

Quartermaster

PROFESSIONAL BULLETIN
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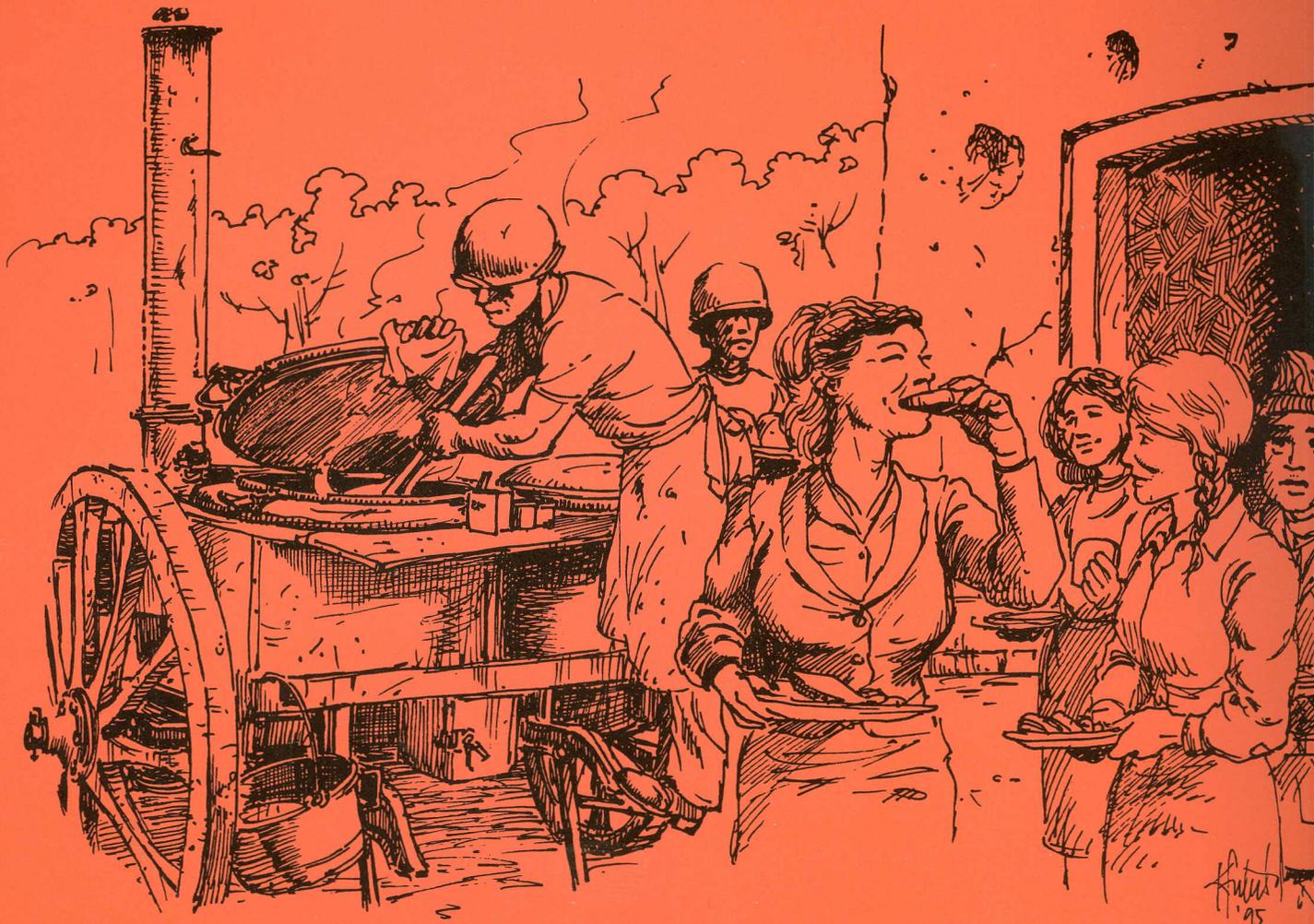
SUPPORTING VICTORY



**Quartermasters and Operations
Other Than War**

- Also in this issue:*
- Supporting the War Against Drugs
 - Quartermaster Career News
 - Recruiting Warrant Officers

Hakuto 1995



Quartermaster cooks feed displaced civilians from a captured German Army field kitchen, 1945.

***Spring 1995 Theme:
Quartermasters and Operations
Other Than War***

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General
Major General Robert K. Guest

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Supporting Victory

- 2 **From The Quartermaster General**
Major General Robert K. Guest
- 3 **Answers to the Top Questions**
Command Sergeant Major Ricky A. Vernon
- 4 **Professional Dialogue**
LTC Patrick J. Briceland
- 5 **The Quartermaster and Humanitarian Support Missions**
Major General Thomas B. Arwood, U.S. Army (Retired)
- 8 **The Logistician in Operations Other Than War**
CPT Eric D. Cusick
- 11 **Supporting the War Against Drugs: *The Logistician's Role in Our Communities***
MAJ Peter Martucci
- 13 **Peace Operations in Army Manual**
- 14 **Humanitarian Airlift Operations in the Former Yugoslavia and Beyond**
CPT Jordan S. Chroman
- 15 **Petroleum Support for Operations Other Than War in Haiti**
CPT Michael T. Dandridge
- 18 **'Fuel Masters' in the Haiti Theater of Operations**
CPT Joseph W. Graham
- 20 **Joint Mortuary Affairs Support in Haiti**
CPT Robert A. Jensen
- 21 **Theater Mortuary Affairs Support in Haiti**
CPT Demetrius L. Jackson
- 23 **Military Police Company: A Presence for Peace**
LT Rhett H. Weddell
- 28 **Looking for Answers**
CPT Kenneth R. Grier
- 30 **Quartermaster Corps Providing Answers**
MAJ Alonzo C. Cutler III
- 32 **In War or Peace I Bring Them Home...**
MAJ Alonzo C. Cutler III
- 36 **Property Accountability Is Commander's Business**
CPT Charles T. Byrd
- 37 **Quartermasters Become Infantrymen**
CPT Mark A. Olinger
- 38 **Index 1994**

COVER AND ILLUSTRATIONS: LTC Keith K. Fukumitsu, Quartermaster, created all the cover art for this edition. LTC Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, U.S. Army Quartermaster Center and School, Fort Lee, VA.

- | | |
|---|-------------------------|
| 40 Safety | 50 Career News |
| 42 Professional Readings | 61 Quartermaster Update |
| 43 Civilian Supply and Services Personnel | 68 Directory |
| 44 Total Force | |

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From The Quartermaster General



Major General Robert K. Guest

Quartermasters and Operations Other Than War

Despite the dramatic drawdown of both resources and forces in the past five years, the U.S. involvement in military operations has increased. Today's Army performs a variety of missions at home and abroad, simultaneously. This edition of the *Quartermaster Professional Bulletin* features operations other than war. Quartermaster soldiers do much in addition to providing combat service support (CSS) on the battlefield. Disaster relief efforts, drug interdiction, and humanitarian assistance are a few examples.

As Quartermaster soldiers approach the 21st Century, the force structure will eventually stabilize. To build the Army of tomorrow, a campaign is underway to evaluate new experiments that use space age technology: Force XXI. As weapons and machinery improve through Force XXI, supporting the individual soldier remains a constant requirement. Quartermasters are working on state-of-the-art improvements in field services, automation and training.

Field services play a prominent role in the quality of life for soldiers deployed for battle or for operations other than war. Quartermasters are improving laundry and shower facilities on the battlefield. Focusing on "wash and return" laundry service, a new laundry and dry cleaning system will provide 24-hour versus 1-week turnaround time for laundering. Also, mobile self-service laundry facilities will give field soldiers an opportunity to wash personal clothing as the containerized system makes stops in the forward support areas.

Other equipment improvements will reach the goal of providing two showers per week for deployed soldiers. Special showers with heated water will support small units operating in isolated areas with a minimum of fuel and power sources.

The fast-moving battles envisioned throughout Force XXI will require well-fed soldiers. More cooks and mobile equipment will support fighting forces and give the flexibility to heat and serve rations and to prepare morale-boosting items such as eggs cooked to order. Popular commercial items will add to soldier acceptance of rations in the field.

The varied environmental conditions of many recent deployments around the world highlight the Army's need for improved field sanitation methods and equipment. The Quartermaster Corps is exploring ways to cleanly and safely dispose of human waste, kitchen waste, garbage and wastewater from various sources.

In another quality of life issue, changing needs and operational requirements have led to an emerging concept to implement Tactical Field Exchanges doctrinally on the

battlefield. With support from the Army and Air Force Exchange Service, mobile exchanges will be available forward on the battlefield, in addition to static operations in rear areas.

Automation is rapidly changing the way the Army operates on the battlefield. Quartermasters long have recognized the need for a single, automated CSS system. The Integrated Combat Service Support System (ICS3) will speed up and simplify the exchange of information among various functions such as supply, maintenance and transportation on the battlefield. The ICS3 also will provide total asset visibility and reduce materiel in storage.

For these and other Force XXI initiatives, Quartermasters are developing innovative training techniques for the field such as on-line telecommunications for up-to-date, real-time information, assistance or instruction. At the U.S. Army Quartermaster Center and School, a total of 23,783 soldiers will come for training in FY96, a 12 percent increase over FY95. Where applicable in the classroom, training approaches such as virtual reality or other simulation technology will be used.

With Force XXI, the Army will change to a knowledge-based Army organized around information technology. Quartermaster areas such as fuel distribution and refueling operations, repair parts resupply, mortuary affairs, water and airdrop operations will all move forward by exploiting emerging technologies, digitization and satellite communications in the 21st Century. Quartermasters also envision great changes in soldier support, such as quality of life improvements, automation and training, without significantly adding to tactical logistics requirements. We must create a force that is indeed revolutionary but must pass the most critical test of all: TIME.

Major General Robert K. Guest, 43d U.S. Army Quartermaster General, has held a wide variety of command and key staff positions. His previous assignments include Deputy Chief of Staff, Logistics, U.S. Army Europe and Seventh Army; Commander, 3d Corps Support Command, Wiesbaden, Germany; Director of Logistics Management, U.S. Army War College, Carlisle Barracks; Commander, Division Support Command, 101st Airborne Division (Air Assault); Chief, Supply and Maintenance Policy Division, Office of the Deputy Chief of Staff for Logistics; Commander, 1st Supply and Transportation Battalion, 1st Infantry Division.

Answers to the Top Questions



Command Sergeant Major Ricky A. Vernon

The topic of operations other than war (OOTW) will hold special significance to many Quartermaster soldiers. Many of you have participated in or provided support for operations other than war. It's a new idea for an old Army. This edition of the *Quartermaster Professional Bulletin* should provide insight on OOTW.

Let's switch gears and talk about subjects that the Regimental Command Sergeant Major can have an impact upon. Two of the top inquiries to my office are "How can I get to be an instructor at Fort Lee?" and "What is the best job I can get to further my career?"

AR 614-200 (Selection of Enlisted Soldiers for Training and Assignment) contains the procedures to become an instructor. Instructors at a service school are on special assignment, like drill sergeants, and incur a two-year stabilization upon assignment. The Quartermaster Branch, at the U.S. Army Total Personnel Center, screens the records for soldiers requesting assignment as instructors. If you are qualified, eligible for permanent change of station, and there is a need for your military occupational specialty and grade at Fort Lee, then assignment instructions may be issued. I have asked the branch to be selective in the process to ensure that the best quality soldiers serve as instructors. There is one discriminator. If you have previously served as an instructor at the U.S. Army Quartermaster Center and School, Fort Lee, you will not be considered.

The premier job in the "table of distribution and allowances land" that will best further your career is that of small group leader (SGL) at the Noncommissioned Officer (NCO) Academy. These are NCOs who teach NCOs in an NCO structure and environment. There are fewer than 80 NCOs given this opportunity. The structure is the Noncommissioned Officer Education System. The environment consists of all NCOs in the chain of command, up to The Quartermaster General. The commandant is a command

sergeant major. Read the results of the last promotion board, and you will see that SGLs at the academy were given extra consideration for the job that they do.

My last subject is the subject itself. If there is a Quartermaster topic you wish for me to address in this forum, let me know.

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I never tire of telling our Quartermaster soldiers that I am proud of the job you do and the professionalism in which you do it. There is no better job than to be able to represent you!

Command Sergeant Major Ricky A. Vernon is the Command Sergeant Major of the Quartermaster Regiment and of the U.S. Army Quartermaster Center and School, Fort Lee, Virginia.

CORRECTION: Hardwall Tankers

In the Spring 1994 edition of the *Quartermaster Professional Bulletin*, a statement about hardwall tankers in an article titled *Water Support Concept* needs clarification. The article stated that hardwall water tankers will be able to deliver water to logistics release points which may be forward of the brigade support area. This statement refers to the conceptual hardwall tankers with rough terrain capabilities that the Army hopes to procure in the future, not to current 5,000-gallon hardwall tankers which do not have rough terrain capabilities. — Logistics Concepts Directorate, U.S. Army Combined Arms Support Command.

Professional Dialogue

Quartermaster Soldiers Into the 21st Century

LTC Patrick J. Briceland

The arrival of a new century has always given soldiers pause to think about the future. In many ways, the 21st Century is already upon the Quartermaster Corps. In the past five years, Quartermasters have undertaken an enormous transformation to meet the challenges of the next century. We face dynamic personnel challenges and opportunities as we transform from a Quartermaster Corps of the Industrial Age to a Quartermaster Corps of the Information Age. We know the capabilities the Army needs in the 21st Century and have developed a plan to convert the vision into reality. The Army is becoming a power-projection force based mostly in the continental United States and organized, equipped and staffed to maximize the power of the Information Age.

The Army is restructuring into a 21st Century fighting force. Fighting forces are being redesigned. Quartermaster supply and services are being tailored for the new Army, and the sustaining base is being re-engineered. Doctrine has been refined, experiments with new technologies are commonplace, and our tradition of selfless service has been reaffirmed.

Operations Other Than War

Since *Operation Desert Storm*, the Army has broadened the focus of training centers. Not only do soldiers train for "traditional" missions, but also for operations other than war to which the Quartermaster Corps is more likely to be committed. As operations in Somalia demonstrated, operations other than war can be anything but peaceful. The Army National Guard and the U.S. Army Reserve will also play an increasingly important role in operations other than war. The Reserve Components provide Quartermaster capabilities not needed on active duty during peacetime, at significant savings. When a contingency mission begins, active units will form the bulk of a force, while high-priority Army National Guard and U.S. Army Reserve units provide logistical support and services not found in the active units.

As the operation continues, a larger proportion of forces will come from the Reserve Components. Reserve Components will support deploying forces, back-fill active units and beef up the mobilization base, reinforce sustained operations and, if needed, expand the Army to meet a global threat. As an example of what may become routine in the future, the Army plans to deploy a composite battalion of soldiers from the Active Army and Reserve Components to the Sinai Peninsula for duty with the Multinational Force and Observers, which consists of about 2,000 soldiers of

11 nations that have helped maintain the peace between Israel and Egypt since 1982.

We have taken the initial steps to bring the power of the Information Age to logistics and sustainment. The Army even has changed the way it changes, by evaluating new concepts and ideas through such processes as Louisiana Maneuvers and Battle Labs. Most important, the commitment to quality personnel as the keystone of excellence in the Quartermaster Corps has been maintained. The Army fully recognizes that well-trained soldiers and civilians will be the most important element in our new force structure for the 21st century.

Most Educated and Disciplined

Today's Quartermasters are the most educated and disciplined in our history. They are easier to train and they perform better, particularly in team situations and in the use of increasingly sophisticated equipment and logistics automation systems. Peacekeeping operations, humanitarian missions, and other operations short of war require Quartermasters who are able to think on both a tactical and an operational level. Quartermasters must be highly skilled, support-oriented and well-trained to adapt to complex, dangerous and ever-changing situations throughout the world, often while supporting in small groups, working in remote locations, and dealing with ambiguous situations. Quality civilian Quartermasters are just as important as soldiers. Many functions critical to Quartermaster success on the battlefield are performed by Army civilians, without whose contributions we cannot achieve success into the 21st Century.

It is no easy task to prepare for the future while remaining trained and ready in the present. Since the recent end of the Cold War, Quartermasters have served in conflicts in Panama and Southwest Asia, saved lives in Somalia, assisted in restoring democracy in Haiti, conducted extensive support operations worldwide, and extensive disaster relief operations at home. Quartermasters have done this while undertaking a massive drawdown to a force size more appropriate to the demands of a new century. The drawdown has been complicated by fiscal constraints. Throughout this tumultuous period, the Quartermaster Corps has maintained trained and ready soldiers and focused on the morale and well-being of its soldiers and their families. Our challenge is to continue these positive trends.

LTC Patrick J. Briceland is Chief of the Quartermaster/Chemical Enlisted Career Management Branch, U.S. Army Total Personnel Command, Alexandria, Virginia.

The Quartermaster and Humanitarian Support Missions

Major General Thomas B. Arwood, U.S. Army (Retired)

The U.S. Army is assuming a greater role in humanitarian missions, both within the United States and in support of the United Nations. This role has expanded since *Operation Desert Storm* in the Middle East and may well be a sign of the times. It is most certainly the direction of the current administration.

Our country has experienced many disasters such as floods, fires, hurricanes and tornadoes in the past few years. Not only have the Army National Guard and U.S. Army Reserve been called upon, but also the Active Army in ever-increasing numbers.

The Quartermaster Corps is uniquely qualified to meet such a challenge, quite simply because of the Corps' broad-based technical capabilities. Quartermaster support includes expertise in food service; water production and distribution; receipt and distribution of supplies in a short period of time; storing and dispensing fuels for aircraft and ground vehicles; and graves registration.

The Quartermaster Corps also has the expertise to assemble many different units or elements and then take command of a mission with an unknown or ill-defined nature. These requirements are all skills that a Quartermaster develops early and expands throughout an Army career. The Quartermasters get units or elements ready for deployment, deploy with them, provide support during the activity, and then return home last. The Quartermasters then prepare the supported unit for the next training event or deployment mission.

Although the Army met many humanitarian support requirements before 24 Aug 92, Hurricane Andrew could be identified as the



Four Connected 'Clam Shells' Formed a Main Storage Tent at the Homestead Site

baseline for current humanitarian support of major proportions. When Hurricane Andrew struck southern Florida with winds of 140 miles per hour, a large area of Dade County, Florida City, Homestead, Leisure City, and Cutler Ridge was devastated in a matter of hours. More than 120,000 homes were damaged or destroyed, leaving nearly a quarter of a million people homeless and critically in need of assistance. Not only had the residents lost their homes and all they owned, in many cases their place of employment also was destroyed.

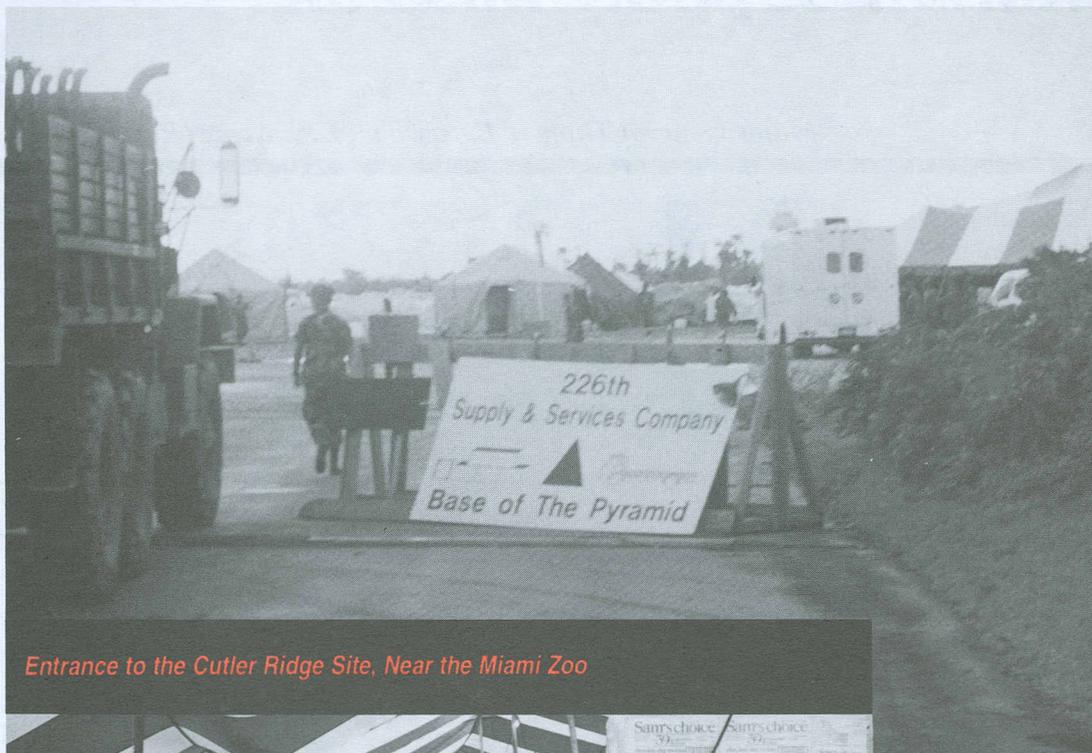
Major Disaster

This geographic area was truly a major disaster which called for quick support stretching far beyond the local or state capabilities. After an initial evaluation, the State of Florida asked for federal assistance. The state's formal request started the response from many agencies, including the U.S. Army's active forces. The initial action established a Joint Command Structure under

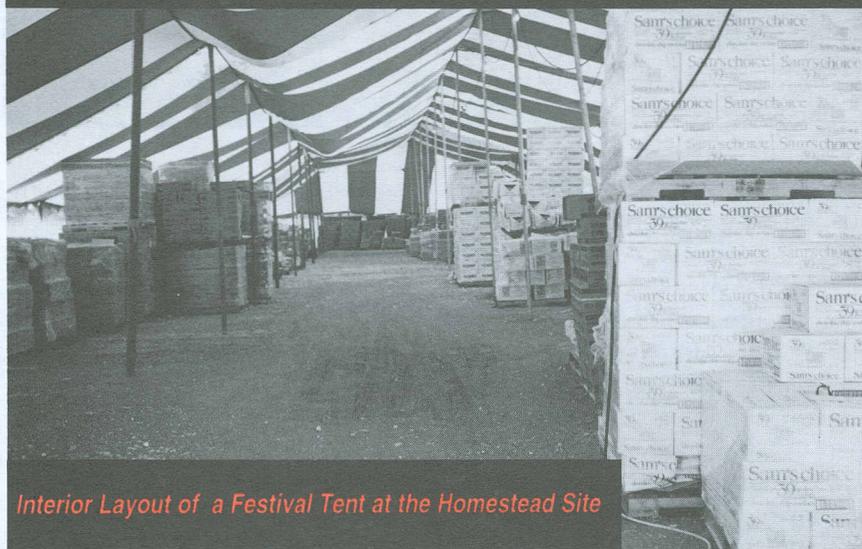
the Second Army at Fort Gillem, GA.

The XVIII Airborne Corps was deployed with major elements of the 82d Airborne Division, the 10th Mountain Division, and the 1st Corps Support Command (COSCOM), commanded by Brigadier General James M. Wright, Quartermaster Corps. Key elements of the U.S. Army Forces Command (FORSCOM) staff deployed to establish the planning and coordinating staff for Joint Task Force Andrew. The senior logistician was Major General Thomas W. Robison, FORSCOM J4, Quartermaster Corps. To establish the "echelons above corps" and wholesale depot interface, the U.S. Army Materiel Command deployed its newly created Logistics Support Group (Provisional).

The Logistics Support Group was "mission tasked" to operate the central depot for federal supplies and to distribute supplies to needy citizens and the Department of Defense forces in the area. Also,



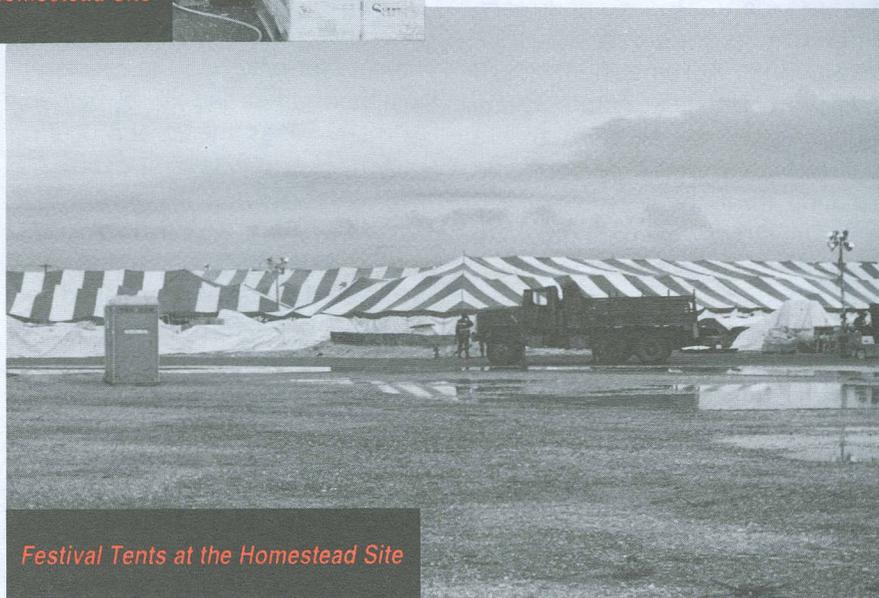
Entrance to the Cutler Ridge Site, Near the Miami Zoo



Interior Layout of a Festival Tent at the Homestead Site

The Logistics Support Group assumed its mission by assembling table of organization and equipment (TOE) units and both Army and Defense Logistics Agency civilian employees to quickly reach a strength of more than 1,100 personnel. For federal supplies, personnel established a forward central depot in Hangar Building 22 at Miami International Airport. The forward central depot received, stocked, verified and issued all sup-

the Logistics Support Group took charge of the receipt, segregation, and orderly distribution of the vast quantity of donated items which the citizens of this great nation sent to help the people of southern Florida. This was a gigantic task. In just a few weeks, the Logistics Support Group, with its quick depot-forward system, moved enough federal supplies and civilian donations to fill Miami's Orange Bowl several times. At the time, as Deputy Chief of Staff for Logistics for the U.S. Army Materiel Command, my role was as Commander of the Logistics Support Group.



Festival Tents at the Homestead Site

plies. Its primary customer was the 1st COSCOM, XVIII Corps. The J4 for Joint Task Force Andrew requested allocation and directed the issue of supplies and equipment.

The Logistics Support Group also established a separate and distinct depot supply system to take care of all humanitarian items. This system's main depot for receiving, sorting and storing supplies was located 100 miles north of the affected area at the West Palm Beach Fairgrounds. This central location forwarded these donated supplies to the forward depots established at Florida City, Homestead City, Keys Gate Industrial Park, and Cutler Ridge near the Miami Zoo. The forward depots were the key to providing the bulk/wholesale locations for the 1st COSCOM and divisions so that soldiers could give direct assistance to the local residents.

Where were the Quartermasters in this tremendous effort? They were there! Did they provide added value to mission success? The answer is an unqualified **Yes!**

At the key operating level, the forward depot system was established so quickly and then functioned so superbly to support multiple customers with humanitarian aid. The outstanding Quartermaster response came from the 227th General Supply Company, Fort Campbell, KY, and the 226th Supply and Service Company, Fort Stewart, GA, both commanded by Quartermaster captains.

Within 12 hours after arrival, the 227th General Supply Company had the depot site at Florida City operational. The 227th turned that site over to the 10th Mountain Division to operate as a retail issue site and moved on to establish the depot sites at the Keys Gate Industrial Park and Cutler Ridge, which the 227th operated as a split function. Within 36 hours, the 226th Supply and Services Company established the largest forward depot at Homestead. This depot included the forward Class IV construction materials issued to the Corps of Engineers or their contractors for the

ongoing construction.

Both commanders faced short-alert, quick-movement, general mission orders and a completely "bare base" location. Because of no standing structures, each site had to be designed and built from the ground up by using tents and "clam shell" tents. Soldiers worked with a multitude of customers and local officials of the city, county and state. As the operation matured, the company commanders found themselves and their command working with the Salvation Army and the American Red Cross to effectively turn over the operating site as the Army withdrew.

Outstanding Supply

The background of these two outstanding Quartermaster units brought the professionalism required for this mission. The two companies were experienced with supporting multifaceted requirements to known and unknown customers. Their outstanding supply capability delivered neat, well-organized operating sites normally found at a fixed facility. The capability of the Quartermasters was truly demonstrated as a professional element to achieve a successful mission.

What was the Quartermaster role above the immediate operating level? With the key staff logisticians (COSCOM Commander, Joint Task Force J4, and the U.S. Army Materiel Command's Logistics Support Group Commander) all Quartermasters, they individually and collectively brought experience and broad-based Quartermaster expertise to the tasks at hand. From the first day that all three commanders were in the area, they met daily or nightly to assure the total mission was properly addressed. Where tasks needed attention, these three Quartermasters identified which of the operating commands was "best suited" to accomplish the mission and it was done. This professional logistical interaction was absolutely necessary for this huge humanitarian mission in Florida, and cooperation was above unit or staff parochi-

alism. So, from the top, from planning and coordination to operating commands to the execution by the individual company, the Quartermaster played a key role.

The information in this article shows the baseline of the great value that the trained Quartermaster brings to a humanitarian mission's requirements. From the sergeant with the water, food, supply or fuel team to the senior commander or planner, Quartermasters are trained and experienced in the critical functions that such a mission requires. For any mission, the Quartermaster logistician is accustomed to supporting multiple customers with a broad base of classes of supply and services.

Quartermasters train from the start to be able to operate as independent, separate, one-of-a-kind units that always support larger units often dispersed over large distances. This type of experience also prepares Quartermasters, as proven in the Florida mission, to work with diverse customers at great distances, such as city, county and federal agencies, as well as the Salvation Army and American Red Cross.

Our nation's focus certainly dictates Army involvement in humanitarian missions that may become increasingly larger and more complex. As proven in the U.S. in Florida and overseas in Somalia and Haiti, the Quartermaster will function as a major contributor in any such humanitarian mission and is superbly trained and qualified to meet that mission requirement.

Major General (Retired) Thomas B. Arwood is the former Deputy Chief of Staff for Logistics, Army Materiel Command, Alexandria, Virginia. A Quartermaster, he commanded the U.S. Army Materiel Command's Logistics Support Group (Provisional) in Miami, Florida, during the disaster relief effort following Hurricane Andrew in late August 1992.

The Logistician in Operations Other Than War

CPT Eric D. Cusick

Today, the U.S. Army is more likely to become involved in military operations other than war (OOTW) because of current world problems. Logisticians as well as officers from combat support and combat arms are striving to prepare the Army to meet and exceed our new OOTW missions. Today's OOTW missions include peace enforcement, peacekeeping, humanitarian assistance and disaster relief, support to domestic civil authorities, noncombatant evacuation operations, nation building, and counterdrug operations, just to name a few. This evolution of military operations was formally presented by former President George H.W. Bush during a speech to the United Nations General Assembly, September 1992:

thors of the Command and General Staff College's course on logistics in OOTW. Combat service support (CSS) in OOTW follows the same general principles as logistics planning and conduct for war. Although OOTW may have some characteristics different from war, basic logistics such as maintenance, supply, transportation, health services and personnel functions are universal. The logistician is still responsible for the application and adaptation of these functions. Doctrinal guidance is provided in such resources as FM 100-5 (Operations), FM 100-10 (Combat Service Support), FM 100-23 (Peace Operations), and FM 63-6 (Combat Service Support in Low Intensity Conflicts).

also presents responsibilities in planning and support to the logistician at battalion and at brigade level that contrast to logistics found in the traditional, linear battlefield.

OOTW usually dictates a U.S. response that relies on the use of CSS resources to support a United Nations force, Joint Task Force (JTF), or a coalition of forces to help other nations resolve problems. CSS units can support a variety of humanitarian, civic and security assistance programs. The U.S. State Department representative and JTF commanders are key players in determining the level and the amount of support provided.

The brigade and battalion staffs' logistics planning is a continuous process. Including CSS personnel in mission planning and force development is key to a successful mission.

Detailed CSS planning must be concurrent with developing the concept of operation. During the planning process, the brigade and battalion staffs must broaden their focus from the tactical level of sustainment and must encompass both operational and strategic levels. This is especially true in OOTW missions where logisticians do not support forces fighting battles in the traditional sense. Instead, the Army operates under a continuous logistics system: one level meshes with another so that demarcation lines are transparent. Readiness is high on the list of sustainment challenges for CSS units. Because of the hasty deployment of forces to OOTW, the key to successful sustainment in these operations will be readiness.

Readiness in the area of operation can be enhanced quickly through early deployment of support personnel to the reception area. Early deployment of liaisons, logistics teams and linguists in the area of



"I have directed the United States Secretary of Defense to place a new emphasis on peacekeeping. We will emphasize training combat, engineering and logistics units for the full range of peacekeeping and humanitarian activities."

With the Army's new direction in mind, this article will provide an overview, some insights and some planning tools for the logistician. The focus will be on logisticians deploying to and conducting OOTW. This information is the collective work of myself and MAJ James Sisk and MAJ Harry Dotson, au-

Key prerequisites for any response and support of OOTW missions are adaptability and flexibility. CSS commanders and staff must be able to quickly adjust to the environmental conditions, tactical and nontactical situations, and unforeseen support requirements to ensure continuity of support. OOTW



Haitians at the Port-au-Prince airport observed the 267th Quartermaster Company's work, a 24-hour Refuel on the Move operation for about 300 vehicles a day.



During a peacekeeping mission under a merciless sun, a soldier from the 267th Quartermaster Company disconnects a pipe from a fuel tanker that refilled collapsible storage tanks for ground vehicles, helicopters, generators and mobile kitchen tankers in Haiti during Operation Uphold Democracy last fall.

operation are critical. These teams can address logistics concepts which maximize readiness and expedite sustainment operations.

The area of operation challenges the logistician to focus on many potential environmental aspects of support. Planners will face such problems as inadequate local logistics and health service infrastructures. Indigenous authorities may have diminished capabilities that include contracting and local purchase support for supplies, facilities, utilities services and transportation support systems. Existing facilities for power generation and fuel storage, for example, may be lacking or incompatible with U.S. specifications and standards.

Because of the potential constraints, restraints and restrictions of the environment, CSS planners should recognize certain risks when initially depending on indigenous country support. CSS leaders and

staff must wargame their logistics support concept to achieve the most important sustainment. Depending on the situation, CSS elements may precede combat or combat support units into an area of operation.

A Logistics Preparation of the Theater Plan should be the basis for negotiating host nation support (HNS) agreements, prepositioning supplies and equipment, civilian support contracts, and humanitarian assistance programs. The end result of negotiation should increase cooperation with the host country and provide necessary enhancements to the country's infrastructure should U.S. forces be deployed. Logistics planners should first identify key elements of the infrastructure.

Some of the first U.S. Army assets deployed in OOTW missions may be specialized teams. These teams provide critical and timely information to assist in overall logistics planning, force development, and development of plans for time-phased arrival of resources in the area of operation. If certain elements of the country's infrastructure are inadequate or nonexistent, the U.S. force will either have to bring assets or build facilities in the theater. Key assessment elements may include fuel storage and distribution facilities, availability of potable water, and access to sea-ports, airports, storage facilities, supply routes and utilities.

Unit interface with HNS, the Logistics Civil Augmentation Program (LOGCAP) or contingency contracting support is vital to successful OOTW missions. Planners must fully use HNS and LOGCAP resources. Contingency contracting can provide supplies, services and construction necessary to support the missions of deployed or deploying units. Contracting services bridge gaps that may occur before military resources can be mobilized. In some cases, contracting will be necessary for the entire OOTW

mission. Contracting for locally available resources improves response time and frees airlift and sealift assets for other priority needs. To support contracting needs throughout the Active Army's divisions and corps, contracting and industrial management officers (Functional Area 97) are assigned.

Also, commands must designate and train selected logistics personnel for collateral duty as ordering officers, under the general supervision of warranted contracting officers. Contracting is an integral part of CSS during OOTW and war. Planning for its use should begin before arrival in theater, if possible.

At arrival in theater, early sustainment supplies and mission-specific equipment are critical. Early sustainment supplies and mission-specific equipment that exceed unit authorization can frequently be provided from wholesale supply assets, prepositioned Army reserve stocks, or operational project stocks. For example, prepositioned assets afloat could be quickly positioned and serve as a logistics base to bridge the gap during the initial deployment phases. These supplies and equipment must be released according to existing regulations and controls.

Training in Country

Many aspects of logistical planning consider training, the environment, security and transition. Logisticians must look at two aspects of training. First, U.S. logistics operators may have to train to operate and maintain non-U.S. Army equipment. Secondly, logisticians may have to train allies or foreign nationals to operate and maintain U.S. or non-U.S. equipment.

Environmental protection is an integral part of every Army mission, including OOTW. The Army protects the environment and sustains natural resources by giving immediate priority to U.S. and international laws, focusing on pollution prevention to reduce or eliminate pollution at the source, and conserving and preserving natural and cultural resources.

Logisticians must also incorporate security considerations into their plans because they often have to

provide self protection. Self protection will detract soldiers from their primary mission and may require an increased force structure.

Finally, logisticians play a key role in planning transition of functions. Logistics functions performed by U.S. Army elements may shift to another U.S. service, an ally, the United Nations or a regional alliance, a nongovernmental organization, private volunteer organization or civilian authorities. In other situations, the requirement for the function may end. In any case, logisticians must plan the transition in depth.

Transfers of functions require careful coordination between parties. They must specifically agree on what functions are involved, when the transfer is to take place, whether any assets will accompany the transfer, the standard required for the support function, and any other concerns for a particular situation.

No Assumption

The same factors apply when a U.S. element is taking over responsibility for a function from another party. Army units accepting functions cannot assume that equipment and supplies on hand when they arrive will remain behind for their use. After careful review of the Center for Army Lessons Learned's data collected from *Operation Restore Hope* in 1993 in Somalia, I present the following four keystones to the successful transfer of functions:

- **Transition by Function.** Planners must align all functions of manning, arming, fixing, fueling, moving and sustaining the force for quick transfer of responsibilities.
- **Set Timelines.** Establish not-later-than timelines for completing transactions. Planners need to tie timelines to key events. The U.S. logisticians who are used to time-driven schedules will have to adjust to working with event-driven schedules. Event-driven schedules were more realistic for planning in Somalia, given the fluidity of tactics and strategies involved.
- **Transition Early.** Transition earlier than scheduled, if possible. This allows great flexibility to exit theater and provide guidance and in-

sight to the unit taking over the mission.

- **Keep Capabilities.** Do not allow a capability to be removed until the replacement is operating. OOTW missions are very intense due to the multiple command structures. It is essential that no one part of the mission be dropped without considering the adverse impact it may have on other forces.

In conclusion, the Army is reaching new heights in excelling at OOTW. Today's Army has Mobile Training Teams, exportable Training Support Packages and classroom instruction to prepare the logistician to support OOTW. At the Combat Training Centers, rotational units are now conducting OOTW scenarios as part of their rotations. Training for OOTW will prepare the Army to meet the challenge of providing international peace and stability.

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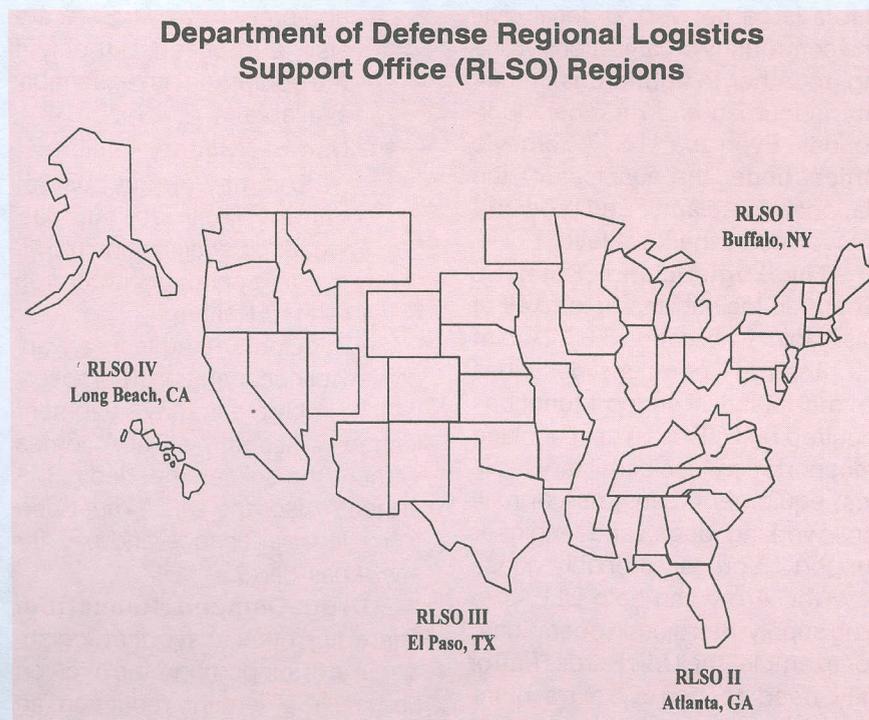
Supporting the War Against Drugs: The Logistician's Role in Our Communities

MAJ Peter Martucci

Editor's Note: This article asks Quartermaster soldiers to "step outside of the box" and think about logistics on a different level. Although training for and executing "muddy boots" logistics operations will continue as the Quartermaster Corps' major focus, logisticians will also support domestic operations, conduct disaster relief, and provide Service to the Nation programs. For these missions, Quartermasters work as members of a Total Army team made up of Regular Army, U.S. Army Reserve and Army National Guard units. In many cases, the Army will serve as part of a larger joint service force. While traditional missions for logisticians center on combat service support to divisions and corps at the tactical level, the author takes a look at support for counterdrug operations as one example of nontraditional support that will be asked of Quartermasters.

Service to the Nation: A Proud Tradition. Throughout the history of the Corps, Quartermasters have performed many missions in support of operations other than war (OOTW). In the last several years, Quartermasters have joined in yet another nontraditional fight. Again, this battle is at home. Illegal drugs threaten every community, and Quartermasters have a role in fighting drugs and violence in American communities.

Drug Law Enforcement Agencies. "Lead, follow, or get out of the way!" How many times have you thought of this expression or heard another soldier say it? We pride ourselves in our ability to take charge of a mission, assess the situation, and develop a solu-



tion to solve a problem. Yet, what happens when you find yourself in an assignment where the military is in a supporting role? If you think this could never happen, then think again. Recently, Quartermasters worked in flood, fire and earthquake relief operations across the United States and did so under the direction of officials in the Federal Emergency Management Agency.

True, the drug war is being waged by joint forces at the tactical, operational, and strategic levels. Again, the military is not in this fight alone, and this time finds itself in support of federal, state and local drug law enforcement agencies (DLEAs). These agencies have the lead in stopping illegal drug production, trafficking and abuse.

Before talking about how logisticians can help these agencies, it is helpful to understand just how much effort the U.S. government is putting into this war. One way is to look at where the counterdrug players come from. At the federal level,

the Department of Justice is represented by the Federal Bureau of Investigation, the Drug Enforcement Administration, the U.S. Attorney's Office, the Immigration and Naturalization Office, and the U.S. Marshals Service. From the Department of the Treasury come the U.S. Customs Service, the Bureau of Alcohol, Tobacco, and Firearms, the Internal Revenue Service, and the U.S. Secret Service. Although these federal agencies are the most involved, the Departments of State, Transportation, Interior and Agriculture also provide significant resources to stem the flow of illegal drugs into the United States.

At state and local levels, the full range of law enforcement organizations are committed to reducing illegal drugs and the gangs and violence associated with illegal drugs. In San Antonio, TX, home of Fort Sam Houston and Headquarters, Fifth U.S. Army, this includes the Bexar County Sheriffs Depart-

ment, the San Antonio Police Department, the local District Attorney's Office, and police departments in the school districts. Along with these DLEAs, there is also a large network of local civic and community organizations working together to fight drugs in their city, suburban and rural neighborhoods. Even the U.S. Attorney's Office, under the auspices of the National Weed and Seed program, is involved at the local level.

The Logistician's Role. So where do logisticians fit in to all of this? Joint Publication 3-07.4 (Joint Counterdrug Operations) describes several logistical support functions required by DLEAs. These include transportation, use of military facilities, equipment loans, use of military working dogs, and engineer support. You can probably guess how the Army can help DLEAs in drug supply interdiction operations. For example, the U.S. Border Patrol may need to borrow extra night vision devices to enhance reconnaissance of a drug smuggling operation.

Regional Logistics Support Offices. How do DLEAs get this and other logistical support? By contacting one of four Regional Logistics Support Offices (RLSOs) that have been established solely to support DLEAs.

The mission of these four RLSOs is to serve as focal points for DLEAs seeking nonoperational logistical and training support. RLSOs perform three basic logistics functions:

- Transfer of Excess Department of Defense (DOD) Equipment. Nonexpendable equipment that is excess in the DOD supply system is available free of charge to any DLEA for counterdrug operations. Requests are passed to Defense Reutilization and Marketing Offices, and the DLEA is notified if the supplies are avail-

able. The DLEA must provide the transportation to pick up the equipment.

- Loan or Lease of Equipment. Short-term loans of DOD equipment to DLEAs are also authorized, but only if the equipment is reasonably available.
- Use of Military Facilities. DLEAs may request use of military facilities, such as weapons qualification ranges, to conduct counterdrug related training.

All equipment requests are approved for nonoperational purposes, which simply means any equipment loaned or issued to a DLEA comes without the soldiers needed to operate it. Also, the DLEA must perform all maintenance and pay for any repair parts.

Drug Demand Reduction.

There are other ways that logisticians are supporting the war on drugs. Drug demand reduction, an often misunderstood effort, has existed within the Army community for years and consists of education, deterrence, treatment and rehabilitation. Soldiers see this in the forms of command emphasis against driving while under the influence of alcohol, periodic urinalysis testing, and counseling and treatment services for soldiers identified as substance abusers. These have all been important in keeping units trained and ready. Now, what if the military could use these same tools to help in their off-post communities? Here are just two examples of the kinds of community drug demand reduction efforts of the Fifth Army counterdrug element:

- Crackhouse Demolitions. In San Antonio, TX, there are many abandoned buildings and homes in economically and socially depressed neighborhoods. These buildings are more than just eyesores. Too often they attract

gangs and criminals who use them for processing and selling drugs. When these buildings are taken over for illegal drug dealing, the surrounding neighborhood is severely impacted. Children fall prey to criminal activity and businesses lose customers. The city asked the commanding general of Fifth Army if he could do anything to help. After the go-ahead from his legal advisor and coordination with a local Texas National Guard Engineer battalion, several of these buildings were demolished. The community response was tremendous, and the Engineer unit benefited by using the mission as military occupational specialty training for its soldiers. By the way, do not be surprised that a logistician is coordinating Engineer missions. In the world of joint operations, Engineer support is a doctrinal J4 function.

- Logistics Support for Youth Education Camps. Fifth U.S. Army and Fort Sam Houston initiated a DOD award-winning community outreach program that is helping San Antonio's youth fight the pressures of drugs and gangs. The program, called "La Salida" (Spanish for "The Way Out"), is a weekend camp conducted at Camp Bullis for fifth and sixth graders living in economically depressed areas in San Antonio. The program bonds children to soldiers who volunteer to serve as positive role models. The program focuses on promoting a drug-free, gang-free and educated life style. The camp consists of adventure training (rappelling, rope bridges, and the slide for life) along with classroom instruction in practical life

skills such as first aid and fire safety. Fort Sam Houston runs the camp six times each year for over 125 children on each rotation. Logistics coordination involves scheduling training sites, billeting, dining facilities, transportation, and the equipment necessary to operate each of the adventure training sites. The camp is a team effort involving soldiers from every command at Fort Sam Houston, school officials and teachers, parents, and volunteers from the San Antonio Police Department. Also, San Antonio Fighting Back, a United Way organization working in the city's troubled east side, is actively involved.

Army doctrine is evolving and these changes are reflected in the latest versions of FM 100-5 (Operations) and FM 100-19 (Domestic

Support Operations). Soldiers are rising to the challenges inherent in change. Yet, counterdrug operations draw controversy and criticism from those who claim the merits of OOTW are outweighed by the costs in terms of time and resources that could be better spent in tactical training. If the military is responsible for protecting America's national security interests, who can argue that drug abuse is as serious a threat to freedom as an outside nation?

Quartermasters, as well as soldiers in all branches of military service, will continue to find themselves involved in critical military operations around the world. While recognizing the importance of these missions, there are also important missions right here at home. Leaders are taking a positive approach by employing creative means to make these missions at home good training vehicles. Whether battling

the natural disaster of a flood in the Mississippi River or fighting the disaster of illegal drugs in our communities, the U.S. military is doing important work for Americans.

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Peace Operations in Army Manual

The Army's first field manual (FM) spelling out the principles of peacekeeping operations is FM 100-23 (Peace Operations). This FM continues broadening the Army's post-Cold War doctrine: doctrine focused on warfighting, yet accommodating employment across the full range of operations. As all capstone doctrine produced by the U.S. Army Training and Doctrine Command (TRADOC), the manual is a guide for commanders to use and adapt to existing situations. FM 100-23 describes three types of missions — support of diplomacy, peacekeeping and peace enforcement — but is primarily concerned with the latter two.

The fundamental difference between peacekeeping and peace enforcement is the use of applied military power. Peacekeeping troops are generally concerned with only maintaining truces. Peace enforcement involves more heavily armed troops who may have to use force or the threat of force to establish conditions in which peace may be achieved between warring factions. In both cases, U.S. troops must have a mandate set by a legitimate authority, such as the United Nations.

Most of the Army's recent peacekeeping missions have been part of United Nations or coalition operations. Peacekeeping, as it is known today, developed during the Cold War. Military forces could be inserted to maintain peace to prevent situations from

becoming major conflicts. FM 100-23 quotes former United Nations Secretary-General Dag Hammerskold: "Peacekeeping is not a soldier's job, but only a soldier can do it." According to TRADOC doctrine developers, experience has shown that peacekeeping operations can quickly turn dangerous.

The manual is based on principles contained in Chapter 13 of FM 100-5 (Operations), the Army's chief warfighting doctrinal publication. The chapter is titled "Operations Other Than War."

Most of the principles can apply to war, but two — restraint and legitimacy — are particularly applicable to peace operations. These deal with limiting the use of military power to protect civilian populations and with treating all factions in disputes fairly and impartially.

Successful peace operations depend on soldiers' ability to adapt to local customs and political environments. Soldiers deployed on such missions receive extensive briefings on the areas and people they will be serving among and with. Soldiers are also made aware of the presence of news media during such missions.

However, training for peace operations begins well before units are actually deployed. Peace operations training is included in leadership courses at all levels. FM 100-23 has been used to develop training scenarios at the Joint Readiness Training Center, Fort Polk, LA.

Humanitarian Airlift Operations in the Former Yugoslavia and Beyond

CPT Jordan S. Chroman

Editor's Note: CPT Jordan S. Chroman was Chief of the Zagreb Field Office, with United Nations forces in the former Yugoslavia in 1994 during his three-year assignment to Germany. Operations are continuing in the areas described by the author. Although airdrops were discontinued in Spring 1994, air landings into Sarajevo continue unless personnel and aircraft are being threatened.

Sarajevo, a city of many ethnic groups, was once considered the "crown jewel" of the former Yugoslavia. Where picturesque churches, ancient synagogues and mosques shared avenues with libraries, civic centers and modern skyscrapers. Known throughout the world as an intellectual city, full of progressive thinkers, artists, universities and athletic facilities. A city selected to host the 1984 Winter Olympic Games. A city that successfully combined both eastern and western cultures, where communities of artists, craftsmen and simple country farmers lived side-by-side with big corporations in the world of the 20th Century.

Sarajevo became a city under siege for more than two years. Its once proud architecture is now broken and pitted with holes from grenades, bombs and rifle fire. Trees which once lined grand avenues have been cut down for fuel, and some of its parks have been turned into cemeteries. However, it remains one of the few areas in the former Yugoslavia that is still ethnically diverse, where Croats, Serbs and Moslems (the three predominant ethnic groups) live freely with each other. This always has been a source of pride and inspiration to its citizens. Due to the last few years of civil war, Sarajevo's residents

came to rely largely on the humanitarian airlift of food, clothing, shelter items and a myriad of other goods needed for day-to-day existence during *Operation Provide Promise*.

The United Nations High Commissioner for Refugees (UNHCR) started the humanitarian airlift in 1992 in response to an urgent request for supplies for the inhabitants of Sarajevo. At that time little food and other basic necessities were reaching the thousands of desperate civilians in the city. All land routes had been cut off, and weather conditions were causing severe problems throughout the region. Airlifting supplies seemed to be the only viable way to send food into the city.

Joint Effort

The airlift was a joint effort of the UNHCR and the United Nations Protection Force—comprised of multinational military units, the International Rescue Committee, the International Red Cross, and many other governmental, nongovernmental and military organizations from around the world. The airlift supplied a monthly population of over 440,000 in the Sarajevo region alone. These citizens constitute more than 16 percent of the total beneficiaries in Bosnia and Herzegovina.

The UNHCR used different types of aircraft for the Sarajevo airlift, including U.S. Air Force, British Air Force and Canadian Air Force C-130s, German Air Force C-160s, U.S. Air Force C-141s, and Russian IL-76 transport aircraft.

In addition to items supplied by UNHCR and the World Food Program (UNHCR's wholesale supplier), the airlift relied on governmental, nongovernmental and special interest groups to donate items. Everything from flour, to Meals,

Ready to Eat, to vehicles and medical and dental supplies were flown into Bosnia by this airlift. The main focus of the airlift was to deliver food, clothing, hygiene and other sustenance items into Sarajevo. However, many other types of commodities were shipped as well. For example, live chickens, fertilized eggs and fish food were sent for residents to establish chicken and fish farms for self-sustainment. Water tanks, communications equipment, road graders, newspaper production equipment and other items to help with redevelopment projects became more and more common. Occasionally, the airlift delivered special items such as sewing equipment and fabric or school materials. The list literally went on and on.

The airlift's main obstacle was the constant political turmoil in the region coupled with the volatile situation in Sarajevo itself. It was not uncommon for aircraft carrying humanitarian supplies to be shot at and hit while trying to get into Sarajevo. Also, frequent incidents at the Sarajevo airport, ranging from grenade shelling to sniper fire, caused obvious problems and were very real threats to both personnel and aircraft. Finally, items received safely on the ground had to clear "customs checkpoints" established by various factions before getting into the city for distribution to the needy. The Resolution of the United Nations Security Council 820 (1993) clearly states what types of goods should be considered humanitarian aid. However, the various different groups involved in this war had their own ideas about what did and what did not constitute humanitarian aid.

In 1993 UNHCR shipped over 51,000 metric tons of supplies into Sarajevo. From January 1994 to July 1994 over 96,600 metric tons were shipped to Sarajevo by the UNHCR.

Most of these supplies were delivered by aircraft. The monthly food target alone into Sarajevo was over 6,600 metric tons.

UNHCR conducted the airlift out of three major locations: Zagreb, Croatia; Split, Croatia; and Ancona, Italy. Supplies were brought into the supply centers by air, ship or truck. They were then received, palletized and prepared for the airlift. Supply centers often handled as many as eight aircraft per day, loading and unloading supplies destined to feed and support the needy in Bosnia.

Each airlift center operated slightly differently. Ancona used a combination of UNHCR and military personnel to palletize, load and track supplies. The military personnel came from the United States, Canada and Germany. Split used a combination of UNHCR, military and locally hired personnel to operate airlift operations. Zagreb used almost exclusively UNHCR and locally hired personnel.

The humanitarian airlift saved thousands, perhaps millions, of lives in the Sarajevo region. As is usually the case, credit must be given to dedicated personnel who worked through intense heat and freezing cold and delivered supplies, loaded pallets, scheduled and flew aircraft in hostile areas, worked at the airports, and did other jobs vital to the success of this humanitarian airlift.

Postscript: As the crisis in Rwanda, Africa, became evident, the airlift section at the Zagreb Field Office was tasked to help in yet another war-torn region of the world, in addition to normal duties with the Sarajevo airlift. Hundreds of tons of supplies and vehicles (to include the first bulk water tankers sent by UNHCR for distribution of that commodity) were sent to Entebbe, Uganda, on several Air Force C-5A aircraft. Airlifts continued to make a difference.

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Petroleum Support for Operations Other Than War in Haiti

CPT Michael T. Dandridge

In July 1994, the United Nations authorized the use of any means necessary to restore to power the democratically elected government of Haiti, headed by Jean Bertrand Aristide. In response, the National Command Authority through the Chairman, Joint Chiefs of Staff, tasked the U.S. Atlantic Command (USACOM) to form a Joint Task Force (JTF) to execute this mission. Two tactical plans called for a forced entry operation by the 82d Airborne Division and a permissive entry operation led by the 10th Mountain Division. USACOM designated the 1st Corps Support Command (COSCOM) to

provide logistical support to either plan, as the Joint Logistics Support Command.

On the evening of 19 Sep 94, as paratroopers from the 82d Airborne Division made final in-flight equipment checks, former President Jimmy Carter and former Chairman of the Joint Chiefs of Staff, General (Retired) Colin Powell were among the key negotiators who met with the head of Haiti's illegally entrenched government. The success of their diplomatic mission averted forced entry operations. Instead, the 10th Mountain Division conducted a permissive entry into this Caribbean island near Cuba.

Planning Process

Early in the deliberate planning process, logisticians recognized the immediate delivery of fuel as critical to the mission. Logistical planners from every component forecasted fuel requirements based on JTF composition, personnel strengths, type of equipment used, and missions assigned. Initially, the operation's success hinged on the flexibility to support either forced entry or permissive entry operations. For example, the forced entry operations plan established a 15,000 troop ceiling. The actual force used for permissive entry grew to nearly

22,000 troops, creating a significant additional fuel requirement.

From initial plans, logisticians recommended a single fuel concept. The 1st COSCOM developed a single fuel support plan which convinced the maneuver units of the benefits of using a single fuel.

This concept allowed the JTF to economize assets by eliminating the need for separate capabilities of receiving, storing and issuing different types of products. The JTF used JP5 predominately throughout operations in Haiti, although small requirements for motorgasoline (MOGAS) were forecasted primarily for use by Coast Guard patrol boats.

Logistical planners, quickened by the inevitability of events to follow, analyzed every aspect of each operation. The Petroleum Branch, Support Operations, 1st COSCOM, received forecasted requirements and devised a concept of fuel support. After reviewing the logistics task organization, the support operations staff agreed with the composition to respond to either contingency. The 1st COSCOM aligned the appropriate type of petroleum unit with each operational plan.

The 1st COSCOM logistics planners developed a robust Logistics Support Command task organization. It included petroleum units and systems from three corps support groups (CSGs): the 46th CSG from Fort Bragg, NC, the 101st CSG from Fort Campbell, KY, the 24th CSG from Fort Stewart, GA, and the 49th Quartermaster Group, from Fort Lee, VA. The Liquid Logistics Materiel Manager from 1st COSCOM's 2d Support Center (Corps Materiel Management Center) managed all petroleum accounting procedures in the theater of operations.

The contributions to the joint planning effort from the various staffs were invaluable. Before operations in Haiti, the 49th Quartermaster Group's staff helped coordinate fuel operations with the Joint

Petroleum Office at USACOM, arranged the prepositioning of Navy fuel assets, coordinated the fabrication of valve adapters for use in barge operations, and orchestrated the training for offloading naval barges.

Pre-execution training led to the logistical success of the operation. Barge training conducted at Craney Island, Norfolk, VA, was a unique experience for petroleum supply specialists of the 110th Quartermaster Company (Petroleum Supply), Hunter Army Airfield, GA. Soldiers were trained on bulk fuel operations for Navy barges. The soldiers demonstrated their proficiency in offloading and receiving fuel from Navy barges. They expertly executed their fuel support mission under the 46th CSG in Haiti. (Also see CPT Joseph W. Graham's article on the 110th's support mission in Haiti.)

The 46th CSG also conducted extensive training before operations in Haiti. The 46th CSG soldiers rehearsed receiving fuel from C-130 aircraft using the Aerial Bulk Fuel Delivery System, commonly known as a "Bladder Bird." Each "Bladder Bird" can rapidly deliver a maximum of 6,000 gallons of fuel, providing much-needed flexibility to the plan.

From the initial mission analysis to the final decision brief to the COSCOM commander, logistical planners from supported and supporting units recognized that COSCOM's key to success was the ability to sustain joint operations. Training and rehearsals helped build the confidence of the units tasked to execute the support plan.

Flexible Support

The 1st COSCOM's ability to adapt to changing situations and to improvise were keys to the fuel supply mission. The 1st COSCOM provided bulk fuel and retail support in four major locations.

Elements of the 110th Quartermaster Company supported the first location, an Intermediate Stag-

ing Base (ISB) at Homestead Air Force Base, FL. This location was established to support self-deploying aviation assets from the XVIII Airborne Corps and the 82d Airborne Division. The 102d Quartermaster Company (Petroleum), Fort Campbell, KY, established and operated the second fuel support site at Great Inagua. Great Inagua is a small island 120 nautical miles north of Haiti. At the Great Inagua ISB, the 102d Quartermaster Company operated a 60,000-gallon fuel system supply point, received fuel from "Bladder Bird" missions, and conducted collapsible fuel tank slingloading operations in support of the 82d Aviation Brigade. The JTF planned to use Great Inagua as the launching pad for aviation operations. The 1st COSCOM commander, recognizing its strategic logistical value, directed the buildup of the site to support future logistics operations. The 110th Quartermaster Company supported the third major fuel support location at Port-au-Prince, Haiti, the primary troop center. The unit established and operated a 300,000-gallon fuel tank farm system, plus conducted a 1 million-gallon fuel barge operation, providing general petroleum support to units in the Port-au-Prince area. The fourth major fuel support location was at Cap Haitien, located at the northern tip of Haiti. After ISB operations at Great Inagua ended, the 102d Quartermaster Company moved to Cap Haitien and established a 60,000-gallon fuel point to support units in that area.

The 1st COSCOM used a variety of means to distribute fuel throughout the country. The poor road network and mountainous terrain made mobility difficult. As a result, Logistics Support Vessels (LSVs) and Landing Craft Utility (LCU) vessels from the 7th Transportation Group were commonly used to transport fuel tankers around the coast. LSVs and LCU vessels were used to transport seven fuel tankers at Great Inagua to Port-au-Prince. This event was a

critical factor in bulk fuel sustainment operations on D-Day. Several days into the operation, additional tankers were air landed and delivered by Roll-On Roll-Off ships.

By the second day of *Operation Uphold Democracy*, two Navy barges, delivering 700,000 gallons of JP5, docked at the Haitian American Sugar Company (HASCO) pier. The barges were the main source of fuel storage and distribution for the rest of the operation. On the tenth day, a third barge with 300,000 gallons of JP5 and 50,000 gallons of MOGAS augmented capabilities.

Guantanamo Bay, Cuba (GTMO), 180 nautical miles to the west of Haiti, was the nearest fuel barge resupply facility. The four-day travel time of a barge transported by tugboat to GTMO and returned to the HASCO pier made the barge unavailable for fuel support. Tugboats also transported Navy barges to resupply Cap Haitien. This trip took over three days turnaround time. The shuttle operations between the HASCO pier, Cap Haitien and GTMO continued throughout the operation until ocean-going tanker resupply arrived.

Through planning and coordination, the 1st COSCOM quickly overcame restricted mobility, unexpected events and immediate fuel requirements. Flexible support proved to be the difference between logistical success and failure.

Other Humanitarian Assistance

The 1st COSCOM supported humanitarian operations designed to rebuild the infrastructure of Haiti and to relieve the suffering of the citizens. By the tenth day of *Operation Uphold Democracy*, U.S. State Department initiatives to restore electrical power to the city of Port-au-Prince required 1st COSCOM fuel support. The 1st COSCOM's Support Operations Section balanced JTF operational priorities and humanitarian assistance initiatives.

The 1st COSCOM received a JTF directive to deliver 140,000 gallons of fuel to two Haitian electrical power plants within the next 24 hours. Because of a Haitian holiday, demonstrations were expected the following day. This resulted in restricted road use. To support the requirement and meet the timeline, fuel tankers from the 110th Quartermaster Company convoyed during hours of darkness to each facility to deliver the fuel. This ended with the restoration of electrical power to the city of Port-au-Prince.

The support operations staff also coordinated the use of Haitian facilities to receive and store bulk fuel for Haitian power plants. On 30 Sep 94, the Military Sealift Command tanker *Gus W. Darnell* arrived in port and discharged over 3.6 million gallons of diesel fuel programmed for power plant operations and nearly 1 million gallons of JP5 for the JTF. This humanitarian effort proved to be one of the operation's most significant accomplishments. The gratitude of the Haitians was overwhelming. After months without electricity, power was finally restored to Port-au-Prince.

Immediately after restoring electrical power to Port-au-Prince, the 1st COSCOM closely coordinated with Special Operations Forces to restore power throughout the rest of the country, particularly the remote areas. This *Operation Lightswitch* mission combined the efforts of the 3d Special Forces Group to identify and locate power plants with assets from the 1st COSCOM and 10th Mountain Division to transport and deliver fuel.

The operation was another humanitarian success. The 1st COSCOM, using organic 5,000-gallon tankers and heavy expanded mobility tactical truck tankers from the 10th Mountain Division Support Command, issued over 50,000 gallons of fuel to isolated locations throughout Haiti. Near the end of the deployment in Haiti, the 1st COSCOM initiated the restoration of a commercial petroleum pipeline system at the HASCO facility. The 1st COSCOM arranged the air transport of over 9 tons of pipeline valves

from the United States to rebuild petroleum pipeline facilities. Haiti now has a modern operational facility to receive, store and issue commercial fuel.

By 23 Oct 94, the 1st COSCOM transferred command and control to the U.S. Army Materiel Command's Logistics Support Cell. The 1st COSCOM also transferred all logistical operations, including petroleum operations to a civilian contractor under the Logistics Civilian Augmentation Program. By this time, a 90-day supply of nearly 5 million gallons of fuel was on hand. To continue the support mission, the civilian contractor used existing facilities and selected equipment previously operated by COSCOM petroleum units.

Throughout the support mission in Haiti the 1st COSCOM demonstrated the flexibility to adjust to the most complex mission requirements. I attribute the ability of 1st COSCOM soldiers to accomplish fuel supply tasks to the spirit of the soldiers throughout the command. Their actions, characterized by their pride in performance and their demonstrated proficiency, showed how soldiers of the 1st Corps Support Command are always ready to support the XVIII Airborne Corps' worldwide contingency mission.

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'Fuel Masters' in the Haiti Theater of Operations

CPT Joseph W. Graham

Operation Uphold Democracy in Haiti reached its peak with nearly 22,000 military personnel. Support requirements were tremendous. One support unit was the 110th Quartermaster Company (Petroleum Supply) from Hunter Army Airfield, GA.

The 110th Quartermaster Company arrived 21 Sep 94 in Port-au-Prince, Haiti. Within a couple of days, the 110th's soldiers completely assumed their mission of providing the theater with fuel. (Also see CPT Michael T. Dandridge's article on petroleum support for operations other than war in Haiti.)

The company's initial mission was to establish an assault hoseline to bring fuel from a Navy barge to awaiting 5,000-gallon fuel tankers. While this operation was ongoing, the unit began to establish a fuel tank farm that consisted of four each 50,000-gallon collapsible fuel tanks for storage of JP5.

A second type of fuel provided to the theater was motor gasoline (MOGAS). The site was initially set up to store 50,000 gallons of MOGAS and was later expanded to store 100,000 gallons of fuel. The unit used its 5,000-gallon fuel tankers to line-haul the MOGAS from the Navy barge to the storage tanks.

Bulk and Hot Refuel

Within days, the unit extended its assault hoseline to its fuel tank farm and began storing and issuing JP5 from the farm. The 110th also increased its collapsible tank storage capability to 300,000 gallons of JP5. The first two 50,000-gallon tanks were used to issue fuel and consisted of four retail/issue points. The remaining four 50,000-gallon tanks were used for primary and secondary storage.

After completing the fuel tank



Issuing fuel from a Navy barge to a fuel tank farm

farm, the unit was tasked to conduct ship-to-barge refuel missions. Several soldiers would board a tugboat, take the empty barges out to a ship, download fuel from the ship to the barge, and return to the unit's location to download the fuel into the fuel tank. This was the first time that the 110th conducted ship-to-barge offload operations.

After a week in Haiti, the unit was tasked to participate in *Operation Lightswitch*, an effort designed to provide electricity to cities across Haiti. The 110th assembled fifteen 5,000-gallon tankers (eight from the 110th and seven from the 364th Supply and Service Company, Fort Bragg, NC) and conducted convoys to two power plants. About 140,000 gallons of fuel were delivered overnight to the power plants. The unit also provided soldiers and fuel tankers to Special Forces units to conduct refuel missions to power plants throughout Haiti.

Twenty days into the operation, the unit was tasked to provide a detachment to conduct bulk and hot refuel missions in the northern

sector. This element was to replace another unit redeploying to its home station. At that time, the 110th was conducting operations in two sectors simultaneously.

One final mission was conducted before transition of the bulk fuel mission to commercial contractors. The 110th had to store 3.7 million gallons of JP5 in two aboveground storage tanks. The unit worked around the clock, shuttling barges to and from the ship to refuel and download fuel into the tanks. Once this mission was completed, the unit began the transition phase of the operation.

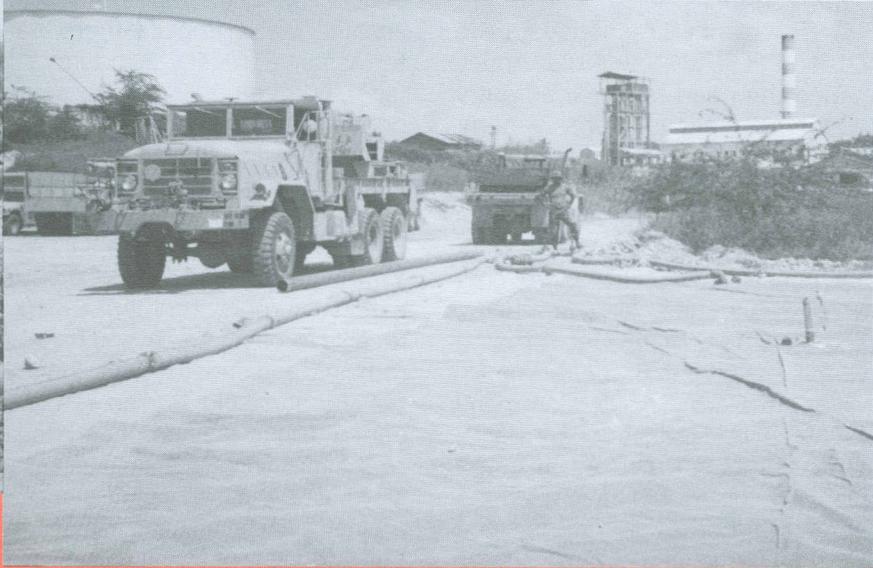
During the 110th Quartermaster Company's deployment to Haiti, soldiers received, stored and distributed over 6 million gallons of fuel; provided fuel to power plants that provided electricity for Port-au-Prince and surrounding cities; conducted split operations in two sectors with only one platoon; and conducted operations safely with no major accidents. These accomplishments are a tribute to the unit's soldiers: true "Fuel Masters."



A four-point, 100,000-gallon issue site of collapsible fuel tanks in Port-au-Prince

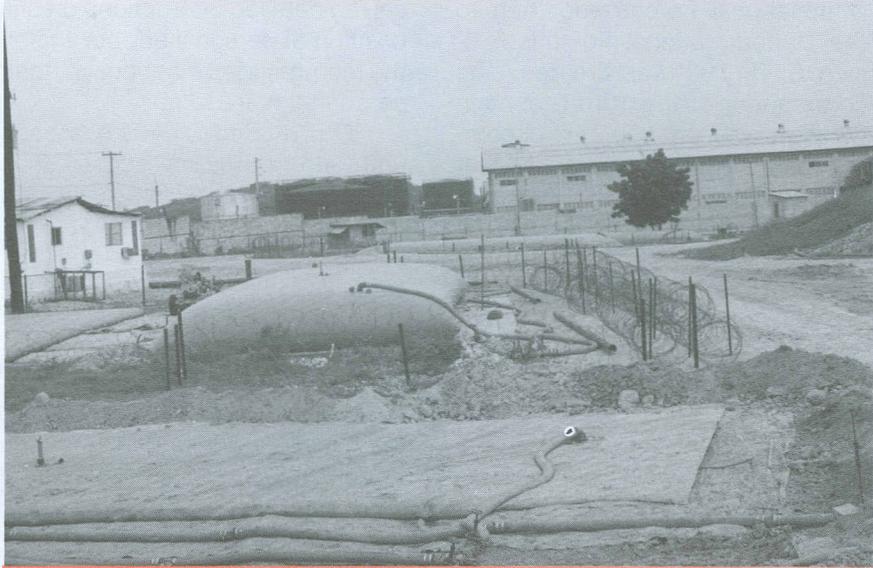


Attaching the assault hoseline to the 300,000-gallon fuel tank farm for JP5



Soldiers establishing the primary collapsible fuel storage tanks for JP5

CPT Joseph W. Graham is Commander, 110th Quartermaster Company (Petroleum Support), Hunter Army Airfield, Georgia. His unit served in Port-au-Prince and Cap Haitien, Haiti, under the 264th Corps Support Battalion supporting the Joint Task Force. He has a bachelor of business administration degree from Francis Marion University, South Carolina. He served as Battalion S4 for the 1st Attack Helicopter Battalion, 24th Aviation Regiment and 260th Quartermaster Battalion (Petroleum Support), Hunter Army Airfield, Georgia, and as the Battalion Chemical Officer/Assistant G3 for the 4th Battalion, 7th Infantry (Mechanized) in Aschaffenburg, Germany.



View of a fuel system supply point in Haiti during Operation Uphold Democracy

Joint Mortuary Affairs Support in Haiti

CPT Robert A. Jensen

With the United States taking the lead in responding to another world crisis, Quartermasters were again called upon to provide combat service support. A vital, sensitive and important part of that support is mortuary affairs. Developing a workable mortuary affairs support plan requires understanding the mission and the commander's intent.

The Mission

The planned response for the crisis in Haiti was twofold. Anticipating the need for a forced entry under hostile conditions, a combined joint task force (CJTF), CJTF 180, under the operational control of the commander of the 18th Airborne Corps was created. The CJTF 180 consisted of U.S. Marine Corps units, Navy units, Air Force units, and Army units of the 18th Airborne Corps, mainly the 82d Airborne Division, 1st Corps Support Command (COSCOM), and various Special Operations units. As initially planned, this would have been the largest airborne operation since World War II.

The second phase of the operation was the peacekeeping mission and transfer of control to the Multinational Forces and then to the United Nations. For this mission CJTF 190 was created. The commander of the 10th Mountain Division was the operational commander. The CJTF 190 consisted of Multinational Forces, U.S. Air Force personnel, Navy units, and Army units from the 10th Mountain Division, 1st COSCOM, and 18th Airborne Aviation assets.

The Response

In early September 1994, during final planning for CJTF 180, the staff noted no clear mortuary affairs support plan. The 1st COSCOM commander asked for help from the Department of Defense operational experts at the Mortuary Affairs Center, U.S. Army

Quartermaster Center and School, Fort Lee, VA. The Mortuary Affairs Center provided its senior military officer to deploy to Fort Bragg, NC, and then to Haiti. His job was to develop all mortuary affairs support plans and oversee their execution.

The Plan

Upon arrival at Headquarters CTJF 180, plans were developed to support both a forced entry and peacekeeping operation. A mortuary affairs team from the 54th Quartermaster Company (Mortuary Affairs), Fort Lee, VA, the only active duty mortuary affairs unit in the Army, was assigned to establish, operate and maintain a theater mortuary evacuation point (TMEP). The TMEP was located at the only major airport, the Port-au-Prince International Airport. The TMEP could receive, process and evacuate U.S. remains and those of foreign nationals, and hold Haitian remains until return to the appropriate local agency.

Mortuary affairs personnel coordinated with the U.S. Air Force Port Mortuary at Dover, DE, to provide human remains transfer cases and also to prepare to expect U.S. remains. Unit commanders received detailed instructions on disposition of personal effects and on the commanders' actions if their personnel were killed.

On 18 Sep 94, with assault units en route, an accord was reached with the Haitian leaders then in power. The immediate result was the recall of the CJTF 180 units and the immediate deployment of CJTF 190 units.

Issues

Guidance and procedures for the handling of various categories of remains were developed and implemented.

The U.S. remains would be evacuated to the TMEP for processing and evacuation to the Dover Port Mortuary. From Delaware,

the remains would go to their final resting place as directed by the person authorized to direct disposition, usually a family member.

Most military planners believe that non-U.S. personnel should be handled by their own countries or organizations such as the International Red Cross. In many past U.S./United Nations operations, this was not a workable belief. Also this would not have been feasible in Haiti for several reasons:

- Haiti did not have the infrastructure to handle their deceased, at least not in the same rapid manner that the U.S. expects. For example, in Haiti, remains would lie where they fell for hours before transfer to a make shift morgue or other holding facility.
- The International Red Cross, often cited in operational orders as capable of assisting with the handling of remains, can do nothing more than help find relatives of the deceased — a process that can take several days. This Organization does not possess the ability to hold remains until claimed.

Realistic Plans

Faced with either leaving Haitians to lie in the street until evacuation by local officials or developing realistic plans to handle the situation, the commander of CJTF 190 chose to plan for the issue of handling Haitian remains. This was a sensitive and time-consuming task. The death of any Haitian caused by U.S. forces brought much media and government attention. In some cases, Haitian remains were "dumped" at the gates of U.S. bases. Also, some Haitians injured in Haitian-on-Haitian violence were entered into the American medical system where they died. Unfortunately, the issue of disposition sometimes took several days to resolve.

Policies on disposition of Haitian remains were developed and approved. All local nationals who died as result of U.S. military action, died in American facilities, or were found dead at U.S. bases would be evacuated to the TMEP if not immediately claimed by the Haitian government. This would give U.S. personnel time to work out any issues while providing a refrigerated storage facility for the remains.

Each case was resolved, sometimes over the course of several days with strenuous negotiations by the joint operational area mortuary affairs officer and representatives of the existing Haitian government for the return of Haitian remains.

Special Missions

In addition to U.S. and Haitian remains, third country personnel also came into the U.S. mortuary affairs system. As the only country with mortuary affairs capabilities in theater, the U.S. took third country nationals evacuated to the TMEP. Third country nationals were usually part of non-government organizations working on quality-of-life issues. In these cases, the remains were held at the TMEP until coordination with the U.S. State Department and third country representatives. The remains were evacuated to private funeral homes in the U.S. for processing before transfer to

their home countries.

Mortuary affairs personnel also provided support for atrocity investigations. Before U.S. forces arrived, many Haitians were reported as being killed for "political crimes." Personnel from the U.S. Army Criminal Investigation Division, U.S. State Department, medical and mortuary affairs organizations would deploy to the location of the suspected atrocity. Personnel would conduct disinterment operations, attempting to determine the cause of death and find any other observable patterns, such as the manner of death (bound hands, execution style shootings or beatings; for example) or similarities among the victims in race and age. This information provided political leaders with facts to substantiate true cases of atrocities versus regular criminal homicides.

Each mortuary affairs mission is unique: no death is the same. Solid plans that anticipate dealing with U.S. casualties, both military and civilian; local nationals, both military and civilian; and third country citizens must be developed. Such planning can help prevent problems and embarrassments to the U.S. government. No matter what type of mission, war or operations other than war, mortuary affairs support plans must be included as part of the logistics planning.

Planners do not like to think

about death. However soldiers die. It is a fact of life. Planning for that fact prepares all involved for the sensitive task of returning remains to their loved ones for final disposition.

CPT Robert A. Jensen is a Distinguished Military Graduate of California State University, Fresno, and has a bachelor of science degree in criminology. He is a graduate of the Field Artillery Officers Basic Course, Pershing Officers Course, and Quartermaster Officer Advanced Course, as well as the Mortuary Affairs Officer Course. His previous assignments include Fire Control Officer and Support Platoon Leader, A Battery, 4-9th Field Artillery Battalion (Pershing), Germany; Group S4, 512th US Army Artillery Group, Germany; Bayonet Combat Support Brigade S4, 7th Infantry Division, Fort Ord California; Officer in Charge and Senior Military Officer, Training and Doctrine Division, Mortuary Affairs Center, U.S. Army Quartermaster Center and School, Fort Lee, Virginia; and Joint Operational Area Mortuary Affairs Officer for Operation Maintain Democracy in Haiti. He is currently the Commander, 54th Quartermaster Company (Mortuary Affairs), Fort Lee, Virginia.

Theater Mortuary Affairs Support in Haiti

CPT Demetrius L. Jackson

On the evening of 20 Sep 94, a team of 19 soldiers from the 54th Quartermaster Company (Mortuary Affairs), Fort Lee, VA, left for Port-au-Prince International Airport, Haiti. They were sent to participate in an intricate mission to support *Operation Uphold Democracy*. These Quartermaster soldiers were to accomplish tasks often mentioned, but never openly discussed. They were to perform highly visible missions, yet they were rarely seen. They were to remain to

perform under stress and at a moment's notice.

No, this was not a special operations outfit. This was a mortuary affairs detachment, a slice from the only active duty mortuary affairs company in the Army.

Their mission was to establish, operate and maintain a theater mortuary evacuation point (TMEP), capable of receiving, processing and arranging for evacuation of U.S., Allied and, when required, local national

remains and personal effects for disposition. The TMEP also could process 20 to 25 human remains per day; refrigerate up to 60 remains at a time (30 remains per refrigeration unit); and establish tentative identification. Further responsibilities included processing and coordinating evacuation of deceased U.S. personnel from the theater of operations to the U.S. Air Force Port Mortuary at Dover, DE. The team also coordinated with the mortuary at Dover to

provide the detachment with human transfer cases and arrange for the receipt of U.S. remains. The 54th Quartermaster Detachment was the sole mortuary affairs asset for the entire theater.

It takes a very unique individual to perform mortuary affairs functions, and all team members were prepared to perform the duties. Each task was similar, but in many ways different. Although all remains were handled with the highest degree of respect and professionalism, each required something different. Guidelines were quickly established and plans executed.

U.S. Military and Civilians

Individual units and activities were responsible for immediate evacuation of remains to the TMEP, for processing and preparation for shipment to Dover Air Force Base. Unit personnel were to escort the remains to the TMEP where mortuary affairs personnel took over. After all processing was completed at the Dover mortuary, a military escort was assigned to accompany the casketed remains to the family of the deceased.

Initially, remains of U.S. citizens not affiliated with the government were to be handled through a Haitian funeral home. However, the TMEP ended up processing and preparing these remains for shipment as well. In these cases, the U.S. Consulate was contacted for proper procedures and documentation.

Haitians

At first, Haitians who died in U.S. medical facilities or who were found dead at any U.S. facility were evacuated by that facility to the TMEP. Haitians who died as a result of U.S. military action and who were not immediately claimed by Haitian authorities were to be evacuated by the American unit involved in the conflict to the TMEP for basic processing and preparation for transfer.

Because of the poor infrastructure of the Haitian mortuary affairs program, it appeared that all Haitian remains were being filtered through the TMEP. Soldiers faced one major dilemma after another. The TMEP was becoming the storage area for

remains throughout Port-au-Prince. At times, Haitians were injured and left to die. Other times, Haitians died as a result of Haitian-on-Haitian violence and were taken to U.S. medical facilities. Soldiers were also faced with Haitian remains being "thrown" over fences at U.S. base camps. The TMEP was obligated to receive and process these remains.

Often, the International Red Cross was notified to help in complex situations. Red Cross personnel could only help find a friend or relative to identify and claim the deceased. This process generally took several days. The remains were placed in refrigeration at the TMEP until claimed.

Eventually, after coordination with the General Director of the State University Hospital, all remains, other than U.S. military and civilians, were evacuated to the hospital for processing and shipment to the local funeral director for further disposition. This became a very sensitive issue.

Third Country Nationals

In addition to processing both U.S. and local national remains, the mortuary affairs detachment faced another challenge: third country nationals. Third country nationals were being filtered through the TMEP. The TMEP had become a host nation receiving point. Third country personnel were usually part of nongovernment organizations working to improve situations in Haiti. These remains were kept under refrigeration at the TMEP until coordination with the U.S. State Department and third country representatives. Then, the remains were evacuated to individually selected, private funeral homes in the U.S. for processing and transport to their home country.

Beyond the Call

Personnel of the 54th Quartermaster Company had plenty of work to do each day. Soldiers often assisted and provided support for atrocity investigations. They assisted federal agents in countless undisclosed missions. A 10-member team also participated in a highly visible, highly political disinterment mission. (A disinterment is the exhumation of hu-

man remains from a grave.) On 28 Sep 94, a 10-member team from the detachment left for Cap Haitien, Haiti. Their mission was to disinter the remains of 10 Haitians. The remains had been buried there since 24 Sep 94 after the Haitians were killed in conflict.

With this mission came many risks. Safety was a number one priority. The remains were already claimed by the host nation. These remains were severely traumatized and in a progressed state of decomposition. They were disinterred in less than 1-1/2 hours. Later that evening, the remains were transferred in transfer cases by CH-47 back to Port-au-Prince International Airport. At that time, all 10 remains were turned over to the Armed Forces of Haiti (FAD'H), as required by the FAD'H Commander-in-Chief.

In retrospect, each mortuary affairs mission is unique and so is each mortuary affairs soldier. Although Quartermaster soldiers were participating in operations other than war in Haiti, deaths did occur. A good game plan and a positive attitude will get soldiers through the toughest of all battles. No one likes to think about death, but it needs to be considered. Mortuary affairs must always be included in support plans and must always be part of the planning process.

CPT Demetrius L. Jackson served as Detachment Commander of the Theater Mortuary Evacuation Point, Port-au-Prince, Haiti, from 21 Sep 94 to 9 Dec 94. He is a graduate of Tuskegee University, the Quartermaster Officer Basic Course, Airborne School, Aerial Delivery Material Officer Course, Air Deployment Planning Course and the Mortuary Affairs Officer Course. His previous assignments include Platoon Leader, 109th Quartermaster Company, Fort Lee, Virginia; Supply and Services Platoon Leader, Soto Cano Air Base, Honduras; and Platoon Leader/Executive Officer, 54th Quartermaster Company, Fort Lee, Virginia. He is currently attending the Combined Logistics Officer Advanced Course.

Military Police Company: A Presence for Peace

LT Rhett H. Weddell

The adrenaline was pumping as the platoon leaders of the 555th Military Police (MP) Company sat in the company commander's office at Fort Lee, VA, waiting for their briefing on deployment to Haiti last fall to support *Operation Uphold Democracy*. We four lieutenants had lots of thoughts and questions going through our minds, but none more important than "When will we hit the ground in Haiti?"

The "Triple Nickel," among the Fort Lee units that sent personnel to support peacekeeping and humanitarian efforts in Haiti, is now a part of the 49th Special Troops Battalion, 49th Quartermaster Group (Petroleum and Water). The 555th MPs performed a variety of tactical missions such as law enforcement and 24-hour saturation patrolling designed to prevent looting and deter other criminal activity.

On-Call Support

As a U.S. Army Forces Command (FORSCOM), rapid-deployment, combat support, MP company, the 555th provides on-call, general or direct MP support for FORSCOM contingency operations. The 555th is ready to execute the four MP battlefield missions: provide general law enforcement (including civil disturbance operations), battlefield circulation control, area security, and enemy prisoner of war operational support.

For deployment to Haiti, the 555th was organized under the 519th MP Battalion, Fort Polk, LA, along with the 101st, 511th and 204th MP Companies. The timeline to deploy was D+3. The 555th MPs prepared to execute one of three operation plans (OPLANS).

For the OPLAN to support Joint

Task Force (JTF) 180, the 555th prepared for a forced entry with high resistance from a hostile enemy. Support for JTF 190 called for a permissive entry of U.S. forces with a low threshold for hostility. The OPLAN for JTF 185 was a mix of permissive entry, but with the Haitian military still fully armed and capable of resistance.

Expanded Set of Rules

Prepared for combat until the last minute, U.S. forces halted invasion plans and instead launched *Operation Uphold Democracy* after diplomatic negotiations. The mission became to smooth the return to power of the exiled Haitian President Jean-Bertrand Aristide.

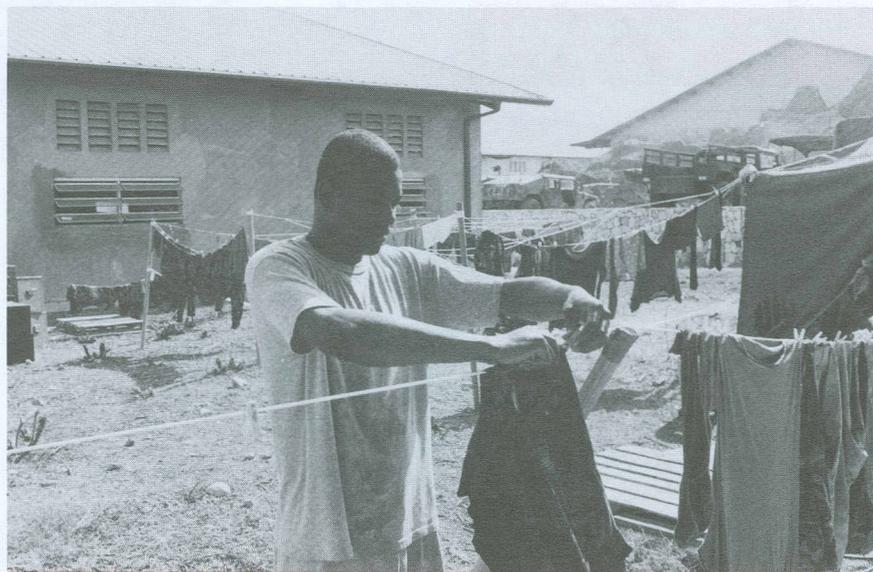
A three-man junta had overthrown the democratically elected president three years before. The U.S. task force soldiers were to work with the Haitian military and police force to ease the transition. An expanded set of rules of engagement allowed U.S. soldiers to stop Haitian-against-Haitian vio-

lence when a total of about 1,000 MPs deployed.

With the 555th's mission known, but no exact day to leave, the MPs at Fort Lee began execution of their deployment plan. Being a separate MP company on post, "The Home of the Quartermaster Corps," had certain advantages. The 555th could "plus up" necessary equipment specifically demanded for this mission. With the support of the company's higher



Military Police, a highly visible presence, stood guard outside the national parliamentary headquarters in Haiti's capital Port-au-Prince.



Hanging laundry on an outdoor clothesline was a 'little thing' that made days in the scorching sun easier.



ment its existing AN/VRC-47s communications systems.

The entire Fort Lee community provided a great deal of logistical support. The logistics chief of Kenner Army Hospital supplied the 555th with more medical supplies for Haiti. In addition to medical supplies, the company also received plastic wash basins, rubber gloves,

Downtown Port-au-Prince as seen from the 4th Police Precinct building

headquarters, the 49th Quartermaster Group, several shortage issues were quickly resolved. For example, the unit platform mix of M60s and M19s (weapons) was uncertain. The 555th received M60s by cross-leveling throughout the group, and outstanding requisitions for M16s were filled. Working with the U.S. Army Quartermaster Center and School, the 555th received five Single Channel Ground Airborne Radio Systems (SINCGARS) to aug-



Goats herded to a downtown market in Haiti, a country on a Caribbean island near Cuba



and comfort items. The Fort Lee Directorate of Plans, Training, Mobilization and Security (DPTMS) supported the 555th's deployment and its ever-changing timeline around the clock. The DPTMS provided no-notice ranges, ammunition and transportation. One of the company's biggest supporters is the unit movements coordinator for the Transportation Office at Fort Lee. This coordinator has seen the

Haitian civilians sold gasoline in plastic one-gallon containers in the port city.

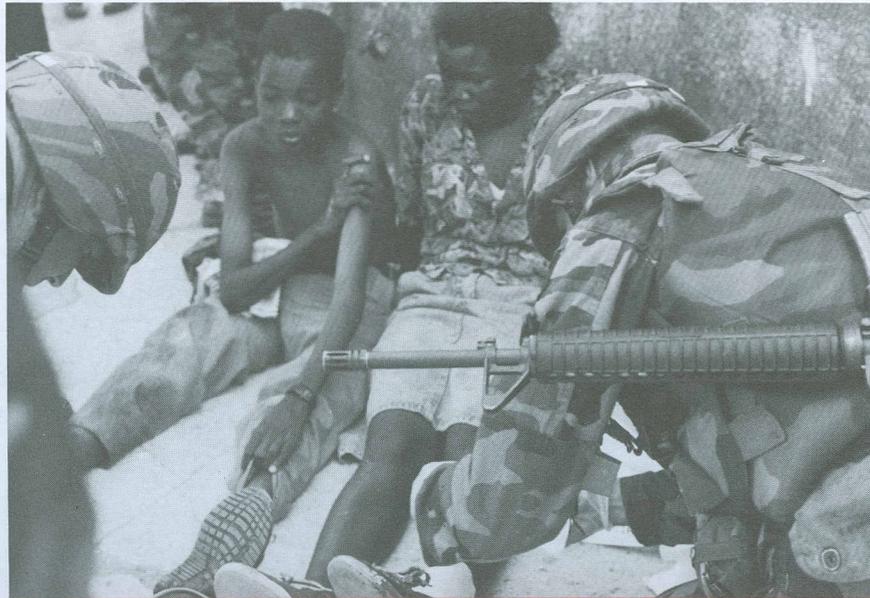
"Triple Nickel" through 11 worldwide deployments and redeployments, often performing miracles day and night and on weekends.

On 9 Sep 94, the 555th was alerted to prepare for *Operation Uphold Democracy*. Soldiers deployed 22-26 Sep 94. Once in country, "The Nickel" initially was given the "hottest" area of Haiti, downtown Port-au-Prince. The unit executed every MP mission and showed versatility in the ability to respond to a variety of crimes, incidents, accidents and injuries, often occurring simultaneously. The soldiers consistently responded with the appropriate level of force and restraint. Situated at the center of Port-au-Prince, MP platoons patrolled sectors as an extremely visible and effective U.S. presence.

The MPs on patrol often performed missions that challenged us as soldiers and enlightened our humanity. One example is one eventful night patrol. Two MP teams were approached by a small group requesting help for a young woman. Upon further investigation by an interpreter, the MPs learned that the woman was about to give birth in the street. One of the combat lifesavers assisted the woman, and the MPs transported her to an International Red Cross aid station where she delivered her child.

While 1st squad was assisting the pregnant woman four blocks north, the 2d squad was busy on "anti-looting" patrol. They noticed that an electronics store had been broken into. The door hung off its hinges, and the store had to be cleared of unauthorized personnel. A systematic search of the building revealed no subjects. An inventory was completed and the building was secured. The interpreter prepared a note describing the situation for the store owner. The owner was informed that the key to his new lock was at the 4th Haitian Police Precinct.

A short time later, 1st squad was back on the move when the



Military Police combat lifesavers responded daily to medical situations involving Haitians.

MPs noticed a small group of people gathered around a decapitated head, no body, just a head. Several curious glances and a request to the local authorities for assistance went unanswered, so the MPs secured the head "for proper disposition." It is important to note that many situations required notifying the police and/or the ambulance for assistance; in my opinion, these requests were met with resistance. Reasons ranged from there is "no ambulance" or "the ambulance is out of gas" or "the driver can't leave the station right now."

Civilian Difficulties

Many of the civilian difficulties stemmed from a breakdown in the Haitian infrastructure. This collapse was evident in so many ways: no water and sewage treatment in the downtown area, government buildings and mayor's office; nonresponsive civilian medical support and emergency services; decaying public works with limited power resources; and no refuse or waste disposal systems.

The nature of this deployment ensured that the MPs did much more than "law enforcement pa-

trolling." Physical security of facilities and security for highly visible personnel were extremely important MP missions. "The Nickel" was responsible for security at several critical and politically volatile locations. The 555th's highly disciplined soldiers spent 24 hours a day for several days at the following facilities: the presidential palace during the return of President Aristide, the parliamentary building, the mayor's office, national military headquarters, national police headquarters and 4th Police Precinct, and National Radio de Haiti. Other high-level security operations included U.S. political figures and entertainers.

The 555th could not possibly prepare for some of the unique difficulties. While on a security mission at national military headquarters the day of President Aristide's return to Haiti, for example, a crowd of angry civilians gathered around the perimeter. The national military headquarters is directly across the street from the presidential palace, where the Haitian president had returned. The crowd, which quickly grew to 5,000, was increasingly hostile to the Haitian soldiers inside



Military Police constructed community shower and wash points at Camp Democracy in Haiti.

our perimeter. At one point, a soldier was pulled through the concertina wire and beaten. Within 30 minutes the number in the crowd grew from an estimated 30,000 to 35,000. Their anger and actions escalated. Our interpreter proved a tremendously valuable asset in gathering intelligence. One U.S. soldier born in Port-au-Prince learned that the crowd had gathered to protect the Haitian president from the military general and an alleged coup. This extremely volatile and delicate situation was defused by our interpreters working with the psychological operations linguists.

Although most MP accolades came from military performance outside the soldiers' compound, as much blood, sweat and tears went into the making of "Camp Democracy" as the other missions performed outside the compound wall. There was obviously no "tenant's bill of rights" when the U.S. military moved in, but then there was no security deposit required either. The joint task force managed to secure a warehouse complex for billeting the soldiers, but much work was ahead. Tractors leveled the ground around the warehouse, and sol-

diers added gravel to make a walkway in the muck. The battalion S4 secured lumber at \$65.00 a sheet for building latrines, work tables and showers. There is a long-standing joke in the MP Corps that the "MP" stands for **M**ulti-**P**urpose, so "The Nickel" built what the unit and battalion needed to improve the quality of life. After establishing latrines and shower points, makeshift urinals were literally "just around the corner." Soldiers dug a sump and then stuck sections of tubing into the ground that extended about two to three feet with a small funnel taped to the top. Necessity is the mother of invention. During several security missions throughout most of Haiti, there were no latrines that worked. The national parliament had a latrine that emptied onto the sidewalk outside. The 555th's first sergeant identified this as a problem, and the unit built a custom, mobile two-seater with overhead shelter. The 555th was the envy of the deployed free world.

With latrines and showers in place, attention turned to erecting laundry lines. The S4 proved indispensable in acquiring laundry pins, basins, scrub boards, and the little things that made the day easier.

With the MP's work schedule, doing laundry was nearly impossible, and no laundry and bath unit had set up shop yet. The first sergeant again took matters into his own hands. After discovering that the joint task force commander had authorized the use of civilian labor for some tasks inside the compound, soldiers quickly had a following of "laundry ladies." The local women arrived daily at 0700 hours and the negotiations would commence. Supply and demand hammered out a contract of about \$2.00 for 10 pieces — not necessarily the same 10 pieces, but 10 pieces guaranteed! It is important to note that these civilians were not "the enemy," as soldiers sometimes are led to believe about the local population. They were simply victims of circumstance in a failing economic environment.

In addition to the "two Cokes and a candy bar per day" promise passed down from commander to subordinate commander, the Class I (rations) began to improve. On the 14th day in Haiti, for example, the 555th MPs saw fruit. The big news was the Friday night steak dinner eaten on Tuesday because there was no place to refrigerate the steaks. The dining facility soldiers did a great job with the ration mix that they had. The ice situation seemed to be either feast or famine, however, and very few feasts that I can recall.

The 555th's modification table of organization and equipment authorizes one company medic, and the 555th's medic distinguished himself as more than a medic. He went where we went and did what we did. He acted first in medical situations. However, he is only one soldier, and the 37 mobile MP teams had the potential of discovering a medical situation at every turn in Haiti. The company commander's philosophy is that every MP team should have a combat lifesaver. Time and again, an injured Haitian

would seek out an MP team to report information or request medical assistance. Quickly, the news spread and the MPs were constantly sought out for medical assistance.

When injuries and accidents on a daily basis exceeded the number of medics and combat lifesavers, an aid plan was developed. Whenever possible, the Haitian nationals would work side-by-side with the medical evacuation unit and would dispatch their own ambulances. When the situation was too critical, the International Red Cross was utilized. As always, the 555th's mission remained to sustain life and provide security for the Haitian professionals during their lifesaving missions.

With the infusion of national pride and the belief that the Haitian

civilians could make a difference, I daily saw a change in the country before the 555th redeployed 31 Oct 94. Over a relatively short timespan, the deployment of the MPs allowed freedom of movement throughout the country and use of the roadways. With this new freedom, the country was logistically rebuilt. Power plants began operating, water began flowing, the harbor opened, and roadways were cleared. People were returning to the cities. Operations other than war such as the humanitarian relief evident in *Operation Uphold Democracy* have at least two things in common: the success of the Military Police Corps and the logistics support from the Quartermaster Corps.

LT Rhett H. Weddell is a Platoon Leader in the 555th Military Police Company, Fort Lee, Virginia. He was commissioned at the U.S. Army Officer Candidate School and had nine years enlisted service in the Military Police Corps. He is a graduate of the California State University, Sacramento, where he earned a bachelor of science degree in criminal justice. His previous assignments include two tours in Germany, to the Command Provost Marshal's Office in Darmstadt and at a Class A North Atlantic Treaty Organization site in Kitzingen.

20th Annual Culinary Arts Competition

Twenty years ago, to further motivate the food service soldier, the Army started an annual culinary competition at the home of the Quartermaster Corps, Fort Lee, VA. The competition has been held every year since then with the exception of 1991 because of *Operation Desert Shield/Storm*. The show, sanctioned by the American Culinary Federation, is one of the five largest competitions in the country.

The objectives of the competition are to improve the overall quality of Army food service and training, to provide recognition for excellence in culinary skills, and to provide incentive for competitive food service programs in major commands.

For the 20th Annual Culinary Arts Competition, 27 Feb-9 Mar 95, 215 competitors came from 16

installations. The number of entries in the categories were Field Competition - 13 teams, Chef of the Year - 14 entries, Junior Chef of the Year, 14 entries, Static Competition - 284 entries, and Installation of the Year - 12 teams. The following medals were awarded: 1 gold, 23 silver, 55 bronze and 84 honorable mention. The major winners were Chef of the Year - SSG Travis Smith, U.S. Army Hawaii; Junior Chef of the Year - SPC Maxwell Hernandez, advanced individual training student; Field Competition - U.S. Army Europe; Installation of the Year - U.S. Army Hawaii; Overall Best in the Show - SGT Diane Arp, U.S. Army Hawaii. Judges were military and civilian culinarians from the United States, Great Britain and Holland.

CORRECTION: Lost Traditions

Due to a poor selection of words on my part, my article titled *Disappointment* came across in a very negative tone in the Spring 1994 edition. I do not apologize for the thoughts in the article because they can be supported today; however, they do not apply to everyone as my article seemed to imply.

I would especially like to apologize to the soldiers of the Setaf Infantry Brigade. Though I am stationed here, the article was not written from here; it does not even apply to this brigade. The officers and enlisted here are highly motivated and take pride in everything they do. They are some of the best!

There are people and places in today's Army that could care less about the traditions and customs of the past, or about proper customs and courtesies. It was for those people that the article was intended. — *LT Lee R. Campe*.

Looking for Answers

CPT Kenneth R. Grier

On 4 Jun 94 at 0700, soldiers from the 54th Quartermaster Company (Mortuary Affairs), Fort Lee, VA, boarded a plane at Richmond International Airport. The trip would result in a journey the soldiers would never forget.

Soldiers of the 54th Quartermaster Company have a mission of providing our country with a service that renders the highest level of care, reverence and honor of the nation's fallen military and Department of Defense personnel. This sensitive yet critical service applies worldwide, during times of peace and hostilities, during past and present. The 54th Quartermaster Company is the only active duty mortuary affairs company in the Army.

The soldiers' destination was the U.S. Army Central Identification Laboratory—Hawaii (CILHI) to augment search and recovery teams participating in the 30th Joint Field Activity (JFA) supporting Joint Task Force-Full Accounting (JTF-FA). JTF-FA conducts ongoing missions in Vietnam, Laos and Cambodia in hope of resolving the prisoner of war-missing in action (POW-MIA) issue from the Vietnam war era.

The 54th's search and recov-

ery mission began initially with a preparatory phase (planning, packing and training) at CILHI. For more than two weeks, refresher training of mortuary affairs skills was conducted for the upcoming mission into Indochina.

Before departing for Vietnam, coordination, prearranged schedules and logistical arrangements were made with Vietnamese offi-

cial. The teams arrived in Vietnam on the morning of 23 Jun 94, and met their Vietnamese counterparts, exchanged greetings and discussed initial plans.

The temperature was 120 degrees Fahrenheit. No breeze was felt as the soldiers unloaded equipment, food and water to sustain themselves in the field for the next 30 days. The teams deployed to



Soldiers worked with villagers at an aircraft site in Vietnam.



Mandatory breaks for the U.S. team and local workers helped to combat temperatures of 120 degrees in a Karst mountain valley.

Vietnam aboard a C-130 aircraft. The team off-loaded equipment by hand and up-loaded it onto helicopters, contracted trucks and four-wheeled-drive vehicles.

Upon arrival, lodging was provided at Quang Binh province. Meetings were later conducted with province and village officials to discuss the excavation plan for U.S. remains. Work hours were established. Local laborers were hired and witnesses were summoned. At this point, the recovery team was fully prepared and ready to start the next day.

The recovery team consisted of 16 personnel from all the U.S. military branches of service. Their job titles and specialties ranged from

mortuary affairs specialist, anthropologist, intelligence analyst, explosive ordnance (EOD) technician and linguist, to Special Forces medic. Each team member had a specific job that played a vital role in the success of the mission.

The team's day began with a one hour drive from their hotel to an aircraft crash site. The terrain was

mountainous. The ground consisted of loose, sandy soil and small rocks covered by low, sparse vegetation. Trees were interspersed among large cultivated areas. At the crash site was an F-4C aircraft believed to have been shot down 28 years ago. The actual crash site was situated in a large, flat valley surrounded by the Karst mountains in all directions.

Upon arrival at the site, local workers waited patiently for instructions. The first order of business was to have the EOD technician clear the area of any live ordnance that the aircraft may have been carrying. This particular case had unexploded ordnance in sight, and the EOD technician resolved the problem immediately.

During the surface search of the site, the joint team placed flags to mark specific aircraft wreckage, personal effects and ordnance. Once all items were marked, a crash distribution pattern was formed. In most cases, crash sites had been thoroughly scavenged for scrap metals by local villagers before excavation. The site was cleared, measured, gridded and prepared for excavation.

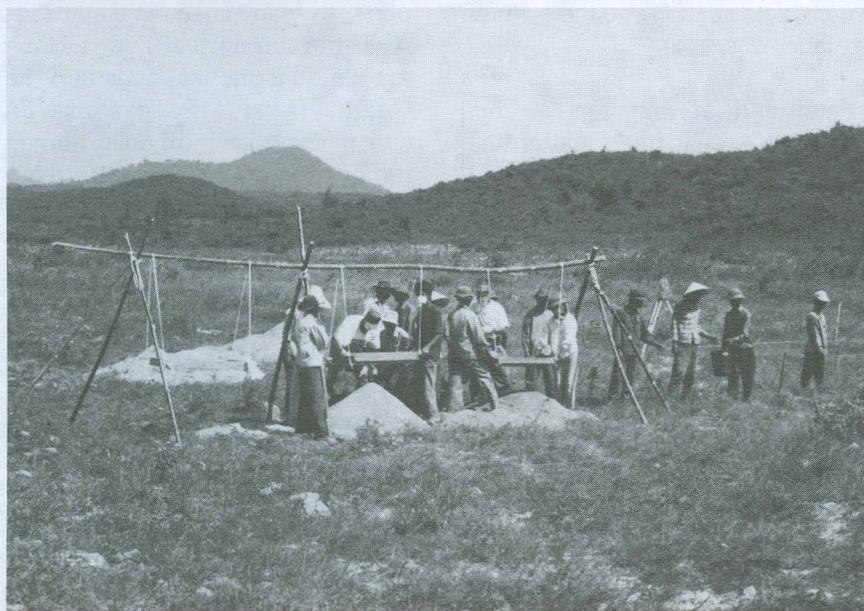
Excavation of the gridded areas was a joint effort. All members participated regardless of job specialty. All used standard archeological procedures under the supervision of CILHI's civilian anthropologist. The site was systematically gridded and excavated. The excavated area measured 27x20 meters and was dug approximately 12 inches deep. All soil that was removed was screened through quarter-inch wire mesh, and all contents in the screen were examined and secured for further analysis.

The labor-intensive portion of the mission lasted 25 days. The temperature ranged from 90-120 degrees Fahrenheit. A rest/work plan was implemented to ensure the safety of all personnel.

The 54th Quartermaster Team excavated and closed three sites and conducted one site survey. The significant findings included two teeth with no apparent restoration, over 60 bone fragments, one .38-caliber bullet, and a silver-colored "Saint Christopher" medal. According to standing operating procedures, the findings were turned over to Vietnamese officials, followed by a release to U.S. officials for an Official Repatriation Ceremony and then



The ordnance technician checked the rocky area for unexploded ordnance.



Soil was screened with assistance from local citizens. Anything that did not go through the screen was examined and set aside for analysis.

receipt at CILHI, where forensic anthropologists try to determine whether the remains are those of U.S. military personnel.

Unfortunately, on this particular mission, the significant findings led to no identification of personnel. The two teeth found

at the crash site had no restorations, necessary to verify proper identification of U.S. personnel with dental records; and the bone fragments were too small for making an identification. Throughout the 30th JFA, the team received excellent support and co-

operation from their Vietnamese counterparts. I was proud to have co-lead a team on such an interesting and exciting mission in Vietnam. The soldiers' technical expertise directly attributed to several significant contributions throughout the entire JFA.

CPT Kenneth R. Grier has a bachelor of science degree in accounting from Bowie State University, Bowie, Maryland, where he was a Distinguished Military Graduate. He is a graduate of the Field Artillery Officer Basic Course, Nuclear, Biological, Chemical Course, Quartermaster Branch Qualification Course and Mortuary Affairs Officer Course. He previously served as an Assembly and Transport Platoon Leader and Supply Platoon Leader in the Republic of Korea. He also served as Platoon Leader and Executive Officer in the 54th Quartermaster Company, 240th Quartermaster Company, Fort Lee, Virginia, the Army's only active duty mortuary affairs company. In addition, he served as Theater Mortuary Evacuation Point Officer in Charge in Mogadishu, Somalia. He is currently assigned as a student in the Combined Logistics Officer Advanced Course.

Quartermaster Corps Providing Answers

MAJ Alonzo C. Cutler III

Complete and full accounting of U.S. POWs/MIAs is the cry of Americans whose loved ones are still unaccounted for.

We as a country can look at what Quartermaster officers and noncommissioned officers accomplish and be proud of the U.S. Army Central Identification Laboratory—Hawaii (CILHI). The CILHI is the only organization in the Department of Defense that is still searching for, recovering and identifying the 2,200 Americans unaccounted for in Southeast Asia, the 78,000 Americans still missing from World War II, and the 8,000 military personnel from the Korean conflict. Currently, CILHI personnel are focusing on Southeast Asia, trying to locate those who fought in the Vietnam war and never came home.

The CILHI S3 is responsible for coordinating the search and recovery missions for military personnel whose bodies were never recovered or accounted for. The CILHI S3

is one of three primary staff sections. The other two critical sections for search and recovery and identification operations are the casualty data section and the scientific laboratory.

The CILHI S3 controls nine search and recovery teams. Each team has three to four Quartermaster soldiers who have the military occupational specialty 57F (mortuary affairs specialist). These Quartermaster soldiers train to conduct mortuary affairs operations anywhere in the world. Quartermaster mortuary affairs specialists are augmented with an archaeologist or anthropologist, Special Forces medic, linguist, aircraft analyst, explosive ordnance disposal expert, photographer, and four branch-immaterial personnel to augment mortuary affairs operations. Each search and recovery team is led by a seasoned, branch-qualified Quartermaster captain.

Search and recovery teams

conduct excavation operations based on eyewitness accounts, refugee reports, or intelligence gathered through investigative team reports. In many cases in Southeast Asia, the terrain that needs to be excavated is mountainous and the weather is harsh. For example, on one mission in Cambodia, human remains were buried under a stream that measured five feet deep. Quartermasters had to dam and drain the stream before excavation. Afterwards, three sets of remains were recovered and later identified.

At times, Quartermaster search and recovery teams work in isolated areas with little or no communications. Teams take enough food, water, supplies and equipment such as tents, cots and footlockers to live in the field for 30 to 40 days. A typical field recovery operation runs between 20 and 30 days.

On one particular mission in Laos, a Quartermaster team con-

ducted excavation for a sensitive case involving a U.S. reconnaissance aircraft. The reconnaissance aircraft, which was shot down in 1968 while dropping electronic sensors along the Ho Chi Minh trail, crashed into a mountain with nine personnel on board. All were listed as killed in action, bodies not recovered. Because the Laotian terrain was so mountainous, the Quartermaster search and recovery team walked for eight hours to get to the crash site. The team cut a landing zone so that the other CILHI personnel could fly into the aircraft crash site. Excavation began early each day in extremely hot and rainy weather and continued nonstop. Team members recovered many artifacts: several hundred bone fragments, four teeth, a military identification card, a high school class ring, and thousands of aircraft parts. With the aircraft parts, the CILHI aircraft analyst confirmed that

the Quartermaster team was at the correct location.

On another CILHI mission in Southeast Asia, in Vietnam, Quartermasters excavated for 25 straight days in extremely hot weather. The temperatures reached 120 degrees every day. The work was hard, excavating a crash site that measured 100 x 50 meters. In some places, team members went as deep as three meters to look for answers. Unfortunately, the Quartermasters found nothing after 25 difficult days in the heat of Indochina. The team excavated more than two tons of dirt and sand at this one site. The dirt and sand were hauled away in buckets for sifting through screens. Sifting dirt and sand reveals evidence of human remains or aircraft parts and is critical to analyzing a crash site.

Routinely, all supplies and equipment are packed up and shipped by helicopter to the next

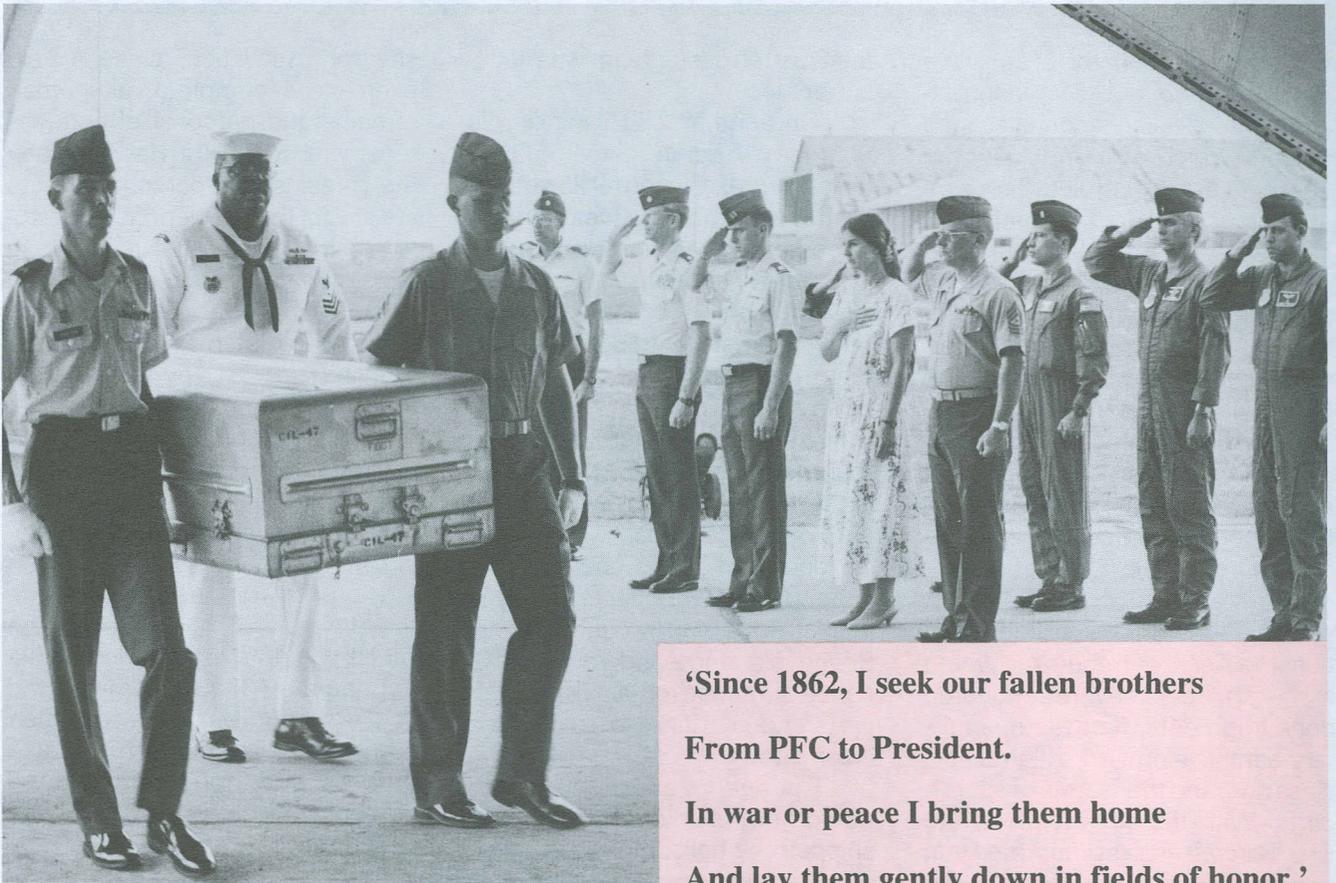
site for excavation. Once a field exercise is complete, all human remains and personal effects are repatriated to CILHI in Hawaii. When the remains and personal effects are at CILHI, the scientific laboratory section begins the painstaking task of identification. Equipped with latest technology, the laboratory sets out to match a name with the remains recovered by Quartermaster search and recovery teams.

The United States of America wants soldiers and families to know that experts assigned to CILHI continue daily in this ongoing humanitarian mission. When any U.S. military personnel fall in the defense of our country, the CILHI will do everything possible to bring them home. Families and soldiers need answers for fallen comrades. The Quartermaster officers and noncommissioned officers work hard to provide these answers.



This search and recovery team's base camp among rice paddies in Laos was at the foot of a mountain where a U.S. reconnaissance aircraft had crashed in 1968.

MAJ Alonzo C. Cutler III is currently the Chief, Quartermaster Officer Basic Course, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. He has a bachelor of arts in business administration from East Tennessee State University. He also is a graduate of the Quartermaster Officer Basic Course, Quartermaster Officer Advanced Course, Combined Arms and Service Staff School, and the Command and General Staff College. His duty assignments include Company Commander in the 15th Forward Support Battalion and Operations Officer in the U.S. Army Central Identification Laboratory—Hawaii. During his career, MAJ Cutler has briefed President William J. Clinton and President George H.W. Bush, their Secretaries of Defense, Secretary of State Warren Christopher, and the Joint Chiefs of Staff on mortuary affairs operations.



**'Since 1862, I seek our fallen brothers
From PFC to President.**

In war or peace I bring them home

And lay them gently down in fields of honor.'

Excerpt from *The Quartermaster Creed*

In War or Peace I Bring Them Home...

As a fallen comrade begins the last flight home, both military and civilian personnel at the U.S. Army Central Identification Laboratory —Hawaii (CILHI) render honors. Once remains are recovered, they are processed to the U.S. mainland after proper identification at CILHI.

While assigned as a team leader with the U.S. Army Central Identification Laboratory—Hawaii (CILHI), MAJ Alonzo C. Cutler III, Quartermaster, briefed President William J. Clinton in Hawaii in 1993. The focus of his briefing was twofold: to describe a typical joint task force's full accounting operation and to illustrate with photographs the recovery and repatriation of remains of U.S. military personnel.

In general, a joint task force recovers remains and personal effects from an aircraft crash or a grave site. The U.S. recovery team normally consists of 12 experts from all service branches, including a linguist, physician, analyst, recovery specialist, and a civilian anthropologist.

This photographic essay illustrates the story of CILHI missions in Southeast Asia. Soldiers and their families can take comfort in knowing that if any U.S. military personnel fall in combat anywhere in the world, CILHI will do everything possible to bring them home.

CILHI MISSIONS



Analysis of skeletal and dental remains often provides information so that a positive individual identification can be made.

INFORMATION OBTAINED FROM SKELETAL/DENTAL REMAINS

SKELETAL

- SEX
- AGE
- RACE
- STATURE
- BUILD
- BONE PATHOLOGY
- BONE TRAUMA
- ANOMALIES

DENTAL

- EXTRACTIONS
- RESTORATIONS
- ANOMALIES
- PATHOLOGY



The recovery process begins with clearing and systematically gridding off an area to properly document the exact locations for every item found.

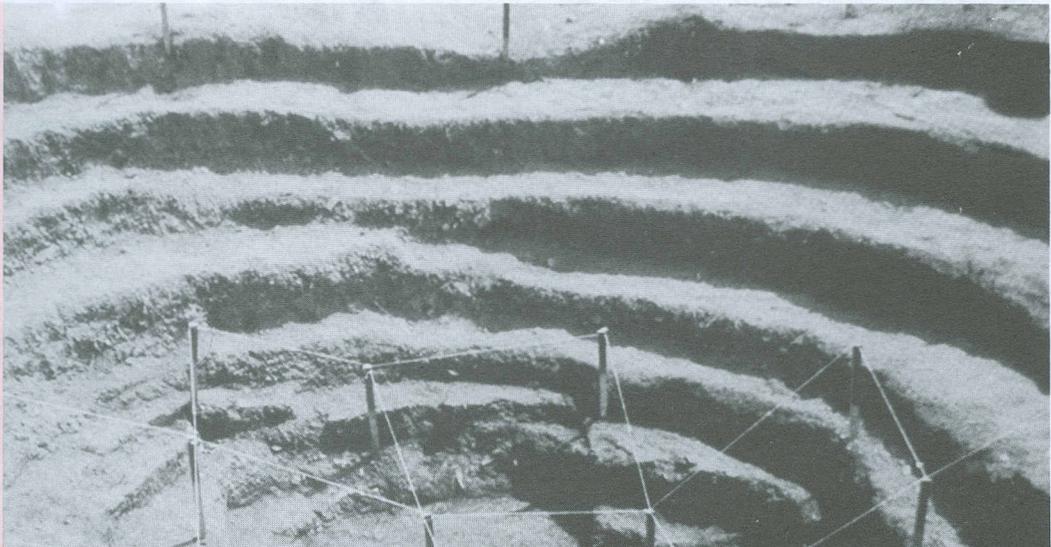


This is the site of a 1968 aircraft crash in Laos, a large hill with a 32-degree slope at 2,000 feet above sea level. The recovery team worked 1,000 feet above the foot of the hill. The team employed between 30 and 60 workers daily during site excavation.



The team painstakingly removed and sifted over 2 tons of disturbed soil beneath the surface, 6 to 12 inches over a 100 x 50 meter area. All recovered personal effects, remains and wreckage were documented. Personal effects at this crash site included a driver's license, credit card, religious medallion, and a high school class ring.

These photographs depict one of the techniques called "stepping" used by search and recovery teams to evacuate a crash site. The teams often work in isolated areas with little or no communications. A typical field exercise lasts between 20 and 30 days.



In Cambodia, another CILHI search and recovery team dammed and drained a five-foot-deep river, checked the muddy water, and scoured the river bed. This mission resulted in the recovery of three sets of remains. Despite long and tedious days in blistering heat, the team always paid attention to every detail.



Thousands of pieces of aircraft wreckage, ranging from small items such as nuts and screws to large pieces such as an aircraft engine, were recovered at this site in Laos. Analyzing the wreckage is important because such painstaking documentation led to areas within the aircraft crash site where remains were located.

Property Accountability Is Commander's Business

CPT Charles T. Byrd

Property accountability is probably one of a commander's most time-consuming and relevant activities. At all levels, commands are made and broken with property accountability. The property accountability task does not have a major paragraph on an Officer Evaluation Report (OER); but when property accountability is not maintained throughout a command, it will cause a significant emotional event at some point in time. The bottom line is that **property accountability is commander's business**. Many activities and staff sections will assist a commander with property accountability procedures; but after all is said and done, the commander is the one that usually will get the "no pay due." A good command supply discipline program (CSDP) is the cornerstone of proper supply accounting procedures. An effective CSDP can be planned just as it were a rotation at the National Training Center (NTC).

An NTC rotation consists of several phases: pre-rotation planning, equipment draw, actions in the maneuver box, and the turn-in. A commander can implement a good CSDP in the same fashion. A commander can take actions in pre-rotation planning before assuming command. The equipment draw is the new commander's change of command inventory. The actions in the maneuver box phase equates to the time spent in command and the inventories done during that time. The turn-in is the pre-change of command action.

Pre-rotation planning of an inventory is one of the most critical parts of a command tour. It can be summed up in three words: Read, Read, Read! Read DA Pamphlet 710-2-1 (Using Unit Supply System (Manual Procedures)) and become familiar with its contents. The regulation will answer most procedural questions. Read your battalion stan-

dard operating procedures (SOPs), and learn the guidelines that you will be expected to follow. Read all the SOPs you can get your hands on. The more you know about how your support is obtained, the easier your execution will be. Read the companies' supply policies. These policies will give you an indication of where supply actions stood on the priority list of the past commander. Read the results of the past inspections. They will give you a good place to start to correct deficiencies. Visit the division materiel management center and talk to the property book officer (PBO) who handles your hand receipt. The PBO can identify any current or potential problems.

The equipment draw phase is your actual change of command inventory. It can be summed up in three words: Check, Check, Check! What you see is what you will own. What you do not see, you should not sign for. Check the condition of your equipment. If there is any doubt about the condition of a piece of equipment, consult your supporting direct support unit. Check the serial numbers of all your equipment. Make sure that the numbers on your equipment match the numbers on your hand receipt exactly, down to the commas and dashes! Do not take anything for granted. Check your equipment that is in maintenance. Check the equipment that is on order. Check your table of organization and equipment to see what equipment you should have. Spreadsheets are a good way to track several different types of equipment and serial numbers. The outgoing commander should have a schedule of the different sections that you have to inventory. Discuss the schedule before you begin. Ensure that you will be available to inventory when required.

Your **actions in the maneuver box** phase is critical. It can be

summed up in three words: Count, Count, Count! It is your time to reign. Ensure that you complete your 10 percent inventories. This is the time to correct minor serial number changes and to bring potential problems to the attention of the PBO. There is nothing in the regulation that requires you to do it personally, but you will have to sign the check for your report of survey if something is missing. In some commands, inventories are so important that commanders are required to personally do all the 10 percent inventories. Ensure that your shortage annexes have been updated. Your PBO will assist you. Count your equipment during your sensitive item inventories. Count your prescribed load list and your basic loads. Your battalion S4 can help you identify any shortages. Inventory your soldiers' clothing to ensure that they have it all. After you have counted all of your equipment, match your PBO hand receipt with your sub-hand receipts to ensure that all of your equipment has been signed to the user level. Do not forget to do a thorough job of inventorying your Directorate of Public Works and installation property. It moves easily and quickly, especially sheets, blankets and pillows. Count your real property and keys. Bring any discrepancies to the attention of the PBO immediately. You will find the PBO understanding and helpful if you have followed all the guidelines. Get any unserviceable equipment turned in as soon as possible, and make sure that a replacement has been ordered.

Ensure that your subordinates know that they will be held responsible for property accountability. Put it on your junior officers' support forms and counsel your noncommissioned officers on your expectations. All of your soldiers must be made aware of good supply practices. For example, at the end of a

field problem, have your soldiers lay out their equipment. Inspect it for serviceability and ensure that they have it all. Follow the procedures outlined in AR 735-5 (Policies and Procedures for Property Accountability).

The **turn-in phase** is when you sign your equipment over to your replacement. After a command tour you should know where all of your equipment is. Have an inventory schedule planned before your replacement arrives. Include make-up days and inform your customers that you will not be open for business. This is the time when you see how well you have accounted for your property. If you have worked supply problems as they came up, if you have made property account-

ability a priority for unit leaders, if you have held subordinates accountable through a good supply discipline program, if you have done accurate 10 percent inventories, you have nothing to worry about. You cannot rely on luck to handle your property accountability. The smarter you work during your tour, the easier your change of command inventory will be.

Rotations at the NTC are planned months in advance, and lessons learned are implemented afterwards. A good CSDP must also be planned in advance, and lessons learned from past commanders are key. Talk to as many commanders as you can find to find out what they considered helpful. Company command is a once-in-a-lifetime oppor-

tunity. A well-planned property accountability program will ensure that you get out of your company command with everything that you brought into it.

CPT Charles T. Byrd, Quartermaster, has served as Company Commander in 2d Armored Division, 502d Forward Support Battalion, and in 1st Cavalry Division, 215th Forward Support Battalion. He is a graduate of the Quartermaster Officer Basic and Advanced Courses, the Logistics Executive Development Course, and the Support Operations Course. He holds a master's degree in logistics management from the Florida Institute of Technology.

Quartermasters Become Infantrymen

CPT Mark A. Olinger

World attention was drawn to the mountainous Korean Peninsula when Communist North Korea launched a blitzkrieg type of offensive against the Republic of Korea on 25 Jun 50, starting the Korean War. In June 1950 the United States and its armed services were in a drastic state of unpreparedness as a result of the post-World War II drawdown. The size of the armed services had decreased from 12 million in 1945 to 1.6 million. Total budget had shrunk from \$82 billion to \$13 billion. This was especially obvious in the combat units of the Army. Nearly every one of them were understrength, undertrained and underequipped.

At the start of the Korean War, the Army had 10 active combat divisions. They were the 1st Infantry Division in Germany to give the recently formed North Atlantic Treaty Organization some substance; the 1st Cavalry, 7th Infantry, 24th Infantry and the 25th Infantry in Japan performing occupation duty under Eighth Army; and the 2d Armored, 2d Infantry, 3d Infantry, 11th Airborne and 82d Airborne in the United States forming the General Reserve. Of the five divisions in the United States, the 2d Armored was determined to be unsuitable for deployment to a country that did not have good terrain for tanks. Two more, the 3d Infantry and 11th Airborne, were only authorized two regiments with two battalions each. The remaining two divisions were the most ready and best trained for deployment

to reinforce the Eighth Army in Korea and Japan. However, the 82d Airborne was eliminated because of its specialization in airborne operations and its lack of the weapons/equipment for sustained ground combat.

In addition to the 10 divisions, the Army had 11 independent Regimental Combat Teams (RCTs) stationed throughout the world. These included the 5th RCT in Hawaii; the 14th RCT at Camp Carson, CO, with the mission to reinforce Alaska; the 29th RCT in Okinawa; the 33d RCT in Panama; the 65th RCT in Puerto Rico, whose principal mission was to protect the Venezuelan oil fields; and six other RCTs stationed elsewhere. With the exception of the 5th RCT, all had been reduced to two battalions each. None were at their authorized levels of personnel and equipment.

Organic to the 2d Infantry Division when it was alerted for deployment to Korea in early July 1950 were the 9th, 23d, and 38th Infantry Regiments, some of the most famous in the Army. The division was short an estimated 5,000 soldiers, mostly in the Infantry regiments and Field Artillery battalions. This shortage was made up by reassigning soldiers from the depots, service schools, and nondeploying units. By the time the division embarked it was at full strength, but the Army did not have a functioning replacement system to meet its growing requirements in Korea.

(Continued on page 49)

INDEX 1994

The Spring 1995 edition marks the seventh anniversary of the *Quartermaster Professional Bulletin*. The following index references what the Quartermaster Corps printed in the Spring, Summer, Autumn/Winter editions for 1994. In 1994, the Autumn and Winter editions were combined into a special issue commemorating the 50th anniversary of the end of World War II and the role of Quartermasters around the globe, from beginning to end of one of the most decisive times in world history. This quarterly publication focuses on keeping Quartermaster soldiers and Department of the Army civilians aware of emerging developments within the Corps. The staff once more thanks all the authors from throughout the world who submitted articles, graphics and photographs. Your support makes the *Quartermaster Professional Bulletin* a reality. If there is a topic you would like to see in a future issue or if you want to submit an article, please contact us by calling DSN 687-4382, Commercial (804) 734-4382, or by writing to:

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AIRBORNE

Modernized Airfoils, Gliders SUMMER 1994

AUTOMATION

Technology: Army Logistics, New Frontiers SUMMER 1994
SFC Karlo A. Aquilar

Standardization of Word Processing Software SUMMER 1994
CPT Bradley K. Bragg

CAREER NEWS

Battalion S4: Introduction to Logistics SPRING 1994
CPT Norman K. Fernaays

Lieutenants Assignment Officer SPRING 1994
CPT Regina J. Hamilton

Captains Assignment Officer SPRING 1994
MAJ Ruben Perales

Future Readiness Officer SPRING 1994
CPT Jerry Chastain

Majors Assignment Officer SPRING 1994
MAJ Michael J. Sullivan

Lieutenant Colonels Assignment Officer SPRING 1994
MAJ Charles J. Toomey

CW5—Take Charge! SPRING 1994
COL Gerald L. Crews

Branch Detail Officers Bring New Dimension
to Logistics SUMMER 1994
CPT James D. Costigan

Things I Wish I Had Known as a Lieutenant SUMMER 1994
CPT Benjamin E. Henderson

Lieutenants Assignment Officer SUMMER 1994
CPT Regina J. Hamilton

Majors Assignment Officer SUMMER 1994
MAJ Michael J. Sullivan

Lieutenant Colonels Assignment Officer SUMMER 1994
MAJ Charles J. Toomey

Future Readiness Officer SUMMER 1994
CPT Jerry Chastain

CIVILIAN SUPPLY AND SERVICES PERSONNEL

Technology Makes a Difference in Property Management
at the U.S. Army Corps of Engineers SPRING 1994
Raymond F. Urena

COMMENTARY

From the Quartermaster General SPRING 1994
Major General Robert K. Guest

Greetings, Quartermaster Soldiers! SPRING 1994
Command Sergeant Major Ricky A. Vernon

From The Quartermaster General SUMMER 1994
Major General Robert K. Guest

Field Communications SUMMER 1994

Command Sergeant Major Ricky A. Vernon

World War II Commemorative Edition of the
Quartermaster Professional Bulletin AUTUMN/WINTER 1994
Major General Robert K. Guest

FIELD SERVICES

Field Laundry and Shower Operations in Somalia SPRING 1994
CPT Bruce E. Cox

Laundry in Somalia SPRING 1994
CPT Bernadette J. Paris

HISTORY

Quartermaster Valor at the Battle of Bull Run SPRING 1994
CPT Mark A. Olinger

Quartermaster Sergeant Displays Gallantry SPRING 1994
CPT Mark A. Olinger

Logistics of Ancient Armies SPRING 1994
CPT Christopher L. Brown

Insignia Changes SUMMER 1994

40 Years of Sustaining and Protecting Soldiers SUMMER 1994

Quartermaster Branch History Program SUMMER 1994

Quartermaster Gallantry at Luzon SUMMER 1994
CPT Mark A. Olinger

Quartermaster Wins the
Distinguished Service Cross SUMMER 1994
Dr. Steven E. Anders

Quartermasters in the Battle of the Bulge SUMMER 1994
Dr. Steven E. Anders

Quartermasters Hand Over
French Town to Infantry SUMMER 1994
Dr. Steven E. Anders

Quartermasters Cut Off in South Pacific SUMMER 1994
Dr. Steven E. Anders

A Personal Memoir — From North Africa to the
Heart of Germany AUTUMN/WINTER 1994
Lieutenant General Andrew T. McNamara

Over The Hump...And Into China AUTUMN/WINTER 1994
Lieutenant General Woodrow W. Vaughan

Crosses At Normandy, June 1944 AUTUMN/WINTER 1994
Colonel Elbert E. Legg

G-2 From The QMG
Lieutenant General E. B. Gregory AUTUMN/WINTER 1994

QM MISCELLANY (Theater of Operations, MG Robert
M. Littlejohn, Sgt. Brown Sounds Off..., COL Horkan Says...,
General Eisenhower, 'every soldier had turkey....', General
MacArthur, Quartermaster Song) AUTUMN/WINTER 1994

Dr. Steven E. Anders, Quartermaster Corps Historian, researched and wrote the following articles for the Autumn/Winter 1994 World War II commemorative edition:

Supply Wins Wars! Quartermaster Supply	
Support for a Global Struggle	AUTUMN/WINTER 1994
QM Units Were Key to Victory	AUTUMN/WINTER 1994
The QMC As Of V-J Day	AUTUMN/WINTER 1994
A New Kind of War, Quartermaster	
Research and Development	AUTUMN/WINTER 1994
Dear 'B-Bag'... Letters From The Field	AUTUMN/WINTER 1994
Fighting QMs	AUTUMN/WINTER 1994
Bundles From The Sky	AUTUMN/WINTER 1994
Camp Lee — Mobilization And Training	AUTUMN/WINTER 1994
SPECIAL REPRINT—	
Camp Lee Portfolio	AUTUMN/WINTER 1994
Supporting Victory In The Pacific	AUTUMN/WINTER 1994
PFC Paskewitz —	
Service Of Supply GI	AUTUMN/WINTER 1994
With All Due Honors	AUTUMN/WINTER 1994
Old Soldiers Never Die	AUTUMN/WINTER 1994

INDEX

<i>Quartermaster Professional Bulletin 1993</i>	SPRING 1994
---	-------------

LINEAGE

559th Quartermaster Battalion	SPRING 1994
561st Supply and Service Battalion	SUMMER 1994

OPERATIONS

Logistics Lightfighters on the Move	SUMMER 1994
COL Hawthorne L. Proctor	
Quartermaster Force Projection	SUMMER 1994
CW3 Daniel C. Parker	
Rationalization, Standardization	
and Interoperability	SUMMER 1994
CPT Marietta Wells	
CW3 Daniel C. Parker	
Army Map Distribution	SUMMER 1994
John D. Greaves III	
Task Force S4, Lessons Learned	SUMMER 1994
CPT Jeffrey R. Price	
Drawing Down a Mechanized Infantry Company	SUMMER 1994
CPT William M. Krahling	
The Lone Logistics Officer	SUMMER 1994
CPT Rebecca M. Freeze	
<i>Operation Provide Promise: Field Office</i>	
Commodities Flow	SUMMER 1994
CPT Jordan S. Chroman	

PETROLEUM

Petroleum Support for the Somalia	
Theater of Operations	SPRING 1994
CPT Conrad H. Bonner	

PROFESSIONAL DIALOGUE

Disappointment	SPRING 1994
LT Lee R. Campe	
Lost Traditions	SPRING 1994
CPT William R. Stowman	
Who Says Logisticians Can't Fight	SUMMER 1994
CPT Nick Gonzales	

RESEARCH AND DEVELOPMENT

Reversible Camouflage Uniform	SPRING 1994
Army's Force Provider 'Hotel'	SPRING 1994
CPT Robert R. Jones	
MRE Spin-offs: Multifaith Meals	
and Humanitarian Aid	SUMMER 1994
Preventing 'Friendly Fire' Casualties	SUMMER 1994
Camouflage of the Future?	SUMMER 1994
Microclimate Cooling for the Soldier	SUMMER 1994

SAFETY

Water Treatment and Dangerous Chemicals	SPRING 1994
SSG Donald L. Sparks	
Diseases Cause More Battlefield Casualties	SPRING 1994
Disposal of ROPWU Waste	SPRING 1994
MSG Thomas E. Dunn	
MSG Andre M. Winbush	
The Straw That's Breaking	
the Quartermaster's Back	SUMMER 1994
Michael L. Davis	

SUBSISTENCE

Subsistence Distribution	SUMMER 1994
John D. Greaves III	
Dining Facility Sanitation	SUMMER 1994
CPT William E. Passalacqua	
Class I, A Combat Multiplier	SUMMER 1994
CPT Keith J. Sylvia	

SUPPLY

Supply and Service in Somalia	SPRING 1994
CPT Larry Naylor	
Logistics: The Forward Edge in the Desert	SPRING 1994
CPT Steven L. Allen	
Joy and Pain: Change of Command Inventory	SPRING 1994
CPT Nathaniel Rivers	
Supply Discipline Equals Supply Excellence	SUMMER 1994
CPT Stephen K. McCullar	
Class VII (Medical Supplies) Operations at JRTC	SUMMER 1994
CPT Matt R. Scott	
The Support Platoon Leader	SUMMER 1994
LT Donald G. Herko	

TOTAL FORCE

Operation Flood Watch '93	SPRING 1994
LT Kurt Adams	
Activation of a National Guard Round-Out Unit	SUMMER 1994
CPT Donald Hamby	

TRAINING

Training the Petroleum Supply Specialist	SPRING 1994
CPT Ronald Stafford	
Unique Quartermaster FTX	SPRING 1994
Supporting Field Artillery at the NTC	SPRING 1994
CPT Eric A. Barto	
Quartermaster Training for the Future	SUMMER 1994

WATER

Water Support Concept	SPRING 1994
CPT Marietta Wells	
Water Training	SPRING 1994
CPT Harry Cruz	
Water Supply Training	
for the Quartermaster Officer	SPRING 1994
Linda Orlando	
Water Operations Overview	SPRING 1994
David L. Bruen	
Water Support Planning	
for Contingency Operations	SPRING 1994
David L. Bruen	
History of Water Treatment	SPRING 1994
David L. Bruen	
ROWPU Operations: The Cold Facts	SPRING 1994
CPT David M. Thomas	
Water Support in Somalia	SPRING 1994
SFC Kenneth E. Price, Jr.	
Foul Element Syndrome	SPRING 1994
SSG Darrell P. Dailey	
ROWPUs on the Beach	SPRING 1994
SFC Morris Lloyd Starks	
559th Quartermaster Battalion (Water Supply)	SPRING 1994
CPT William I. Rush	
Water of Life	SPRING 1994
CPT Kevin D. Melton	

Quartermaster Accident Upturn - FY94

Michael L. Davis

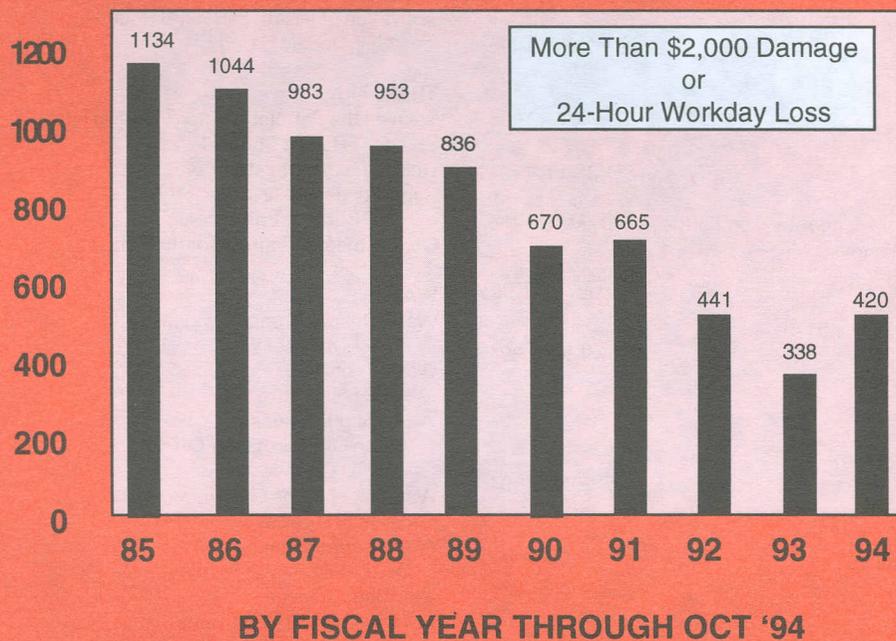
The Quartermaster Corps, unlike the rest of the U.S. Army, experienced an upturn in the number of reported accidents during FY94. While the total Army showed a third straight year of decline in ground accidents (almost 10 per-

Five categories of accidents - Army motor vehicles, combat soldiering, privately owned vehicles, materials handling and sports injuries - averaged 80 percent of all Quartermaster Corps accidents and accounted for 85 to 95 percent of all

change:

- Inattention to detail.
- Soldiers not following established standards.
- Leaders not enforcing standards.
- Lack of supervision.

Quartermaster Corps Recordable Total Ground Accidents

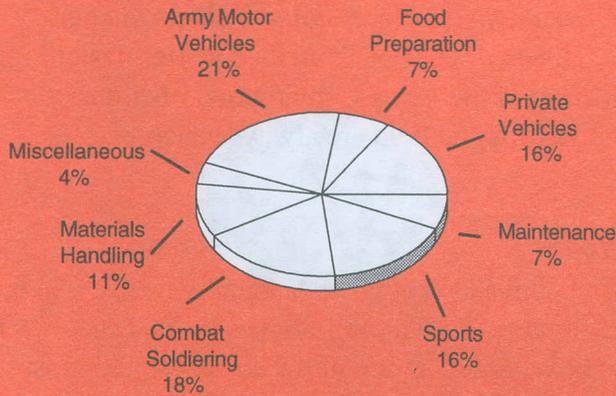


cent from FY93 to FY94), the Quartermaster Corps has recorded over a 20 percent increase. Also, total deaths caused by recurring types of accidents appear to be going up.

Quartermaster fatalities and disabling injuries during the past five fiscal years. Not only have the types of accidents remained the same, but also the four main reasons for those accidents did not

Human error was a contributing factor in more than 90 percent of all Quartermaster accidents. In many cases the human error causing the accident tied directly to a failure by soldiers to perform to

FY94 Quartermaster Accidents



420 Accidents Reported

standard or failure by leaders to ensure those standards.

In the top five categories of accidents, combat soldiering covers everything from parachuting, setting up and dismantling equipment, tent fires, firearm discharges, lightning strikes, individual falls in tactical areas, improper dismounting from vehicles, and physical training injuries. Almost 100 percent are due to individual error, inattention to detail, and lack of following or enforcing standards.

Army motor vehicle accidents consistently cause Quartermaster deaths each year. One area where the Quartermaster Corps has seen a sharp rise in vehicle accidents is in the operation of forklifts. Also, speed too fast for road conditions, improper training and use of night vision devices, following too close during convoy movements, and incorrect operation of the vehicle account for most of these accidents.

Accidents in privately owned vehicles not only remained in the top five, but still kill the most Quartermaster personnel. While these

accidents account for only 11 to 21 percent of each year's total, they average over 50 percent or higher of each fiscal year's deaths

and disabling injuries.

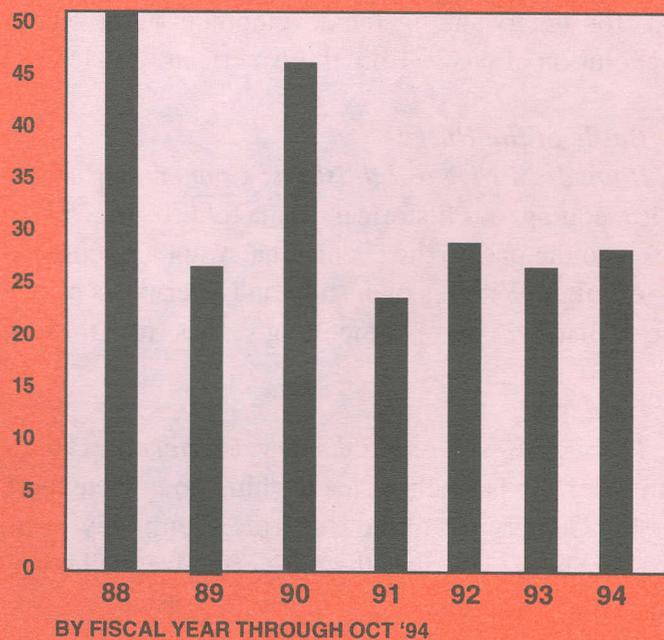
Sports injuries also continue at an alarmingly regular rate. Team sports accounted for over 75 percent of all Quartermaster sports injuries. The top two team sports are basketball and touch/flag football. These two areas account for over one-half of all Quartermaster sports injuries each year.

Materials handling, which is the physical movement of supplies or equipment, finishes out the top five accident categories. Most injuries are the back, hand and foot. Injuries are costly in both money and time and could be easily prevented with a planning by the individual and supervisor.

Active leader involvement from all levels and a team effort by everyone are essential for an effective safety program.

Michael L. Davis, Quartermaster Branch Safety Office, U.S. Army Quartermaster Center and School, Fort Lee, Virginia.

Quartermaster Fatalities



BY FISCAL YEAR THROUGH OCT '94



PROFESSIONAL READINGS

The Professional Readings section of the *Quartermaster Professional Bulletin* encourages the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List and the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are always welcome.

Lincoln on Leadership

Donald T. Phillips, Warner Books: New York, 1992.

If you are looking for inspiration to improve or enhance your own leadership skills, you must read the leadership principles of President Abraham Lincoln. The author goes inside Lincoln's life and explains how the 16th president was able to be regarded as one of the strongest and most effective leaders in American history. Much of the time, in Lincoln's own words, you will learn what made it possible for him to inspire and motivate those around him to change the course of history. These principles are still applicable today.

Battling Buzzards

Gerald Astor, D. I. Fine Inc.: New York, 1993.

The author narrates through the soldiers who were there, the "odyssey" of the 517th Parachute Regimental Combat Team from 1943 to 1945. Astor writes his book in such amazing detail you start to believe you were there. The achievements of the 517th allow any modern soldier a vehicle to discover what elements form a highly effective combat unit.

Guardians of The Republic

Ernest F. Fisher Jr., Fawcett Columbine: New York, 1994.

For the first time, Fisher painstakingly has written an amazing history of noncommissioned officers. He sheds light on the men and women who are the backbone of the U.S. Army. This is a "must-read" for understanding the development of the Noncommissioned Officer Corps. The book traces the evolution of NCOs from the American Revolution through Vietnam and its aftermath.

Inside the Battle of the Bulge

Roscoe C. Blunt Jr., Praeger Publishers: Connecticut, 1994.

This is a courageous historical drama told from a first-person point of view. The author rips the reader back into the past to the events that swept a young combat soldier's life into the dangers of the Battle of the Bulge. With his own story and interviews of others present at the time, Blunt's book is a look at one of history's more compelling stories from those who were there.

Authentic Leadership

Robert W. Terry, Jossey-Bass Publishers: California, 1993.

For anyone who is teaching leadership, go to the expert. The author is the director of the Reflecting Leadership Center, part of the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota. This book describes the most effective methods used to teach leadership. Terry takes theory and describes how to apply it.



ACCES for CP-13: Referral System Works

Michael Tesi

"Wow! Finally, four jobs finally opened, offering me a possible promotion! I think I'll apply for all four, but I only have four days to submit my application packages. Let me think. If I have to submit four SF 171s and four sets of additional supervisor reviews, I won't be able to complete and submit all of the application packages by the deadline! What will I do?"

Does this sound familiar? If you have been in the government's work force for any amount of time, you have probably run into this dilemma. Well, guess what? For Supply Management Career Program GS-13 positions and above, the U.S. Army Total Personnel Command (PERSCOM) has a central referral system named Army Civilian Career Evaluation System (ACCES).

ACCES is a centralized process which enables a careerist to complete a single application package with all areas of expertise, knowledge and skills.

For a careerist to become active within ACCES, the careerist must complete the application package according to AR 690-950 and have it reviewed by the supervisor/reviewer. The careerist then submits the application package to the local career program manager/administrator for a final review for accuracy and completeness. The career program manager/administrator then submits the application package to PERSCOM for formal review and rating by a review/rating panel.

Useful hints? The most useful hints I can think of are

- (a) FOLLOW all instructions. Attempting to change typing pitch or modify the allocated space on the forms will cause immediate rejection of the application package.
- (b) Make all write-ups clear, concise and to the point.
- (c) Provide two accomplishments for each statement of accomplishment. This shows breadth in all areas of accomplishment.
- (d) ONLY check areas of interest on the geographical form that you are willing to accept. Checking areas that you are not interested in may block the referral of a lesser-rated individual who IS willing to accept a position in that geographical area. Make sure your application package is ALWAYS updated.

Once a careerist's package has been formally reviewed and rated, PERSCOM sends the careerist a computer printout by mail with the rating. PERSCOM also requests the careerist to review the computer printout for accuracy. The careerist submits changes to PERSCOM as soon as possible.

Now, the easy part begins! Activities worldwide that need referral lists for job placements submit their requests to PERSCOM. PERSCOM enters the requesting activity's selection parameters into the computer and a referral list is established. If a careerist's qualifications meet the selecting activity's requirements, the qualified careerist's name and application package will then be forwarded to the selecting activity for consideration. PERSCOM then notifies the careerist, by mail, that he is on the referral list.

Wow! This can happen time and time again by only submitting ONE application package! What a time and effort saver! Most importantly though, PERSCOM automatically refers qualified careerists for job opportunities offered worldwide. ACCES ultimately gives the careerists peace of mind about not missing out on all available opportunities of advancement.

In closing, the bottom line never changes. A careerist cannot be selected for a job opportunity without submitting an application. Most importantly, ACCES is the avenue through which a careerist can submit an application for multiple vacancies. Secondly, a one-time effort of assembling an application package enables a qualified careerist to be referred to unlimited job opportunities worldwide. Finally, after the initial submittal of the application package, minimal effort is required by the careerist to update and change the application package. Items can be updated and changed without having to submit a complete application package.

If you have not already done so, I urge all of you, as a fellow careerist, to obtain a copy of AR 690-950 and submit an application package immediately. Deadlines? There are none. Submittal? Submittal is 365 days a year! Review/rating panels? Panels meet quarterly. It is not hard. Delaying your application package will only delay your chances for advancement.

Michael Tesi is a Logistics Management Specialist within the Maintenance Management Career Program, CP-17. His permanent duty is in the OH-58D Kiowa Warrior Project Manager's Office within the Program Executive Office (PEO) for Aviation. He recently completed a six-month developmental assignment within Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Logistics.



TOTAL FORCE



Natural disasters present many humanitarian assistance challenges for logisticians.

Operation Crested River '94: Unique Training Opportunity for Mortuary Affairs Soldiers

CPT Scott T. Glass

During June and early July 1994, record flooding in southwestern Georgia resulted in over 30 deaths and the evacuation or damage of over 35,000 homes. Flood relief efforts involved the unique *Operation Crested River '94* in Albany that used the talents of mortuary affairs soldiers.

The Flint River is the major watershed draining southwestern Georgia. Dam failures on creeks feeding the Flint coupled with record rainfall caused a river cresting close to 45 feet (18 feet above flood stage) on 11 July in Albany. Water inundated Riverside and Oakview Cemeteries on low ground

in downtown Albany. The cemeteries contained thousands of burials, some dating back to 1830. Over some of the burial grounds, water flowed for a week at a depth of roughly 10 feet. This disturbed hundreds of graves and scoured out huge sinkholes. Caskets came to the surface and began moving downstream.

Observers began noticing floating caskets on or about 8 July. Despite hazardous water conditions, local authorities reacted almost immediately. Personnel from the Albany Fire Department, Parks and Recreation Service, and the Dougherty County Coroner's office literally roped caskets and secured them to trees until flood waters subsided enough to permit recovery operations.

By 15 July, waters receded enough to allow workers to begin recovering remains dislocated from the flooded burial grounds. The Georgia Bureau of Investigation (GBI), as-

sisted by the Department of Natural Resources (DNR), assumed responsibility for this mammoth project and deployed teams of agents to Albany to supervise recovery crews. The GBI exercised command and control over the entire operation from the start.

Georgia Army National Guard soldiers from the 2d Battalion, 121st Infantry and 1st Battalion, 214th Field Artillery, provided soldiers and equipment to support *Operation Crested River '94*. Soldiers with the military occupational specialty (MOS) of 57F (mortuary affairs specialist) from the Georgia Army National Guard's 148th Forward Support Battalion and the 24th Infantry Division's 24th Forward Support Battalion provided technical expertise.

The GBI agent-in-charge encouraged the Army mortuary affairs specialists to contribute not only their technical skills, but also leadership. The 57F (mortuary affairs specialist) on site exercised control over the military details and helped train military personnel assisting with the cataloging phase. The Georgia Army National Guard's mortuary affairs noncommissioned of-



Massive sinkholes toppled monuments and collapsed burial vaults in two Albany, Georgia, cemeteries last summer.

ficer provided a liaison between soldiers supporting the operation and the GBI. The operation consisted of these four overlapping phases:

**PHASE ONE: Preparation
(beginning 8 July)**

A midwestern flood in 1993 produced a case the GBI researched for operational ideas. A cemetery near Hardin, MO, lost 1,051 graves to flood encroachment. GBI personnel studied the recovery operation and consulted with the Missouri authorities for lessons learned during that recovery operation. The lessons passed on from Missouri helped the GBI plan a more efficient operation in Georgia.

Trucks, materials handling equipment, labor and technical expertise had to be assembled quickly. Along with the GBI and DNR, Georgia Army National Guard units called to state active duty on 10 July provided a portion of this equipment. GBI, DNR, and local contracts filled out the equipment pool. Soldiers from Headquarters and Headquar-



Flooding in Bainbridge, Georgia, in Summer 1994

**Photographs by the Georgia Department
of Defense Public Affairs Department**

ters Company, 2d Battalion, 121st Infantry, in Albany deployed to assist. The operation would require considerable mobile refrigerated storage. GBI officials located and contracted for 38 refrigerated trailers to store caskets and remains throughout the process before reinterment.

Cataloging operations needed a suitable facility. This temporary morgue site had to accommodate the refrigerated vans called "reefers," be easily secured, provide covered work areas, and be reasonably near the cemeteries. GBI authorities decided on a fairground in Albany.

Application of preventive medicine procedures required gammaglobulin and tetanus inoculations for all soldiers working near or handling remains. The inoculations and preventive medicine inspection visits were provided by the 148th Forward Support Battalion's medical company.

Information in flood-damaged cemetery records held the key to mission success. Nearly all had been under 10 feet of water for several days. GBI agents carefully recovered the waterlogged burial ledgers from the flooded cemetery offices and transferred them to GBI headquarters in Atlanta. There, the agency's crime laboratory began to painstakingly dry the records to prevent further damage. Cemetery officials estimate that the GBI laboratory workers saved 98 percent of the records recovered.

PHASE TWO: Recovery (10-22 July)

Georgia Army National Guard helicopters and DNR boats searched the swirling Flint River for caskets. The air crews located and directed boats to individual caskets. Disturbed caskets and remains still on the cemetery grounds were secured by cemetery teams. After allowing the caskets to drain, civilian cranes and military forklifts hoisted the battered caskets onto HEMTTs (heavy expanded mobility tactical trucks). The force of the water separated many caskets from the human remains inside. Those recovered without caskets were placed in military remains pouches. Caskets and remains received sequential casket/remains (CR) identification numbers in a CR register beginning with the number 001. The letters "U" or "K" preceded the numbers denoting unknown or known remains. Recovery teams eventually processed more than 405 caskets and remains. All were quickly moved to the temporary collection point.

Along with the recovery operation, GBI agents conducted thorough cemetery surveys. Survey data provided a valuable cross-check for the identification phase.

PHASE THREE: Cataloging (10-26 July)

Transportation crews, provided by the Georgia Army Guard's 2d Battalion, 121st Infantry and 1st Battalion, 214th Artillery, discreetly moved recovered caskets to the tempo-



The U.S. Marine Corps building that housed mortuary affairs operations after a Georgia flood

rary morgue in covered HEMTTs. A duplicate CR register prepared by mortuary affairs specialists verified the CR number and recorded any details to help identify remains. For example, the register noted the following casket features: manufacturer, gauge of steel, type of wood, trim, serial numbers, color and general condition. Empty caskets received the same treatment as unopened ones. A determination of whether the casket had been emptied by flood waters, corrosion, or a combination of both went into the CR register.

Remains arriving without caskets posed special challenges. Each set had clothing, jewelry, and general condition carefully logged by mortuary affairs personnel. Damaged remains received a CR number only if the head bones were present to prevent duplicate identifications. Many modern caskets are equipped with small capsules that are secured on the outside and designed to hold information about the remains' identity. Flood damage, passage of time, and record-



Refrigerated vans were parked in an open field behind this covered hardstand used for cataloging operations.

keeping problems kept this from being a primary source of identification.

All information about remains, no matter how small, went into a database under the CR number. The data would be used during the identification phase.

Caskets had painted CR numbers. Separate remains received tags. After a brief drying period, both went into refrigerated storage trailers. The crews stored remains without caskets in trailers separate from remains inside caskets.

PHASE FOUR: Identification (21 August until completion)

During the preparation phase, GBI officials began coordinating support for the follow-on process of attempting to identify all remains possible. The U.S. Marine Corps Logistics Base in Albany provided a 12,500-square-foot facility for the mortuary operations.

The site previously stored cylinders of industrial and welding gasses. It featured a vented roof and built-in cubicles for the 12-station identification process. Ample yard space surrounded by chain link fencing enhanced security. Except for some electrical wiring and building an enclosure for an on-site darkroom, the site needed little modification.

Overall, identification consisted of 12 stations. GBI officials expected to process 20 remains per day. Operational refinements enabled this goal to be met consistently.

Stations 1 and 2: Caskets entered the facility and had their CR numbers logged in. Technicians took color 35mm photographs and a videotape of the container with CR number. Stands provided the elevation necessary for complete photographs. The need for stands is a lesson that mortuary affairs specialists learned during the Gander, Newfoundland, aircraft disaster in 1985. Unique casket inscriptions received further filming. Both stations used mortuary affairs specialists.

Station 3: Workers opened caskets and gently removed the remains. More photographs recorded casket interiors and any special artifacts contained within.

Station 4: Morticians conducted an external exam and logged any special physical features as well as jewelry, newspapers and pictures, for example, that accompanied remains.

Station 5: An anthropologist examined skeletal remains to classify sex, race and other factors. This information went into the database. Before leaving this station, remains severely disturbed by the water action were arranged correctly.

Station 6: Dentists conducted dental exams and prepared X-rays and dental charts. A U.S. Air Force Reserve (USAFR) dentist from the 932d Clinic USAFR at Scott Air

Force Base helped staff this station. He had worked on the Hardin, MO, project in 1993, and his experience assisted the entire operation.

Station 7: The ability to take fingerprints at this station varied with the condition of remains. Tissue builders were needed with some remains to allow fingerprinting. Fingerprinting is a fairly recent process. People from the 1800s and early 1900s had almost no chance of having fingerprints recorded. However, this provided an accurate piece of data to verify identification for recent burials.

Station 8: After fingerprinting, the remains progressed to the full form X-ray station. X-rays taken here also included the CR number.

Station 9: This station reunited remains with the burial dressings removed in Station 4. Technicians dressed remains exactly as found when the remains entered the facility. Photographs taken at stations 1 and 2 provided an accuracy check.

Station 10: Recasketing used a four-person team, including a 57F (mortuary affairs specialist), to determine if the original casket could be used again. As a general rule, if the seal survived intact without much container damage, the casket would be used again. If not, a new 18-gauge steel casket was provided. At this station, workers reunited the remains with any artifacts.

Station 11: Caskets received a new self-sealing, hermetically sealed vault constructed of reinforced concrete.

Station 12: After vaults were closed, materials handling equipment moved them to a vault storage area. Workers covered the vaults and screened them from public view. Vault seals ended the need for refrigeration.

Tough Standards

The extensive database allowed comparisons with funeral home, coroner, medical, dental and other records to produce matches between remains and identities. The large volume and variety of information in the database produced a high confidence level in match accuracy.

GBI officials targeted 100 percent as the goal for identification operations. Despite this optimistic goal, the GBI set tough standards for identification. Remains had to meet these tough standards to be certified as positively identified.

The mortuary affairs operation positively identified 76 percent of the 405 remains. This success rate is remarkable considering some remains had been buried for over 150 years.

Using the salvaged cemetery records, the remains were returned to plots they occupied before being disturbed by the flood waters. The last of these reburials took place in

November 1994.

The operation could not positively identify 97 remains. Cemetery officials know the names of most of them. While workers were fairly certain of many identities, the standard of proof was not sufficient to positively identify these remains by name. The database material for these remains was kept in case more information surfaces at a later date that will assist in a positive identification.

These 97 remains were reinterred in a special plot on the cemetery grounds in Albany, the last of them in December 1994. Plans are underway for a suitable memorial marker. With the erection of the monument in 1995, the operation will come to a close.

Lessons Learned

- **Preventive Medicine:** This is a vital area of concern when dealing with remains. Inoculation records of all soldiers, not just mortuary affairs soldiers, must be kept up to date during "peacetime." Leaders should bear in mind that some inoculations need time to reach full effectiveness.
- **Nuclear, Biological, Chemical (NBC) Contamination:** M12 decontamination apparatus at brigade level could have provided an effective method for washing and disinfecting the HEMTTs and refrigeration trailers transporting remains. Local car washes could not provide adequate cleaning capability and would produce a medical waste hazard to the community. Had M12 decontamination devices been deployed to support the operation, soldiers supporting the mortuary affairs project would have needed training in their use.
- **Physical Fitness:** The hot Georgia summer increased physical stress on the personnel handling remains. That, given the high tempo of operations and the heavy weight of most caskets, reinforced the need for keeping soldiers in a high state of physical readiness.
- **Research:** GBI officials and the Dougherty County Coroner in Georgia consulted early with Missouri authorities familiar with the previous Hardin operation. The USAFR dentist helped in this area as well. These consultations assisted design of a successful operation.
- **Standing Operating Procedures (SOPs):** No operation of this type had previously been attempted in Georgia. A manual or SOP did not exist before the operation, but the GBI developed an SOP from operational notes to guide later operations or assist other agencies. All mortuary affairs units need periodically updated SOPs.
- **Protective Equipment:** Latex gloves provided through the Class VIII (medical supplies) system did not prove sturdy enough for the demands placed on them. NBC gloves worked temporarily. The GBI procured heavy, shoulder-length, rubber gloves from a commercial source that provided the required level of puncture resistance and protection.
- **Operational Security:** This is essential for any mortuary affairs operation to ensure respect and reverence for remains. The fairgrounds proved to be a very wise choice for the cataloging operation. Locking gates allowed a small guard force to secure the entire operation from a curious public and news media.
- **Chaplains:** Religious support services formed an important part of the operation. The 148th Support Battalion's chaplain and other Georgia Army National Guard chaplains frequently visited mortuary affairs teams to support soldiers performing mentally stressful tasks.
- **Interface With Civilian Authorities:** Mortuary affairs operations benefit from military and civil authorities working together and supporting each other with intelligence, labor, transportation and other resources. The GBI not only furnished the essential command and control, but also provided a very productive working environment for mortuary affairs teams. The professional working relationship between the GBI and military personnel created the conditions essential for success.
- **Materials Handling Equipment:** Moving caskets inside the compartmentalized building required equipment that was initially unavailable. Hand trucks and pallet jacks during the second day of identification operations eased the dependence on muscle power, but small, electric or propane-powered industrial materials handling equipment would have been much more desirable.
- **Waste Disposal:** High-volume operations create significant medical/biological and water waste hazards. This was handled by civilian contract in Albany, but mortuary affairs operations planners must consider this in a field environment context. Preventive medicine personnel have to be coordinated to assess and monitor the hazard to soldiers operating collection points and morgues. Preventive medicine teams are the best source of advice for approved expedient disposal methods.
- **Ventilation:** Besides the obvious need for ventilation, circulating air became necessary for a cooler workplace. The facility had no air conditioning. Large floor fans were brought in to keep air flowing through the cubicles.
- **Training:** Labor came from military, civilian contract, and volunteer sources. GBI policy required all workers physically handling remains to be licensed coroners, morticians, mortuary affairs personnel or crime forensics experts. This ensured a standard of experience across the work force.
- **Joint Operations:** The mortuary affairs operation in-

volved the U.S. Army and Georgia Army National Guard mortuary affairs specialists, a USAFR dentist, and a U.S. Marine Corps facility. Mortuary affairs leaders need to be able to combine the other services' assets to conduct successful operations.

Unique Opportunity

The flood, although a first-degree natural disaster, provided mortuary affairs soldiers with a unique opportunity for high-quality and high-volume training virtually unmatched anywhere else. However, waiting for a disaster to provide 57Fs (mortuary affairs specialists) with good training opportunities is a poor excuse for a training plan. Getting the mortuary affairs soldiers ready to respond to a disaster with a challenging training program will maintain prepared, confident soldiers able to answer the bell and go all out when needed. Also, leaders must make sure that local disaster relief agencies know about the unit's 57F (mortuary affairs specialist) and how this Army specialist can assist.

Logisticians may have to plan large-scale morgue operations during future disasters and military operations, requiring large collection points. Included in this will be recovery operations, site selection, and using lessons learned from past experience. Are we ready? We will have to be!

CPT Scott T. Glass is the Senior Quartermaster Trainer with the Resident Trainer Detachment, 48th Infantry Brigade, Fort Stewart, Georgia. He formerly was Commander, Headquarters and Service Company, 528th Special Operations Support Battalion (Airborne), Fort Bragg, North Carolina, and also was Battalion S2/3. His other assignments include Maintenance Company Executive Officer and 201st Forward Support Battalion S2/3, 1st Infantry Division; Assistant Plans/Operations Officer, G4, 82d Airborne Division, Fort Bragg, North Carolina, and Saudi Arabia; and Division Support Command S1, 82d Airborne Division. He is a graduate of the Armor Officer Basic and Quartermaster Officer Advanced Courses, the Mortar Platoon Officer's Course, Parachute Rigger and Jumpmaster Schools. He has a bachelor of arts degree in geography from the University of Georgia and a master of arts degree in human resources development from Webster University in Missouri.

Quartermasters Become Infantrymen

(Continued from page 37)

The 2d Infantry Division arrived in Pusan, Korea, on 31 Jul 50 from Fort Lewis, WA, and entered combat on 3 August. Their mission was to assist the 24th Infantry Division in clearing the North Koreans from the Naktong Bulge. From 8 August through 18 August, they fought one of the most decisive battles against the North Koreans that resulted in the destruction of a crack division and publicly humiliated the North Korean High Command, who had announced that Pusan was about to fall. The fighting had been bloody and nearly disastrous. The Infantry regiments had high casualty rates. Because replacements were unavailable, their strengths became dangerously low. It was at this point that the soldiers of the 2d Quartermaster Company learned that every man may have to become an Infantryman. Division headquarters had ordered all combat service support units to transfer 10 percent of their present for duty strength to the three Infantry regiments. Within the 2d Quartermaster Company, some of the soldiers had been Infantrymen before, but most had not. It was determined that the Quartermasters transferred to the Infantry regiments entered into combat two hours after reporting to their new unit. According to CPT Fred J. Tennant, 2d

Quartermaster Company, "We gave the infantry good men...the enemy was too close to send out any 8-balls."

We may never reach the level of unpreparedness that was present before the Korean War. However, as recent events have shown, we do not know when or where our units will deploy to next. As were our predecessors, Quartermasters must be prepared to serve and fight alongside our combat arms brethren.

CPT Mark A. Olinger has a bachelor of science degree in business administration from California State Polytechnic University, Pomona. He is a graduate of the Operations Research Systems Analysis Military Applications Course I, Combined Arms and Services Staff Course, Canadian Basic Parachute Course, the Quartermaster Officer Advanced Course, Airborne Course, Air Assault Course and the Infantry Officer Basic Course. His assignments include command and staff positions with Special Operations Forces at Fort Bragg, North Carolina, Panama, Saudi Arabia, and Infantry positions in the 101st Airborne Division (Air Assault), Fort Campbell, Kentucky. He is currently an operations research analyst with the 72d Military Intelligence Battalion, Fort Meade, Maryland.



CAREER NEWS

QMOBC: Moving in New Directions *LT Kerrie C. Meehan*

As a member of Quartermaster Officer Basic Course (QMOBC) 95-1, I was fortunate to participate in several new programs. Designed to improve QMOBC and provide young lieutenants with greater challenges and more hands-on training, these programs send lieutenants to their new units with more confidence in their leadership and technical skills.

Slingload Operations. One program initiated by QMOBC 95-1 is slingload operations. With support from the 2/224th Aviation Battalion, QMOBC classes practiced simulated nighttime slingload operations early in the course. Later, classes participated in actual hands-on instruction and gained experience in slingloading a high mobility multipurpose wheeled vehicle.

Most QMOBC instructors agreed that lieutenants will conduct slingload operations during their careers with equipment such as collapsible fuel tanks, vehicles, rations and other supplies. Practical experience during QMOBC gives lieutenants the background for missions before they arrive at their units.

Operation Blue Goose. Another program added to the QMOBC is known as *Operation Blue Goose*. This operation puts together lieutenants from QMOBC with captains from the Combined Logistics Officer Advanced Course. The captains provide information about their own careers and experiences in Officer Professional Development (OPD) classes. Lieutenants can draw upon the captains' knowledge to find answers to questions about such subjects as being a platoon leader, specific jobs within the Quartermaster branch, and opportunities on various installations. While some OPD classes had room for improvement (most things can be made better), most lieutenants in QMOBC 95-1 found the one-on-one interaction with young captains both informative and motivational.

New FTX. For more practical, hands-on experience in the Quartermaster specialty areas, QMOBC soldiers are participating in a new field training exercise (FTX) at Fort A.P. Hill in Bowling Green, VA. The FTX has the code name "Log Venture." However, all QMOBC students will continue to participate in the traditional Log Warrior FTX that gives them some firsthand knowledge of working with enlisted soldiers and noncommissioned officers.

Log Venture refocuses the training emphasis from leadership to technical skills. The first Log Venture took place 21-24 Mar 95. During this FTX, students set up a Fuel System Supply Point, a Forward Area Refueling Equipment System, and an ammunition supply point. They also conducted water supply and subsistence operations. Log

Venture combines the lieutenants' classroom training with a consolidated, four-day practical exercise. This FTX enhances the QMOBC students' confidence in their technical skills and gives them a chance to move out of a classroom environment and into a "train as you fight" environment.

Other changes in the QMOBC are taking place inside the classroom. The grading system is being altered to incorporate more fairness. Writing assignments are expanding to more accurately reflect the types of writing that lieutenants will do in the Army.

Fairer Grading System. Traditionally, the grading system for the QMOBC only reflected academic aptitude. However, QMOBC 95-1 Training, Assessment and Counseling (TAC) officers agreed that leadership is a large part of a lieutenant's career and should be incorporated into the overall QMOBC evaluation. The TAC officers developed a leadership grade that includes physical training (PT), training exercises, tactical skills and a TAC evaluation. This leadership grade is averaged with academic scores for an overall evaluation that better reflects the dimensions of a QMOBC student.

Professional Writing. Classroom work includes more writing assignments which mirror writing styles that officers frequently use at their units. Quartermaster company commanders informed QMOBC instructors that one of the biggest problems among young lieutenants was their lack of professional writing ability. Often, lieutenants must write memorandums and letters that represent their units. Now the QMOBC is attempting to more effectively present the basic skills in the Army Writing Program.

Physical Training. The physical training (PT) program is growing stronger as well. The QMOBC PT takes place five days a week and incorporates a weekly weapons run, sprints, endurance runs, and sit-up and push-up strengthening exercises. QMOBC 95-1 also included road marches of 4 to 10 miles. The class PT test average was above 270, and one-third of QMOBC 95-1 graduated with scores over 290. This change in PT leads to Quartermaster lieutenants who are more physically prepared for the challenges of being a platoon leader.

Shorter Classes. More changes are being implemented in the classes following QMOBC 95-1. For example, QMOBC 95-1 was the last of the 17-week classes. QMOBC 95-2 will graduate in 15 weeks. The second QMOBC class of 1995 faces an even bigger challenge because students must successfully accomplish all activities in less time.

New Testing. QMOBC 95-2 also is facing a new testing format. QMOBC instructors found that tests with a purely multiple-choice format were too easy. Also, because the examinations were so easy, lieutenants retained very

little of the information from tests. The new testing format, which incorporates both multiple-choice and short-answer questions, requires more concentration and focus from QMOBC students. The most obvious result is greater retention among lieutenants. This allows the soldiers to better understand their job requirements.

In the future, QMOBC TAC officers also hope to implement a LEAD Program that assigns lieutenants to advanced individual training company commanders in a platoon leader role. This will give lieutenants practical experience working with soldiers and under a company commander.

These initiatives are designed to strengthen the QMOBC. I have personally experienced several of these new programs and feel that they have better prepared me for my first duty assignment. The revised QMOBC structure develops well-rounded lieutenants who are knowledgeable in a wide range of areas. Lieutenants now leave the U.S. Army Quartermaster Center and School, Fort Lee, VA, with greater confidence in their own abilities. They are technically proficient, physically strong, and better communicators who are well prepared to face the challenges ahead.

LT Kerrie C. Meehan, who has a bachelor of arts degree in communications and psychology, is a graduate of Airborne School and the Quartermaster Officer Basic Course at Fort Lee, Virginia.

Additional Skill Identifier (ASI) Review

After a review board at PERSCOM with the USAQMC&S officer and enlisted proponent personnel, these ASIs for both officers and enlisted soldiers were eliminated:

- 4U** - Commissary Officer
- D1** - Bread Baking
- U5** - Commissary Operations
- G5** - SPBS

These are the current ASIs remaining in the Quartermaster field:

- 4V** - Mortuary Affairs Officer
- H7** - Petroleum Vehicle Operations
- T8** - DSU/DSS Desktop
- B5** - TACSSCS/SAMS
- F3** - Corps Inst Supt Opns
- G3** - SPBS/Redesigned
- Z5** - Enlisted Aide

Advanced Civil Schooling and TWI

As the Army reduces in size, leaders must make maximum use of limited resources. The Advanced Civil Schooling and Training With Industry (TWI) program provide opportunities to strengthen the force through building upon an Army officer's intellectual, experimental and research capabilities.

Through Advanced Civil Schooling, select Quartermaster captains may obtain a master's degree by attending

a university of their choice, the Naval Post Graduate School, the Air Force Institute of Technology or through a cooperative degree program such as the Army Logistics Management College at Fort Lee, VA. Through TWI, Quartermaster officers are placed in management positions with Fortune 500 companies such as SuperValu Inc., Marriott Corp., Wal-Mart Stores Inc., Hertling Industries, Inc., Exxon Corp., and Sun Refining and Marketing Company. The TWI training entails a one-year tour with a corporation and a three-year commitment to the Army.

These programs benefit everyone, but only work with support by senior leadership. Leaders can optimize success by identifying and programming qualified officers to fill these quotas. For more information, contact Quartermaster Branch, U.S. Army Total Personnel Command, at DSN 221-8119 or CPT Albert F. Thompson, Office of the Quartermaster General, at DSN 687-4151.

Green to Gold Scholarship Program

The Army is interested in selecting the best candidates for college scholarships from active duty enlisted soldiers. The Army Reserve Officers' Training Corps (ROTC) Green to Gold Scholarship Program offers the greatest opportunity for young men and women in the U.S. military to acquire a college education and a commission at the same time. Any college or university with an Army ROTC program will assist in preparing a candidate's application. For more information, contact CPT Albert F. Thompson, Office of the Quartermaster General, at (804) 734-4151 or DSN 687-4151.

LEDC - An Investment in the Future

The Logistics Executive Development Course (LEDC) at the U.S. Army Logistics Management College (ALMC), Fort Lee, VA, is the Army's senior logistics course for both military and civilian leaders. The 19-week, 4-day course exposes students to multifunctional logistics issues "from the factory to the foxhole." LEDC looks beyond Army issues to the joint and combined aspects of modern logistics operations. As a bonus, LEDC earns the student 12 graduate-level semester hours toward a master's degree in conjunction with the Florida Institute of Technology. LEDC is taught twice a year at ALMC, starting in January and in August, for senior captains/majors or civilians who are GS 12/13. A change is being proposed to allow senior warrant officers to participate in LEDC too. Future courses have civilian vacancies. For further information, contact either of the course directors, LTC Keane or Mr. Jean at (804) 765-4750/4752 or DSN 539-4750/4752.

Officer Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, U.S. Army Total Personnel Command (PERSCOM), would like to update all officers about some new changes, developments and trends in the assign-

ment and professional development arenas.

Quartermaster Branch Chief

LTC Donald G. Weir

Because of Army downsizing and the resulting turmoil, officers are asking many tough professional development questions. Some common questions include: What does it take to get promoted? Are there still command opportunities available? How do I get a school seat? How do I get branch qualified? What is branch qualification?

The following articles by Quartermaster assignment officers shed some light on questions from the field. Please seek out their counsel because they deal with the hot issues of the day, every day. They can and they will get you the correct answer. It may not always be the answer you want to hear, but I assure you that your assignment officers will be "up-front" and will tell you the truth. If you want to know where you stand in relation to the pack, they will tell you. They will also tell you how to stay competitive with your contemporaries. When time for reassignment, please contact your assignment officer at least six months from your projected permanent change of station date and tell them what you would like to do. The assignment officers will try to honor your request. You must, however, understand that the needs of the Army and other demands may influence your assignment.

If you have not submitted a current preference statement, I recommend you do so as soon as possible. Also, keep your officer record brief (ORB) and photograph current. Know when your next board meets and be prepared. I truly believe that the Army is still a great career choice and that the opportunities to excel are still available. Your manner of performance or how well you do your job is documented in your officer evaluation report (OER). Your OER is the single most important document in your file. Your OER keeps you in the Army and gets you promoted. How do you succeed in today's Army?

The best advice I can give is to know your soldiers, your equipment and your job and to do every job to the best of your ability. Please do not hesitate to contact me or any of the PERSCOM assignment officers at DSN 221-8119/8123.

Future Readiness Officer

CPT Bernard H. Boucher

One of my first duties after joining the PERSCOM team was assisting the assignment officers in "scrubbing" or preparing the lieutenant colonels' files for those being considered for promotion to colonel. It was an eye-opening experience. It showed that promotion opportunities are getting tougher and that many officers are not maintaining their personal files in the best competitive form for promotion boards.

Performance, especially during command, is the key to promotion. While many evaluations are still center of mass,

promotion is not certain if most ratings in an officer's file are center of mass. The selection boards appear to be looking for outstanding performance in positions of increased responsibility. The selection rate for Quartermaster Corps officers is comparable to Transportation Corps and Ordnance Corps officers.

What does it take to get promoted? Let's dispel some of the rumors.

- Rumor 1- You need a master's degree to get promoted. False. A master's degree is highly desirable, especially to further personal and professional goals. However, at no time should you substitute or place a master's degree ahead of your military education. The key to promotion is your military education and overall performance.
- Rumor 2- If you command a detachment or a table of distribution and allowance (TDA) unit, you are at risk for promotion. False. The demographics clearly reflect that commanding a detachment, a headquarters and headquarters company, a table of organization and equipment (TOE) or TDA company, or a divisional versus a nondivisional organization does not matter. What matters is how well you did in command. Selection rates for TOE and TDA commands are always very close.
- Rumor 3- Commanding a company more than once improves chances for promotion. False. Analysis of the command experience clearly reflects that commanding twice does not guarantee a promotion. If you had a center of mass in your initial command, center of mass in your second command, and your overall performance is center of mass, you are at risk for promotion. If your second command is above center of mass and you have an above center of mass performance file, you have a good chance for promotion.
- Rumor 4- An assignment to the U.S. Army Training and Doctrine Command (TRADOC) or the U.S. Army Materiel Command (AMC) is detrimental to your career. False. Nearly all boards reflect that 50 percent of selected officers had TRADOC or AMC types of assignments. Nearly the same number currently serve in TRADOC or AMC assignments. Such assignments broaden your experience. Remember, the key to success is overall performance.
- Rumor 5- Officers with experience in Southwest Asia have an advantage over those who did not serve in Southwest Asia. False. Even though officers with such experience fare well, analysis shows that officers selected for promotion or command had above center of mass or better performance throughout their files. Again, the key to success is overall performance rather than participation in the Southwest conflict.

You ARE a promotion risk if:

- Your performance is center of mass throughout your career without strong comments signaling an upward trend in performance.

- You received a below center of mass, consecutive center of mass or downward trend in performance in a command or key position.
- You received 2s on the front side of officer evaluation reports (OERs) and off-box checks on the back side.
- Your appearance and OER reflect possible weight problems.
- You are a physical training failure.
- You received any negative remarks in the narrative.
- You received no comments on potential for promotion and schooling.
- You received an adverse academic evaluation report.

Self Maintenance

As the Army trims down, updating your files becomes particularly important. Updating ensures that the information representing you is correct. For the upcoming boards in FY95, I would like to share some of the best advice available for "self maintenance." A promotion board reviews only three items. Review each item frequently and make changes early, if required. You should fight to keep these documents updated because most career decisions concerning you originate from these files and records. Here is a brief look at these documents:

Officer Record Brief (ORB). Your military personnel office (MILPO) should provide you a current ORB for your review 60 days before the board's convening date. This is your last chance to make corrections. The board receives the ORB you correct. A few last-minute updates reflect your interest and attention to detail. Numerous pen and ink changes indicate poor maintenance. Keep your ORB updated during your annual audits, and follow up to make sure the changes are made. Here are a few things you should look for when reviewing your ORB:

- *Assignment history.* Ensure job titles and units are easy to understand. Check that the job title on the ORB matches the officer evaluation report (OER) it represents. Use your OERs to justify changes. Replace acronyms with clear titles where possible, for example, "executive officer" rather than "XO." Ensure the correct months in each position. Get rid of double entries for the same duty position. Replace old military occupational specialty codes with current codes that the board will recognize.

- *Photograph date.* Be sure your official photograph is accurate and within three years of the board date.

- *Physical date.* Check your height/weight and profile for accuracy. Have a physical at least every five years. An out-of-date physical may cause the board to question whether you are attempting to hide a weight gain or a change in your fitness status. Also, watch the moving weight and height scale: growing an inch while gaining weight is suspect.

- *Date of rank.* An incorrect date of rank could result in your failure to be considered in the appropriate zone. These can

take time to get corrected.

- *Education.* Make sure of accurate civilian and military education level codes. Use DA Pamphlet 640-1 (Officer's Guide to the Officer Record Brief) and AR 640-2-1 (Personnel Qualification Records, in the All Ranks Personnel Update) to update your ORB.

If the ORB is not correct, then work with your local Personnel Service Company to get changes made.

Photograph. You are required to update your photograph every three years or upon promotion. Your photograph is the first thing a board member sees. Make a good first impression with an up-to-date color photograph. Photographs are no longer on the microfiche. Your assignments branch keeps your photograph on file and delivers a copy to the board. Make sure PERSCOM gets a good copy.

Microfiche. Corrections can take time. You should order a copy of your microfiche every year or so. Make sure your OERs are kept up to date and in sequence. Awards and other documents are normally held until an OER update. If you have difficulty with your microfiche corrections, send us documentation, and we will try to help. Documents arriving too late for your microfiche are delivered to the board in hard copy. The microfiche contents are a board member's only indications of your performance. Make sure your hard work is not lost by a failure to maintain records. Send your social security number along with a signed request for a microfiche copy to **COMMANDER, US TOTAL ARMY PERSONNEL COMMAND, ATTN TAPC MSR S, 200 STOVALL STREET, ALEXANDRIA VA, 22332-0444**. Only official copies of AERs and OERs can be placed in the board packet after receipt by PERSCOM's validation section.

Once you update your microfiche and ORB, get a new color photograph. Ensure that the required final OERs are put in your file on time. Submit OER appeals if substantiated. Then sit back, because you can do nothing to change your past performance history.

I learned a great deal as your Future Readiness Officer during the first half of my tour. I look forward to working with all of you as your Company Grade Assignments Officer. Good luck with your board preparations, and please call if you have any questions.

Majors Assignment Officer *MAJ Harry K. Ching*

The revised DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization) expands branch-qualifying standards for Quartermaster majors. Although branch-qualifying assignments have increased, the revisions have generated an equal number of questions from the field asking us to explain what these changes mean. In this article, I will concentrate on how branch qualification affects promotions and selection for battalion command.

Branch qualification is a combination of military school-

ing and operational assignments. For promotion to lieutenant colonel, an officer must complete Command and General Staff College (CGSC), either through the resident or nonresident programs. Also, an officer should serve in at least one assignment identified in DA Pamphlet 600-3. I believe the following points need emphasis:

- An officer will not get selected to lieutenant colonel without completing CGSC.
- An officer will get promoted based on performance throughout a career. Branch-qualifying jobs are important, but today all jobs are important.
- Only 75-80 percent of the majors serve at the battalion level (battalion executive officer, battalion S3 or support operations).
- The higher payoff assignments are closer to soldiers. This is true with combat arms and combat support arms assignments also. Quartermasters are not judged any differently.

A few officers do not have the opportunity to complete a branch-qualifying assignment with soldiers before their promotion board. If their performance has tracked between center of mass to above center of mass, they should not be at risk for promotion. If performance is less than center of mass, the officer is at risk for promotion. Contact me to discuss the Army's options for selective continuation or early retirement. If an officer is in a branch-qualifying job when the promotion board meets, that guidance also applies.

Battalion Command. Branch qualification also affects selection for battalion command. However, the deciding factors are the officer's assignments and how well the officer did in those jobs. Officers in a battalion executive officer, S3 or support operations position who receive above center of mass reports are the most competitive for command. Other positions, such as O4 commands, brigade or support group executive officer, S3 and logistics operations/support operations are also competitive assignments. Although positions above brigade level are considered branch-qualifying, they do not enhance an officer's chances for battalion command. Unlike selection to lieutenant colonel, serving in a branch-qualifying job with soldiers when the board convenes does not help chances for battalion command. To be competitive, an officer must have 12 months in the assignment and a report on file when the board convenes.

Branch qualification is often determined by DA selection boards. To remain competitive, Quartermaster standards must be comparable to those of fellow officers in the combat arms, combat support arms and combat service support. If you have any questions, please call me at DSN 221-8117/8123.

Captains Assignment Officer

CPT Leroy L. Stockland

I recently received several inquiries about branch qualification for Quartermaster captains. The answers to

most of your questions about branch qualification are in DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization). Simply put, branch qualification for Quartermaster captains means you have completed the advanced course, completed Phase II of Combined Arms and Service Staff School and commanded a company. The last of these three requirements, company command, is the area where I get most of the questions. Here are the answers to the most frequently asked questions:

What type of company must a Quartermaster officer command? Most of us have heard the saying "a command is a command is a command." That saying still rings true today. Whether a company, troop, battery or detachment, if you command it, you will receive credit toward branch qualification. In addition to the typical line companies in the modification table of organization and equipment (MTOE) units, the following company-sized units are considered branch-qualifying commands for Quartermaster officers: headquarters and headquarters companies or detachments, service detachments in the Special Operations Command, basic combat training companies, advanced individual training (AIT) companies, student/training companies and recruiting companies in the U.S. Army Recruiting Command. Officers who command combat arms or combat support arms companies/detachments also receive credit toward branch qualification.

The Quartermaster Corps recognizes company command as a very important element in the professional development of its officers. The Quartermaster Corps would like all officers to command combat service support (CSS) companies in the MTOE arena. Seek those types of commands before seeking out commands in the other areas. Unfortunately, there are not enough Quartermaster-specific or even logistics-oriented companies in the Army to allow every Quartermaster officer to command in these areas. Therefore, the Corps emphasizes commanding a company rather than commanding a specific company.

When asked about what is considered a command, I apply the test of Uniform Code of Military Justice (UCMJ) authority. In most cases, UCMJ authority comes with command. In those rare cases where it does not, call your career manager at branch to make sure that the command is branch-qualifying. The real test, however, is whether DA centralized selection boards accept the type of unit you command as branch-qualifying. DA centralized selection board members use DA Pamphlet 600-3 to determine qualification standards for each branch in the Army. DA Pamphlet 600-3 does not list specific commands for each branch. It simply provides guidance about what officers must do to attain branch qualification and remain competitive with their peers. Selection board members are also briefed by a branch representative on branch qualification standards. If a board does not recognize the unit commanded as a branch-qualifying command, there is a high probability that the captain will not be selected for promotion to major and/or for attendance to the Command and

General Staff College. Board members from recent DA centralized selection boards tell us they focused on the officer's overall performance as a commander and not on the type of unit the officer commanded.

How long must a Quartermaster officer command?

Quartermaster officers must command for a minimum of 12 months. The optimum is 18 months. Appropriately, the length of command is determined by the local commander. If you command a unit that inactivates before you completed 12 months as commander, seek a second command. If your company is redesignated and you remain the commander of the redesignated unit, you still get credit toward branch qualification as long as you command for 12 months.

Are Quartermaster officers who command CSS companies in an MTOE unit more competitive before DA centralized selection boards than a Quartermaster officer who commands a recruiting company or AIT company?

This depends on how well the officers do in command as indicated on their OERs. Simply commanding an MTOE company does not make an officer more competitive than those who do not. However, the officer who commanded in the MTOE unit obviously has more experience in the CSS community, which makes that captain more prepared to serve in the MTOE units as a field grade officer in the future.

Under a new program some officers are assigned to the U.S. Army Recruiting Command (USAREC) immediately after the Combined Logistics Officer Advanced Course. If these officers command a recruiting company, are they considered branch-qualified?

Yes. Under this program, officers return to a troop unit after completing two years in the USAREC. This is a nonnegotiable element in the program. Although technically this is considered as branch qualification, we strongly encourage these officers to seek command of an MTOE unit after their two-year tour in USAREC.

Other Pointers for Promotion. Keep your duty title on your officer efficiency reports (OER) simple. Some officers get too elaborate, and it may mislead the board members. Put the duty title in part III, block A of the OER (DA Form 67-8), and then use the duty description block to elaborate. For example, if you are the battalion S4, put S4 as the duty title and start your duty description as "The S4 of a Forward Support Battalion...Responsible for..." I have seen some duty titles for Battalion S4 that read "Battalion Logistics Officer." The same holds true for command. Instead of the duty title "Headquarters and Headquarters Commander/A Company Commander," simply put Commander in the duty title block and then start your duty description "The Commander of a ...Responsible for"

Give us a call or send us a post card with your new personal address. Many officers do not receive information sent to them by PERSCOM because their personal mailing address is wrong, and the mail is returned to us.

I know getting through to branch on the telephone continues to be an issue. Often, while the assignment officers are on the phone, two more officers are waiting to

talk with us, on hold. Our technician is very capable and can help you in many instances. Please do not hesitate to ask. You can also ask to be transferred to my voice mail so you can leave a message. If you leave me a message, I will return your call within 24 hours.

Lieutenants Assignments Officer

CPT Jerry Chastain

I have received many questions from the field about the Army's Branch Detail Program. I hope that this article helps our officers understand the program and its mission to support the Army into the 21st Century.

On 27 Nov 89, the Chief of Staff of the Army approved a new Branch Detail Program beginning with FY90 accessions. This program was established to correct inventory imbalances that exist between combat arms, combat support arms and combat service support branches. The Branch Detail Program is specifically designed for the Army's future force structure requirements.

Officers participating in this program are detailed for a period of two years from Quartermaster Branch to Infantry, Field Artillery, Armor, Air Defense Artillery and Chemical Branches. This two-year detail is designed to provide combat arms and combat support arms experiences, followed by an assignment in the soldier's basic branch, while still serving as a lieutenant.

Upon entering active duty, all officers participating in the Branch Detail Program are assigned a branch exchange date (BREX). This date is established two years from the date an officer enters active duty. Upon reaching their BREX date, officers are scheduled to attend a four-week technical transition course, also referred to as the Quartermaster Branch Qualification Course, at Fort Lee, VA. The course provides transitioning officers with an orientation of the Quartermaster Corps' diverse mission and its leadership opportunities. Upon graduation, officers will return to their original installation to then serve the remainder of their tour as Quartermaster officers before attending the Combined Logistics Officer Advanced Course.

For specific questions concerning the Branch Detail Program, please call DSN 221-8119/8123.

Warrant Officers Enter TWI Program

CW5 John F. Zimmerman

This year will mark the first time Quartermaster warrant officers have had the opportunity to participate in the Training With Industry (TWI) program since the early 1980s. With the Army's downsizing, and the combat service support regular line officer corps moving rapidly toward becoming multifunctional logisticians, the Warrant Officer Corps' responsibility will revolve around maintaining the technical integrity of the branches. Thus, The Quartermaster General has directed Quartermaster warrant officers to participate more in TWI.

TWI is a non-degree producing program designed to train skills in specific industrial procedures and practices

not readily available through existing military or civilian schooling programs. Soldiers selected for the TWI program train about one year in civilian industry before assignment to positions requiring interaction with the private sector on a routine basis.

After completing TWI, officers are immediately placed in a 36-month, follow-on assignment. Scheduled to begin in August 1995, two highly qualified Quartermaster warrant officers have been selected for the TWI program. They will be joining Sears Roebuck and Co. and the Marriott Corp. to meet these specific training objectives:

At Sears, a supply systems technician with military occupational specialty (MOS) 920B will complete the following:

- Become familiar with the Sears Logistics Group (SLG) organization, mission and operational structure.
- Learn and practice SLG's specific automated inventory management control and storage techniques.
- Learn and practice SLG's specific automated audit and distribution techniques.
- Review and document the SLG's training programs related to the training objectives.

At Marriott, a food service technician with MOS 922A will complete the following:

- Become familiar with Marriott Management Services (MMS) Division, the operation of the food and beverage systems and standards.
- Learn and practice MMS's quality control of food preparation and sanitation principles.
- Learn and practice inventory management control and storage techniques.
- Learn and practice audits and distribution techniques.
- Participate in the Culinary Institute of America Quality Contributor Course.
- Review and document MMS's training programs related to the training objectives.

All warrant officers in the TWI program must prepare an end-of-tour report detailing the training objectives accomplished, lessons learned, and recommendations of those areas which could or should be incorporated into the Army. The TWI program for Quartermaster warrant officers is an extremely competitive selection process because only two to three soldiers will be selected per year. Warrant officers interested in the TWI program must volunteer and should contact their career manager for information and details regarding specific qualifications.

CW5 John F. Zimmerman is currently serving as the Chief Warrant Officer of the Quartermaster Corps.

Army Aviation Recruiting

Despite the Army drawdown, the U.S. Army Recruiting Command (USAREC) is currently seeking qualified soldiers to apply for warrant officer training as U.S. Army aviators and as aviation maintenance technicians. Although

the application process is not complicated, these four non-waiverable mandatory prerequisites must be met:

- Be a U.S. citizen.
- Have a general technical score of 110 or higher.
- Be a high school graduate or possess a GED.
- Have a Secret security clearance before Warrant Officer Candidate School.

For more information or an application with instructions, contact a warrant officer recruiter at Commercial (502) 624-0820/0694/8779/8789 or DSN 464-0820/0694/8779/8789.



Quartermaster Warrant Officer Shortages

The Quartermaster Corps will experience critical to significant shortages in three warrant officer military occupational specialties (MOSs): 920B (Supply Systems Technician) **CRITICAL**, 922A (Food Service Technician) **CRITICAL**, and 921A (Airdrop Systems Technician) **SIGNIFICANT**. These shortages continue primarily from a lack of quality applications from the field.

To improve the quality of applications, the Department of the Army (DA), Deputy Chief of Staff for Personnel has agreed (on a selective basis) to waive the Active Federal Service (AFS) mandate from 12 to 14 years for critical shortage MOSs 920B and 922A. A limited number of applicants in 921A may also be considered. All applicants exceeding 12 years AFS must be in the rank of SSG(P) or higher.

Quartermaster leadership should seek out and encourage noncommissioned officers (NCOs) who meet the prerequisites and have demonstrated that they are a cut above their contemporaries to submit individual applications for the Quartermaster Warrant Officer Program. **The following two-page, pull-out guide outlines the mandatory DA, Quartermaster Branch and MOS-specific prerequisites. Please reproduce it and provide copies to your finest NCOs. Encourage them to apply.**

921A AIRDROP SYSTEMS TECHNICIAN

- Be a SSG or above with eight years experience in MOS 43E.
- Have documented at least two years experience of supervising operations in a packing shed, repair shop, cargo facility, or storage warehouse.
- Have on file at least four NCOERs that reflect outstanding duty performance.
- Must be a Jumpmaster qualified and have completed the Airdrop Load Inspector's Course.

922A FOOD SERVICE TECHNICIAN

- Be a SGT(P) or above with six years experience in MOS 94B.
- Have documented at least two years experience as First Cook/Shift Leader in Garrison and Field Operations. (Experience as Dining Facility Manager Desired).
- Have documented at least one year of successfully serving in a supervisory position.
- Have on file at least three NCOERs that reflect outstanding duty in MOS 94B.

IF YOU APPLY, SOME HELPFUL HINTS:

- Commanders endorsements should be more than "Recommend Approval."
- Ensure your APFT is within six months.
- Ensure your microfiche is updated and enclose a copy with the packet.
- Work with your MILPO, they will help.

See AR 135-100 and USAREC Directory for application requirements.

If you meet these prerequisites and have questions, the following are the points of contact to write or call:

COMMANDER
HQ, USAREC
ATTN: RCRO-SM-A
FT KNOX, KY 40121

COMMANDER
USAQMC&S
ATTN: ATSM-QMG-W
FT LEE, VA 23801

DSN 464-
8779/8789/0694/0820
CIV (502) 624
8779/8789/0694/0820

DSN 687-3702
CIV (804)
734-3702

TOLL FREE
1-800-223-3735 THEN
4 AND ONE OF THE
EXTENSIONS ABOVE.

**U.S. ARMY
QUARtermaster
CENTER AND
SCHOOL**



**QUARtermaster
WARRANT
OFFICER**

FROM THE QUARTERMASTER GENERAL
Major General Robert K. Guest

Our goal is to provide the Army with the most technically competent, tactically proficient and professionally motivated Quartermaster Warrant Officer Corps possible. To this end, our responsibility is to encourage and recruit from our ranks, those mid-career NCOs who meet the following prerequisites, have demonstrated they are a cut above their contemporaries and have the potential to meet the demanding future challenges of serving as a Quartermaster Warrant Officer.

**ARE YOU QUALIFIED TO BECOME A
QUARTERMASTER WARRANT
OFFICER?**

**THE GENERAL PREREQUISITES ARE
AS FOLLOWS:**

- Have completed BNCOC or ANCOC in your enlisted MOS.
- Have a GT score of 110 or higher.
- Be a high school graduate or GED or higher.
- Have passed the APFT within the past six months.
- Have a secret or higher clearance at time of appointment.
- Be proficient in the English language.

-Meet height and weight standards IAW AR 600-9.

-Meet Quartermaster prerequisites.

-Not exceed 12 years Active Federal Service (AFS) at time of application for 920A and 921A and not exceed 14 years AFS for 920B and 922A. (921A may be considered.) All applicants exceeding 12 years AFS must be in the rank of SSG(P) or higher.

**IF YOU MEET THESE, YOU ARE ON
THE WAY. READ ON.**

**THE QUARTERMASTER GENERIC
PREREQUISITES ARE AS FOLLOWS:**

- Have completed six hours of college-level English.
- If not a native speaker of English, must have at least 80 on the English Comprehension Level Test (ECLT).
- Have a strong letter of recommendation from your commanding officer and a field grade officer in your chain of command.
- Where applicable or possible, a letter of recommendation from a Senior Warrant Officer in the MOS you are applying for. (You must work for/with this Warrant Officer).

NOW, THE MOS PREREQUISITES:

**920A, PROPERTY ACCOUNTING
TECHNICIAN**

-Be a SGT(P) or above with six years experience in MOS 92Y.

-Have documented at least two years experience as a Property Book NCO or PBO.

-Have documented at least one year as successfully serving in a supervisory position.

-Have on file at least three NCOERs which reflect outstanding duty performance as a 92Y.

920B, SUPPLY SYSTEMS TECHNICIAN

-Be a SGT(P) or above with six years experience in MOS 92A.

-Have documented at least two years materiel and stock control and accounting experience, plus one year of warehouse storage operations (**Formal stock records accounting experience not waiverable**)

-Have at least 1 year documented as successfully serving in a supervisory position.

-Have at least three NCOERs that reflect outstanding duty as a 92A.

(Old MOSs 76P, 76V, 76C and 76X are now 92A.)

Quality of Life for Enlisted Quartermasters

LTC Patrick J. Briceland

To maintain the edge given to the Quartermaster Corps by quality people, we must continue to focus on quality of life issues important to Quartermasters. Soldiers and their families are concerned about compensation, training and education opportunities, retirement benefits, adequate health care, housing for both single and married soldiers, support to families left behind when Quartermasters deploy, commissaries, morale programs, and the prospects of a full and rewarding career. Civilian Quartermasters share many of these concerns. Quality of life issues unique to Quartermasters in the Reserve Components include reemployment rights, salary and benefit continuation on mobilization, and time off from work for training. Family support is a major concern shared with the Active Component.

These quality of life issues must be addressed and properly resourced to attract and retain high quality personnel. A power projection Army based mostly in the United States should realize greater stability in the future in terms of our enlisted Quartermasters' average times on station between permanent changes of station. Quartermasters in a smaller Army will likely spend more time away from home station in deployments, which will add to the stress felt by their families. It is critical to reinforce the support to families.

Quality Enlisted Soldiers

Nearing the end of the steepest drawdown in decades, the Quartermaster Corps has successfully met the challenge of reducing the enlisted force while maintaining a balanced structure, quality enlisted soldiers, and a trained and ready force. Throughout the drawdown, dedicated Army recruiters, including Quartermasters, have continued to attract exceptional young men and women into our enlisted ranks. However, recruiters' challenges in today's environment are formidable. Our recruiters are finding mission achievement increasingly difficult as they compete with civilian industry to attract a sufficient number of quality enlistees in a declining pool of qualified young men and women. We can assist recruitment as Quartermasters by selling the Army and sharing our experiences with family and friends. Quartermasters in the grade of sergeant, staff sergeant or sergeant first class with a minimum General Aptitude score of 110 can volunteer to serve a tour as a recruiter.

Special Assignments

In addition to a tour as a recruiter in the future, Quartermaster noncommissioned officers can volunteer for duty in a number of special assignments, including inspector general, Reserve Officers' Training Corps, equal opportunity advisor, drill sergeant, instructor, readiness group, observer/controller, and duty with a multinational peacekeeping force. With experience and expertise, Quartermaster soldiers may be called upon to serve one or more tours in a special assignment.

In meeting personnel challenges of the 21st century Army, the Enlisted Personnel Management Directorate at the U.S. Army Total Personnel Command is getting enlisted soldiers more involved in the assignment process. Also, retention assignment location options have increased to provide soldiers who are reenlisting a greater choice of locations for station of choice options. Upgrades to personnel management automation systems, improved soldier surveys, use of mailgrams to keep soldiers informed, expanded electronic mail access, and

a handy pocket card for soldiers are additional projects being implemented in the near future to assist soldiers.

A current initiative that is pending legislative approval will enhance the retention of quality Active Component soldiers. This initiative involves a voluntary enlistment contract for the career enlisted force. The Army plans to require staff sergeants and above with 10 years of active federal service to reenlist for an indefinite period. This continued service will be governed by the retention control point for their respective rank. This voluntary indefinite enlistment option, which is similar to the system used by officers, will enhance the prestige and professionalism of the career enlisted Quartermaster force.

Right Mix

As we near the end of the drawdown in FY96, the Quartermaster Corps will generally have a properly sized and shaped noncommissioned officer corps, possessing the right mix of skills and abilities essential for the Army's future. To recruit and sustain a vibrant Quartermaster noncommissioned officer corps into the 21st Century, the Army must offer predictable and relevant professional development and promotion opportunities. After the drawdown, the enlisted Quartermaster Corps can expect a return to steady state promotion with no significant change in school opportunities.

Soldiers are the Army's most valuable single resource. The Quartermaster Corps is responsible for the professional and personal growth of the young people who are joining our Corps. Implied in our responsibility is a mandate to create an environment that promotes physical, emotional, professional and social well-being and provides for continuous growth and development. This climate must also be characterized by a commitment to the principles of equal opportunity and freedom from sexual harassment.

The Quartermaster Corps continues its focus on soldiers developing and maintaining healthy lifestyles. Along with the rest of the Army, we emphasize weight control, physical fitness, increased screening for assignments, reducing job-related illnesses and injuries, reducing the use of tobacco products, and eliminating drug and alcohol abuse.

In addition to setting the proper climate for our enlisted Quartermaster soldiers, the other significant part of optimizing our enlisted soldiers is developing them as leaders. It takes almost 20 years to "grow" a sergeant major, and the Army has the best leader development system in the world. Our Quartermaster enlisted leader development system will remain organized around institutional, unit and individual soldier pillars. We will continue to update our Quartermaster curricula to reflect the changing world, but will retain the current organizational framework that offers a good foundation for developing quality enlisted leaders and growing a 21st Century enlisted Quartermaster Corps. We must continue to grow great enlisted leaders who are schooled in the fundamentals and also able to meet unpredictable circumstances and challenges. The Quartermaster Corps emphasis on creating the proper environment and developing young Quartermaster enlisted leaders will be the catalyst to optimize the most important resource of the Quartermaster Corps: our soldiers.

LTC Patrick J. Briceland is Chief of the Quartermaster/Chemical Enlisted Career Management Branch, U.S. Army Total Personnel Command, Alexandria, Virginia.

Senior Enlisted Promotion Boards (Tentative Dates)

SFC	30 May - 30 Jun 95
SGM	19 Sep - 11 Oct 95
MSG	30 Jan - 28 Feb 96
SGM	23 Jul - 14 Aug 96
SFC	22 Oct - 21 Nov 96

Average Time in Service (TIS) Promotion Pin-On Points

Rank	Average TIS at Promotion
PFC to SPC	1.74 Years
SPC to SGT	4.08 Years
SGT to SSG	8.26 Years
SSG to SFC	13.18 Years
SFC to MSG	17.47 Years
MSG to SGM	20.70 Years

Last 12-Month Average as of January 1995

Promotion and Retirement Demographics

SSG	SFC	MSG	SGM
<u>Average Pin-on Point for Promotion (in Years)</u>			
8.26	13.18	17.47	20.7
<u>Average Select Rate Past Five Years (%)</u>			
	16.1	12.8	13.1
<u>Grade at Time of Retirement (%)</u>			
20.1	44.3	25.1	6.7
<u>Average Years of Service at Retirement</u>			
20	21	23	26

- 75% of soldiers completing a military career (20 + years) will progress to SFC or above
- 40 - 45% of those promoted to SFC will progress to MSG.
- 20 - 25% of those promoted to MSG will progress to SGM

CORRECTION:

'Varsity Uniforms' Not Approved

An article in the Summer 1994 *Quartermaster Professional Bulletin* prematurely stated: "Soldiers graduating from advanced individual training and one-station unit training will soon be issued 'varsity uniforms' and selected equipment to keep throughout their Army careers." This is not correct. The Varsity Game Suit concept was disapproved in May 1994. The Army's senior leadership concluded that while the concept had merit, it is not affordable. The bulletin regrets any confusion caused to commanders and soldiers in the field.

Wear of Combat and Special Skill Badges

Soldiers who have been awarded the parachutist, air assault and rigger badges can now wear all three at one time, according to a message dated 151900Z Nov 94 from Headquarters, Department of the Army, Office of the Deputy Chief of Staff for Personnel (ODCSPER). AR 670-1 has been amended. A question about wearing Airborne badges came up during The Quartermaster General's interaction with students in Basic Noncommissioned Officer Courses. Three badges from Group 4 and two badges from Group 5 may be worn if the total number of badges does not exceed five. The point of contact at ODCSPER is SGM Walters at DSN 225-6361.

Food Management Assistance Team (FMAT) Refocus

The Army Center of Excellence, Subsistence (ACES) will refocus the FMAT mission. The teams have a history of outstanding technical support to units and installations. Continuing manpower and funding reductions dictated several actions over the past three years such as reducing the number of visits to installations, lowering the number of travelers on a visit, and shortening scheduled visits. Despite these actions, the FMAT continues its mission of providing on-site assistance to support garrison and field feeding operations.

As a key part of FMAT refocusing within ACES, the team size has been reduced from 14 to 7 by adopting a policy of using ACES experts to meet specific installation needs. For example, an installation with problems in food protection could expect an expert in sanitation as a member of a visiting FMAT. The FMAT's on-site emphasis will be raised above the dining facility level to a higher management level. Visits will be tailored, with these five areas

identified for FMAT emphasis during visits:

- Army Field Feeding System-Future implementation.
- Food Protection.
- Army Food Management Information System (AFMIS).
- Prime Vendor.
- Nutrition.

Instead of visiting every installation at set intervals, ACES will support requested visits by the customer. Teams will also give formal workshops and seminars on site. The FMAT Refocus Program envisions wider use of video-conferencing technology, both to augment on-site visits and to substitute for on-site visits. For example, a video-conference linked the leaders at Fort Hood, TX, with the ACES staff, Fort Lee, VA, 9 Feb 95 at the end of the scheduled FMAT visit to Fort Hood. The Quartermaster General has directed maximum effectiveness from the limited resources available. The refocusing strategy represents a plan to move the FMAT into the future while improving consultant services to the customer.

Videos on Organizational Maintenance of Small Arms

The Logistics Training Department is producing three television video tapes (TVTs) on Organizational Maintenance of Small Arms. Part 1 (TVT 10-109, PIN 710417DA) was completed in June 1994. Part 2 (TVT 10-111, PIN 710593DA) will be available in May 1995. Part 3 will be completed First Quarter, FY96.

Part 1 is a 40-minute instructional video covering three of the six weapons systems trained at the U.S. Army Quartermaster Center and School, Fort Lee, VA, in Unit Supply Specialist (92Y) advanced individual training (AIT). This TVT teaches these unit armor duties: how to clean, inspect, repair, assemble/disassemble, lubricate, and perform preventive maintenance checks and services on small arms. Part 1 also teaches how to use source, maintenance, and recoverability codes as well as how to use troubleshooting procedures for the following weapons systems: MK-19 Machine Gun, M9 Pistol (9mm), and M249 Squad Automatic Weapon.

Part 2 is a 22-minute video covering two of the remaining three weapons trained in 92Y AIT. The video covers the same type of training as Part 1 for the following systems: M16A2 Rifle and M60 Machine Gun. Part 3 will cover the M2 .50-Caliber Machine Gun.

New Petroleum and Water Building Dedication

The Petroleum and Water Department's headquarters,

the Basic Petroleum Logistics Division, the Water Training Division's headquarters and the U.S. Marine Corps support personnel began moving into a new building in March. The \$8.3 million facility at 40th Street and G Avenue, Fort Lee, VA, is on 8 acres of land. The new building has 77,213 square feet of classroom, office, administrative support and storage space. It will also have computer labs, petroleum and water labs, a 194-seat auditorium, and 242 parking spaces.

3K ROWPU Jog Switch

The 3,000 gallons per hour (GPH) Reverse Osmosis Water Purification Unit's (ROWPU's) high pressure pump has been freezing during cold weather operations after shutdown. The current drain valves do not drain all water from the units. Unlike the 600 GPH ROWPU that is manufactured with a jog switch to drain water from the unit, the 3,000 GPH ROWPU does not come with a jog switch. However, this problem can be solved by installing jog switches.

This switch installed in the 3,000 GPH ROWPU will override the safety switch for the high pressure pump when the unit is shut down and water is not going through. Repeatedly holding the 3,000 GPH ROWPU's jog switch in the start position FOR LESS THAN A SECOND EACH TIME will eventually drain the unit's high pressure pump. Holding the jog switch in the start position for more than a second at a time will activate the circuit breaker for the high pressure pump. Also, holding the 3,000 GPH ROWPU's jog switch down for more than a second will damage the equipment.

Bulk Fuel and Water Tank Repair System

The U.S. Army Aviation and Troop Command (ATCOM) in St. Louis, MO, is calling attention to the ROCTAD (Repair Outfit, Collapsible Tanks and Drums) as a cost-effective and permanent compound that will provide new rubber for repairs to rubber-coated fuel and water tanks. The ROCTAD, an officially approved repair kit by the Army since August 1991, has NSN 5430-01-359-1078.

The ATCOM product manager for the ROCTAD reports that the kit's repairs to a tank, drum or berm cost 10 times less than replacement value. During ROCTAD's initial testing in 1988, 100 drums were repaired at Fort Bragg, NC, in a few hours at a cost of approximately \$30,000. The replacement cost would have been \$2,500 each or \$500,000 total, and most repaired drums went beyond their expected shelf life. For questions about ROCTAD applications or where or where not to use the material, mechanical or chemical specifications, call the ATCOM Product Manager's Office for Petroleum and Water Logistics at DSN 693-2951.

Food Service Contracting

Recent Army Audit Agency Reports show continuing

problems with food service contracting. Commanders should review installation practices and ensure compliance with the Department of the Army prototype when preparing solicitations. Further, contracting officer representatives and quality assurance evaluators must be trained to properly perform their duties. The Army Center of Excellence, Subsistence at Fort Lee, VA, conducts a two-week Food Service Contract Management Workshop. Students completing this course receive sanitation and contracting certification. For more information, contact James McGinniss at (804) 765-3364 or DSN 539-3364 or FAX to DSN 539-3353.

Unitized Group Ration (UGR) Task Force

The UGR is a series of modular menus offering three options: Heat and Serve, B-Ration, and A-Ration. Allocations include 10 lunch/dinner and 5 breakfast menus. The A-Ration option will not be available for peacetime training. The Heat and Serve option includes tray pack items, as well as some easy to prepare commercial items. The B-Ration option is based on the dehydrated B-Ration items and includes commercial items to enhance the menu. Each year the Army intends to include more commercial items that meet the 18-month shelf life requirement for UGRs.

Mobile Strike Force

Part of the Army's Force XXI effort, the Mobile Strike Force (MSF) is an experimental division-sized force for the year 2010. The force will be capable of nonlinear, simultaneous operations in depth. Fully digitized, the MSF will allow each echelon to see the battlefield with the same degree of awareness. The MSF 1995 structure includes the Battlefield Distribution Concept, Total Asset Visibility, enhanced Sensor Artificial Intelligence Communication Integrated Maintenance System (SACIMS) and Intra-Vehicle Information System (IVIS).

The current MSF 1995 structure will be examined during Exercise Prairie Warrior '95. Command and General Staff College students will portray the MSF in a Northeast Asia scenario. Lessons learned during the exercise will be used during other Force XXI exercises and will be the starting point for the design of MSF 1996. While not the final design for Force XXI, the MSF is part of the development process.

Field Sanitation

Environmental regulations governing operations in the continental U.S. (CONUS) prohibit the use of the field-expedient devices for human waste disposal. The Supply and Services Branch, Logistics Concepts Directorate, U.S. Army Combined Arms Support Command at Fort Lee, VA, is developing an operational concept for field sanitation.

Contracted portable chemical toilets (commonly contracted for CONUS training and some overseas operations) are expensive and difficult to provide at all locations.

Certain deployment scenarios create the need for a highly mobile and readily available human waste disposal system. Field-expedient latrines may not satisfy waste disposal requirements during operations in urban locations where contract latrines are not an option and field latrines are difficult to construct or maintain. Forces arriving in a theater of operations before the main force need an efficient, portable waste disposal system. Historically, field sanitation teams and materials required for construction of field sanitation devices do not arrive early. This operational concept will address these problems and show how to meet environmental requirements, while meeting the needs of the units in the field.

Academic Evaluation Reports (AERs)

As of 1 Oct 94, the Academic Records Branch (ARB) provided every student graduating from the U.S. Army Quartermaster Center and School an AER on graduation date, a milestone never before achieved on post. The branch completed a backlog of several hundred AERs by 15 Oct 94. To support EXODUS 94, the ARB processed over 500 AERs 1-16 Dec 94. This ensured that each student who graduated during that time received both an AER and a diploma or certificate on graduation day. Former students without a copy of their AERs can call the ARB at (804) 734-4299 or DSN 687-4299.

Automated Logistics Planner

The U.S. Army Combined Arms Support Command (USACASCOM) recently released a new microcomputer-based program to assist logistics planners calculating supply usage estimates to support operations. Known as Operations Logistics Planner (OPLOGPLN), the program allows the logistician to calculate by class of supply (currently supply Classes I, II, III, IV, V, VI, VIII, water, and mail).

OPLOGPLN is designed to support operations typically associated with multiphase operation plans and operation orders. The user selects and modifies units based on standard tables of organization and equipment (TOEs) and then maps these units into task organizations. The task organizations are then attached to a multiphase order and assigned user-selected mission parameter sets. Reports can then provide supply consumption estimates by unit, by task organization, by phase, and/or by order.

OPLOGPLN contains the most current, approved TOE units, equipment densities, and consumption rates/factors. It is a compiled program that requires no application software to run on any DOS-based PC with a 80386 processor or better and at least 4 megabytes of random access memory. USACASCOM will maintain and continue to expand the capabilities of OPLOGPLN. For copies of OPLOGPLN, contact USACASCOM at (804) 765-0668, DSN 539-0668, or EMAIL to ATCLFS@LEE-EMH2.ARMY.MIL. Write to FORCE DEV AND EVAL DIR, ATTN ATCLFSP, CDR USACASCOMFL, 12400 QUARTERS ROAD, FT LEE VA

23801-6000.

Instructor of the Year

SSG Donald L. Sparks, an instructor in the Petroleum and Water Department, is the 1994 Instructor of the Year for the U.S. Army Quartermaster Center and School. SSG Sparks competed with other instructors for the honor. CPT Peggy A. Joyner is the Instructor of the Year first runner-up. CPT Joyner is an instructor at the Logistics Training Department. Lawrence Montemorra from the Directorate of Instruction, Staff and Faculty Development Division, is the 2nd runner-up. (SSG Sparks co-authored the following information about the Army's water purification equipment.)

Water Purification Knowledge

SSG Donald L. Sparks SSG Raymond J. Burpoe

Training is the key to winning on the modern battlefield. In the water field, knowing the equipment assigned to your unit is not enough. You must know all the equipment in your field of expertise. There have been situations where units deploying for humanitarian and relief missions find themselves using water equipment not in their modification table of organization and equipment (MTOE). The first step is making sure you have all the publications for the equipment.

The following is a list of publications about water purification equipment and a brief description of each:

3,000 GPH ROWPU—TM-10-4610-232-12

The 3,000 gallons per hour (GPH) Reverse Osmosis Water Purification Unit (ROWPU) comes within a special 8x8x20 ISO container. The unit, powered by a 60-kilowatt generator, supplies potable drinking water to the field. This ROWPU purifies fresh, brackish, sea, and nuclear, biological, chemical (NBC)-contaminated sources. It can remove 99.9 percent of NBC agents with an NBC filter. The ROWPU can produce a minimum of 17 gallons per minute (GPM) and a maximum of 53 GPM, with a push of 70 GPM depending on the impurities in the source and the temperature. The 3,000 GPH ROWPU costs about \$748,000.00, weighs 15,100 pounds, and moves by a truck tractor (939 or 915 series). The 3,000 GPH ROWPU is in corps and echelons above corps.

600 GPH ROWPU

Model WPES-1—TM 10-4610-240-10

Model WPES-10—TM 10-4610-241-10

Model 0996109001—TM 10-4610-215-10

The 600 GPH ROWPU costs about \$82,956.00, weighs 16,975 pounds, and moves by five-ton truck. It also can be transported by air and rail. The 600 GPH ROWPU is in divisions and separate brigades. The U.S. Air Force and Marine Corps also use this ROWPU. The 600 GPH ROWPU can purify water from fresh, brackish, sea, and NBC-contaminated sources. It can remove 99.9 percent of NBC

agents with the unit's two NBC cylinders and components.

150,000 GPD ROWPU—TM 5-4610-229-10

The 150,000 gallons per day (GPD) ROWPU consists of a series of diesel-engine-driven pumps, filters and a reverse osmosis block assembly. It produces drinking water from fresh, brackish and sea sources. The actual performance varies with changes in the environment, operating conditions, and the age of the reverse osmosis membranes. The weight of its components ranges from 500 to 5,000 pounds. It can be transported by land, sea and air. The 150,000 ROWPU is in corps and echelons above corps. It is the largest land ROWPU in the Army. The 150,000 GPD ROWPU is an operation project stock item, not an MTOE item.

Along with familiarity with all water purification equipment in the Army's inventory, operators should know what chemical and petroleum, oils, and lubricants (POL) products are required for initial purification operations and sustainment of operations. All ROWPUs come with basic supplies identified by using the appropriate technical manual and by locating the appendix for basic issue items (BIIs). These BIIs are the minimum required to operate the ROWPU. There is no set, operational length for the BIIs. Raw water quality and temperature affect chemical consumptions. Therefore, operators must document and monitor chemical and POL usage. This data will assist in timely and adequate resupply. This data also helps establish individual equipment performance characteristics.

Units should also have these publications for reference: TB MED 577, FM 10-52, and FM 10-52-1. Having the publications for the ROWPUs is only the first step. Reading the manuals and ensuring technical proficiency are also critical steps. Get the knowledge, share the knowledge, and be prepared for any situation.

Ssg Donald L. Sparks is an advanced individual training instructor in the Water Training Division, Petroleum and Water Department, U.S. Army Quartermaster Center and School, Fort Lee, Virginia. A past recipient of the Distinguished Instructor Award, he was chosen the Quartermaster School Instructor of the Year in 1994. He is a graduate of the Primary Leadership Development Course and the Quartermaster Basic Noncommissioned Officer Course.

Ssg Raymond J. Burpoe is the Chief of the 3,000 ROWPU Training Team, Water Training Division, Petroleum and Water Department, U. S. Army Quartermaster Center and School. He is a graduate of the Primary Leadership Development Course and the Quartermaster Basic Noncommissioned Officer Course.

Refueling Support to XVIII Airborne Corps

A hand-picked, nine-soldier team from the 267th Quar-

termaster Company (Petroleum Pipeline and Terminal Operating), Fort Lee, VA, deployed to Haiti last September to support the XVIII Airborne Corps. The 267th detachment along with eight 5,000-gallon tankers of jet fuel augmented the 364th Supply Company from Fort Bragg, NC. Their 61-day mission during *Operation Uphold Democracy* involved various refueling excursions throughout Haiti. A daily line-hauling effort supported a 110,000-gallon capacity Fuel System Supply Point designed to refuel aviation assets. All ground vehicles in Haiti were refueled by the Refuel on the Move system 24 hours a day. Several missions included support of *Operation Lightswitch*, ordered directly by the U.S. President. The detachment was involved in the midnight pumping of 100,000 gallons of fuel into local power plants to provide electricity for the incoming presidential regime.

Mortuary Affairs Support To Haiti

The 54th Quartermaster Company (Mortuary Affairs) and the Mortuary Affairs Center at Fort Lee, VA, deployed personnel to support the XVIII Airborne Corps during *Operation Support Democracy* in Haiti. When the mission changed to a nonhostile invasion followed by peacekeeping, the mortuary affairs support was modified. In the first three weeks, detailed guidance and on-the-scene technical support were given in the often hazardous recovery and return of remains to the proper authorities. These missions included several internationally observed and politically sensitive situations. Quartermasters further supported international relief organizations in Haiti. The U.S. Army Quartermaster Center and School and the Mortuary Affairs Center are ready to assist logisticians planning operations around the world.

92A Transition Training

The U.S. Army Quartermaster Center and School developed the following transition training to assist all soldiers affected by the military occupational specialty (MOS) consolidation in qualifying for the 92A MOS:

92A Army Correspondence Course (ACCP):

- Only the 10/20 level course (M28) can be used as a Y2 ASI designator remover.
- Five of the six 10/20-level subcourses are currently available for order. The only exception is QM 2916-Unit Level Logistics System (Tutorial Training). This subcourse should be available in the May-June 1995 time frame.
- 30-, 40-, and 50-level courses (M29, M30, and M31) are completed and available for order.
- To receive subcourses, complete DA Form 145 and send it to the ARMY INSTITUTE FOR PROFESSIONAL DEVELOPMENT, US ARMY TRAINING SUPPORT CENTER, NEWPORT NEWS VA 23628-0001.
- Attendance at either the Active or Reserve Component 92A Advanced Noncommissioned Officer Course or Basic

Noncommissioned Officer Course removes the Y2 designator.

- For the Reserve Components (RC), this includes training conducted at the U.S. Army Reserve Forces Schools (USARFS) and Regional Training Sites (RTS) using the Quartermaster-developed Reserve Component Configured Courseware (RC3)/Troop School Package.

Reserve Component Configured Courseware (RC3/Troop School Package):

- The 92A10 level package is the transition course/Y2 remover and has been distributed to RC units that will be conducting instructor training during FY95.

NOTE: The Y2 mandatory removal date for the Active Component (AC) is 1 May 96; but for RC personnel, this date has changed to 30 Sep 97.

- Distribution of the 92A10 RC3/Troop School Package has also been opened to limited AC distribution. Approved training facilities may request this package by completing TRADOC/FORSCOM Form 322R (Nov 87) and mailing it to COMMANDER, US ARMY TRAINING SUPPORT CENTER, ATTN ATIC ETP R, FT EUSTIS VA 23604. FAX a request to 1-804-878-3288. Points of contact at the Army Training Support Center are Mr. Houser or Ms. Adams at DSN 927-5066/5072 or Commercial (804) 878-5066/5072.

- The replication problem with Standard Army Retail Supply System-Intermediate (SARSS-I) tapes has been resolved. Those tapes should have been distributed by the beginning of First Quarter, FY95.

92A 'Train the Trainer' Update

The 92A "Train the Trainer" Course has five classes in FY95. The course is open to RC personnel serving as trainers in USARFS/RTS and AC corps support command, division support command, and support group trainers. The parent organization pays travel and per diem expenses. The course is 11 days long. Classes 1 and 2 have been trained. The following is a tentative class schedule through the end of FY95—Class 3: 8-19 May; Class 4: 17-28 Jul; Class 5: 11-22 Sep.

Course attendance **does not** automatically remove the Y2 designator. The course will cover and certify only the Army Field Feeding System subsistence supply, SARSS, Logistics Applications of Automated Marking and Reading Symbols (LOGMARS) and Unit Level Logistics System (ULLS) portions of the military occupational specialty (MOS). Training/certification of the other MOS tasks will remain the responsibility of the parent organization. The Y2 can only be removed following certification of ALL tasks associated with 92A transition training. There are no training prerequisites for this course since the subject matter is not sequential. However, personnel attending the course must be military in grades sergeant or higher and hold the

92A MOS.

For the AC to request a class date, submit the request at least 45 days in advance of class start to COMMANDER, USAQMC&S, ATTN ATSM SPT T, FORT LEE VA 23801-5036. Include name, rank, social security number, and organization of the those planning to attend. Provide first, second, and third choice class dates for each individual. Written confirmation will be forwarded to the requester at least 30 days before the course start date. No telephone requests will be accepted. Requests for changes in class dates must also be in writing and submitted at least 30 days before the class start date.

For the RC, submit the request at least 45 days before the class start date to NGB, ATTN NGB ARO TI (MR COATS), 111 S GEORGE MASON DR, ARLINGTON VA 22204-1382 or USARC, ATTN AFRC OPT I (MR HESSELINK or MAJ COLLINS), 3800 N CAMP CREEK PARKWAY SW, ATLANTA GA 30331-5099. Include name, rank, social security number, and organization of the those planning to attend the course. Provide first, second, and third choice class dates for each individual. Thirty days before the start of each class, the National Guard Bureau and U.S. Army Reserve Center will both submit a roster of individuals selected to attend to COMMANDER, USACASCOM&FL, ATTN ATCL AQ (MAJ LOJEK), 1109 1ST ST, FORT LEE VA 23801-6000. Last-minute changes may be coordinated directly with Mrs. Williams at (804) 734-3806 or DSN 687-3806.

Mortuary Affairs Officer Course

A recurring problem, raised most recently during *Operation Maintain Democracy* in Haiti, is the lack of officers with mortuary affairs expertise on staff in division, corps and echelons above corps. Past experience shows that the way of overcoming this deficiency is to import expertise from the U.S. Army Quartermaster Center and School (USAQMC&S). Although Quartermasters at Fort Lee, VA, welcome the opportunity to help out during crises, a better solution is having an officer qualified in mortuary affairs on staff full-time.

An additional skill identifier (ASI) of 4V for mortuary affairs officers was established several years ago to recognize officer expertise in the field for this very sensitive and visible Quartermaster area. Today, only 10 mortuary affairs officer positions (ASI 4V) exist. Commanders need to use the experience this ASI gives them. For example, the field services officer on various staff elements could be an ASI 4V requirement. This ASI (and associated training) would ensure proper execution of mortuary affairs and proper care of the remains and effects of the deceased. Commanders should review their tables of organization and equipment to ensure that they have coded positions for this essential wartime skill.

The annual Mortuary Affairs Officer Course at the USAQMC&S will be 16-27 Oct 95 at Fort Lee, VA. This resident two-week session prepares officers for positions from joint command to platoon leader. This course ends with a two-day exercise and awards the ASI 4V. Units with

services staff officers should consider sending these officers to this course. Although the course is conducted once per year, commanders may request additional courses through normal training request channels. As deployable units are faced with mortuary affairs requirements, this course is becoming more popular. For information, contact the Mortuary Affairs Center Director, at (804) 734-3831 or DSN 687-3831.

New Equipment Available

Contact the Quartermaster representatives at the U.S. Army Combined Arms Support Command Sustainment Branch at DSN 687-0555 for further information on the following new items available through the Army's supply system:

- **Insulated Food Container.** Replaces the outdated Mermite food containers. Made of highly durable plastic with stainless steel inserts. Has replaceable gaskets, covers and latches. Accepts either the standard streamlined insert or three, smaller inserts. Assignment of an NSN expected Third Quarter, FY95.
- **Personal Hygiene Body Wipe.** Offers personal hygiene and sanitation when showers are unavailable. Comes in plastic, camouflaged, resealable containers of 12 wipes per pack. Available through the GSA catalog.
- **Small Unit Health and Comfort Pack (SUHCP).** Replaces current sundry packs issued to each soldier. Intended to be available upon arrival at a theater of operations, but units can order with existing unit funds for issue before deployment. The SUHCP consists of personal hygiene items such as soap, toothpaste, dental floss and boot polish. Supplemental items provide common, shared or "as needed" products such as laundry detergent. Female packs also available with female hygiene items for 10 females for 30 days. Order with NSNs 8970-01-368-9154 (core/supplement) and 8970-01-368-9155 (female pack).
- **'Brief Relief' Products.** A more sanitary way to handle human waste in the field. Products are small, plastic bags that come as urinal bags or Disposa-John Bags. Order through GSA catalog with NSNs 4510-01-379-0177 (urinal bag), 4510-01-379-1341 (Disposa-John) or 4510-01-379-0190 (combination kit).
- **Refrigerated Container ISU-96.** Transports perishable and dry subsistence goods on the same commercially available trailer with 220 cubic feet of transport space and a temperature range of -35 to +70 degrees Fahrenheit. Temperature range offers ability to transport frozen or chilled goods, to prechill the container without losing temperature during loading, to transport nonchilled or frozen goods in extremely cold weather without concern for freezing, and to transport medical supplies requiring temperature control. ISU-96 on a 30-foot or 40-foot trailer can transport one full day of rations, including perishables and supplements, on one vehicle. Demonstrated at the Fort Bragg CSS Battle Lab in early April 1994. Available as a CTA 50-909 item under NSN 8145-01-325-2243.

Small Unit Shower (SUS) and Containerized Laundry Deployment

The U.S. Army Natick Research, Development and Engineering Center in Natick, MA, deployed a prototype of an SUS and a containerized self-serve laundry to Haiti. Two U.S. Army Quartermaster Center and School representatives and two subject matter experts from Natick deployed to the Caribbean last November to evaluate the two systems. Currently, showers and laundry are seen as very important shortfalls in the quality of life for soldiers in contingency operations. The SUS is a lightweight, portable shower for units in forward areas. Two soldiers can load an SUS, which weighs less than 130 pounds, on the back of a high-mobility multipurpose wheeled vehicle (HMMWV) and set the unit up or take it down in 15 minutes. The SUS consists of a tent supported by an air beam, four private shower stalls, and a water-heating element. The Army expects to type classify the SUS in the Second Quarter, FY95. The containerized, self-service laundry will provide a portable system. It gives soldiers the capability to do their own laundry with six to nine space-saving washer/dryer machines. Haiti was the first SUS field demonstration.

Laundry and Dry-cleaning System (LADS)

New initiatives will add to capabilities of the field service companies, increasing production while reducing manhours to operate laundry sections. The laundry section's workhorse is the M85-100 Laundry Trailer for 500 soldiers per day. Soldiers are now authorized to turn in 7.9 pounds of laundry per week. While processing this laundry, the section will use about 6,000 gallons of water per day for 100 pounds of clothing per hour.

The LADS will eventually replace the M85-100 laundry trailer. The LADS will increase laundry processing capability by 400 percent with no increase in operators above that required for an M85-100. Also, the LADS requires no water. The original cleaning solution used by the LADS was Freon 113. This environmentally harmful solvent has since been replaced by Perchloroethylene, a commercial dry-cleaning solvent that meets environmental regulations.

The LADS is a self-contained unit that also prevents waste discharge, eliminating further disposal problems. This elimination of water use will greatly enhance the capability of field service teams in all environments. During operations in Somalia, for example, the field service companies placed additional strain on an already fragile water support system. The proposed fielding of the LADS is currently scheduled for FY99.

M2 Generator Replacement

Field units reported difficulty getting replacement generators for M2 burner units. The Army Center of Excellence, Subsistence (ACES) learned that the Defense General Supply Center, Richmond, VA, issued 9,000 generators early in FY95 after an on-the-spot procurement. Under a new contract, additional deliveries began in April 1995.

The ACES point of contact is CW5 David White, the Army Food Adviser, at DSN 687-3069.

New NCO Academy Training Building

The new Noncommissioned Officer Academy training building at Fort Lee, VA, is scheduled for completion in July 1995. The \$5.7 million facility between B and C Avenues off 6th Street, will occupy 5.8 acres of land. When completed, the building will have about 26,817 square feet of space for classrooms, administrative support, office and storage space. The primary occupant is the NCO Academy. General features include 24 large classrooms, divisible by 2, for a total of 48 small classrooms that measure 19 X 25 feet. This will allow small group leaders (SGLs) to instruct 16 students to 1 SGL. Also included will be office space for the command group, a library and a 274-seat auditorium.

Automated Supply Training Building

A new automated supply training building is under construction at Fort Lee, VA, at 19th Street and A Avenue. This facility will centralize supply and logistics automation training. It will be the only location worldwide where the multiple logistics systems will link to actively communicate with each other, easily incorporating all new technology into a single training base. About 15,000 soldiers will be trained here annually. The facility is scheduled for completion 1st Quarter, FY96. The \$11.3 million building with 125,630 square feet will house the Logistics Training Department headquarters, 2 training divisions, 5 branch headquarters, and 30 automated classrooms.

Quartermaster Field Manuals (FMs)

Fifteen Quartermaster FMs will be completed during FY95. The Curriculum Development Center at U.S. Army Combined Arms Support Command will complete two: FM 10-27-2 (Change 1, Quartermaster Direct Support and Field Service) and FM 10-280 (Mobile Field Laundry Clothing Exchange and Shower Operations). In the U.S. Army Quartermaster Center and School, the Airborne and Field Services Department will complete 11 rigging manuals. The Army Center of Excellence, Subsistence will complete FM 10-23 (Army Food Service Operations). The Mortuary Affairs Center has completed Joint Publication 4-06 (Joint Doctrine and JTTP for Mortuary Affairs in Joint Operations).

Also in development during FY95 are 3 petroleum FMs and 12 other rigging manuals. These will be completed in FY96. An additional 23 Quartermaster FMs requiring revision will be deferred to FY96 and later because of recent budget and staff reductions.

Mortuary Affairs Joint Doctrine

The first joint mortuary affairs doctrine will be published to the field in Second Quarter, FY95. Joint Publication 4-06 (Joint Doctrine and JTTP for Mortuary Affairs in Joint Operations) replaces multiservice manual FM 10-63, AFM 143-3, and FMFM 4-8 (Handling of Deceased Personnel in Theaters of Operation).

Subsistence Consolidated Training

The U.S. Marine Corps (USMC) will conduct all food service training at Fort Lee, VA, beginning in FY96. Training will be fully integrated at Skill Level 10. Noncommissioned officer courses will be taught separately. Existing food service training laboratories and classrooms will meet both USMC and Army training requirements. The projected number of students in FY96 is 3,776 for the Army and 998 for the Marines. The first consolidated class will begin in October 1995 for FY96.

Work SMARTER Not Harder

Most military and civilian Army personnel have heard of SMART, but many do not understand or participate in the program. If you have an idea which you think will make your job easier or save the Army money or resources during this period of downsizing and dwindling budgets, why not share your ideas with Project SMART?

Project SMART (Supply and Maintenance Assessment Review Team) was conceived and approved by the Chief of Staff of the Army in 1981. The U.S. Army Combined Arms Support Command (USACASCOM) SMART Team was established in 1982 and serves as the central point of contact for all SMART initiatives. SMART has received over 13,000 suggestions and over 1,800 have been "adopted." The Army has saved nearly \$166 million with SMART suggestions and has identified nearly \$745 thousand in cash awards for the suggesters. The size of cash awards range from \$25 to \$25,000 (maximum authorized by law). The more your suggestion can save, the greater the award.

When we receive your suggestion, we will send you a SMART identification number. If you have sent SMART ideas in the past and have moved or been reassigned, send in your new address. Refer to the SMART number assigned to your suggestion.

How do I submit a SMART suggestion?

- An optional DA Form 5533 (found in the Maintenance Update and future editions of the Supply Update). If the form is not available, use plain paper. If using plain paper, provide complete information such as publication, end item identity, model, and the NSN part number. Describe the current problem and your recommended improvement or change. Provide full name, military address (home address can also be provided), and duty phone number (DSN and commercial). Remember, if you are reassigned or leave the service, be sure to send SMART your new address.

Where do I submit a SMART idea?

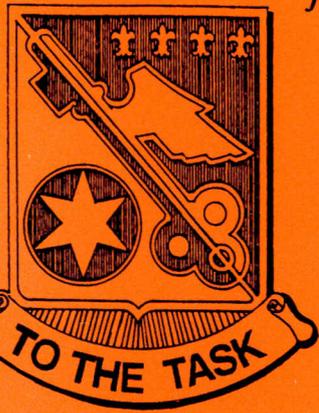
- PROJECT SMART
ATTN ATCL CFI S
10500 A AVENUE
FT LEE VA 23801-6000

Anyone who submitted a SMART idea and has relocated or ended their service obligations before receiving a response, send your name, SMART number and current address to PROJECT SMART, ATTN ATCL CFI S, 10500 A AVENUE, FT LEE VA 23801-6000, or contact Dan Torrence at DSN 687-2399 or Commercial (804) 734-2399.

Directory - Points of Contact

U.S Army Quartermaster Center		Fort Lee DSN prefixes: 687-xxxx or 539-xxxx Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx	
The Quartermaster General MG Robert K. Guest	(ATSM-CG) 734-3458	Airborne and Field Services LTC Gerald L. Jensen	(ATSM-ABN-FS) 734-5370
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23d Quartermaster Brigade COL Barry D. Bates	(ATSM-TPC) 734-3758	Logistics Training Department LTC Michael L. Smith	(ATSM-LTD) 734-3195
49th Quartermaster Group (Petroleum) COL Larry W. Matthews	(AFFL-G) 734-6026	Mortuary Affairs Center Tom Bourlier	(ATSM-MA) 734-3831
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Director of Instruction Dr. William L. Kelley	(ATSM-DOI) 734-3215	Noncommissioned Officer Academy CSM Norbert L. Schouviller	(ATSM-SGA) 765-2066
<p>MAILING ADDRESS: <i>QUARTERMASTER PROFESSIONAL BULLETIN</i> USAQMCS OQMG ATTN ATSM QMG B 5000 22D STREET FORT LEE VA 23801-5032</p> <p>TELEPHONE: DSN 687-4382 Commercial (804) 734-4382 FAX (804) 734-3343</p> <p>UNIT DISTRIBUTION: Report delivery problems, changes of address or unit designation to Martha B. Guzman at DSN: 687-4382. Requests to be added to direct distribution should be in the form of a letter.</p> <p>ARTICLE SUBMISSIONS: Submit articles in typewritten (or near letter quality) doublespaced drafts consisting of no more than 12 pages. Articles may also be submitted on 3 1/2-inch disk in most common wordprocessing software as well as ASCII format (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included.</p>		<p>QUARTERMASTER HOTLINE: The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel proponenty, and Quartermaster equipment development with a 24-hour telephone answering service. The Office of the Quartermaster General records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.</p> <p>SUBSCRIPTIONS: Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$10.00 per year (\$12.50 foreign). Telephone credit card orders can be made 8 a.m. to 4 p.m., Eastern time, to (202) 512-1800. Orders can be sent by FAX 24 hours a day to (202) 512-2250.</p>	

Soldiers of the 426th Airborne Quartermaster Company pause to watch a C-47 pick up a glider full of supplies destined for the front, March 1945.



426th Forward Support Battalion

Constituted 23 July 1918 as the 326th Supply Train, 101st Division, National Army.

Reorganized and redesignated 30 January 1942 as the 426th Quartermaster Battalion, 101st Division.

Reorganized and redesignated on 15 August 1942 at Camp Claiborne, Louisiana, as the 426th Airborne Quartermaster Company.

Inactivated in France on 30 November 1945.

Reactivated on 1 July 1968 in Vietnam as the 426th Supply and Service Battalion.

Reorganized and redesignated on 17 September 1986 as the 426th Supply and Transportation Battalion.

Reorganized and redesignated on 12 January 1994 as the 426th Forward Support Battalion at Fort Campbell, Kentucky.

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