branches, LG Branch establishment resulted in a significant decrease in 92A force structure. Consequently, previously inherent Quartermaster positions such as brigade S4, S4 officer, and assistant S4 are now multifunctional. Fortunately, the structure changes have created opportunities for Quartermaster officers to excel in other non-traditional logistics roles.

Loss of functional command and key billet opportunities:

All Quartermaster functional commands and key billets, with the exception of selected petroleum and water organizations, are now multifunctional. This includes defense distribution centers and the 23rd Quartermaster Brigade. The conversions, as with newly created multifunctional positions, create opportunities for increased professional development and growth as senior logisticians.

Changes in promotion/selection board

guidance: Chapter 35 of DA PAM 600-3 outlines Key Developmental (KD) positions for LG branch officers. The KD assignment for an executive officer, for example, may be within a brigade support battalion as well as a petroleum battalion. Board members should recognize that although 90A coded positions take primacy over similar functional assignments, officers may not control type of KD billet based on needs of the Army. Additionally, battalion and brigade level

command and key billet selection boards should take into consideration time spent in KD positions and experience gained from those positions when choosing officers for the appropriate command/key billet.

Quartermaster esprit-de-corps and historical impacts: Many senior officers have raised concerns that LG Branch implementation will cause Quartermaster officers to steer away from basic branch affiliation, thus negatively impacting the Quartermaster Corps history and legacy. Though no plans currently exist to formally merge Ordnance, Quartermaster, and Transportation Corps legacies, our history will continue to prevail through mentorship, dynamic professional development mediums such as LogNet web site, and execution via multifunctional logistics organizations. Non-Quartermaster Center and School (QMC&S) affiliated organizations such as the Association of Quartermasters and Quartermaster Foundation will also facilitate the preservation of our proud history.

In conclusion, LG Branch establishment formalizes past multifunctional logistics practices, fully supports the modular Army concept, and provides greater professional development opportunities for Quartermaster Corps officers. Despite this monumental change, the QMC&S remains fully committed to resourcing the operational force with well trained Soldiers and the most up-to-date equipment. Mentorship and professional development will play a key role in continued functional area growth and Quartermaster Corps historical development.

LTC Rick Harney is assigned as the Chief, Office of the Quartermaster General, US Army Quartermaster Center and School. He has served in a variety of command and staff positions at the tactical, operational, and strategic level. LTC Harney is a graduate of the Field Artillery Officer Basic and Quartermaster Advanced Courses, US Army Command and General Staff College, and Joint Forces Staff College. A graduate of Hawaii Pacific University, he also holds a master's in business administration from Webster University and a master's of military arts and science from the US Army Command and General Staff College.

Now four stories high, with interior walls being added, the Sustainment Center of Excellence (SCoE) complex construction continues to grow, dwarfing what once seemed the large headquarters of the Quartermaster Center and School, Miffiin Hall.

26 March 2008





TOTAL FORCE



TFIO PARTICIPATES IN THE 80TH TRAINING COMMAND NATIONAL TRAINING SCHEDULING WORKSHOP (NTSW)

TFIO attended the 80th Training Command's NTSW, 13-14 February 2008, in San Diego, California. The workshop brought together all The Army School System (TASS) key personnel to review Reserve Component school requirements and schedule appropriate classes for training year 2009 (TY09). Each of the Quartermaster TASS battalions was required to provide TY09 training status of facilities, instructors, and equipment via the red/amber/green criteria for each class. A total of 7,809 student reservations were scheduled in 310 classes covering all 92 series military occupational specialties. TY09 classes will be taught at 30 training locations throughout the United States, Puerto Rico, Hawaii, and Germany. POC is LTC Randall Grenier, (804) 734-3419 (DSN 687) or randall.grenier@conus.army.mil.

TFIO CHAIRS PARTNERSHIP MEETING WITH MEMBERS OF THE ARMY RESERVE 80TH TRAINING COMMAND

TFIO chaired a partnership meeting with 80th Training Command Quartermaster personnel on 1 February 2008, at the Virginia Beach Hotel and Resort. The partnership meeting was scheduled during the 80th Training Command Warrior Council meeting that took place 28 January-3 February 2008. The purpose of the partnership meeting was to maintain the good working relationship with the Army Reserve Quartermaster community by certifying that operations and logistical support are adequate in supporting training to course standards and developing steps to ensure that there is maximum utility from the mobilized and The Army School System Reserve Component forces which enhances and facilitates a "team" atmosphere between the Active and Reserve Components. POC is LTC Randall Grenier, (804) 734-3419 (DSN 687) or randall.grenier@conus.army.mil.

THE ARMY NATIONAL GUARD (ARNG)/US ARMY RESERVE (USAR) LIAISON PROGRAM

The ARNG and USAR Liaison Program is established to provide the National Guard Bureau (NGB), US Army Reserve Component (RC), US Army Training and Doctrine Command (TRADOC), and Army training centers (ATCs) and schools with assistance in the reception, processing, counseling, and training management of RC Soldiers on initial active duty for training (IADT) and active duty for training (ADT) orders. The liaison noncommissioned officer (LNO) is the central point of coordination and communications at TRADOC activities for NGB, USARC, State/Territory Joint Headquarters (HQs), US Army Enlisted Records and Evaluation Center, and the ARNG/USAR Soldier's parent unit on matters pertaining to ARNG/USAR Soldiers on IADT/ADT orders. This program is designed to provide ATCs, school commanders, and training managers with ARNG/USAR expertise to assist in areas specifically related to ARNG/USAR Soldiers' progress and status during IADT/ADT. They also provide assistance in resolving recruitment problems, counseling Soldiers, military occupational specialty (MOS) training, new start actions, and issues of concern to the individual Soldier. They ensure their needs are met. HQ Department of the Army/NGB authorizes the ARNG/USAR LNO to perform the functions and responsibilities directed by TRADOC Regulation 135-6. The LNOs are part of the Active Guard and Reserve Program. They are assigned on the table of distribution and allowances of ATCs and schools as a non-add position (as they are not counted against the Active Army budgeted end strength). Currently ARNG/USAR LNO positions are authorized as a full-time manning requirements based upon the estimated workload. ARNG LNOs have a primary MOS 79T, recruiting and retention noncommissioned officer. Senior Liaison will establish procedures to provide the information required by the LNO to ensure the efficient flow of RC accessions through Army training and the efficient utilization of training base capacity. POC is SGM Wayne Bowser, (804) 734-6897 (DSN 687) or wayne.bowser@conus.army.mil.



CAREER NEWS



Captain Incentive Program Update

To date, 707 out of 936 eligible Quartermaster captains (76 percent) have taken one of the incentives indicated on the following chart:

Incentive	Number Selected	Percentage
Monetary	657	92.9
Graduate School	9	1.2
Ranger School	1	.14
Branch of Choice	25	2.1
Post of Choice	15	3.5
Total	707	

The statistics represent a very positive trend considering that more than 90 percent of Force Sustainment captains have deployed in support of the Global War on Terrorism – many, two or more times. POC is CPT Brett Hollifield, Officer Proponent, Office of the Quartermaster General, (804) 734-3441 (DSN 687) or brett.b.hollifield@us.army.mil.

Captain Promotion Selection Board

In February 2008, Human Resources Command released the results for the FY07 Captains Promotion Board. The following promotion statistics summarize Force Sustainment Captains Promotion Board results:

Branch	Considered	Selected	Percentage
Quartermaster	272	267	98.8
Ordnance	236	229	97.0
Transportation	237	230	97.0

POC is CPT Brett Hollifield, Officer Proponent, Office of the Quartermaster General, (804) 734-3441 (DSN 687) or brett.b.hollifield@us.army.mil.

Warrant Officer Proponent

Our Quartermaster Warrant Officer Corps is more vital today to commander success than ever before, specifically in the property accountability arena. Further, as part of the Army’s transformation, Airdrop Systems Technician positions are now in the sustainment brigade formations. See the upcoming *Quartermaster Professional Bulletin* for an article titled, “Army Transformation Creates Additional Airdrop Systems Technician (921A) Requirements.” Additionally, the Army has promoted the first CW2s in military occupational specialty (MOS) 923A. With this milestone, we have prepared for the future of MOS 923A by building the CW3 positions now for future requirements and authorization documents in FY12/13. Included below are the most recent warrant officer candidates selected by

the November 2007 accession board. Quartermaster warrants are becoming more important to mission success every day. Seek out those highly qualified, experienced, and motivated noncommissioned officers to become the future Quartermaster warrant officers.

Quartermaster Warrant Officer MOS	920A	920B	921A	922A	923A
November 2007 Accessions	25	18	4	12	3

POC is CW4 Roderick Bohall, (804) 734-3701 (DSN 687) or roderick.a.bohall@us.army.mil

ENLISTED PROPONENCY

The Enlisted Proponent section is currently working on a number of Military Occupational Classification Structure (MOCS) proposals within in career management field 92. Below is the breakdown for each MOCS and a little background information.

92A - Automated Logistics Specialist

Establish an additional skill identifier (ASI) for 92A Soldiers working in aviation units using the Unit Level Logistics System-Aviation (Enhanced) (ULLS-A (E)). We expect more than 950 authorizations to be coded with the ASI to ensure the Army has trained and qualified Soldiers able to sustain the ULLS-A (E) functions. Change the course name and ASI “G2” specifications for the Standard Army Retail Supply System (SARSS)-2AD/2AC/2B (SARSS-2AD/2AC/2B). New course name and ASI will read “SARSS-2AC/2B Materiel Manager Course” removing the “2AD” functionality of SARSS because of the Army’s transformation from divisional formations where previous functions employed at the materiel management center are no longer a part of the Army brigade centric force structure. Delete ASI “B5” Standard Army Maintenance System (SAMS) from all 92A coded positions. SAMS has been replaced by Standard Army Maintenance System-Enhanced (SAMS-E), incorporating the functionalities of Unit Level Logistics System-Ground, SAMS1, and SAMS2. SAMS-E will be taught as a core competency to 92A Soldiers attending advanced individual training eliminating the need for ASI “B5.” POC is MSG Efrain Rangel (804) 734-4189 (DSN 687) or efrain.rangel@us.army.mil.

92G - Food Service Specialist

Change 92G duty positions for 92G10 from “cook” to food operations specialist; 92G20 from “first cook” to food operations noncommissioned officer; and 92G30 from “senior first cook” to food operations manager. Current 92G duty titles do not adequately represent the full scope of duties and responsibilities performed by Army food service specialists and do not encompass the vast knowledge 92Gs must possess in food preparation, distribution, sanitation, and accounting. POC is SFC Darcy Teal, (804) 734-4330 (DSN 687) or darcy.teal@us.army.mil.

92Y – Unit Supply Specialist

Delete ASI “G3” Standard Property Book System-Redesigned (SPBS-R) from all 92Y coded positions because SPBS-R has been replaced by Property Book Unit Supply-Enhanced (PBUSE). PBUSE incorporates all of the functions of ULLS-S4 and SPBR-R. PBUSE will be taught as a core competency to 92Y Soldiers attending advanced individual training eliminating the need for ASI “G3.” POC is SFC Chelsea Spier, (804) 734-4183 (DSN 687) or chelsea.spier@us.army.mil.



COMPOSITE RISK MANAGEMENT AND THE INDIVIDUAL

By MICHAEL L. DAVIS

SAFETY SPECIALIST ASSIGNED TO THE US ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Composite risk management can be a very effective tool in the preparation of a unit for a mission environment if it is used and all hazards are incorporated into the document for training. Any Soldier, on or off the job, can also use it to identify and avoid hazards they or their Family or friends may face. Many accident reports include evidence that hazards are not identified or that those hazards are not being controlled nor are individuals being trained on the avoidance of hazards.

Composite risk management is not an additional task. It is a command responsibility and an individual responsibility. It is a process that must be incorporated into everything we do (on and off duty). Doing appropriate risk management training provides for successful task accomplishment and allows users to make informed decisions about hazards they may face. Additionally, the individual must identify and develop options for training themselves. This reinforcement of hazard avoidance is important to the reduction of accidents and injuries.

Individuals at all organizational levels must be committed to the integration of

the composite risk management process into daily activities such as the execution of a plan that requires personnel to make independent decisions when faced with unforeseen problems or hazards. Reinforcement of appropriate actions should follow, based on thorough training, and the correction of problems or hazards identified at work or when one is off the job.

Finally, everyone must assess their own efforts and evaluate the effectiveness of those efforts.

Individual failure to follow standards or rules, failure to train, not stopping other individuals from doing the task wrong, failure to identify hazards and provide reinforcement on hazard avoidance, and a failure of individuals to follow standards are the leading causes of accidents.

Remember that unrecorded hazards can affect not only Soldiers, but also Family, equipment, and the mission.

The integration of composite risk management into the planning and execution of every mission is a leadership responsibility. When off the job it is the individual's responsibility. The process is not a science and will not provide leaders or individuals with a precise course of action. It is an important tool that when fully used can save individuals from hazards, but only if

those hazards are identified and individuals are trained to avoid them.

Remember that an unsafe attitude is one of the biggest reasons that accidents and injuries happen. Too often individuals are in a hurry and are unaware of their surroundings. Individuals need to avoid falling into this common tendency of behavior. Someone in a hurry tends to be more careless about what he or she is doing. Try to always pay close attention to what you are doing and stay alert for the unexpected.

Individuals need to make a safety attitude part of their environment. Your environment reflects your attitude. If you care about your surroundings, you can reduce the possibility of an injury. Look around you. Is your environment safe? Put some thought into what you can do to make a safer environment. If you have a poor attitude, then you are putting yourself and others at risk for a possible accident or injury. Make a safety attitude a habit you and your Family can live with. The more you think about your environment, the more it will become a habit to keep it safe. Developing a routine can be as simple as being aware of your surroundings. Pay attention to where you are going, what you are doing, and keep yourself injury free.

Any event on or off the job can be demanding and many times can be complex. They could also be inherently dangerous to the untrained. Every individual must remember that the composite risk management process can be used in controlling hazards that they might face.

Some benefits of the composite risk management process are:

- Helps to identify realistic controls that are clear, practical, and specific.
- Helps to identify those areas where supervision may be required.

- Helps identify those areas where additional training or controls may be required.
- Identifies feasible and effective control measures where published standards or rules do not exist.
- Identifies the major hazards that personnel and equipment will face during an event.
- Enhances situational awareness during any event.
- Maintains standards, rules, and discipline.
- Helps to identify weak points in the individual or group capabilities and how to improve the unit abilities.
- Assesses ever-changing hazards that may affect the individual or group.
- Helps everyone in making decisions that balance risk with benefits.
- Failure to effectively manage risk makes events costly in loss of personnel, equipment, and damage to the environment.
- Conserve lives and property.
- Does the process on the event allow the individual sufficient time to plan, prepare, train, and execute the event?

Remember that risk decisions are leaders' business on the job, but the individual must be ready to make them when off the job. Without using the composite risk management process, the individual who has to make the decisions off the job does not have all the necessary information needed to make the correct decisions to protect the Family or complete the job wherever it is done.

WORDS FROM THE QUARTERMASTER CENTER AND SCHOOL CHAPLAIN

OPERATIONAL STRESS AND THE HUMAN DIMENSION: CHAPLAINS PLAY PIVOTAL SUSTAINMENT ROLE FOR COMMANDERS/SOLDIERS HUMAN SPIRITUALITY NEEDS

BY CHAPLAIN (MAJ) DAVID V. GREEN

The Army Chaplain addresses *human spirituality* as part of what General Wallace has recognized as The Human Dimension in, *The Human Dimension Concept*, Ver. 0.7, 21 December 2007. In times of great operational stress, people overwhelmingly turn to their innately spiritual and religious nature to make meaning of their lives. Army doctrine calls for Army leaders to become “spiritual developers” as well as “training developers” (The Human Dimension, Line 2456) linking Army leaders to a greater responsibility in developing the human spirit in their Soldiers. What a great responsibility. Human spirituality is difficult to define. An excerpt from *The Human Dimension Concept*, Ver. 0.7 helps describe it as *the faith of today’s Soldier*.

The faith of today’s Soldiers must be informed through curiosity—an innate interest in what we do not understand that cannot be readily replicated in machines, commitment and an intrinsic motivation to seek a better understanding of themselves and their world. Such faith provides the courage to act according to one’s principles and the profession’s ethic in the face of a host of pressures to do otherwise; to seek new experiences in order to grow professionally; to endure fear, pain, and hardship; to be part of a

noble profession where the source of motivation is service to others instead of the pursuit of wealth and personal recognition; and to strive to make a difference in other’s lives when many do not seem to value or appreciate the effort. ***For most Soldiers that faith is strengthened through a divine and a community connection where they seek to build and maintain a safe and nurturing environment to experience life’s challenges and discover their life’s purpose.*** (Bold and italics added.)

This is where the Army chaplain plays a pivotal sustainment role for commanders and Soldiers. Belief in a Divine Creator, who has purpose, direction, and meaning for our lives – in peace or conflict – for many is essential to survival in our current operational environment.

Military Life: The Psychology of Serving in Peace and Combat, VOL 2: Operational Stress, Chapter 8, *Human Spirituality, Resilience, and the Role of Military Chaplains* (Waynick, Frederick, Scheider, Thomas, and Bloomstrom), human spiritual resiliency, assisted by chaplains, is performed in two basic ways: first, there is the sacramental role which connects the physical world and spiritual world through the representation of God (p. 174). Each Soldier is assisted in

connection to their God. A chaplain will perform ministry for those of like faith and make available opportunities for ministry for those of different faith while giving honor to the individual Soldier. Second, the chaplain helps Soldiers navigate their personal lives through counseling and pastoral care. Chaplains are present to assist Soldiers and Families with the unique challenges inherent to the military lifestyle (p. 174). “Despite the presence of well trained counselors in trauma, drug and alcohol abuse, social work, and behavioral health, Soldiers today are still more likely to seek a chaplain first when confronting stressful ordeals than any other helping professional (U.S. Army, 2003). As one battalion commander from the Gulf War stated about his chaplain, ‘He is a spiritual leader, a Soldier’s friend, an informal counselor, the insight to commander’s pressures (Tyson, 1991),’” (p. 174).

In today’s operational environment, commanders and Soldiers receive help from

chaplains that promotes human resilience through a divine and community connection. This is the Army chaplains’ vital and unique role in supporting human spirituality.

Recommended Professional Reading:

First, *The Human Dimension Concept*, Ver. 0.7, 21 December 200707. and second, *Human Spirituality, Resilience, and the Role of Military Chaplains* found in Military Life: The Psychology of Serving in Peace and Combat, VOL 2: Operational Stress (Thomas C. Waynick, Peter J. Frederick, David M. Scheider, Ronald H. Thomas, and Glen L. Bloomstrom, 2006).

Chaplain (MAJ) David V. Green is the 23rd Quartermaster Brigade Chaplain, US Army Quartermaster Center and School, Fort Lee, Virginia.

***THE TASK AHEAD
OF YOU IS NEVER AS
GREAT AS THE
POWER BEHIND YOU.***

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122d Maintenance Battalion mechanics recover a battle damaged 3rd Armored Division Sherman after the Battle of the Bulge, Belgium, January 1945.



ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU



122d Aviation Support Battalion

Activated on 1 January 1942 in the Regular Army as the 122nd Maintenance Battalion, 3rd Armored Division at Camp Polk, Louisiana.

Inactivated on 10 November 1945 in Germany.

Redesignated on 7 July 1947 as the 122nd Armored Ordnance Maintenance Battalion and activated on 30 July 1948.

Reorganized and redesignated on 1 July 1963 as the 122nd Maintenance Battalion in Frankfurt, Germany.

Reorganized and redesignated as the 4th Support battalion (Main), 3rd Armored Division on 15 December 1984.

Redesignated on 1 May 1987 as the 122nd Support Battalion (Main) 3rd Armored Division.

Inactivated on January 17, 1992 in Frankfurt, Germany.

Activated and redesignated on 16 June 2006 at Fort Bragg, North Carolina as the 122nd Aviation Support Battalion assigned to the 82nd Combat Aviation Brigade, 82nd Airborne Division.

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