

# Quartermaster

PROFESSIONAL BULLETIN

*AUTUMN 2000*

*PB 10-00-3*

*[www.quartermaster.army.mil](http://www.quartermaster.army.mil)*

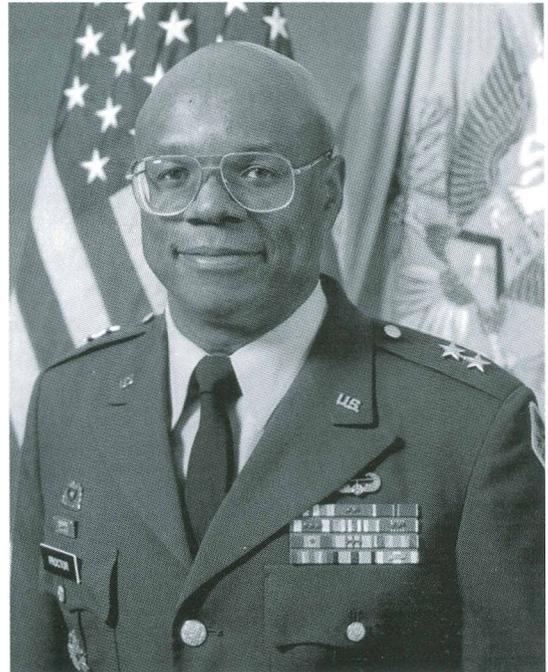


## *From The Quartermaster General*

As always, summer transitions and personnel reassignments make job performance more demanding and challenging throughout our Army. Transitioning soldiers create transitioning units. Transitioning units create change for soldiers, which reshapes our focus. It is quite appropriate that as we reenergize ourselves to meet the forthcoming challenges, our Quartermaster leaders prepare our Corps for transformation into the 21st Century (Army Vision 2010). As this vision evolves, I expect each of you to evaluate our piece of the pie (Quartermaster) and provide accurate, on-time feedback that stimulates thought and invokes a sense of professionalism to our Army Leadership.

As we expand our capabilities through Army Vision 2010, it is imperative that we meet our identified accessions and recruiting goals. The Hometown Recruiting Assistance Program (HRAP) has been an effective vehicle for identifying new recruits. We must continue to support this program, especially through the autumn months. Many of those who were reluctant to commit to the military upon graduation may now be more willing to serve their nation in support of freedom. Also, we must be visible in our communities - attend national holiday celebrations, partner with local schools and attend community programs - to tell the Quartermaster story and market our Corps.

**Our vision for the future should not bind us to the accomplishments of the past.** Regimental Week 2000 was a great success. The theme for Regimental Week, *Creating Quartermasters for America's Army*, emphasized the Quartermaster Corps' role in shaping our



*Major General Hawthorne L. Proctor*

Corps and our Army. Regimental Week was a time to reflect on the past and visualize for the future. Further, we dedicated the week to the memory of Major General James M. (Chickenman) Wright, the 45th Quartermaster General.

Regimental Week activities began with a senior leaders' run to kick off the 225-mile Quartermaster Birthday Run and concluded with the Regimental Ball and Founders' Day Dinner. Sandwiched in between were several other equally important events that focused on *Creating Quartermasters for America's Army*.

In July 2000, we commemorated the 50th anniversary of the Quartermaster Corps' airborne mission and paid special tribute to parachute riggers around the world. Our airborne mission has been a dynamic force multiplier. As airborne rigger soldiers begin their sixth decade of service to our nation, I know they will continue to personify their motto: *I WILL BE SURE ALWAYS*.

**I ask that Quartermasters throughout the world take a moment to remember Major General Fred C. Sheffey Jr. (Retired), who died on 25 July 2000 in Desoto, TX.** Major General Sheffey commanded Fort Lee, VA, the Quartermaster Training Command, and the Quartermaster School from September 1977 through August 1980. A decorated Army veteran whose command experience included three combat tours in Korea and Vietnam, Major General Sheffey gave our nation 30 years of dedicated and professional service. This member of the Quartermaster Hall of Fame will be missed.

*(Continued on Page 5)*

# Quartermaster

PROFESSIONAL BULLETIN



## The Quartermaster General

Major General Hawthorne L. Proctor

## Editor-in-Chief

LTC(P) Joseph A. Brown

## Editor

Linda B. Kines

## Electronic Printing and Design Specialist

Martha B. Guzman

## Printing/Contracting Support

Document Automation & Production Service  
Fort Lee, VA

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

The bulletin will print only materials for which the US Army Quartermaster Center and School has proponentcy. The bulletin reserves the right to edit material. All photographs are official US Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated. (Telephone DSN 687-4382 or (804) 734-4382 or electronic mail: [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil))

By Order of the Secretary of the Army:

ERIC K. SHINSEKI  
General, United States Army  
Chief of Staff

Official:

  
JOEL B. HUDSON

Administrative Assistant to the  
Secretary of the Army  
0023702

Distribution: Special

## Warfighters' Logistician

2 **Regimental Week 2000 - The NCO Perspective**  
Command Sergeant Major Larry W. Gammon

6 **Professional Dialogue**  
**Commanders Can Help Clear Up**  
**Government Travel Card Confusion**  
CPT Matt S. Thompson

8 **Operating the Only Active Army Pipeline -**  
**Annual Exercise Realistic for Reservists**  
CPT Jose A. Hernandez

12 **Bulk Water Purification, Storage and**  
**Distribution Operations in Cold Weather**  
CPT Jesse Morehouse Carl Hottel

15 **Reducing Replacement Costs of ROWPU Elements**  
CPT Laurian G. Cuffy

17 **Revolutionary New Way to Order Equipment**  
CW4 Jeffrey T. Brehmer Jeanette T. Lacovara

19 **What Commanders Need To Know -**  
**TOEs, MTOEs and Unit Readiness**  
CW4 Pablo A. Brown

21 **DLA's Defense Automated Addressing Center**  
**Simultaneously, Accurately Routes Transactions**  
CPT Siegfried Ullrich

24 **Pilot Program Expands Troop Leadership Training**  
**for ROTC Cadets**  
LT Amelia P. Stewart

42 **2000 Supply Excellence Award Winners**

47 **In Memoriam**  
**Major General Fred Clifton Sheffey Jr.**



**INSIDE BACK COVER:** Keith K. Fukumitsu, Quartermaster, researches and illustrates the battalion-size units featured in each edition. LTC (Retired) Fukumitsu was formerly assigned as Chief of the Course Development Division, Directorate of Training and Doctrine, US Army Quartermaster Center and School, Fort Lee, VA.

23 **Safety Saves Soldiers**  
24 **Career News**

42 **Quartermaster Update**  
48 **Directory**

**DISTRIBUTION:** Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$14.00 per year (\$17.50 foreign). **For private subscribers to change an address, FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.**

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



## *Regimental Week 2000 - The NCO Perspective*



*Command Sergeant Major Larry W. Gammon*

**Oh, what a week it was!** That's the response echoed by soldiers, civilians and family members alike after Regimental Week 2000 in June. Regimental Week 2000 marked the 225th anniversary of the founding of the Continental Army as well as the establishment of the Quartermaster Corps. On 14 June 1775 the Continental Congress authorized the creation of a militia to protect and defend a fledgling society of colonists seeking freedom and independence from Great Britain's rule. The Continental Congress chose George Washington as the first Commander-in-Chief of the newly formed Army. Just two days later, on 16 June 1775, Washington (recognizing the need to feed, move and clothe his soldiers) selected Major Thomas Mifflin as the first Quartermaster General, responsible for supplying and moving the Army.



**Speaking on behalf of Hall Fame inductees, MG (retired) Dean Van Lydegraf**

The Regimental Week theme at Fort Lee, VA, was *Creating Quartermasters for America's Army*, which many leaders believe is the heart and soul of our Corps. The week's events showcased senior leadership, as well as the young soldiers who make up the future of our Quartermaster Corps. The US Army Quartermaster Center and School (USAQMC&S) is recognized as one of the finest training institutions in the Army.



**Beginning the 225-mile anniversary run, MG Hawthorne L. Proctor (left), the 46th Quartermaster General, and CSM Larry W. Gammon, Regimental Sergeant Major**

The emphasis throughout Regimental Week was on *fostering pride and esprit de corps*. Why do I say that? Well, I guess you just had to be there. You had to be sitting at the East End of Williams Stadium, surrounded by bleachers filled with soldiers of every rank, listening attentively while the history of the Army's battles was read and as each of the streamers was attached to the Army flag. Or maybe you had to participate in the first 3-mile leg of the 225-mile Quartermaster Birthday Run on Monday - in 90-degree heat and equally oppressive humidity. Then, as you complete your leg and hand off the guidon to the next group of runners, you get a gleam in your eyes because of what you just accomplished and what it means being a Quartermaster soldier.

It just doesn't get any better than that. If that doesn't get your heart pumping a little faster, I don't know what will. The

run continued nonstop for three days - around the clock, rain or shine - until the 225-mile mark was reached.

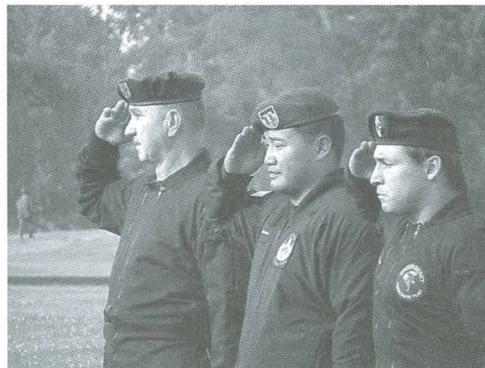
### **13 June 2000**

Williams Stadium was the place of duty Tuesday evening, June 13, as The Quartermaster General and I led senior leaders from the USAQMC&S in a short run at Williams Stadium for the ceremonial start of the 225-mile birthday run. The soldiers, civilians and guests, packed tightly in the bleachers, cheered on the leaders as they ran laps



*Photographs by PFC Andrew P. Smith*

around the oval track. That was just one of the evening's special moments. Members of the elite Green Beret, Airborne and Special Operations Directorate from Fort Bragg, NC, performed a parachute demonstration jump in recognition of the 50th anniversary of the assignment of the Quartermaster rigger mission to Fort Lee, Home of the Quartermaster Corps. The jump was also to honor the late MG James M. Wright, the 45th Quartermaster General.



### **Honoring the Quartermaster rigger mission's anniversary and the memory of the 45th Quartermaster General**

The jump was also to honor the late MG James M. Wright, the 45th Quartermaster General.

Noncommissioned Officers (NCOs) from the Quartermaster Corps NCO Academy conducted the Army Streamer Ceremony. As the announcer read an abbreviated history of each battle where a streamer was earned, a student from the NCO Academy carried the streamer on stage and affixed it to the Army flag. That was an awe-inspiring sight. The evening concluded with the cutting of the Army birthday cake by the US Army Combined Arms Support Command (USACASCOM) Commander LTG Billy K. Solomon, and USACASCOM Command Sergeant Major Howard Rathmann and the cutting of the Quartermaster Corps birthday cake by The Quartermaster General and myself. The four leaders also led the crowd with a rendition of Happy Birthday as they made the first cut of the birthday cakes.

### **14 June 2000**

This day marked both the 225th Birthday of our Army and also the beginning of the Quartermaster Corps General Officer/Senior Executive Service Conference. Attendees included active duty, Reserve Component and retired General Officers as well as members of the Senior Executive Service. The conferees heard briefings on a wide range of subjects, from the State of the Quartermaster Corps to a discussion of Logistics Transformation.

### **15 June 2000**

It was 0500 hours, with a hint of rain in the air. The USAQMC&S senior leaders were in formation awaiting the start of the last leg of the 225-mile Birthday Run. MG Proctor, after several inspirational comments, directed commencement of the Senior Leaders Run. The 4-mile run was filled with enthusiasm and pride. Each unit demonstrated its enthusiasm as the cadence callers sounded their Jody Calls. Not a bad way to start your day.

The NCO Academy was appropriate for the change of responsibility ceremony between CSM (Retired) Oscar Patton and CSM (Retired) Milton Hazzard. CSM Patton relinquished his title as Honorary Sergeant Major of the Quartermaster Regiment to CSM Hazzard. Both men are ardent supporters of the Quartermaster Corps and mentors to our young NCOs.

On Thursday morning, the conference attendees had an opportunity to review several pieces of equipment projected for use during our Logistics Transformation era. A team from the Directorate of Combat Developments-

Quartermaster at Fort Lee presented an overview of several initiatives designed to enhance warfighting in the 21st Century while supporting the Initial Brigade Combat Team (IBCT). Afterward, the conferees were treated to samples of operational rations available for today's soldiers.

At the Regimental Honors dinner on Thursday evening, 20 new members were added as Distinguished Members of the Regiment. Six units were added as Distinguished Units of the Regiment.

### 16 June 2000

Today, June 16, marked the 225th birthday of the Quartermaster Corps. The Regimental Review and Hall of Fame Ceremony took place on SGT Seay Field with hundreds of soldiers, civilians and guests in attendance. During the review, seven new members were inducted into the Quartermaster Hall of Fame. Two of the new members were noncommissioned officers: What a great tribute to our NCO Corps. The formation of soldiers on SGT Seay Field - representing the 23d Quartermaster Brigade, the 49th Quartermaster Petroleum Group and the Quartermaster Corps NCO Academy - eloquently demonstrated what being a professional soldier is all about.



**Briefing General Officers in the field on the Petroleum and Water Department's initiatives**



**Presenting the Hall of Fame certificate to SGM (Retired) William T. Evans by The Quartermaster General**

The last major event was the Regimental Ball and Founders Day Dinner on Friday evening with more than 500 guests. They heard an inspirational speech by the guest speaker, MG Charles E. Mahan Jr., and also saw a slide tribute to MG (Deceased) James M. Wright, the 45th Quartermaster General. The crowd witnessed LTG (Retired) Arthur J. Gregg's induction as only the fourth member of the Ancient Order of Saint Martin, the highest honor of the Association of Quartermasters. Guests also applauded the unveiling of the Order of Catherine Greene - a new Regimental program aimed at recognizing the many contributions of Quartermaster spouses.

What a great ending to such a great week. The USAQMC&S team of professionals made this a week to remember. **Proud to be Quartermaster!**

*Command Sergeant Major Larry W. Gammon has served in a variety of leadership positions as Command Sergeant Major, 45th Corps Support Group (Forward), Schofield Barracks, Hawaii; Command Sergeant Major, 23d Quartermaster Brigade, Fort Lee, Virginia; Commandant, Noncommissioned Officer Academy, Fort Lee; Command Sergeant Major, 99th Forward Support Battalion, Fort Lewis, Washington; First Sergeant, Headquarters and Headquarters Company, 109th Forward Support Battalion, Fort Lewis; First Sergeant, 2d Support Command Corps Materiel Management Center, Stuttgart, Germany, and Platoon Sergeant, S4 Noncommissioned Officer in Charge. His military education includes Airborne School, the Sergeants Major Academy, First Sergeants Course, Senior Supply Sergeants Course, Noncommissioned Officer Logistics Course and Advanced Noncommissioned Officer Course.*

(Continued from Inside Front Cover)

While representing you as your Quartermaster General, I have tried to address all the critical issues that were raised during my travels, visiting Quartermasters in the field. Remember, think outside the box! Let us all take pride in being Quartermasters. Let me extend a special thanks to our officers at the Command and General Staff College and the soldiers and officers in Europe for the warm reception extended to me during my recent visits.

Many exciting things are happening in our Corps. Quartermasters are implementing new tactics, techniques and procedures to make our forces more effective and efficient. It is important that you tell your stories and share your experiences with your fellow soldiers. **YOUR *Quartermaster Professional Bulletin* is an excellent vehicle through which you may keep the Corps informed of your successes.** I encourage you to compile your stories and send them to the *Quartermaster Professional Bulletin*. Submit your articles to QUARTERMASTER PROFESSIONAL BULLETIN, US ARMY QUARTERMASTER CENTER AND SCHOOL, 1201 22D STREET, FORT LEE, VA 23801-1601. The points of contact are Editor-in-Chief, LTC(P)



Joseph A. Brown, DSN 687-4237 or (804) 734-4237 and E-mail to brownj5@lee.army.mil; Editor, Linda B. Kines, at DSN 687-4382 or (804) 734-4382 and E-mail to kinesl@lee.army.mil.

The autumn season is highlighted by several important holidays. We celebrate the founding of the New World by Christopher Columbus in October. On November 11, our nation pauses as we honor military veterans who have served their country in times of peace and war. As the autumn season ends and winter begins, with all the hustle and bustle in between, let us not lose sight of what makes our country so great: our families, friends and neighbors living in a free society that we as Quartermasters help protect. Let me extend to all Quartermaster families my warmest wishes for a safe and enjoyable holiday season.

*Major General Hawthorne L. Proctor, 46th US Army Quartermaster General, has held many command and staff positions. His most recent assignments include Deputy Chief of Staff for Logistics and Operations, US Army Materiel Command; 26th Commander of the Defense Personnel Support Center; and the first commander of the Defense Supply Center Philadelphia, PA; Director of Plans and Operations, Office of the Deputy Chief of Staff for Logistics; Executive Officer for the Deputy Chief of Staff for Logistics, Department of the Army; and Commander, 45th Corps Support Group (Forward), Schofield Barracks, HI. Other key assignments include Chief, Combat Service Support Career Division, Enlisted Personnel Management Directorate, US Total Army Personnel Command; Director, Supply and Professional Development Department, US Army Quartermaster Center and School, Fort Lee, VA; and Commander, 25th Supply and Transport Battalion, 25th Infantry Division (Light), Schofield Barracks. Before assuming battalion command, overseas duty included assignments in Korea, Vietnam and Thailand.*

**Statement of Ownership, Management, and Circulation** (required by 39 U.S.C. 3685). The name of the publication is *Quartermaster Professional Bulletin*, an official publication, published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA. Editor is Linda B. Kines, Office of the Quartermaster General, Fort Lee, VA 23801-1601. Extent and nature of circulation: Figures that follow are average number of copies of each issue for the preceding 12 months for the categories listed. Printed: 5,320. Total paid circulation, sold through Government Printing Office: 64. Free distribution by mail, carrier, or other means: 5,220. Total distribution: 5,284. Copies not distributed in above manner: 100. Actual number of copies of a single issue published nearest to the filing date: 5,384. I certify that the above statements by me are correct and complete: Linda B. Kines, Editor, 1 Sep 00.

# *Professional Dialogue*

---

## *Commanders Can Help Clear Up Government Travel Card Confusion*

*CPT Matt S. Thompson*

The Army's final guidance for the Travel and Transportation Reform Act (TTRA) of 1998 will resolve a great deal of misunderstanding among Army personnel about using the Government Travel Card. Interim guidance from the Department of the Army (DA) has been combined with local policies to create much confusion. The final guidance for correct implementation comes from the Department of Defense (DOD). Commanders, who are the driving force behind the policy's implementation, must be familiar with the program.

The President signed TTRA into law 19 Oct 98. The reform centers around the requirement to use a government credit card for travel expenses on official duty. The card covers all official travel expenses eligible for reimbursement.

### ***Original Exemptions Limited***

The TTRA states: "All DOD personnel shall be required to use the government-sponsored, contractor-issued travel charge card for all expenses arising from official government travel, unless otherwise exempted..." Because the exemptions in the TTRA were originally very limited, misinformation about the reimbursement policy became widespread throughout the Army. For example, some Quartermaster commanders were told that every one of their soldiers would be required to have a Government Travel Card. Others were informed that travel expenses would not be reimbursed unless charged on the Government Travel Card. Both those statements are false.

---

**Online  
assistance  
at  
[www.asafm.army.mil](http://www.asafm.army.mil)**

---

The Army's final guidance on TTRA implementation was distributed by memorandum on 27 Apr 00. Two more Army exemptions to the TTRA were approved for infrequent travelers and for permanent change of station (PCS) travel. Final guidance for the Army makes commanders responsible for all personnel using the card for official government travel, unless otherwise exempted. Also, commanders at all levels determine which employees within their organizations must have a travel card to comply with the TTRA.

Commanders and supervisors use individual and upcoming mission requirements to determine which personnel need a Government Travel Card. All soldiers should use the card unless exempted by their commanders. Soldiers will be reimbursed for authorized travel expenses if they do not use the Government Travel Card, but they may be subject to other disciplinary measures if their commanders have not exempted them.

### ***Bills Sent Directly to Cardholders***

All personnel on official business should use the Government Travel Card, but every soldier does not have to have such a card in order to travel. Soldiers who will travel only once a year, for example, do not necessarily need to charge expenses to a Government Travel Card. These soldiers still are eligible for advanced travel pay or reimbursement as with the old system. Because of the extensive costs involved with PCS, the Government Travel Card may not be the best option for some soldiers.

The Government Travel Card functions as any other credit card. Bills are sent directly to the cardholder. Use of the Government Travel Card is limited to travel-related expenses arising from travel on official duty, such as transportation, lodging and meals. Cardholders file appropriate vouchers immediately upon completing a trip and make payment to the Bank of America. No one is authorized to carry a balance on the Government Travel Card. Balances must be paid in full immediately upon disbursement of funds.

Soldiers who fail to make complete payment of their balances or use the Government Travel Card for unauthorized purchases will be subject to the Uniform Code of Military Justice and may fall under the actions of a collection agency. Although the Army is held liable for the delinquent cardholders, commanders must keep a close eye on accounts and take action to ensure proper settlements. The agency's program coordinator can monitor and maintain accounts online with the automated ledger system.

In short, commanders should comply with guidance from their major commands and use common sense. More information is available from agency program coordinators and from the Army Financial Management web site at [www.asafm.army.mil](http://www.asafm.army.mil).

*CPT Matt S. Thompson is completing the Combined Captains Career Course before attending rigger school at Fort Bragg, North Carolina. He has a bachelor's degree in marketing from the University of Miami at Coral Gables, Florida. His military education includes Airborne, Air Assault, Battalion Motor Officers' Course, and the Nuclear, Biological and Chemical School. He previously served in Korea, with the 45th Corps Support Group in Hawaii and with the 25th Infantry Division (Light).*

### ***Pipeline Automated Planning Aid (PAPA) Now Available to Students on CD-ROM***

The Petroleum and Water Department (PWD) of the US Army Quartermaster Center and School, with the 49th Quartermaster Group (Petroleum and Water) at Fort Lee, VA, and the US Naval Academy at Annapolis, MD, developed the Version II software package for the Pipeline Automated Planning Aid (PAPA). Dr. Peter L. Guth, an oceanography professor and a US Army Reserve officer, designed the updated program based on input from the PWD and the 49th Quartermaster Group at Fort Lee, VA. The new version of the PAPA allows a desktop user, who may only have a basic knowledge of pipeline hydraulics, to plot a pipeline over digital terrain maps.

The computer program automatically calculates all information that a petroleum planner needs, such as locations of pump stations, overpressure and pipeline traces. The program generates detailed summary reports to save "pipelines" for future use or modification. Also, Version II of the PAPA is more user friendly. New features include an interactive help file, CD-ROMs accompanied by CD-ROM prompts, and the capability of being loaded and run on almost any desktop computer. The old PAPA version required its own separate system, used laser discs that are now obsolete, and was extremely slow.

The PWD plans to begin teaching the PAPA software in Autumn 2000 after the start of Petroleum Officer's Course, Class 00-005. Not only will students receive instruction on how to operate Version II of the PAPA, but also will receive their own personal CD-ROM of the program for future use. For more information, E-mail CPT Brian J. DiMeo at [dimeob@lee.army.mil](mailto:dimeob@lee.army.mil) or telephone DSN 687-1322 or (804) 734-1322.

# *Operating the Only Active Army Pipeline - Annual Exercise Realistic for Reservists*

*CPT Jose A. Hernandez*

---

The 505th Quartermaster Battalion (Petroleum Terminal and Pipeline Operations) in Okinawa, Japan, operates the Army's only active fuel pipeline. On a daily basis, soldiers assigned to the 505th Quartermaster Battalion perform a real-world petroleum mission in line with the Army's responsibility for inland distribution of bulk petroleum to support US Forces.



**Demonstrating pump maintenance**



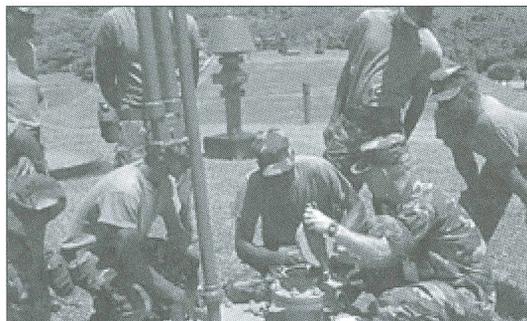
**Laying a berm liner**



**Deploying a spill boom**



**Reacting to protestors during spill control**



**Hands-on sampling and gauging**



**Training in fire suppression**

The 505th Quartermaster Battalion serves as a defense fuel support point that stores products owned by the Defense Logistics Agency (DLA). The battalion supplies JP-8 fuel to Kadena Air Force Base, JP-5 to Marine Corps Air Station Futenma, and automotive gasoline and diesel fuel to all services on the island of Okinawa. Also, the battalion offloads aviation fuels at Naha Port to support the Japan Air Self Defense Force (JASDF). The battalion's workforce consists of US Army soldiers, Department of the Army civilians and local nationals who are contract employees.



**Training in confined space**

The battalion maintains 56 million gallons of petroleum storage in its six terminals, operates 100 miles of pipeline, conducts over 10,000 annual laboratory tests, offloads over 75 tankers annually, and receives and issues over 90 million gallons of fuel. Also, the battalion trains 300 to 500 Reserve Component soldiers each year on operating and maintaining a fixed, bulk storage and issue site.



**Donning Self Contained Breathing Apparatus**

Annually, the 505th Quartermaster Battalion sponsors Exercise Habu Sakusen (Snake Exercise). Other exercise participants stationed on Okinawa include the US Marine Corps' 9th Engineer Support Battalion, 3d Forces Support Group, and the US Air Force's 18th Supply Squadron, 18th Logistics Group. Two to four US Army Reserve units travel to Okinawa every summer to train on the Army's only active fuel pipeline. Quartermasters in the Reserve Component train on the following:

The two-month Exercise Habu Sakusen '99 began 10 Jun 99. The three US Army Reserve units that rotated through Okinawa were the 173d Quartermaster Company from Greenwood, MS; the 328th Quartermaster Detachment from Kingswood, WV; and the 347th Quartermaster Company from Farrell, PA.

- ▶ Pipeline and terminal operations
- ▶ Spill response
- ▶ Ship bunkering (refueling)
- ▶ Ship discharge
- ▶ Fire fighting
- ▶ Truck filling stand operations
- ▶ Inter-terminal fuel transfer
- ▶ Pipeline dispatching
- ▶ Self-Contained Breathing Apparatus (SCBA)
- ▶ Daily fuel pumping operations
- ▶ US Air Force R-11 Tanker for aircraft refueling
- ▶ US Marine Amphibious Assault Fuel System (similar to the Army's Fuel System Supply Point)

### ***Ship Discharge Operations***

Quartermasters trained on proper offload procedures for the T-5 tanker (with a capacity of 235,000 barrels or 9.8 million gallons) of refined products, using a Single Anchoring System (more commonly known as a Monobuoy). The Reserve Component soldiers had to perform the following tasks:

- ▶ Complete quality assurance functions to certify the product's suitability for use
- ▶ Sample and gauge fuel from the ship's tanks
- ▶ Deploy a spill control boom around the tanker to contain a possible spill
- ▶ Connect hose line
- ▶ Pumping operations

### ***Bunker Operations***

Exercise participants refueled 10 US Navy vessels. The average Navy vessel received 120,000 gallons per refueling stop. The following are tasks associated with this mission:

- ▶ Coordinate with Navy port operations
- ▶ Deploy a spill control boom around the vessel
- ▶ Ship-to-shore communication
- ▶ Connect hose line
- ▶ Sample product in pipeline to verify suitability for use on ship, and the actual refueling mission

### ***Fire Suppression Training***

The US Army Reserve soldiers trained on protective equipment for firefighters, the use of foam and water to control fires, and fire containment to minimize the spread of fire. This training is valuable in case a fire occurs at a tank farm, onboard ship, or along a pipeline.

### ***Spill Control Training***

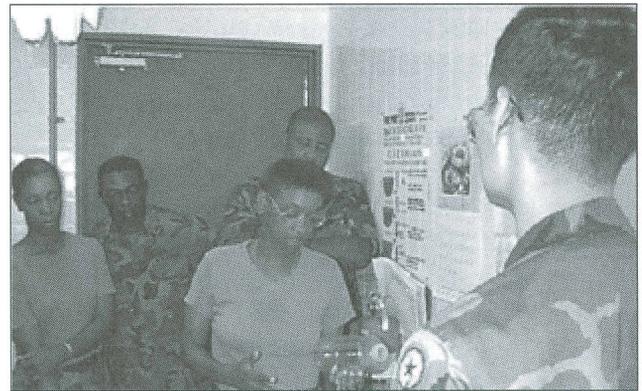
Quartermasters trained on how to properly respond to petroleum spills on the ground. They had to stop the flow of fuel, contain the spill from reaching the ocean, take appropriate actions to prevent fire and explosion, control access to spill area, and clean up and recover the spilled fuel.

### ***Air Force R-11 Aircraft Tanker***

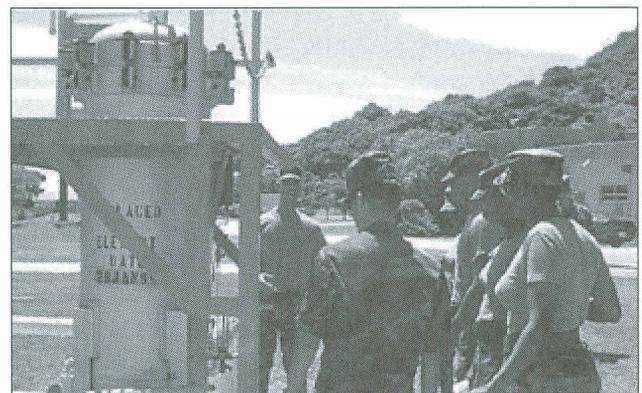
Because the Kadena Air Force Base is close to the Okinawa pipeline system, the US Army Reserve soldiers could train on the Air Force R-11 aircraft refueler. In fact, the US Air Force is the 505th Quartermaster Battalion's largest customer. During Exercise Habu Sakusen '99, the soldiers refueled F15 and C130 aircraft. As petroleum supply specialists with the military occupational specialty (MOS) 77F,



**Measuring tank innage and bottom, sediments and water**



**Visually inspecting a petroleum sample**



**Aqua-Glo training before issuing fuel to aircraft**

these Quartermasters received excellent cross-training. Before working with the R-11 Tanker, they had to train extensively on airfield operation procedures, preventive maintenance checks and services for the R-11 Tanker, and cryogenic operations (liquid oxygen and nitrogen).

### ***Marine Amphibious Assault Fuel System***

The US Marine Corps' Amphibious Assault Fuel System is similar to the Army's Fuel System Supply Point. Training consisted of emplacing and operating three 20,000-gallon tactical storage tanks, three 600-gallon per minute pumps, and one-quarter mile of hose line. Quartermasters transferred a total of 60,000 gallons of product (water) throughout the system. Also, they had to react to a simulated spill and recover the system for future use.

### ***Training Value***

During Exercise Habu Sakusen '99, Reserve Component soldiers replicated tasks they will perform when operating fixed petroleum facilities during contingency operations. Knowing how to operate the Army's fixed petroleum facilities is a combat multiplier. In a developed theater of operations where petroleum infrastructure is available, soldiers perform the same tasks at commercial facilities to support deployed forces with bulk Class III (petroleum, oils and lubricants). Many tasks for the Army's petroleum distribution system on Okinawa transfer to operating commercial facilities.

Because most Army petroleum units are assigned to the Reserve Component, the 505th Quartermaster Battalion serves as a vital training link. The opportunity to train with the 505th Quartermaster Battalion soldiers on active duty allows US Army Reserve soldiers to gain hands-on experience on many systems not available at their stateside locations.

*CPT Jose A. Hernandez was the Battalion S2/3 for 505th Quartermaster Battalion, Okinawa, Japan. He has a master of arts degree from Webster University, Missouri. He is a graduate of the Field Artillery Officer Basic Course, the Battalion Motor Officer Course, the Quartermaster Branch Qualification Course, the Combined Logistics Officer Advanced Course, the Petroleum Officer Course and the Combined Arms and Services Staff School. His previous assignments include Fire Direction and Executive Officer, 260th Field Artillery Detachment, 1-10th Aviation Regiment; S4 6-37th Field Artillery Battalion (Multiple Launch Rocket System), Camp Essayons, Korea; Petroleum Operations Officer, 240th Quartermaster Battalion; Commander, 267th Quartermaster Company, 240th Quartermaster Battalion; and Training With Industry, Mobil Oil Corporation.*

### ***Quartermaster Reservists Support Depot's Operation Shift Colors***

The 275th Quartermaster Company, an element of the 429th Supply and Service Battalion, Fort Pickett, VA, joined Navy units to form a joint Reserve Component force for *Operation Shift Colors*, a major re-warehousing project last June, at Defense Distribution Depot San Joaquin (DDJC), in northern California. Most of the three-week exercise consisted of picking and stowing 28,246 inventory lines of items from the DDJC's Sharpe site for moving to the depot's Tracy site 14 miles away - a major step in consolidating 95 percent of depot operations in Tracy.

Also, the reserve units completed a command post exercise (CPX) using the Defense Automated Distribution System (DADS) to simulate a humanitarian support mission in a hypothetical island nation. During the last weekend of the 6-25 Jun 00 exercise, reservists participated in a two-day field training exercise (FTX). More than 95 Quartermasters and sailors provided 4,100 hours of direct support to the Tracy facility. The joint force's efforts equaled 110 per cent of an aggressive goal to move 25,000 inventory lines. By providing a manpower "surge," the joint team rapidly relocated the fastest-moving inventory lines. As a result, the percentage of issues generated by the Tracy site increased from 85 percent to 91 percent in a matter of days.

# *Bulk Water Purification, Storage and Distribution Operations in Cold Weather*

*CPT Jesse Morehouse*

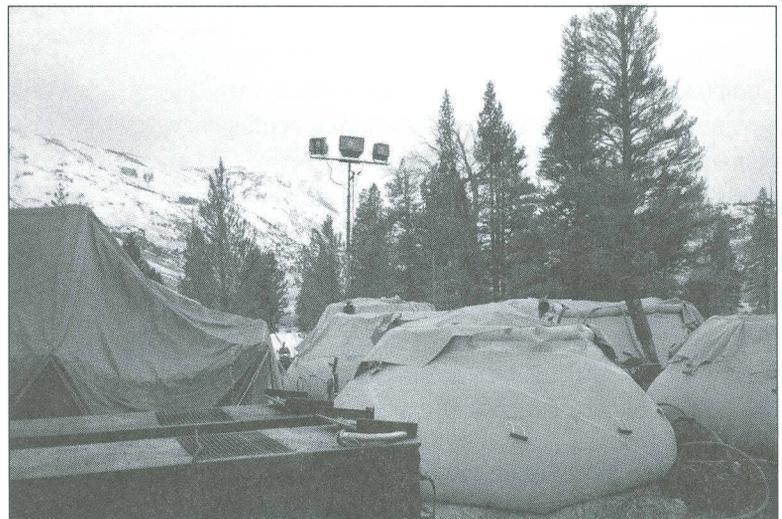
*Carl Hottel*

*Picture yourself in a water purification unit deployed on one of the following missions: a major regional conflict in Korea, a disaster relief mission in the northern United States, or a humanitarian mission in Central Asia. It is the dead of winter. You have just arrived and potable water is scarce. No problem, right? You verify that the source water is within tolerance, set up the Reverse Osmosis Water Purification Units (ROWPUs), lay out some collapsible water tanks, and start doing what you do best. Unfortunately, your ROWPUs do not seem to be producing as much water to fill the tanks as usual. Maybe the water purification equipment just needs a little time. Unfortunately, the next day you wake up, go outside and find that your 3,000-gallon "onion skin" water tanks are 12-ton ice cubes!*

No one wants to end up in a bind like this. The 3,000-gallons per hour (GPH) ROWPU and the 600-GPH ROWPU are the primary water purification workhorses in today's military water units. However, there is no doctrinal information available for units deploying from a temperate environment to a cold weather environment with ROWPUs. The only water unit in this type of environment operates in Alaska, in what the Army considers "extreme" cold weather with temperatures below 30 degrees Fahrenheit. Some of the Alaska unit's techniques will not be necessary or might be too costly for Army units operating in the temperature range of 30 degrees to minus 10 degrees Fahrenheit.

## ***Marine Testing Applies to Army***

The US Marine Corps' 7th Engineer Support Battalion tested purification, storage and distribution of potable water in a cold environment at the Corps' Mountain Warfare Training Center near Bridgeport, CA, and then shared the results with the joint water community. The Marines invited representatives from all military services to attend the tests at the 22d Joint Water Resource Management Action Group (JWRMAG) annual meeting. This meeting of major water units and associated agen-



**Arctic Oasis.** To prevent heat loss through the ground, raw water is pumped into collapsible water tanks placed on straw bales, heated with M-80 heaters, and then fed to 600-GPH ROWPUs inside tents. The 30-kilowatt tactical quiet generators are in the left foreground.

cies was chaired by the Department of the Army Office of the Deputy Secretary of Staff for Logistics (DA ODCSLOG), the Secretary of Defense's Executive Agent for water resource management. Even though Army water units are configured differently than their Marine counterparts, some lessons learned from the Marine testing are readily applicable to Army water planners whose units may operate in cold weather environments.

### ***US Marine Water Unit Configuration***

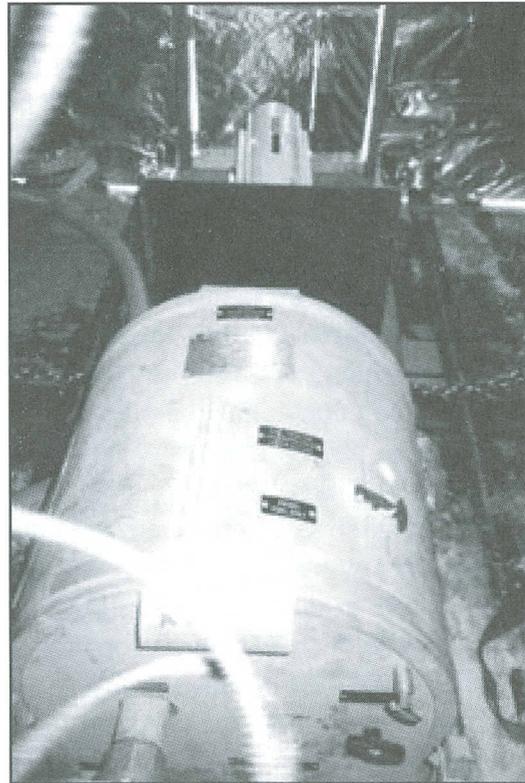
Marine water assets are part of an Engineer Utilities Platoon. The platoon consists of four military occupational specialties: Hygiene Equipment Operator (water specialist), Basic Electrician, Electrical Equipment Repairman, and Refrigeration Repairman. The Marine water specialists operate laundry, shower and water equipment. The water purification equipment is the same as in an Army Main Support Battalion. The Marine water equipment consists of 600-GPH ROWPUs (skid-mounted with separate 30-kilowatt (KW) tactical quiet generators). The laundry and shower equipment consists of standard M-85 laundry units and shower units.

### ***Operational Plan and Inexpensive 'Fixes'***

The operational intent for the Marine tests in cold weather was to use a unit's organic equipment and find inexpensive "fixes" for any problems. The testing plan was to improve product water output by raising source water temperature to 77 degrees Fahrenheit, reduce heat loss of stored product water, and explore feasible Tactical Water Distribution System (TWDS) hose line distribution options.

The optimal temperature for water purification with reverse osmosis is 77 degrees Fahrenheit. As the temperature of the source water drops below this, production rates decrease because of increased water molecule cohesion. This cohesion decreases the amount of water that passes through the ROWPU's reverse osmosis membranes (*Special Report 86-20 Field Water Supply on the Winter Battlefield*, US Army Cold Regions Research and Engineering Laboratory, 1986).

In the Marine tests, source water temperature was raised over 80 degrees by pumping raw water into 3,000-gallon collapsible water storage tanks ("onion skins") and heating the raw water with M-80 heaters from the shower units. Obviously, Army water units do not have organic M-80 heaters, so heating water in the "onion skins" would be more complicated. Co-locating shower units with water purification sites or requisitioning M-80 heaters before deployment are two ways to address this issue. The ideal solution is Army development of a cold weather augmentation kit for water units.



**This interior photograph was taken halfway down the Arctic Oasis' side looking across the inside of the insulated box. The 125-GPM pump is in the foreground with the "torpedo" heater in the rear and the steel heat deflector located between the pump and heater.**

The retention of heat in the "onion skins" depends on a number of variables such as the thermal mass of the stored water (big, warm things cool slower than small, warm things), the ambient or surrounding temperature, and the initial temperature of the heated water. Reducing the heat loss of the water to be pumped into the ROWPU means focusing on the three sources of heat loss that ROWPU operators can readily influence. These three sources of heat loss are radiant loss, the loss of heat into the air; convection, the loss of heat from cold air moving past the warm water; and the biggest source of heat loss, absorption, the loss of heat through the ground. Reducing radiant and convection heat loss requires tentage or covers to cut down the cooling effects of wind and heat loss into the air. Also, placing the collapsible water tanks on straw bales is an inexpensive way to insulate the "onion skins" from heat loss through the ground.

### *Cold Weather Water Tactics, Techniques and Procedures*

- ☛ Do not forget to request white camouflage netting.
- ☛ Conduct all possible operations in tents with good drainage. Trailer-mounted 600-GPH ROWPUs fit in maintenance shelters. Skid-mounted 600-GPH ROWPUs fit in general purpose (GP) medium tents. The heaters onboard the 3,000-GPH ROWPUs make this shelter unnecessary. Two, 3,000-gallon collapsible storage tanks or one 10,000-gallon water storage tank fit in a GP medium tent, but ridgepoles are a problem. Remember that frozen ground will thaw to mud in a heated tent.
- ☛ Obtain additional carbon monoxide detectors for all tent operations.
- ☛ Aluminum and brass fittings contract differently in cold weather, leading to minor fuel leaks. Bring extra containment equipment.
- ☛ The three biggest sources of heat loss, in order, are ground, wind and sky. Insulate from the ground with straw bales (cheap but bulky to transport). Use tents and other field-expedient water tank covers to reduce convection and radiation loss.
- ☛ Heat the raw water to 77 degrees Fahrenheit for optimal reverse osmosis production rates. M-80 heaters from laundry and shower units used with 3,000-gallon collapsible raw water tanks are a good field expedient for preheating the water. M-80s CANNOT BE USED ON POTABLE WATER because of single-walled boiler design and their grade of metal.
- ☛ Soldier and Safety considerations:
  - ☛ Soldiers must have full Gore-Tex® to include gloves and boots (vapor barrier boots also required).
  - ☛ Contact freezing is a major concern.
  - ☛ Soldiers must have a warming tent of some kind. Soldiers are constantly getting wet.
  - ☛ Soldiers must have a river or water source rescue plan, if necessary, due to depth of the water source or mission, enemy, terrain, troops and time available (METT-T).
  - ☛ Lots of ice will be present no matter how careful soldiers are with discharge. Use sand or wood ash for additional traction.
  - ☛ Use your compressor to push all water out of reverse osmosis elements for transportation. It is the only way to get all the water out.
  - ☛ If TWDS must be used, intermediate water warming stations might help. Pipe the water to 3,000-gallon collapsible water tanks, reheat and pump back into the TWDS.
  - ☛ The "Arctic Oasis" developed by US Army Alaska Command is the most effective and cheapest form of distribution. Build an insulated plywood box over a CROP or PLS flat rack that fits two 500-gallon collapsible water tanks (chained down), a distribution pump, and a commercial kerosene torpedo heater (with heat shield to disperse heat). Fits on most mid-sized to large prime movers.

The TWDS was designed for bulk water distribution in arid environments and never intended for cold weather environments. However, because military units will always use the means at hand to accomplish the mission, Marine testing explored options in hose line distribution. Two miles of hose line were deployed, and the preheated water pumped through the hose during 24-hour cycles.

Representatives from the Army's Cold Regions Research and Engineering Laboratory (CRREL) believed that such preheating operations would be very difficult in prolonged cold temperatures and also when the temperature fell below freezing at night. They were proven correct. The hose line gradually filled with ice until it had an internal diameter of two inches, and the test was called off. Lack of

funding prevented testing other methods of distribution, such as hard-walled tankers and Semi-trailer Mounted Fabric Tanks (SMFTs).

The senior technical advisor at the testing site, the US Army Materiel Command's Alaskan Command Science Advisor, informed those present of an inexpensive distribution technique called the "Arctic Oasis." Used by the 172d Separate Infantry Brigade, US Army Alaska, the Arctic Oasis consists of an M1077 flat rack pallet enclosed with plywood and insulated to minimize heat loss. Inside are two 500-gallon collapsible water tanks (chained to the floor), a distribution pump (125-gallons per minute), and a commercial "torpedo" heater (aimed at a steel plate to distribute the heat). The Arctic Oasis loads onto a Palletized Load System (PLS) for distribution to field locations. For resupply, the Arctic Oasis is loaded back onto the PLS and transported to the nearest potable water source to fill the inside water tanks before redeploying to the water point. Constructed from readily available materials, the Arctic Oasis is a very practical solution

in the field to problems with water distribution in extremely cold weather.

The Army's water community must remain ready to support a variety of missions in cold environments. Unfortunately, a lack of opportunities to train in extreme cold means that most water equipment operators and water planners are unfamiliar with problems during cold weather operations. This article and the list *Cold Weather Water Tactics, Techniques and Procedures* will better prepare Army water units to operate in cold weather environments and continue to provide soldiers with the best water in the world.

*CPT Jesse Morehouse is the Water Operations Officer for the 49th Quartermaster Group (Petroleum and Water) at Fort Lee, Virginia. Carl Hottel is the US Army Materiel Command's Alaskan Command Science Advisor at Fort Richardson, Alaska.*

---

## ***Reducing Replacement Costs of ROWPU Elements***

***CPT Laurian G. Cuffy***

---

Replacing the filter elements of the Reverse Osmosis Water Purification Unit (ROWPU) is extremely expensive, but units can keep replacement costs at a minimum with some alternatives available today. One 600-gallons per hour ROWPU with 8 filters and one 3,000-gallons per hour ROWPU with 12 filters, for example, have a combined filter replacement cost of \$15,555.75. Projected Armywide, these filter replacement costs could adversely impact unit funds for soldier training. Maximizing operational hours while minimizing operational costs for the ROWPU filter elements with proper storage, equipment tests and operator training will save money.

The Army's workhorse, the ROWPU produces potable water from a variety of raw water sources

such as wells, lakes, seas, lagoons, rivers, oceans and ice holes. The ROWPU's filters, called reverse osmosis or RO elements, are critical to desalinization and purification of water. These filters have a lifecycle of 1,000 to 2,000 operational hours. Conceivably, a ROWPU will not operate continuously or indefinitely on one set of filters. The duration of the mission will dictate down time for the ROWPU. Also, the end of deployments or training exercises and winterization of the ROWPU will result in down time.

During a ROWPU's down time, the unit must take steps to preserve the lifecycles of the RO elements with proper storage procedures. Doing so will prevent bacteria growth on the RO membranes,

and such bacteria can take the filters out of operation. For proper removal and storage of RO element filters using heat-sealable plastic bags and the chemical sodium bisulfate, refer to TM 10-4610-232-12, 4-320, Change 2. Although the technical manual's storage procedures are workable, units may consider purchasing stainless steel canisters (NSN 4610-01-467-3213). Unlike the plastic bags, the metal canisters cannot puncture and cause potential environmental problems for the storing unit.

The work of RO elements begins when the ROWPU operators feed raw water through the filters at intensified pressure. The filtration process separates impurities from the raw water, whether fresh, brackish or salt water. Then the ROWPU operators add disinfectant to the filtered water to conclude the purification process before storing the water as potable. Critical to this whole process is the proper functioning of the RO elements. ROWPU operators monitor the system's gages to monitor how well the RO elements are working. Improperly functioning filters must be cleaned or replaced.

### ***Cost-Saving Options***

At least two commercial businesses offer units cost-saving options for cleaning and replacing the ROWPU's RO elements. For example, a California-based company called Argo Scientific has been rebuilding RO elements at a cost of about \$100 per filter. Another option is Watec's cleaning and testing kit (NSN 4610-01-467-3242). In addition to cleaning the RO elements, this kit allows a unit's ROWPU personnel to assess which RO elements are not operating properly.

For the 3,000-GPH ROWPU, for example, the system is not designed to distinguish which of the 12 RO elements are fouling the purification process. Therefore, after ROWPU operators attempt to clean the RO elements, the soldiers generally replace all 12 of the filters. The cleaning kit both cleans the RO elements and checks them for serviceability. This allows ROWPU operators to replace only RO elements that no longer filter water.

For ROWPU operators in units that are not producing potable water during training exercises, a simulator is available to train on ROWPU operations. These devices have no shelf life and cost the unit \$2,000 per ROWPU. One set will support 12 filters in a 3,000-GPH ROWPU, compared to a replacement cost of more than \$11,000 per ROWPU for the 12 RO elements. These training devices simulate saltwater operations but require operators to use fresh water sources to simulate saltwater operating conditions. Conducting ROWPU training with simulators has the potential of saving units money. ***(Units must avoid using saltwater sources when using this training procedure. Forces Command, Army is the source for the updated technical improvements.)*** Properly storing the RO elements, regenerating the filters when possible and using simulators for training soldiers can reduce the related costs of ROWPU operations Armywide.

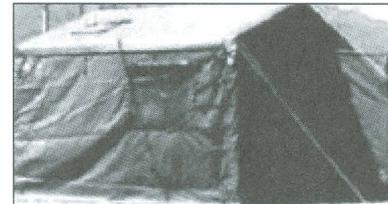
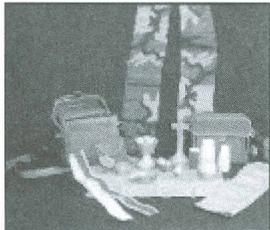
*CPT Laurian G. Cuffy, an Active Duty Guard and Reserve (AGR) officer in the US Army Reserve (USAR) with more than 20 years of military service in the active and reserve components, recently attended the Combined Captains Career Course. He is an Assistant Professor of Military Science at North Dakota State University. He has a bachelor of science degree in business administration from Kansas State University, Manhattan. His military education includes the Platoon Leaders Development Course, Armor Officer Basic Course, Reserve Component's Tank Commander Course, Mobilization Planners Course, Quartermaster Phase I Advanced Course and Military Police Advanced Course. After assignments as a Platoon Leader, Company Executive Officer and Commander in the Armor Corps, he served as a Logistics Section Officer in the 243d Supply and Services Battalion and Commander of the 1011th Quartermaster Company in the USAR.*



# *Revolutionary New Way To Order Equipment*

*CW4 Jeffrey T. Brehmer*

*Jeanette T. Lacovara*



A new logistics application called [warfighter.net](http://warfighter.net), formally called ASCOT (Automated System for Cataloging and Ordering Textiles), provides customers 24 hours per day of web-based shopping for most general supplies in the Class II category. On the worldwide web at [www.warfighter.net](http://www.warfighter.net), this application includes every item managed by the Directorate of Clothing and Textiles (C&T), Defense Supply Center Philadelphia (DSCP).

C&T manages outerwear, individual equipment (personal armor, helmets), chemical protective items, specialized flight clothing and accessories, insignia, flags, pennants, mattresses, sleeping bags and tents. The [warfighter.net](http://warfighter.net)'s online ordering features include digitized photographs of items, multiple search features, order entry, requisition status, market baskets (special shopping lists for the Extended Cold Weather Clothing System (ECWCS) and the Army, Air Force and Marine Corps Reserve Officers' Training Corps), links to specialized sites such as the Chaplains' Corner, Law Enforcement, The Gym Bag (physical fitness uniforms) and the Base Camp (tentage). The [warfighter.net](http://warfighter.net) web site also has a link to allow ordering garments with special measurements. Here is an example of how a customer uses one of the links:

**Base Camp icon (Tentage Super Store).** This site is an Online Technical Manual® for tents. Users will see a list of the tent products that C&T stocks, available parts, photographs, price links, and points of contact. Click on the site for information about Field Service Equipment and for C&T's stock such as General Purpose (GP) Tents, Small, Medium and Large; Frame Type Expandable Tents 16' X 16'; and new Lightweight Extreme Weather Tents (LEWS).

Then, as an example of how to access information about a specific product, click on GP Tent, Small/Medium/Large for icons with additional information that includes the following:

- Technical Manual (TM), number and date. Link to the Logistics Support Agency (LOGSA) to order the TM.
- Color photograph of the tent
- National Stock Number (NSN) and Line Identification Number (LIN)
- Components, a breakdown of the end item into its parts
- Description of the tent
- More Information, setup procedures, weight and number of personnel needed to erect the tents
- "SPECS AT A GLANCE," link to C&T's inspections and verifications for product

### ***Easy To Shop Online With [www.warfighter.net](http://www.warfighter.net)***

Access the site by going to [www.warfighter.net](http://www.warfighter.net). Customers can “window shop” because users have unrestricted access to search the C&T catalog by NSN, description, key word, procurement grouping code or specification number. Searches can be tailored by military service, such as Army, Navy and Air Force. The [warfighter.net](http://www.warfighter.net) site also has hyperlinks to individual item managers.

To become one of thousands of users, just register to obtain a user **identification** and **password**. This very simple procedure requires a Department of Defense Activity Address Code (DODAAC). The customer’s DODAAC determines shipping and billing for the items ordered. However, an account can be set up to charge a Government Purchase Card (formerly known as an IMPAC card) instead of a DODAAC – an even quicker way to place an order.

When placing an order through [warfighter.net](http://www.warfighter.net), the site displays the quantity of stock on hand. After placing an order, the customer receives immediate E-mail confirmation. Requisitions are sent from the web site to the C&T mainframe within an hour for processing twice daily. A customer can access [warfighter.net](http://www.warfighter.net) to check an order’s status, track a shipment or submit a supply discrepancy. The timeliness of the end item’s shipment depends on the priority of the requisition, the item’s availability, and the location of the ordering unit. Ever important is service. The [warfighter.net](http://www.warfighter.net) not only promises prompt response to customer feedback, [warfighter.net](http://www.warfighter.net) delivers.

### ***Newest Feature: Customer Record of All Orders***

The newest feature of [www.warfighter.net](http://www.warfighter.net) is the Legacy System Interface that gives customers a record of all their orders. The interface allows customers to obtain a record of all orders placed for any time period requested. Customers can readily extract this data in usable formats for submission into military service systems.

**In FY97, [warfighter.net](http://www.warfighter.net)’s online sales totaled \$800,000. Sales in FY00 already exceed \$130 million. This web site is for commanders, property book officers and anyone else dealing with clothing and textiles. To experience this web-based ordering, go to [www.warfighter.net](http://www.warfighter.net) or to <http://ct.dscp.dla.mil/ascot/>. E-mail questions to the DSCP [warfighter.net](http://www.warfighter.net) team at [ascot@dscp.dla.mil](mailto:ascot@dscp.dla.mil) or telephone 1-800-USCLOTH (toll free), DSN 444-7501 or (215) 737-7501.**

*CW4 Jeffrey T. Brehmer is an Instructor/Writer for the Warrant Officer Advanced Course, Warrant Officer Division, US Army Quartermaster Center and School, Fort Lee, Virginia. He has a bachelor of science degree in occupational education from Wayland Baptist University, Plainview, Texas. He previously served with the 15th Support Brigade, Fort Meade, Maryland; 46th Support Battalion, Fort Wainwright, Alaska; and the 544th Maintenance Battalion, Fort Hood, Texas.*

*Jeanette T. Lacovara serves as the Chief, Clothing & Textiles Electronic Commerce Branch, Defense Supply Center Philadelphia (DSCP). She has a degree in economics from Holy Family College in Torresdale, Pennsylvania. Her previous position as DSCP Base Realignment and Closure (BRAC) Program Manager involved base closure and environmental issues. Ms. Lacovara has 22 years of federal government service and 7 years of municipal government service.*

# *What Commanders Need To Know - TOEs, MTOEs and Unit Readiness*

*CW4 Pablo A. Brown*

---

The document called the Table of Organization and Equipment (TOE) is the end product of the Army's combat development process. The TOEs move through their own developing and processing system from concept approval through documentation, publication and final distribution. The TOE is the requirements document, not an authorization document, and serves as the basis for developing the Modification TOE (MTOE). The MTOE document is a modified version of a TOE approved by Headquarters, Department of the Army that prescribes the unit organization, personnel and equipment necessary to perform an assigned mission in a specific operational or geographical area.

## **AR 71-32**

### ***Force Development Documentation- Consolidated Policies***

The requirement column of an MTOE is developed from the TOE's level 1 or type B column. An MTOE's authorization column is based on the unit's Authorized Level of Organization (ALO) along with available manpower and equipment resources.

The difference between the authorized and the required columns on an organization's MTOE is most likely a reflection of its ALO. For instance, if a unit is an ALO 2, the number of personnel assigned should be capable of maintaining and operating all major end items of equipment listed in the MTOE's required column. As a result, the unit will normally be authorized 100 percent of major end items designated with an Equipment Readiness Code (ERC) of "A," "B" and "C" items except in some cases of individual items such as weapons, masks and bayonets. Refer to AR 71-32 (Force Development Documentation-Consolidated Policies), paragraph 8-5.

Units structured at ALO 3, less critical than ALO 2, may suffer the capability to maintain and operate

some major end items of equipment listed in the required column of the MTOE. In this case, the authorizations for major items may be reduced (AR 71-32, paragraph 8-5). Bottom Line: The lower a unit's ALO, the more likely the authorized quantity in the MTOE will be reduced for major end items.

## **AR 220-1**

### ***Unit Status Reporting***

AR 220-1 (Unit Status Reporting), paragraph 3-2a, states that units will compute resource levels against their MTOE/Table of Distribution and Allowance (TDA) required columns. Based on a combination of the requirements stipulated in AR 220-1 and AR 710-2 (Inventory Management Supply Policy Below the Wholesale Level), an organization should report its quantity on hand against its quantity in the required column.

A commander can upgrade or downgrade his Unit Status Report (USR) by comparing the unit's overall number of major end items at the "C" level with the Mission Accomplishment Estimate (MAE). Refer to AR 220-1, Chapter 8, that instructs every unit commander to complete an MAE and take into consideration resources such as personnel, equipment and training. The commander should weigh the importance of such resources against other factors that may affect the unit's ability to perform its overall mission (paragraph 8-3). The commander expresses his estimate in terms of the percentage of the wartime mission that the unit could perform if alerted or committed (paragraph 8-1). Estimates of mission accomplishment are described as bands of effectiveness in paragraph 8-6.

The commander then conducts a subjective evaluation based on his personal experience and the resources of personnel, equipment and training. The commander compares the MAE percentage and the overall C-level. If the MAE percentage does not equal

the overall C-level selected, he has the option of upgrading or downgrading the unit's overall C-level (AR 220-1, Chapter 8, paragraph 8-8). What does

this mean to a commander? There is nothing wrong with subjectively upgrading his unit's overall C-level rating based on the MAE evaluation.

*CW4 Pablo A. Brown currently is Chief of the Warrant Officer Division, Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He has a bachelor of science degree in business administration and a master of arts degree in organizational management. He previously served as Property Book Officer and Brigade Budget Officer for 18th Aviation Brigade, Fort Bragg, North Carolina; Property Book Officer, US Army, Central (ARCENT) in Saudi Arabia; Property Book Officer; 7th Special Forces Group, and Property Management Technician, US Army Special Operations Command (USASOC), Fort Bragg, North Carolina; and Property Book Officer; 42d Field Artillery Brigade, West Germany.*

---

### ***ONLINE Publications and Forms***

The US Army Publishing Agency has digitized a wide range of Army regulations, circulars and pamphlets as well as OF, SF, DA and DD forms on the Internet. [www.usapa.army.mil](http://www.usapa.army.mil)

For field manuals, professional bulletins, training circulars, STPs, MTPs, and ARTEPs, access the Army Doctrinal and Training Digital Library's world wide web site. [www.adtdl.army.mil](http://www.adtdl.army.mil)

In addition to Army technical and equipment publications (except engineering and medical), the Logistics Support Agency (LOGSA) has one of the Army's best logistics portals. [www.logsa.army.mil](http://www.logsa.army.mil)

For personnel information, PERSCOM maintains the MILPER Message Archive. [www.perscom.army.mil/tagd/page7/.htm](http://www.perscom.army.mil/tagd/page7/.htm)

### ***Reclassify From MOS 92A to 92Y***

Are you a promotable sergeant (E-5) with the 92A (Automated Logistical Specialist) military occupational specialty (MOS)? Do you have more than 10 years of service and at least 650 promotion points? Are you ready to take on a new challenge?

If so, you have a unique opportunity to reclassify into MOS 92Y (Unit Supply Specialist). In an effort to increase promotion opportunities in the 92A MOS and improve readiness for soldiers in the 92Y MOS, sergeants eligible for promotion in MOS 92A will be offered reclassification as 92Ys. This reclassification is not open to everyone. However, all Quartermasters who meet the following three prerequisites may apply:

- Hold MOS 92A at skill level 20
- Be on a standing promotion list with at least 650 promotion points
- Have at least 10 years of service

If you meet the prerequisites and want to reclassify, contact your branch manager or CPT Gillum (Enlisted Proponent, PERSCOM Quartermaster Branch) at DSN 325-9791. E-mail [gillumd@hoffman.army.mil](mailto:gillumd@hoffman.army.mil) for more information.

# *DLA's Defense Automated Addressing Center Simultaneously, Accurately Routes Transactions*

*CPT Siegfried Ullrich*

---

The Defense Automated Addressing System Center (DAASC) can accurately transmit standard logistics transactions, without interruption, for 177,000 military and civilian customers worldwide throughout the Department of Defense (DOD). The DAASC acts as the clearinghouse for all logistical transactions within the DOD. The DAASC uses a multifunctional supply and distribution network that processes well over one billion transactions a year. Customers can use the DAASC through an interactive network of more than 100 gateways and databases.

The DAASC is a supporting unit within the Defense Logistics Agency (DLA). The DLA's mission is to add value to everyday military logistics for military and civilian agencies, detached organizations, and foreign countries.

## *DAASC Systems and Services*

**Network Interoperability.** A major DAASC capability is receiving and transmitting logistics data across various networks while supporting many protocols and formats at the same time. As a result, the center's network interoperability minimizes the number of interfaces that customers within the DOD must maintain to exchange logistical data.

**Receiving, Validating, Editing, Routing and Transmitting.** The DAASC delivers data to the appropriate destination efficiently, expeditiously and accurately – what DLA calls an “added value” in logistics service. For these transactions, the DAASC's extremely diverse customer base supports DOD, civilian activities and commercial suppliers.

**Transaction Intercepting and Diverting.** The DAASC can intercept and redirect data originating from any activity, hold the data and redirect it to another activity. This allows DAASC to provide logistics information about anything, anywhere, anytime, to anyone within the DOD.

**Transaction Archiving and Tracking.** The DAASC maintains the Logistics On Line Tracking System (LOTS) database for DOD requisitions and for tracking excess material. The DAASC archives all data flowing through the center to assist with historical reviews and reporting requirements. The DAASC compiles archived data and makes the archives available for scans, forecasts and special reports. Also, the DAASC posts certain data to assist the DOD with requisitions and with tracking requisitions through the supply pipeline.

**Electronic Business Processing.** The DAASC provides an “electronic business hub” to support all of the DOD's business initiatives on computer systems.

**DOD Directory Repository.** The DAASC serves as the official repository for many DOD standard directories, publications and transactions. Many of the DAASC's directory and repository capabilities are on the World Wide Web. The Defense Automatic Addressing System Inquiry (DAASINQ) provides address data for Department of Defense Activity Address Codes (DODAACs), Military Routing Identifiers (MILRIs), Military Assistance Program Address Codes (MAPAC) and source of supply information for National Item Identification Numbers (NIINs). Computer users can download information from the DAASINQ by accessing the World Wide Web at [www.daynt6c.daas.dla.mil/dodaac/dodaac.htm](http://www.daynt6c.daas.dla.mil/dodaac/dodaac.htm).

**Data Distribution Services.** The DAASC also assists DOD with asset visibility requirements by generating historical data about logistics transactions for the different DOD components. The DAASC distributes information on contractor technical data, active purchase requests, active contracts and subsistence information to 11 commercial resellers. This data distribution allows

the DAASC to serve as a gateway for the Freedom of Information Act.

**Designing, Developing and Deploying Systems.** The DAASC is the central design and development activity for computer programs used for the exchange of logistics information.

**DOD Publications.** The DAASC is the official repository for selected DOD publications, the Department of Defense Activity Address Directory (DODAAD), the Military Assistance Program Address Directory (MAPAD), the Military Routing Identifier (MILRI), and the Distribution Code.

**Online Address.** Access the DAASC's information, services, systems and support at [www.daas.dla.mil/daashome/daasc\\_home.htm](http://www.daas.dla.mil/daashome/daasc_home.htm)

*CPT Siegfried Ullrich, currently a student in the Combined Captains Career Course, was a Conoco Corporation Fleet Manager during a break in military service from May 1998 to April 2000. He has a bachelor of arts degree in history from the University of Northern Colorado. His military education includes the Army Reserve Officers' Training Corps, Quartermaster Officer Basic Course, Strategic Deployment School and Air Assault School. Before his break in military service, he served in the United States and in Honduras with the 101st Airborne Division as Brigade Assistant S4, Headquarters and Headquarters Company, Division Support Command; S3 Air, 426th Forward Support Battalion; and Water Purification Platoon Leader, Headquarters, Company A, Main Support Battalion.*

---

### ***Online Survey for Improving Cargo Handling Equipment***

The Army seeks feedback from soldiers experienced in a variety of tactical cargo handling operations to construct a computer database for improvements in Table of Organization and Equipment (TOE) units. Enlisted soldiers, noncommissioned officers, warrant officers and officers can complete a 20-minute survey at this address on the World Wide Web to assist with this project: [www.cascom.army.mil/Multi/CMHE\\_Survey/CMHE\\_SAA\\_Webpage.html](http://www.cascom.army.mil/Multi/CMHE_Survey/CMHE_SAA_Webpage.html)

The sponsor is the Department of the Army's Deputy Chief of Staff for Logistics. For questions, contact MAJ James C. Phelps III, Directorate for Combat Developments for Combat Service Support, US Army Combined Arms Support Command, at [phelpsj@lee.army.mil](mailto:phelpsj@lee.army.mil) or telephone DSN 687-1070 or (804) 734-1070.

### ***Quartermaster-Specific Sites Online***

- ☛ **Quartermaster Home Page, Fort Lee, VA – [www.quartermaster.army.mil](http://www.quartermaster.army.mil)**
- ☛ **Quartermaster Museum – [www.qmmuseum.lee.army.mil](http://www.qmmuseum.lee.army.mil)**
- ☛ **Quartermaster Foundation, Inc. – [www.qmfound.com](http://www.qmfound.com)**
- ☛ **Association of Quartermasters (AQM) – <http://members.aol.com/assocqm/quartermaster>**

The Quartermaster Home Page ([www.quartermaster.army.mil](http://www.quartermaster.army.mil)) links to the US Army Quartermaster Center and School (USAQMCS), the US Army Combined Arms Support Command (USACASCOM), the Defense Commissary Agency (DECA) and the Army Logistics Management College (ALMC), all at Fort Lee, VA, as well as other Army logistics sites worldwide. The Internet address for Fort Lee itself, the Home of the Quartermaster Corps, is [www.lee.army.mil](http://www.lee.army.mil).

Within the Quartermaster Home Page, these prononencies maintain extensive sub-sites: the Army Center of Excellence, Subsistence (ACES), Aerial Delivery and Field Services Department (ADFSD), Logistics Training Department (LTD), Mortuary Affairs Center (MAC), and the Petroleum and Water Department (PWD). The Quartermaster Museum's site ([www.qmmuseum.lee.army.mil](http://www.qmmuseum.lee.army.mil)) expands constantly with updated web pages. For example, the site has historical vignettes for teaching Army values, unit histories and insignia, what happened this week in Quartermaster history, museum exhibits and historical photographs online, and Quartermaster contributions during the Korean War.



## SAFETY SAVES SOLDIERS



### *Protecting the Force - SAFETY FIRST or Maybe Not Risk Management and Leadership*

*Michael L. Davis*

---

Too many times we hear both leaders and soldiers say *SAFETY FIRST* without really knowing what the phrase means or really believing it. An overused term, *SAFETY FIRST* does not reinforce what Army personnel need to know. Not only is the phrase overused, but also it is wrong. Safety can never be first. Safety is important and must never be forgotten, but safety is not first.

The unit's mission must come first. Then safety must be incorporated into all mission requirements. This priority does not reduce the importance of safety but allows integration of safety into the unit's mission. The Army's Risk Management Process is the tool for leaders and soldiers to use in order to incorporate safety requirements that do not control the mission requirements.

*Although the unit always had safety briefings and used the motto SAFETY FIRST, more than a dozen soldiers suffered heat exhaustion during a mission. Personnel were monitored to ensure proper hydration and were given rest breaks. However, no one had checked the temperature or heat index. The heat index had reached 115 degrees as the soldiers worked.*

*During a field training exercise, a weapon was found loaded with live rounds. Fortunately, the weapon had not been discharged so the ammunition error did not lead to injury or death*

What ties each of these incidents together? Each unit had put *SAFETY FIRST*, at least in writing with safety checklists and standing operating procedures for safety. However, safety had not been incorporated into unit training. Also, leaders either had not used the Risk Management Process to identify hazards or had not followed the precautions if the risks had been identified.

Army missions are demanding and many times are complex. Army missions are inherently dangerous. Leaders of all ranks must remember to use the Risk Management Process to conserve military resources and to integrate safety into all military decisions.

The Risk Management Process in training helps identify realistic controls that are clear, practical and specific. The integration of safety will help identify areas that require more training or perhaps additional supervision. The Risk Management Process allows leaders to identify feasible and effective control measures where published standards do not exist for safety. Integration of safety helps leaders to make decisions that balance risk with mission benefits, allows leaders to conserve lives and equipment, reduces mission degradation and increases effectiveness. Safety must be integrated into all missions performed by a unit.

*Protecting the force requires leaders to integrate safety into Army training and operations. The Risk Management Process can help - with benefits that ensure equipment and personnel are available to complete all mission requirements.*

*Michael L. Davis is the Quartermaster Branch Safety Specialist assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.*



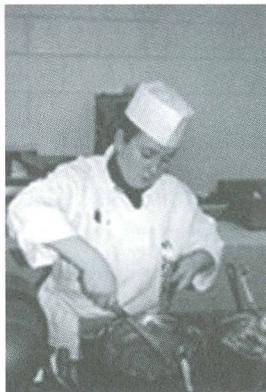
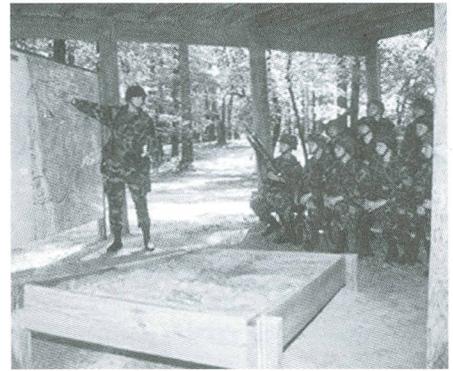
# CAREER NEWS

## *Pilot Program Expands Troop Leadership Training for ROTC Cadets*

*LT Amelia P. Stewart*

Can the Army reach out to the cadet in the Reserve Officers' Training Corps (ROTC) who is undecided about graduating from college and becoming a commissioned officer? Yes, the Army can offer these "non-contracted cadets" a day in the life of a soldier on active duty. While stationed at Fort Lee, VA, I initiated such a pilot program at the Home of the Quartermaster Corps.

ROTC is a college course combining classroom discussion with hands-on experience to teach leadership and management skills. The Army's Cadet Command awarded \$74 million in scholarships to more than 600 colleges last year. Recipients have tuition and other required fees paid for them. In exchange, the ROTC cadets on scholarship commit to the Army National Guard, US Army Reserve or active duty. By their junior or senior years, ROTC cadets – whether scholarship or non-scholarship students – decide whether or not to become commissioned officers upon college graduation.



The Army already has Cadet Troop Leadership Training (CTLT) for college students in ROTC who have decided to become commissioned officers after graduation. This CTLT gives "contracted cadets" the chance to compete for the opportunity to shadow an active duty lieutenant for 30 days on a military base after completing the five weeks of advanced ROTC training camp. The idea for a pilot program to include the "non-contracted cadets" expanded the CTLT concept at Fort Lee. Since November 1999, a total of 15 non-contract and contract ROTC cadets have participated in routine daily activities on post, including vehicle maintenance, command and staff meetings, Sergeants' Time, and Army physical training.

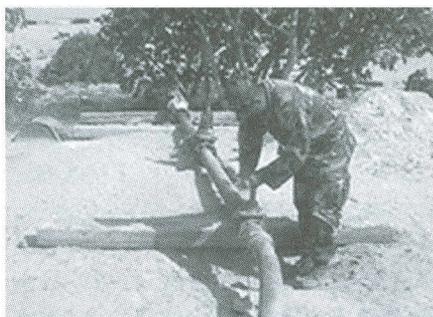
With approval from the chain of command for the 49th Special Troops Battalion (49th STB), Fort Lee established a community relationship with the ROTC departments of two nearby universities, Virginia State University and Virginia Commonwealth University. In the pilot program, both non-contract and contract ROTC cadets can shadow an active duty officer or noncommissioned officer (NCO). ROTC cadets are allowed to participate in all Army activities on open weeks dictated by the unit's training schedule. The ROTC cadets at the two state universities, as well as the officers and NCOs on active duty at Fort Lee, are all volunteers.

The 49th STB's commanding officers endorsed the ROTC mentorship concept but wanted to make sure the volunteer program was legal. The Judge Advocate General's office and the US Army Training and Doctrine Command approved the concept and developed a legal liability form that all ROTC cadets must sign before coming to Fort Lee.

### *How did the mentorship idea begin?*

When I attended New Mexico Military Institute (NMMI) Junior College, I was enrolled in the advanced ROTC portion and lived in a





military environment 24 hours per day, seven days per week. Even though a ROTC cadet, I still wanted to know what active duty was all about. I was a scholarship cadet and knew I would be commissioned on active duty. However, I still wanted to know what “active duty” entailed before signing a contract obligating my life to four years of Army service. Advanced ROTC camp was stressful for me because we were taught that our Army assignments and whether we went on active duty or not depended on our performance at camp. I completed ROTC camp, graduated from NMMI and received my bachelor’s degree from the State University of New York College at Buffalo. I vowed to myself

that once on active duty, I would develop a voluntary program to help ROTC cadets before they entered military service on active duty.

### ***How was the pilot program implemented?***

After coming on active duty, I received my platoon in September 1999. With command approval, I contacted Virginia State University’s ROTC staff in Autumn 1999 and Virginia Commonwealth University’s ROTC staff in Spring 2000. Each university invited me, as an active duty lieutenant stationed at Fort Lee, to speak to their ROTC cadets.



### ***How do I sell the Quartermaster mentorship to the cadets?***

How do I get cadets to participate? I introduce myself and tell them my source of commission (NMMI, Hoo-ah). I ask each ROTC cadet to tell me why he wants to serve in the military. I ask what they know about military life other than what they have learned in their ROTC programs. I tell the cadets my command has allowed me to come to their university and invite the contract and non-contract cadets to Fort Lee whenever they want, on a volunteer basis, for a day to shadow a Quartermaster officer or NCO. I encourage the cadets to see for themselves why they may want to sign a contract obligating four years of their life to the Army. Nothing in my command’s daily training schedule is altered for the visiting cadets.



active duty Quartermaster they will shadow, and then E-mail the list to those who must be informed.

### ***How do Quartermasters make the program work?***

I ask my coworkers who would like to mentor a cadet for one day. I link all cadets with a lieutenant or NCO, and then call the cadets to give them the telephone numbers of the Quartermaster personnel who will mentor them. I compile a list with the cadets’ names, the day and time they will participate, the names of the

### ***Is this pilot program a success, especially for non-contracted ROTC cadets?***

In this pilot program, the fact that ROTC cadets and Quartermaster personnel volunteer to participate is a good start. I plan to write my master’s thesis in 2001 on this ROTC mentorship concept. At that time I will statistically analyze the program’s benefits. I predict that the volunteer aspect will be the key to its success. The motivation and appreciation received by my coworkers from volunteering should not be replaced by a tasking that makes military personnel take part in activities such as this. For questions and further information about this pilot program, contact the author by E-mail at [stewart@lee.army.mil](mailto:stewart@lee.army.mil) or telephone her at (804) 734-7289.



## ***Professional Development***

As the Army transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at [www.perscom.army.mil](http://www.perscom.army.mil) and the Office of the Quartermaster General web site at [www.quartermaster.army.mil/oqmg/](http://www.quartermaster.army.mil/oqmg/) (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at [www.perscom.army.mil/OPwod/tolbert.htm](http://www.perscom.army.mil/OPwod/tolbert.htm).** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their servicing personnel centers.

## ***Attention to Detail: Officer Evaluation Reports, Active Duty Service Obligation***

*LTC Michael Chambers, Chief, Quartermaster Officer Personnel Management  
Chamberm@hoffman.army.mil, DSN 221-5266*

Upon assignment as Quartermaster Branch Chief, I immediately noticed the volume of administrative tasks and the immense attention to detail needed for this important work. To continue the Quartermaster Corps' success, my focus for our branch team is to serve as your assignment officers and, more importantly, career managers. In that vein, we will share information and statistics in the next few articles that will help you manage your careers.

### ***Officer Evaluation Reports***

The Officer Evaluation Report (OER) system is working. Officers in the field have increasing confidence in the system. The greatest fear still remains: center of mass (COM) reports will hinder selection. This is not the case. Board results again have shown that all boards (MG, BG, COL, LTC, MAJ, CPT and Command and General Staff College (CGSC) boards) selected officers with at least one 67-9 COM report. Results indicate that an officer with some COM reports is competitive to LTC. (See the results of the FY00 LTC Promotion Board in this Career News section.)

Feedback indicates that board members continue a tendency to read the words. Where warranted, raters try to quantify the performance as much as possible. Quartermaster Branch has spent a great deal of time training and educating the field, and it is working. My recommendations to senior raters are to manage their profiles, submit all OERs on time, genuinely counsel and obtain signatures, and recommend career fields and future jobs by including the Officer Personnel Management System XXI options a minimum of three years in the future.

### ***Active Duty Service Obligation***

The Active Duty Service Obligation (ADSO) continues as a hot issue for younger Quartermaster officers contemplating a military career. Every officer coming onto active duty has an ADSO, usually four years for Reserve Officers' Training Corps (ROTC) and Officer Candidate School (OCS) and five years for US Military Academy (USMA) accessions. Officers must complete their ADSOs before transitioning to the Reserve Component (RC) or civilian life. In light of recent accessions and the increasing demand placed on the military force, the Department of the Army has imposed a very strict policy. The bottom line on the ADSO: the only approved waivers involve extreme hardship. An officer's willingness to serve out an ADSO in the RC is not an acceptable substitute, irrespective of scholarship or accession origin. This rule also applies to officers who

recently completed a permanent change of station (PCS) or graduated from a resident military school such as the CGSC or the Combined Logistics Captains Career Course (CLC3). Everyone incurs a one-year ADSO with every PCS move, and resident military schools usually incur a one-year ADSO. (A senior service college's ADSO is two years!) Advanced civil schooling (ACS) and Training With Industry (TWI) each incur a three-for-one ADSO (three days for every day of school). Refer to the following charts for a complete breakdown of the ADSO requirements. Quartermasters seeking separation with an ADSO waiver should expect one of two responses: 1) disapproval if they are not willing to repay or 2) recoupment if they are willing to repay (for military/civilian schooling/PCS).

***Voluntary Release from Active Duty:  
Active Duty Service Obligation***

<b>If training is -</b>	<b>Period</b>	<b>ADSO</b>	<b>Remarks</b>
<b>Fully funded civilian schooling/TWI</b>	<b>60 days or more</b>	<b>3xlength of schooling in days</b>	<b>AR 621-1 (Note 1)</b>
<b>Partially funded civilian schooling</b>	<b>60 days or more</b>	<b>3xlength of schooling in days</b>	<b>AR 621-1 (Note 1)</b>
<b>Short-course training</b>	<b>Less than 20 weeks</b>	<b>None</b>	<b>AR 621-1 (Note 5)</b>
<b>Scholarship, grant or fellowship</b>	<b>Length of course</b>	<b>3xlength of schooling in days</b>	<b>AR 621-7 (Note 2)</b>
<b>Tuition assistance accepted</b>	<b>Varies by course</b>	<b>2 years</b>	<b>AR 621-5 (Notes 3&amp;4)</b>

**Notes:**

1. Maximum obligation = 6 years
2. No maximum obligation
3. ADSO is effective on completion of, or termination from, the course.
4. ADSO is served concurrently with all other ADSOs.
5. Unprogrammed short-course training or seminars not involving college or university studies  
 AR 621-1 (Training of Military Personnel at Civilian Institutions)  
 AR 621-5 (Army Continuation Education System)  
 AR 621-7 (Army Fellowships and Scholarships)

***Active Duty Service Obligation for Military Schooling***

<b>If training is -</b>	<b>ADSO</b>	<b>Remarks</b>
<b>Senior service college (SSC) or equivalent foreign military schools, including the Army War College Corresponding Course (AWCCSC)</b>	<b>2 years</b>	<b>DA Pamphlet 600-3</b>
<b>Command and Staff College (CSC) level of schooling (including the AWCCSC)</b>	<b>2 years</b>	<b>DA Pamphlet 600-3</b>
<b>Combined Logistics Captains Career Course (CLC3)</b>	<b>1 year</b>	<b>DA Pamphlet 600-3 (Note 1)</b>

**Note 1.** ADSO is effective on completion of, or termination from, the course. It is served concurrently with all other ADSOs.

DA Pamphlet 600-3 (Commissioned Officer Development and Career Management)

***Your current team for PERSCOM's Quartermaster Officer Personnel Management***

Branch Chief, LTC Michael Chambers, chamberm@hoffman.army.mil

Lieutenant Colonel Assignments Officer, MAJ Lee Hansen, hansenl@hoffman.army.mil

Major Assignments Officer, MAJ Micky Martin, martinm1@hoffman.army.mil

Branch-Qualified Captain Assignments Officer, CPT Mike McKinney,  
mkinnm0@hoffman.army.mil

Non-Branch Qualified Captain and Lieutenant Assignments Officer, CPT Dina Nehring,  
nehringd@hoffman.army.mil

Future Readiness Officer, CPT Mike Sloane, sloanem@hoffman.army.mil

***FY00 Major Promotion Board***

I congratulate all Quartermasters selected for promotion to major during the FY00 board. You have reached yet another and higher plateau. I would like to point out some very interesting primary zone demographics:

- Quartermasters had a 79.2 percent selection rate (99 of 125) for primary zone officers. The Army selection rate was 79.6 percent.
- 100 percent (99 of 99) of the captains selected were Combined Arms and Services Staff School (CAS3) graduates.
- 76 percent (78 of 103) of the officers selected had a bachelor's degree.
- 96 percent (21 of 22) of the officers selected for promotion had a master's degree.
- Average age was 34 (youngest age was 32 and the oldest age was 43).

The analysis for the 26 captains who were not selected the first time revealed the following:

- 18 - center of mass (COM) company command OERs, overall files COM
- 4 - below COM non-company command OERs with performance in, company command either COM or COM (-)
- 2 - no company command and overall COM files
- 1 - relieved from company command
- 1 officer received a relief-for-cause OER (non-company command).

Officers who had COM command OERs and an overall COM or COM (+) files and commanded a company in the US Army Recruiting Command (USAREC) as a second command were all promoted (8 of 8). Their performance in USAREC made the difference.

The average time in command for officers selected for promotion was 18 months, while the average time for officers not selected was 14.5 months. The following demographics are also interesting.

### FY 00 Major Promotion Board Quartermaster Branch

ZONE	# SEL/# CON	QM % SEL	ARMY % SEL
PZ	99/125	79.2%	79.6%
AZ	10/44	22.7%	32.0%
BZ	2/95	2.1%	4.8%

#### Primary Zone Demographics

GENDER	# SEL	% SEL
MALE	85/108	78.7%
FEMALE	14/17	82.4%

AGE	
YOUNGEST	32.5
OLDEST	43.3
AVERAGE	34.6
ARMY AVG	34.8

MIL ED	# SEL	% SEL
CAS3	99/125	79.2%

SERVICE	QM	ARMY
ACT FED COM SVC	10.51 YRS	10.5 YRS
TIME IN GRADE	5.85 YRS	5.9 YRS

CFD	# SEL/# CON	% SEL
OP	89	89.9%
OP SPT	4	4.1%
INFO OP	3	3.0%
INST SPT	3	3.0%

COMM SOURCE	# SEL	% SEL
USMA	4/4	100.0%
ROTC	88/111	79.3%
OCS	7/10	70.0%
OTHER	0/0	0.0%

CIV ED	# SEL	% SEL
MASTER'S	21/22	95.5%
BACHELOR'S	78/103	75.7%

FA	# SEL	% SEL
39-PSYOP	2/3	66.7%
41-PERSONNEL	1/1	100.0%
45-COMPTR	2/3	66.7%
46-PAO	1/1	100.0%
48-FAO	3/3	100.0%
49-ORSA	1/2	50.0%
53-INFO SYS	6/7	85.7%
54-OP, PL, TNG	2/3	66.7%
90-LOGISTICIAN	81/102	79.4%

	# SEL/# CON	% SEL
QM	99/125	79.2%
OD	94/131	71.8%
TC	44/63	69.8%
ARMY	1,506/1,891	79.6%

**NOTE: The Quartermaster officers' selection rate is comparable to the Army average.**

## ***FY00 Lieutenant Colonel Promotion Board***

*MAJ Lee Hansen, Lieutenant Colonel Assignments Officer  
Hansenl@hoffman.army.mil, DSN 221-5269*

Congratulations to all Quartermasters selected for promotion to lieutenant colonel. This was a very competitive year group in an extremely competitive process. The next gate is the LTC Battalion Command Board. The following are some interesting statistics about the FY00 LTC Promotion Board:

- Quartermasters had a 78 percent selection rate (88 of 113) for primary zone officers. The Army selection rate was 72 percent.
- 93 percent (42 of 45) of the resident Command and Staff College (CSC) officers were selected for promotion.
- 67 percent (46 of 69) of nonresident graduates were selected for promotion.
- 85 percent (55 of 65) of the officers selected for promotion had a master's degree.
- Average age was 40 (youngest age was 35 and the oldest age was 46).

The overall selection rate is tremendous for the Quartermaster Corps. Most Quartermaster officers not selected for promotion to lieutenant colonel were not qualified for promotion according to DA Pamphlet 600-3 (Commissioned Officer Development and Career Management), received below average performance evaluations or showed a downturn in performance as field grade officers. The analysis for the 25 majors not selected reveals the following:

- 11 - not CSC graduates
- 7 - center of mass (COM) file with COM performance in branch-qualifying (BQ) positions
- 4 - no branch qualification
- 1 - whole file: four below center of mass (BCOM) at junior grade with nonstandard career track as a field grade officer
- 1 - downturn in performance in BQ position
- 1 - overweight (three referred Officer Evaluation Reports for weight)

Although 25 Quartermaster majors were not selected for promotion, the 78 percent selection rate is high. In general, officers who received solid ratings in tough jobs and troop assignments, received periodic above COM ratings with strong narratives, completed either resident or nonresident CSC and were branch qualified according to DA Pamphlet 600-3 were selected for promotion.

The key for Quartermaster officers who originally received weak reports as majors was that they looked for and took the tough jobs, performed well and were then selected for promotion. Remember: your file is all the board knows about you and your performance. I recommend that all field grade officers request a microfiche and Officer Record Brief (ORB) annually. Next, scrub your files and make the necessary corrections. (See the next article titled *Preparing for Promotion Boards, Securing Branch-Qualifying Assignments* in this Career News section for specific guidance on how to prepare and maintain your personnel file.)

## ***Preparing for Promotion Boards, Securing Branch-Qualifying Assignments***

*CPT Mike McKinney, Branch-Qualified Captain Assignments Officer*

*Mkinnm0@hoffman.army.mil*

I will discuss some topics that will help all officers prepare for a promotion board. Also, I remind all Quartermaster captains in command to contact me immediately for their branch-qualifying assignments.

### **As a branch-qualified captain, when can I expect to move?**

Any officer who completes at least 12 months of command and has 24 months on station is in the window for reassignment. Call PERSCOM and let us know your preference because in today's Army you cannot hide from the computer. You do not want to be left with the end-of-the-assignment cycle choices of two assignments - neither to your liking!

Help yourself. Ensure you have a photograph at your present grade, mail your college transcripts to branch and make sure that your Officer Record Brief (ORB) is up to date.

Of particular concern to the Quartermaster population is the huge number of old, full-length photographs on file. The full-length photograph is no longer produced. If you still have a full-length photograph in your file, get a new photograph.

### **What really matters when preparing for promotion boards?**

✓ *Check your ORB for accuracy.*

Is your year group properly stated?

Is your photograph's date correct and current?

Does your photograph's date match your actual photograph?

Is your date of rank correct?

Are your branch-qualifying jobs clearly stated in the duty title?

Is your current duty title filled in and accurate?

Is your physical current?

Are your awards and decorations accurate?

Are all your military courses accurate?

Do the "from dates" accurately reflect time served in each position?

Is your last Officer Evaluation Report (OER) date accurate?

✓ *Review your photograph and keep the most recent copy.*

Does your photograph date match your ORB date?

Is your photograph in color?

Is your photograph within six months of the board's date to convene?

Is your rank correct?

Are your ribbons, insignia and badges properly displayed?

Is your uniform neat, pressed and properly fitted?

Does your nameplate display the correct name (marriage)?

Does your appearance adhere to AR 670-1?

Does your photograph depict you as you want to be presented to the board?

✓ *Review your microfiche and request a copy of your microfiche.*

Are all your OERs posted and in order?

Are all your Academic Evaluation Reports (AERs) posted and in order?

Are all your documents legible?

Do you have proper documentation for your awards, decorations and badges? (Your microfiche should match your ORB.)

Do you have any documents posted to your microfiche that do not belong to you?

**Remember: You are responsible for the condition of your personnel file at PERSCOM.**

### **How do I make last-minute changes to my personnel records?**

Many officers attempt to get photographs and changes at the very last minute. Request a copy of your microfiche at least two months ahead of a promotion board.

*Helpful Tip:* You can E-mail PERSCOM at [offrcds@hoffman.army.mil](mailto:offrcds@hoffman.army.mil) for a copy of your microfiche. This request must come from a personal E-mail address, for example: [johndoe@aol.com](mailto: johndoe@aol.com). Requests cannot be processed without your social security number (SSN). Additions and corrections to your microfiche also can be directed to this mailing address: PERSCOM, ATTN TAPC-MSR-S, 200 STOVALL ST, ALEXANDRIA, VA 22332-0444. FAX to DSN 221-5204 or (703) 325-5204.

### **How do I add documents to my microfiche?**

Make copies of original documents and FAX them, with a copy of the cover sheet, to DSN 221-5204. In the upper right corner of each document, write your SSN legibly. It usually takes about three to five days for the documents to hit your microfiche.

Ensure that your ORB reflects your current duty position and correct dates for your last photograph and OER. Check your military and civilian education levels. Your Personnel Service Battalion (PSB) can make most of these changes and offer help.

*Helpful Tip:* Ensure that PERSCOM has your most current duty telephone number and E-mail address. We might need to reach you to make corrections. Sometimes it is a challenge to track down military personnel - especially overseas. E-mail can get quick answers.

For more information on board preparation, access this address on the World Wide Web: <http://www.perscom.army.mil/opfamdd/board.htm>

### **How do I get my Parachutist Badge orders?**

Many officers going before a recent MAJ promotion board were missing permanent orders for the Parachutist Badge on microfiche. The certificate no longer will be placed on your microfiche, so review your file. If the orders are not there, contact the Academic Records Department at Fort Benning, GA. This department maintains records for 10 years. FAX requests to Mr. Simmons, DOIM, Post Publications/Records Holdings, at DSN 835-6317. Telephone Mr. Simmons at DSN 835-2014/1265.

### **How do I get my Air Assault Badge orders?**

Call the Air Assault School's Operations NCO at DSN 363-3881. This office will accept a FAX of the diploma and distribute orders once a month. The FAX number is DSN 635-2113.

### **How do I get my awards for Operation Joint Endeavor or Operation Joint Guard?**

Officers who served during *Operation Joint Endeavor* or *Operation Joint Guard* may be eligible for both the Armed Forces Expeditionary Medal (AFEM) and the Armed Forces Service Medal. Officers who served in *Operation Joint Forge* and later may be authorized only one of the two medals. The officer can choose either. Veterans' preferences differ between the medals, with the AFEM having more preference for some benefits. For further information, refer to MILPER Message #157 at [www.perscom.army.mil/tagd/msg/99-157.htm](http://www.perscom.army.mil/tagd/msg/99-157.htm)

### **Captains' Career Course and Board Preparation for Lieutenants**

*CPT Dina Nehring, Non-Branch Qualified Captain/Lieutenant Assignments Officer*  
*Nehringd@hoffman.army.mil, DSN 221-5281*

### **Combined Logistics Captains Career Course**

Quartermaster officers can expect to attend the Combined Logistics Captains Career Course (CLC3) when eligible for promotion to captain. The current guidance for officers assigned outside the continental United States (OCONUS) is that they will attend the first CLC3 course immediately following their date expected return overseas (DEROS). CONUS-based officers can expect to be slated for CLC3 after 36 months time on station. Quartermaster Branch typically does not approve deferment of CLC3 except in extreme cases such as medical emergencies or deployments. Qualifying deployments include areas such as Kosovo and Bosnia - not the Joint Readiness Training Center. If you are a promotable first lieutenant or junior captain and you are planning to leave the Army, inform PERSCOM immediately so we can better provide officer replacements to installations.

During the first or second week of CLC3, I will meet with each student to discuss the current status of each officer's file, future assignments and career progression. To graduate and receive a diploma from CLC3, you must complete all four phases, including phase four at the Combined Arms and Services Staff School (CAS3). Officers who have not served in an OCONUS assignment should be prepared to go overseas. Officers who are returning from OCONUS assignments will be given first priority for CONUS assignments. Preference statements for assignments upon CLC3 completion will be submitted during the first week of CLC3. Assignment options will not be determined until that time. Quartermaster Branch will try to place officers in one of their top three assignment preferences. Please realize that assignment options are approved by the PERSCOM Distribution Division using the Officer Distribution Plan. Again, we will do our best to place each officer in one of the top three preferences.

I currently am filling the remaining seats for the FY01 CLC3 classes and will start looking at FY02. Seats are limited, so contact PERSCOM immediately if you are not already scheduled to attend one of the following classes:

<b>CLC3</b>	<b>REPORT</b>	<b>END</b>		<b>CAS3</b>	<b>REPORT</b>	<b>END</b>
00-07	6 Sep 00	7 Feb 01		01-03	21 Feb 01	5 Apr 01
01-01	5 Nov 00	5 Apr 01		01-04	10 Apr 01	23 May 01
01-02	16 Jan 01	23 May 01		01-05	30 May 01	13 Jul 01
01-03	18 Mar 01	26 Jul 01		01-06	31 Jul 01	14 Sep 01
01-04	3 May 01	13 Sep 01		01-07	18 Sep 01	26 Oct 01
01-05	19 Jun 01	31 Oct 01		02-01	5 Nov 01	20 Dec 01
01-06	7 Aug 01	19 Dec 01		02-02	7 Jan 02	15 Feb 02
01-07	25 Sep 01	15 Feb 02		02-03	20 Feb 02	4 Apr 02

## **Lieutenant Promotion Board Preparation**

Lieutenants in YG98 will be reviewed for promotion in November 2000. These promotable officers can expect promotion sometime between the 42<sup>d</sup> and 48<sup>th</sup> month of Active Federal Commissioned Service. The promotion board will evaluate the following three documents: microfiche, Officer Record Brief (ORB) and DA photograph.

(See the previous article in this Career News section on preparing for promotion boards to ensure your personnel files are ready.)

## **Degree Completion for Promotion to Captain**

Since October 1995, Title 10, United States Code, Section 12205, has required officers to have a bachelor's degree before promotion to captain. The Army initially implemented this statutory requirement only for Reserve Component officers. A recent legal opinion interpreted that the law also applies to all active duty officers with Reserve Appointments.

The greatest impact appears on promotion of year groups (YGs) 97, 98 and 99. Officers in these year groups must attempt to complete their bachelor's degrees as soon as possible. Although YG96 officers may be granted a Congressional exception, they also must complete their degrees as soon as possible.

The Army has changed the education requirement for Officer Candidate School (OCS) to a minimum of 90 semester hours (equivalent to three years of college) from 60 semester hours (equivalent to two years of college), beginning with the March 1999 OCS board. The intent is to ensure OCS graduates have enough time to complete their degrees before competing for promotion to captain.

The Secretary of the Army has granted temporary waiver authority for any officer who was commissioned through OCS before the act was passed on 17 Oct 98. However, any such waiver will be made on a case-by-case basis, considering the individual circumstances of the officer involved. The waiver may continue in effect for no more than two years after the waiver is granted. This authority expires after 30 Sep 00. Officers eligible for a waiver will not be promoted (DA Suspension of Favorable Personnel Action removed) until such a waiver is granted by the Assistant Secretary of the Army, Manpower and Reserve Affairs.

## ***LEDC/FIT, Branch Transfer/Detail Program***

*CPT Mike Sloane, Future Readiness Officer  
sloanem@hoffman.army.mil*

Brand new to the Quartermaster Branch team, I have found myself surrounded by professionals (both military and civilian) who are dedicated to the development and placement of Quartermasters. This task is much more challenging than imaginable. At PERSCOM we strive to meet the field commanders' demands for quality officers around the world while simultaneously accommodating your professional growth and wishes. There are many ways I can assist you and a multitude of opportunities available to you.

## **Logistics Executive Development Course/Florida Institute of Technology**

The Logistics Executive Development Course/Florida Institute of Technology (LEDC/FIT) cooperative degree program is a tremendous opportunity for anyone who would like to earn a master's degree while on active duty. Although only a few officers are selected each year, you never will be selected if you do not apply! Simply stated: not enough Quartermaster officers appreciate this opportunity.

Selected officers may earn a master's degree in logistics management through the two-part LEDC/FIT program. LEDC/FIT begins with advanced logistics studies for four months at the Army Logistics Management College (ALMC), Fort Lee, VA. This is followed by a six-month advanced degree study program at the Florida Institute of Technology (FIT). The Army does not fund the FIT portion. Participants must pay an estimated \$7,000 for tuition, books and associated fees. LEDC/FIT is a permanent change of station (PCS) move. ALMC offers LEDC twice a year, in January and August. Competition for LEDC/FIT slots is stiff. The following are the requirements for officers who want to compete for acceptance:

- Have a highly-competitive performance file
- Have successfully completed company command
- Have completed the Combined Logistics Captains Career Course (CLC3)
- Have 8 to 15 years Active Federal Commissioned Service (AFCS)
- Have three to five years of "hard-core" logistics experience
- Have a 2.8 undergraduate grade point average (GPA)
- Have taken the Graduate Management Admissions Test (GMAT) or Graduate Record Examination (GRE) within the past five years. FIT's acceptance letter will NOT suffice.
- Have successfully completed a college algebra or statistics course
- Meet all stabilization requirements

To apply for LEDC/FIT, a Quartermaster submits a memorandum requesting the program along with one letter of recommendation from the first lieutenant colonel in his chain of command. The address at PERSCOM is Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-P (Ms. Carolyn Colbert), 200 Stovall Street, Alexandria, VA 22332-0416. Ensure your file includes an official copy of all college transcripts and your GRE/GMAT score. If you have not taken the GRE/GMAT or if your GPA is less than 2.8, you may request a waiver from ONE of these prerequisites. The request for waiver should accompany your application memorandum and include adequate justification, such as deployment during a GRE testing window. Submit all documents six months before the course start date.

The ideal candidate for LEDC/FIT is a branch-qualified captain selected for resident Command and General Staff College (CGSC) or expected to be selected for resident CGSC who can PCS from LEDC/FIT directly to class at Fort Leavenworth, KS. The next best candidates are senior captains who already have served a nominative assignment after becoming branch-qualified and who meet time-on-station requirements to complete LEDC/FIT.

Officers may apply to participate in just the LEDC portion. Officers who want only the LEDC must attend LEDC in a temporary duty (TDY) status, paid by their "owning" command. Officers may attend TDY and return if stationed at Fort Lee, VA, and the command concurs. Application procedures are the same, with the additional requirement of a memorandum signed by the first lieutenant colonel in the Quartermaster's chain of command stating that TDY will be authorized.

If you have more questions about the LEDC/FIT program, simply send your questions to me by E-mail.

### ***Branch Transfer/Detail Program***

I will revisit this subject for the many officers who are affected by this program. Army Regulation 614-100 (Assignments, Details and Transfers) governs branch transfers and the branch detail program. The regulation covers the "how-to" of the process but does not explain or elaborate on the "why." I will explain the processes behind PERSCOM decisions and also provide information to help officers considering a branch transfer request.

**Branch Transfers.** A branch transfer permanently, voluntarily or involuntarily, changes an officer's branch. The majority of transfers processed through PERSCOM are voluntary transfers requested from the individual officer through his chain of command. It is the decision process behind the voluntary requests that many officers do not understand, and they are often caught by surprise when their requests are disapproved.

The regulation states that Regular Army officers applying for a branch transfer must have completed three years of AFCS, and Reserve Component officers must be accepted for conditional voluntary indefinite status. It always is possible to request an exception to policy when the basic eligibility requirements have not been met. However, requests may be returned without action if they lack justification.

A variety of factors are considered when reviewing branch transfer requests. The factors, outlined in Paragraph 4-2 of AR 614-100, include branch alignment, civilian and military education, special qualifications and Army needs. Each case is reviewed to determine if it meets the basic eligibility requirements before any other factors are considered.

Two key factors are the branch alignment by year group in the officer's current and requested branch and the current needs of the Army. It is PERSCOM's policy not to support transfers between shortage branches or into overage branches. Both the gaining and losing branches "vote" the file to determine if a branch transfer is in the best interest of the Army. If both branches vote "yes," the branch transfer is approved. If the gaining or losing branch votes "no," the director of the Officer Personnel Management Directorate makes the final decision.

All aspects of the requester's career are considered when assessing the transfer request, including the officer's overall performance and career potential within the requested branch. Although the officer's needs are carefully considered, the needs of the Army, readiness and health of each branch are paramount.

**Branch Detail Program.** Closely related to the branch transfer process is the branch detail program, outlined in Chapter 3 of AR 614-100. Each year about 10 percent of a basic year group participates in this program designed to ensure all lieutenant positions are filled and to account for future structure imbalances. Officers are detailed into Infantry (IN), Armor (AR), Field Artillery (FA), Air Defense (AD) and Chemical (CM) branches whose structures allow for normal attrition as the officer progresses from lieutenant to colonel.

The "donor" branches of Military Intelligence (MI), Signal (SI), Adjutant General (AG), Finance (FI), Transportation (TC), Ordnance (OD) and Quartermaster (QM) all have inverted pyramid structures. That is why these donor branches require a significantly smaller number of lieutenants than captains and majors. The branch detail program is an essential tool for cross-leveling the force structure imbalances between combat arms, combat support arms and combat service support. This program makes it possible for combat support and combat service support to meet their captain and major needs as the detailed officers return to their basic branches. Both AG and MI officers are detailed for four years and IN officers for 30 months, while the other donor branches serve two-year details.

The branch detail program also gives lieutenants an opportunity to gain leadership experience with combat arms units. The combat arms experience is invaluable to the officer and the basic branch because the officer develops warfighting skills combined with branch-specific technical skills.

Accession of each detailed officer is based on year group requirements. A branch transfer disadvantages the basic branch by creating a loss that cannot be overcome through normal accession programs. Thus, requests for branch transfers to remain in combat arms are approved only when exceptional circumstances exist.

Branch transfer requests must be submitted on a DA Form 4187 (Personnel Action) with an attached memorandum that justifies the transfer. Commanders must review each request to ensure it meets the basic eligibility requirements or has a strong justification for an exception. Officers may contact their assignment managers or the Professional Services Branch within their career divisions for further information. The point of contact for Combat Service Support Division is Mrs. Dawn Wray-Swart at (703) 325-5248 and DSN 221-5248. The telephone number for Combat Support Arms Division is (703) 325-5670 and DSN 221-5670, and for Combat Arms Division is (703) 325-5473 and DSN 221-5473.

### ***Demographics of Quartermaster Warrant Officers***

*CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers  
Tolbertj@hoffman.army.mil, DSN 221-7389*

Warrant officers have been a part of the US Army since 1916 when two military specialties, the Army Field Clerk (formerly Headquarters Clerk) and the Field Clerk, *Quartermaster Corps* (formerly Pay Clerk), were authorized by the Act of August 1916. Although warrant officers initially were considered civilians, the Judge Advocate General eventually determined that warrant officers held military status. However, not until two years later in July 1918 were the rank and grade of warrant officer introduced to establish the Army Mine Planter Service in the Coastal Artillery Corps.

**Today, the 949 Quartermaster warrant officers comprise almost 9 per cent of the Army's total warrant officer population of more than 11,000 warrant officers on active duty.** Quartermaster warrant officers have these four military occupational specialties (MOSs):

- 920A Property Accounting Technician
- 920B Supply Systems Technician
- 921A Aerial Delivery Technician
- 922A Food Service Technician

Quartermaster warrant officers perform a myriad of technical functions at virtually every major command throughout the Army. They are assigned to unique locations such as the White House, US Army Military Academy at West Point, NY, and the US Army Soldier Systems Command, to name a few.

While considered the technical experts in their fields, warrant officers are also a well-educated group of officers. More than 70 per cent of Quartermaster warrant officers have associate's, bachelor's and master's degrees. Also, the racial diversity of the Quartermaster Warrant Officer Corps mirrors the Army's. From the rank of W01 to CW5, more than 200 female Quartermaster warrant officers are currently serving.

Senior Quartermaster warrant officers are now Logistics Assistant Officers (LAO) in selected commands worldwide. Formerly, lieutenant colonels filled some of these LAO positions in the Army Materiel Command. This change for warrant officers was the response to military occupational specialty (MOS) shortages and the command's realization of the vast technical talent of warrant officers.

Quartermaster warrant officers serve throughout the Army in various assignments, performing many nontechnical functions of an MOS. For example, some are evaluators on Inspector General Teams, instructors at US Army Training and Doctrine Command (TRADOC) service schools, and combat/training developers. Also, selected Quartermaster warrant officers can work in civilian industry as part of the Army's Training with

Industry Program (TWI). Quartermasters who are Supply Systems Technicians and Food Service Technicians spend up to one year training with a civilian industry. Then the Quartermaster warrant officer is assigned to the US Army Combined Arms Support Command (CASCOM) to help develop Army logistical doctrine relative to the changing trends currently in use by civilian industry.

On the educational front, Quartermaster warrant officers have established another benchmark by attending the Logistics Executive Development Course (LEDC). LEDC teaches new and emerging issues, logistics doctrine, and joint and multinational logistics issues. Also, many Quartermaster warrant officers continue from LEDC to complete a master's degree as part of the Army Logistics Management College's cooperative agreement with the Florida Institute of Technology.

Quartermaster warrant officers assigned to Fort Lee, VA, perform varied functions such as combat/training developers, instructor/writers and evaluators. Quartermaster warrant officers are working on such initiatives as Force XXI, Velocity Management, Single Stock Fund, and the Global Combat Support System-Army. In many instances, they work closely with civilian contractors to ensure developing the best possible product for the Army.

At Fort Lee within the US Army Quartermaster Center and School (USAQMC&S), Quartermaster warrant officers have critical roles as instructors who train not only Quartermaster warrant officers, but all Quartermaster officers to include Active Army, Army National Guard, US Army Reserve and international officers. Quartermaster warrant officers manage the Secretary of the Army's annual Supply Excellence Award Program, traveling worldwide from Fort Lee to evaluate both Active Component and Reserve Component units.

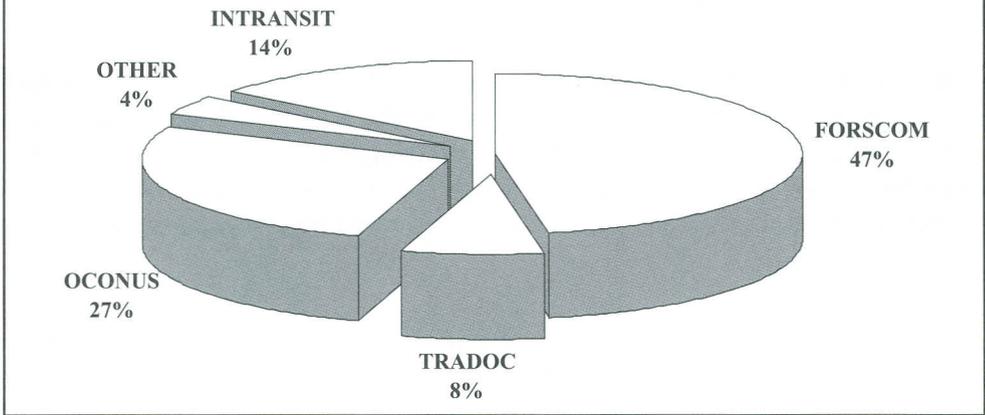
Since the inception of the Chief Warrant Officer Five (CW5) rank in 1992 and later the first Quartermaster CW5, Quartermaster warrant officers have served at the highest levels in the Army. Today, Quartermaster CW5s work in Army headquarters such as TRADOC and the Army staff helping to forge logistics doctrine. Also, Quartermaster CW5s serve as warrant officer proponents to the commanding generals for CASCOM and the USAQMC&S. They advise these commanders on warrant officer issues while helping develop new policy.

This article is not an all-inclusive list of the functions of Quartermaster warrant officers. However, it does highlight the fact that warrant officers are not just technicians but a group of multifaceted officers performing a myriad of functions at every level in the Army. The following charts depict some important statistics for Quartermaster warrant officers:

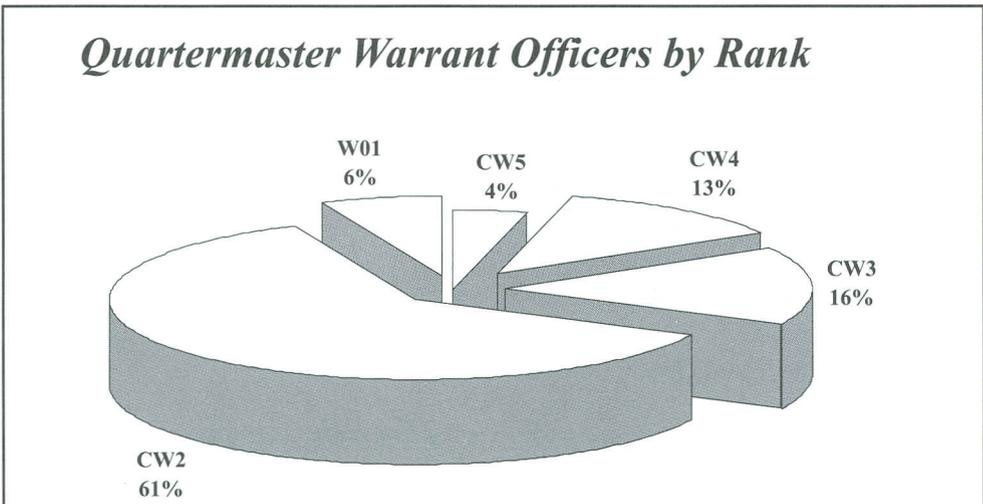
	CW5	CW4	CW3	CW2	WO1
920A	19	76	75	237	33
920B	8	24	54	186	17
921A	2	4	7	31	2
922A	8	15	15	127	9

	CW5	CW4	CW3	CW2	WO1
920A	1	7	18	67	14
920B	0	2	14	33	6
921A	0	1	0	4	1
922A	0	0	4	39	2

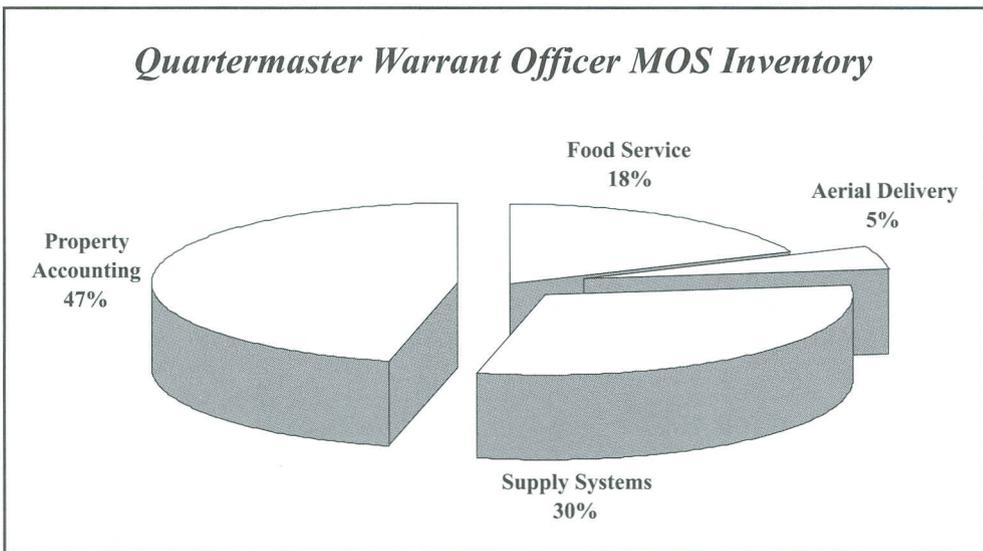
### *Quartermaster Warrant Officer Locations*



### *Quartermaster Warrant Officers by Rank*



### *Quartermaster Warrant Officer MOS Inventory*



## ***Manning the Force - Current Assignment Priorities***

*CPT David V. Gillum, Deputy Branch Chief, Enlisted Personnel Management*

*Gillumd@hoffman.army.mil, DSN 221-9791*

**In keeping with the vision of the Chief of Staff, Army (CSA), the Quartermaster branch is focusing on assignment priorities for all Quartermaster soldiers in the Army's 10 active duty divisions and 2 Armored Cavalry Regiments (ACRs). This means a divisional assignment for the vast majority of Quartermaster soldiers in the field. The CSA has directed 100 per cent fill, by military occupational specialty (MOS) and grade, of all divisions and ACRs. Assignment priorities have changed to achieve the CSA's goal.**

As a result, the following list shows the current PERSCOM assignment priorities in the continental US (CONUS) for 92A (Automated Logistical Specialist), 92Y (Unit Supply Specialist), 92G (Food Service Specialist), 77F (Petroleum Supply Specialist) and 77W (Water Treatment Specialist):

- 3d Brigade (BDE), 1st Armored (AR) Division at Fort Riley, KS
- 1st Cavalry (CAV) Division at Fort Hood, TX
- 1st BDE, 1st Infantry (IN) Division at Fort Riley, KS
- 3d IN Division at Fort Stewart, GA, and Fort Benning, GA
- 4th IN Division at Fort Hood, TX, and Fort Carson, CO
- 10th Mountain Division at Fort Drum, NY
- 82d Airborne (ABN) Division at Fort Bragg, NC
- 101st ABN (Assault) Division at Fort Campbell, KY
- 2d Armored Cavalry Regiment (ACR) at Fort Polk, LA
- 3d ACR at Fort Carson, CO
- Initial Brigade Combat Team (IBCT) at Fort Lewis, WA

The following are the assignment priorities for the 92A, 92Y, 92G, 77F and 77W MOSs outside the continental US (OCONUS):

- 1st AR Division in Germany
- 1st IN Division in Germany
- 2d IN Division in Korea
- 25th IN Division in Hawaii
- 172d Separate Infantry Brigade (SIB) in Alaska

The priorities for the 92R (Parachute Rigger) are the 82d ABN Division (CONUS) and Korea (OCONUS). The 43M (Fabric Repair Specialist), 57E (Laundry and Shower Specialist), 77L (Petroleum Laboratory Specialist) and 92M (Mortuary Affairs Specialist) are primarily nondivisional MOSs. Assignments for these MOSs will continue on the basis of the Army's worldwide needs. Assignment priorities for Quartermaster soldiers who hold skill qualification identifier (SQI) "P" remains the 82d ABN Division at Fort Bragg.

## ***After Action Review for the CY00 Master Sergeant Selection Board***

Quartermasters in the field who are in the zone for a centralized Department of the Army Promotion Board have a number of ways to influence the packets that the board will see when making selections. The following excerpts from the after action review of the CY00 Master Sergeant Selection Board will help noncommissioned officers (NCOs) get ready for the board:

**Duty Performance.** NCOs should strive for challenging leadership positions regardless of their Career Management Field (CMF). Quantifiable “excellence” bullets in these positions carry weight with board members. Quartermaster NCOs should strive to excel in every duty position. Outstanding performance regardless of duty position must be emphasized. Historically, SGT Audie Murphy and SGT Morales are tremendous indicators of dedication and leadership potential. NCOs should strive for the most challenging leadership positions.

**Advanced Noncommissioned Officer Course (ANCOC) Academic Evaluation Report (AER).** The ANCOC AERs are often missing from the Officer Management Personnel File (OMPF). Verification of ANCOC can be located on the NCO’s DA Form 2-1 (Personnel Data Sheet), but this is time-consuming. NCOs who have exceeded course standards at ANCOC deserve to receive extra credit for their outstanding performance. NCOs should ensure that AERs are on their OMPF.

**Outdated Official Photographs.** The official photograph is one of the first documents that a board member sees. An outdated photograph creates a poor initial impression and can send several messages. First, the NCO does not care enough about his personal file or career to update his file. Secondly, the NCO’s physical appearance may have changed. A current photograph will reassure board members about an NCO’s physical fitness. Finally, the board is selecting future first sergeants who will be responsible for ensuring subordinates update their files: lead by example. NCOs must periodically review and update their files. Changes in rank or additional ribbons and medals may warrant a new photograph as well.

**Physical Fitness and Military Bearing.** This is individual performance, not collective performance. Bullets referring to an NCO’s ability to lead or train in order to improve collective performance should be put in the leadership or training block. A physical training (PT) score of 270 (with a score of 90 in each event) and above equals excellence, not success. Emphasize to rating officials that this area should reflect individual performance.

**Platoon Sergeant.** Many NCOs are serving as platoon sergeants. However, this important information is not clearly listed in their duty descriptions. Encourage rating officials to carefully review duty descriptions in the NCO Evaluation Report (NCOER) to ensure the proper credit for all duties.

**Assignment History.** Quartermaster NCOs should strive for leadership positions. Board members place tremendous value on excelling as a platoon sergeant or in other leadership positions. Seek the NCO “tough jobs” to increase competitiveness.

**Civilian Education/College.** Civilian education is a discriminator between two files that are very close. Even some college credit (less than one year) demonstrates initiative and dedication to personal betterment. Quartermaster NCOs should strive to attend college courses when duties permit. Although advanced civilian education is not a promotion criterion, it is certainly a discriminator between quality files before a promotion board.

Most NCOs have seen or heard similar comments in the past, but the fact remains that too many NCOs still do not have up-to-date, official photographs and are missing important documents from their personnel files. I urge you to see your servicing personnel support center and to call your branch manager to get your files squared away. It is the easiest way to improve your chances for promotion selection. Again in CY00, the promotion board selected soldiers who had served successfully in leadership positions. The NCOs who had been platoon sergeants and first sergeants had a definite advantage over peers who had not held these leadership jobs. Finally, college courses are a discriminator between some files. Any college courses at all send the promotion board a message that an NCO is actively working on self-improvement. College courses are not a promotion criterion, but college credits documented in an NCO’s file can only improve the chances of promotion.

# QUARTERMASTER

# UPDATE

## 2000 Supply Excellence Award Winners

The Chief of Staff, Army recognized the following Total Army units with Supply Excellence Awards (SEAs) at the competition's 15th annual ceremony in Arlington, VA, in August. The Army and the National Defense Industrial Association sponsor the worldwide evaluations. SEA objectives include enhancing the Army's Command Supply Discipline Program (CSDP). In fact, competition begins with major commands (MACOMs) nominating units based on winner performance in the CSDP. Evaluators from the US Army Quartermaster Center and School at Fort Lee, VA, travel to conduct on-site evaluations of units nominated by their MACOMs. Units that want to participate in the next SEA competition should contact their MACOM representatives. Also, units can telephone the SEA Team at Fort Lee at (804) 734-3210/3163/3726/3312 or access the SEA web site at <http://www.quartermaster.army.mil/ltd/supexcel.html>.



Photo by Jim Bolton

**The Quartermaster General presented coins to the Supply Excellence Award winners during the Army Chief of Staff's 15th annual ceremony.**

STANDING	CATEGORY	COMP	UNIT
Winner	MTOE Co without property book	Active	HHC DISCOM 25th Infantry Division, USARPAC
Runner-Up			72d Ordnance Co, EUSA
Winner	MTOE Bn with property book	Active	532d Military Intelligence Bn, INSCOM
Runner-Up			78th Signal Bn, FORSCOM
Honorable Mention			83d Ordnance Bn, USARPAC
Winner	MTOE Bn without property book	Active	205th Military Intelligence Bn, INSCOM
Runner-Up			725th Main Support Bn, 25th ID(L), USARPAC
Winner	TDA Lower (Small)	Active	Aviation Technical Test Center, Fort Rucker, AL, ATEC
Runner-Up			D Company, 1/46th Infantry, TRADOC
Winner	TDA Upper (Large)	Active	751st Military Intelligence Bn, INSCOM
Runner-Up			United Nations Security Command, EUSA
Honorable Mention			Red River Army Depot, AMC
Winner	SSA Small	Active	20th Support Group, Camp Carroll, Korea, EUSA
Runner-Up			C Co, 25th Aviation Regiment, 25th Inf Div, USARPAC

STANDING	CATEGORY	COMP	UNIT
Winner	SSA Medium	Active	542d Maintenance Co, Fort Lewis, WA, FORSCOM
Runner-Up			22d Area Support Group, Italy, USAREUR
Honorable Mention			98th Maintenance Co, Alaska, USARPAC
Winner	SSA Large	Active	B Co, 782d Main Support Bn, 82d Airborne Div, FORSCOM
Runner-Up			A Co, 704th Division Support Bn, 4th Infantry Div, FORSCOM
Winner	MTOE Co with	USAR	802d Ordnance Co, Gainesville, GA
Runner-Up	property book		912th Medical Co (DS), Independence, MO
Winner	MTOE Co without	USAR	1932d Medical Team, Independence, MO
Runner-Up	property book		317th Support Center (RAOC), Wiesbaden, Germany
Winner	MTOE Bn with	USAR	844th Engineer Bn, Knoxville, TN
Runner-Up	property book		388th Medical Bn, Hays, KS
Winner	MTOE Bn without	USAR	317th Quartermaster Bn, Lawrence, KS
Runner-Up	property book		443d Civil Affairs Bn, Warwick, RI
Winner	TDA Lower (Small)	USAR	SETAF Augmentation Unit, Vincenza, Italy
Runner-Up			1st/379th Regiment, 95th Division, Oklahoma City, OK
Winner	TDA Upper (Large)		HQ, 7th Army Reserve Command, Schwetzingen, Germany
Runner-Up			5502d U.S. Army Hospital, Aurora, CO
Winner	MTOE Co with	ARNG	HHC, 30th Engineer Bde, Charlotte, NC
Runner-Up	property book		1157th Transportation Co, Oshkosh, WI
Winner	MTOE Co without	ARNG	HHC, 682d Engineer Bn, Willmar, MN
Runner-Up	property book		SVC Battery, 1/113 Field Artillery Bn, High Point, NC
Winner	MTOE Bn with	ARNG	527th Engineer Bn, Ruston, LA
Runner-Up	property book		210th Finance Bn, Jackson, MS
Winner	MTOE Bn without	ARNG	67th Forward Support Battalion, Lincoln, NE
Runner-Up	property book		150th Engineer Bn, Meridan, MS
Winner	TDA Upper (Large)	ARNG	209th Training Regiment, Camp Ashland, NE
Runner-Up			National Training Site, Camp Shelby, MS
Winner	SSA Small	ARNG	B Co, 29th Support Bn, Honolulu, HI
Runner-Up			B Co, 192d Support Bn, Salinas, PR
Winner	SSA Medium	ARNG	USPFO, North Carolina, Raleigh, NC
Winner	SSA Large	ARNG	USPFO Louisiana, Pineville, LA
Runner-Up			USPFO Texas, Austin, TX

## ***50th Anniversary of Airborne Mission Recognized by Army's Chief of Staff***

General Eric K. Shinseki, Chief of Staff, Army, praised the men and women of the parachute rigger community in a letter recognizing the 50<sup>th</sup> Anniversary of the Quartermaster Corps' airborne mission in 2000. He called today's Army airborne mission a "dynamic force multiplier" as the Quartermaster soldiers began a sixth decade of service to the nation.

"Strong values and mastery of core competencies are key in sustaining the greatest fighting force in the world," wrote General Shinseki. "Quartermasters have done it well!"

"As the new millennium brings forth a revolution in military logistics," General Shinseki recounted Quartermaster rigger history. He began with World War II confirming the critical importance of supply by air. The immediate postwar years saw the creation of the US Air Force and a redefinition of many air-related logistical and technical service responsibilities. As a result, on July 20, 1950, the Quartermaster Corps officially received the Army's aerial resupply mission.

Within months after the outbreak of the Korean Conflict, Quartermaster Corps riggers were deployed in theater, already making history by dropping tons of supplies, arms and equipment to troops on the ground. An extremely significant event of the war was the *Chosin Reservoir Bridge Drop Operation* when a 32-ton M-2 Treadway bridge was air dropped and used by the 7th Infantry Division and 1st Marine Division. Their break out of the Chosin Reservoir saved thousands of military and civilian lives.

In Vietnam 15 years later, a similar event was played out as Quartermaster parachute riggers dropped more than 8,000 tons of vital supplies to Marines trapped in a prolonged siege at Khe Sahn. Quartermaster riggers have continued supporting US interests abroad through the last decade, from the highlands of Iraq to the cities of the former Yugoslavia, by air dropping much-needed food, clothing, medical supplies and equipment to refugees on the ground.

## ***ACES Seeks New Name for 'Pouch Bread'***

The Army Center of Excellence, Subsistence (ACES), the US Army Soldier System Command – Natick RD&E Center in Natick, MA, and Sterling Bakery in San Antonio, TX, are continuing a two-year improvement program begun in 1999 for pouch bread. This program calls for procuring pouch bread

quarterly instead of once a year. Other initiatives are reducing the pouch bread's shelf life, improving formulation, and designing a new shape. New varieties include cinnamon raisin bread.

The new breads will be field-tested with soldiers to ensure acceptability. The ACES seeks help in naming the updated Army product. E-mail suggested names to Helen J. Richardson, Quality Assurance Specialist, ACES Quality Assurance Division, at Richardsonh@lee.army.mil.

## ***Speeding Up A-Ration Improvements***

A Temporary Process Action Team (T-PAT) has accelerated the entire improvement process for the Unitized Group Ration-A (UGR-A). The T-PAT members addressed such issues as product selection, packaging, acquisition, sound business practices and a consistent packing plan for each UGR-A box. The T-PAT will disband and move the UGR-A into the Field Group Ration Improvement Program led by the US Army Soldier System Command (SSCOM) – Natick RD&E Center in Natick, MA.

The Army's Active and Reserve Components are the UGR-A's main users in peacetime and also the only military service to include this ration in its feeding plan for the battlefield. Other services may use the UGR-A after procurement through Defense Supply Center Philadelphia (DSCP). The A-ration is used when a feeding requirement exists in the field, during joint training exercises, and during a deployment where the Army is the executive agent for food.

This T-PAT method for managing a major project proved a success. It teamed the US Army Quartermaster Center and School, Army Center for Excellence (ACES) at Fort Lee, VA, SSCOM (Natick), Army National Guard Bureau, US Army Veterinary Command, DSCP, and the Office of The Surgeon General. Specific milestones that have been completed include identification of two more breakfast meals and four more lunch/dinner meals, wider UGR-A use by the Reserve Component, processes documented for customer feedback, introduction of technically improved food products such as Liquid Coffee and Boil-N-Bag Eggs, and a standardized packing plan and labeling for each box. For further information, E-mail Alphonzo "Rick" Byrd, Quality Assurance Specialist for Group Field Feeding, ACES Quality Assurance Division, at byrda@lee.army.mil.

### ***Army Chefs in PBS Show To Air at Beginning of 2001***

Army chefs will appear in one of several half-hour shows on the Public Broadcasting Service (PBS) featuring different teams competing in the 2000 International Culinary Exhibition. The exhibition will be held in Erfurt, Germany, October 22-25, and the PBS programs will air in early 2001. The competition pits civilian and military teams from around the world against each other.

Marjorie Poore of Marjorie Poore Productions said she found the prospect of working with military chefs appealing because she usually works with civilian chefs. The PBS crew came to conduct interviews and film at the Army Center of Excellence, Subsistence, Fort Lee, VA, late last June.

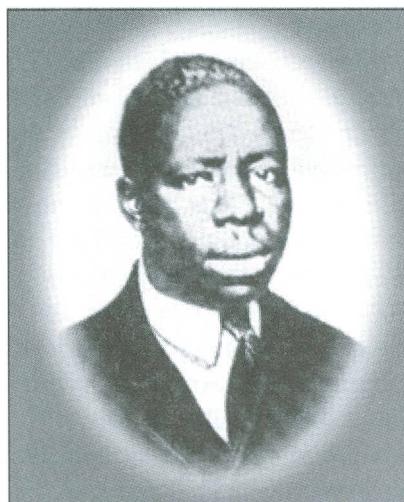
The television crew went to the food service training area at the US Army Quartermaster Center and School to see how Army chefs cook in a field environment. They also went to the Advanced Culinary Skills training class before filming the US Army Culinary Arts Team (USACAT) preparing a practice menu for the 2000 International Culinary Exhibition this month. Each soldier prepared one course of the meal for the PBS camera. PBS will follow the USACAT to Germany in October to film the Quartermasters in action as the team competes.

"PBS making a film about the Army food service is a great idea because so many people do not realize

how much Army food service has improved," said SFC Mark Warren, NCOIC of the USACAT.

Each culinary team in competition in Germany must produce seven menus for a three-course-meal and prepare two meals based from the menus to feed 75 people. The meals will be prepared using the German version of the US Army's containerized kitchen. Since the competitors do not know which plate out of the 75 the judge will pick, each has to be perfect.

### ***101st Corps Support Group Honors Quartermaster Hall of Fame Member***

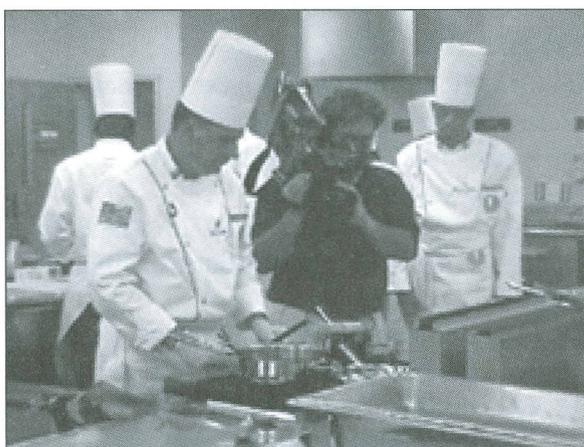


**PVT George Watson**

Soldiers of the 101st Corps Support Group (CSG) at Fort Campbell, KY, dedicated their headquarters building to the late PVT George Watson, one of their own fallen soldiers. PVT Watson is a World War II Medal of Honor recipient and a member of the Quartermaster Hall of Fame.

PVT Watson was a Quartermaster from Birmingham, AL, who served as a sterilization and bath specialist with 2d Battalion, 29th Quartermaster Regiment. His unit now is designated 129th Corps Support Battalion, 101st CSG.

On March 8, 1943, enemy bombers attacked the steamer ship transporting PVT Watson and his unit off the coast of New Guinea. When the ship had to be abandoned, PVT Watson, instead of saving himself, remained in the water to assist several soldiers who could not swim to the safety of a life raft. This heroic action cost him his own life after he became exhausted and was pulled under by the tow of the sinking ship.



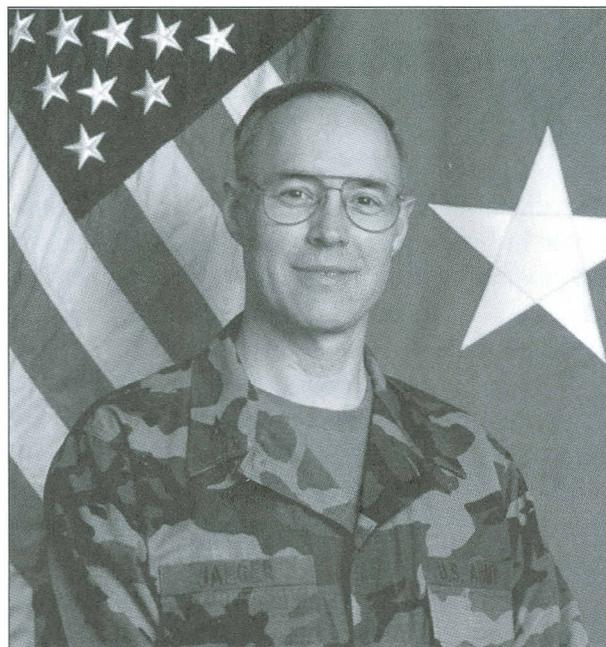
**A member of the US Army Culinary Arts Team prepared a portion of a three-course meal as the Public Broadcast Service began filming its documentary during a team practice last summer.**

### ***Scientist and USAR Brigadier General Is New Deputy Commanding General***

Brigadier General Calvin D. Jaeger, who has held a variety of command and staff positions on active duty and in the US Army Reserve (USAR), succeeded Major General Celia L. Adolphi as Deputy Commanding General for Mobilization and Training at the US Army Quartermaster Center and School in April. At Fort Lee, VA, the Deputy Commanding General for Mobilization and Training is authorized up to 65 days of active duty per year and will be responsible for Reserve Component issues within the Quartermaster Corps.

Key assignments in his military career include Deputy Commanding General, 377th Theater Support Command; Commander, 5035th USAR Garrison Support Unit, Fort Bliss, TX; Commander, 469th Quartermaster Group (Petroleum); Commander, 372d Quartermaster Battalion (Petroleum Supply); Director of Security, Plans and Operations, 156th Area Support Group; and other staff positions in the 90th USAR; the 156th Area Support Group, the 383d Quartermaster Battalion (Pipeline and Terminal Operating); the 3d Armored Division; the 101st Airborne Division; the 2d Armored Division Artillery and the 3d Armored Cavalry Regiment.

In his civilian job, he is project manager at Sandia National Laboratories in Albuquerque, NM, where he heads Sandia's efforts in Focused Logistics to



**Brigadier General Calvin D. Jaeger**

support the Department of Defense. He is leading development activities for new tools for risk analysis and mitigation for security and force protection. He is a member of Sandia's Future Combat Systems team and of the Department of Defense's MANTECH Sustainment and Readiness Working Group. He has been involved in nuclear nonproliferation and safeguards for the US Department of Energy in both the United States and Russia.

### ***Regimental Honors Program for Year 2001***

Input for the 2001 Regimental Honors program is due to the Office of the Quartermaster General by 31 January 2001. The Quartermaster Regiment recognizes three categories of excellence of service to the Corps with its honors program: the Quartermaster Hall of Fame, the Distinguished Members of the Quartermaster Regiment and the Distinguished Units of the Quartermaster Regiment.

For detailed information about submitting nomination packets, access the Quartermaster Home Page at [www.quartermaster.army.mil](http://www.quartermaster.army.mil) and go to "REGIMENT" or contact the Regimental Adjutant, Office of the Quartermaster General, at (804) 734-4333 or DSN 687-4333.

Created in 1986, the Hall of Fame award is the highest recognition that the Regiment offers for "the most significant contributions to the overall history and traditions of the Quartermaster Corps." Eligibility: All retired military personnel (former active duty and Reserve Component soldiers) and civilians.

In 1991, the Distinguished Member of the Regiment (DMOR) award was introduced to honor "distinguished contributions to the Quartermaster Corps." Eligibility: Anyone – military or civilian, active or retired, living or deceased. The Distinguished Unit of the Regiment (DUOR) award was introduced in 1993 to recognize outstanding units, past and present. Eligibility: Any Quartermaster unit – active duty, US Army Reserve or Army National Guard whether currently activated or inactive.

## *In Memoriam*

### ***Hall of Fame Member, Combat Commander Buried at Arlington National Cemetery***

Major General Fred Clifton Sheffey Jr., 71, a decorated Army veteran whose command experience included three combat tours in Korea and Vietnam, died July 25 at his DeSoto, TX, home of lung cancer. His funeral was August 10 at Fort Meyer, VA, followed by burial at Arlington National Cemetery.

A member of the Quartermaster Hall of Fame, he became the first African American officer to command Fort Lee, VA, the Quartermaster Training Command, and the Quartermaster School on September 29, 1977.

His three combat tours began shortly after college graduation in 1950, as an Infantry Platoon Leader in Korea with the 24th Infantry Regiment of the 25th Infantry Division. He was wounded in a battle documented in the 1953 book *Back Down the Ridge* by W.L. White. The mortar damage to his upper right hip resulted in 18 months of hospitalization and three major operations. After the extensive hospitalization, he was assigned to train Infantry troops. In 1953, he was detailed to the Quartermaster Corps.

In Vietnam, he was Battalion Commander of the 266th Quartermaster Battalion in 1966 and Commander of the 54th General Support Group in 1971 during a second tour of duty. Between two tours of duty in Vietnam, he was assigned to the Office of the Deputy Chief of Staff for Logistics (ODCSLOG), Department of the Army, as Chief of the Base Operations Branch in financial management. In July 1972 upon return to the United States, he again was assigned to ODCSLOG as the Director of Financial Resources in the Pentagon. In 1973 he became director of Operation and Maintenance Resources (Provisional), and in May 1974 he was assigned as the Deputy Director of Supply and Maintenance. Immediately before assuming command of Fort Lee, Major General Sheffey was the Director of Materiel Management, US Army Materiel Development and Readiness Command.

Major General Sheffey was born August 27, 1928, in McKeesport, PA. He was commissioned as an Army second lieutenant in the Infantry after his



**Major General Fred Clifton Sheffey Jr.**

graduation as a Distinguished Military Graduate from Central State University, Wilberforce, Ohio, in 1950. He was an all-conference guard for four years at Central State University while playing varsity basketball and earning a bachelor of science degree in economics. His advanced education includes a master's degree in business administration from Ohio State University, a master's degree in international affairs from George Washington University, and attendance at the National War College, Washington, DC. During his 30-year Army career before his retirement in 1980, he lived outside of the continental United States for more than a decade while serving in Korea, Germany, France, Vietnam and Hawaii.

Major General Sheffey's awards and decorations include the Distinguished Service Medal (with two Oak Leaf Clusters), Bronze Star Medal, Legion of Merit, Meritorious Service Medal, Army Commendation Medal (with Oak Leaf Cluster), Purple Heart and the Combat Infantry Badge.

# Directory - Points of Contact

## US Army Quartermaster Center and School

Fort Lee DSN prefixes: 687-xxxx or 539-xxxx  
Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx

<b>The Quartermaster General</b> MG Hawthorne L. Proctor proctorh@lee.army.mil	(ATSM-CG) 734-3458	<b>Operations and Training Mgt Directorate</b> Nancy Briggs briggsn@lee.army.mil	(ATSM-AC-O) 734-4402
<b>Deputy Commanding General</b> BG Calvin D. Jaeger cdjaege@sandia.gov	(ATSM-ACR) 734-3574	<b>Army Center of Excellence, Subsistence</b> LTC Timothy P. Fitzgerald fitzgeraldt@lee.army.mil	(ATSM-CES) 734-3007
<b>Assistant Commandant</b> COL Wayne D. Taylor taylorw@lee.army.mil	(ATSM-AC) 734-3759	<b>Mortuary Affairs Center</b> Tom D. Bourlier bourlier@lee.army.mil	(ATSM-MA) 734-3831
<b>Command Sergeant Major</b> CSM Larry W. Gammon gammonl@lee.army.mil	(ATSM-CSM) 734-3248	<b>Aerial Delivery and Field Services Department</b> Theodore J. Dlugos dlugost@lee.army.mil	(ATSM-ADFSD) 734-5370
<b>23d Quartermaster Brigade</b> COL George M. Parker parkerg@lee.army.mil	(ATSM-TPC) 734-4644	<b>Logistics Training Department</b> LTC James C. Bates batesj@lee.army.mil	(ATSM-LTD) 734-3195
<b>49th Quartermaster Group (Petroleum and Water)</b> COL Edwin L. Myers myerse@lee.army.mil	(AFFL-GC) 734-6026	<b>Petroleum and Water Department</b> James F. Barros barrosj@lee.army.mil	(ATSM-PWD) 734-2820
<b>Chief, Office of the Quartermaster General</b> LTC(P) Joseph A. Brown brownj5@lee.army.mil	(ATSM-QMG) 734-4237	<b>Noncommissioned Officers Academy</b> CSM James M. Fisher fisherj1@lee.army.mil	(ATSM-SGA) 765-2066
<b>Command Planning Group</b> LTC Stanley M. Jenkins jenkinss@lee.army.mil	(ATSM-CPG) 734-4186	<b>Directorate of Combat Developments - QM</b> COL Louis E. Taylor taylorl3@lee.army.mil	(ATCL-Q) 734-0020
<b>Quartermaster Total Force Integration Office</b> LTC H. Bryan I. Holtman holtmanh@lee.army.mil	(ATSM-ACR) 734-3574	<b>Training Directorate - Quartermaster</b> Rod Mustanski mustansr@lee.army.mil	(ATCL-AQ) 765-1425

### MAILING ADDRESS:

QUARTERMASTER PROFESSIONAL BULLETIN  
USAQMCS OQMG  
ATTN ATSM QMG B  
1201 22D STREET  
FORT LEE VA 23801-1601

### TELEPHONE:

DSN 687-4382  
Commercial (804) 734-4382  
FAX (804) 734-3096

### 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 or E-mail to [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil).

### ARTICLE SUBMISSIONS:

Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may also be submitted on 3 1/2-inch disk in most common word processing software (Microsoft Word for Windows preferred). Hard

copy must be included. Please tape captions to any photographs or diagrams included. For editorial review, E-mail articles to [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil)

### QUARTERMASTER HOTLINE:

The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel pronency, 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.

### SUBSCRIPTIONS:

Individual subscriptions are available from the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$14.00 per year (\$17.50 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.

For private subscribers to change an address, FAX a request to (202) 512-2250 or mail to Superintendent of Documents, US Government Printing Office, Mail List Branch, 732 N. Capitol Street, Washington, DC 20402-0001.

## Quartermasters Online

Quartermasters have their own Home Page on the World Wide Web computer Internet. You can access the Home Page by typing: <http://quartermaster.army.mil>

*An 82nd Support Battalion soldier guides in resupply helicopters at the helipad at Phu Loi, Republic of Vietnam, June 1968*



## **The 82d Forward Support Battalion**

*Activated on 25 May 1968 as the 82d Support Battalion in Phu Loi, the Republic of Vietnam.*

*Inactivated at Fort Bragg, NC on 12 December 1969.*

*Reactivated on 16 August 1993 as Headquarters and Headquarters Detachment, 82d Forward Support Battalion (Provisional) at Fort Bragg, NC.*

*Activated on 16 April 1994 as Headquarters and Headquarters Detachment, 82d Forward Support Battalion at Fort Bragg, NC.*

\* TET COUNTEROFFENSIVE \* COUNTEROFFENSIVE, PHASE IV \*  
\* COUNTEROFFENSIVE, PHASE V \* COUNTEROFFENSIVE, PHASE VI\*  
\* TET 69/COUNTEROFFENSIVE \* SUMMER/FALL 1969 \*  
\* DEFENSE OF SAUDI ARABIA \* LIBERATION AND DEFENSE OF KUWAIT \*

QUARTERMASTER PROFESSIONAL BULLETIN  
US ARMY QUARTERMASTER CENTER AND SCHOOL  
1201 22D STREET  
FORT LEE VA 23801-1601

PERIODICALS  
POSTAGE AND FEES PAID  
AT PETERSBURG, VA  
AND ADDITIONAL CITIES

OFFICIAL BUSINESS



*Photo by Jim Bolton*

*Creating Quartermasters for America's Army*