

Quartermaster

PROFESSIONAL BULLETIN

AUTUMN 2002

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WARFIGHTERS' LOGISTICIAN



**Aerial Delivery and Field Services
Special Edition**



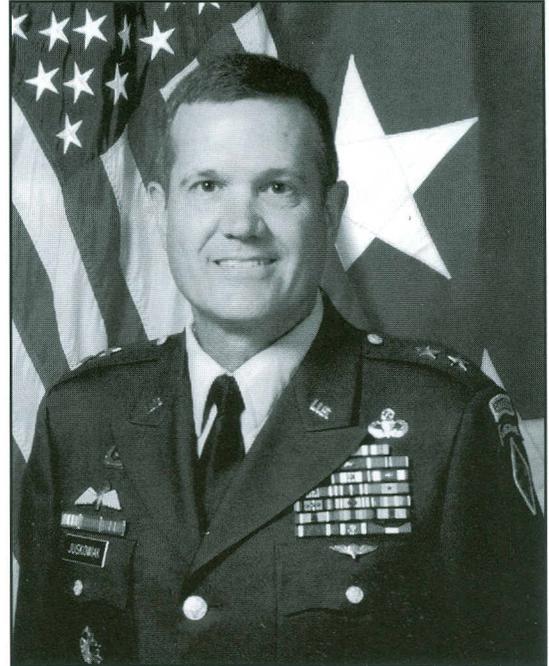
From The Quartermaster General

Greetings from Fort Lee and the US Army Quartermaster Center and School (USAQMC&S). During the final quarter of this fiscal year, we will graduate 6,608 Quartermaster soldiers of all ranks and specialties. Our total for FY02 will be 24,273 Quartermaster graduates.

The summer saw some key personnel changes in the Quartermaster Corps. On 24 May 02, LTG Thomas J. Plewes retired as the Chief, Army Reserve. His 36 years of service culminated in his appointment as the first three-star general to serve in that capacity. LTG James R. Helmly succeeds LTG Plewes.

On 16 Aug 02, in a combined change of command/retirement ceremony, we bade farewell to LTG Billy K. Solomon, Commander, United States Army Combined Arms Support Command (CASCOM) and Fort Lee. LTG Solomon retired after 36 years of faithful service to this nation. I am honored to succeed LTG Solomon in my expanded capacity as Commanding General, United States Army Combined Arms Support Command/United States Army Quartermaster Center and Fort Lee and Commandant, United States Army Quartermaster School, Fort Lee, Virginia.

On 31 Jul 02, we welcomed COL Scott G. West as the new Deputy Commander and Assistant Commandant of the USAQMC&S. In addition to key positions on the J4 and G4 staffs at the Pentagon, he previously was the Chief, Office of the Quartermaster General. COL West is a familiar and welcomed



Major General Terry E. Juskowiak

in addition to the leadership team at Fort Lee, where he will play a key role in the future of our Corps.

This is the third edition of the *Quartermaster Professional Bulletin* to focus on one of the five training departments. This edition features the Aerial Delivery and Field Services Department (ADFSD). Established as a separate training department in 1951, the ADFSD now graduates nearly 350 92R (Parachute Rigger) and 600 92S (Laundry and Textile Specialists) soldiers from advanced individual training (AIT) each year. The ADFSD also conducts eight other airborne/aerial delivery courses and provides instruction in six officer, warrant officer, and noncommissioned officer (NCO) courses.

The first parachute packing school was established in 1942 at Fort Benning, GA. However, it was not until the winter of 1943 that the unique capabilities of aerial resupply were dramatically demonstrated in the mountains of Cassino, Italy. There, Quartermasters prepared food and clothing for emergency airdrop to isolated Fifth Army units.

By the Korean War in the 1950s, airdrop had become a "weapon of choice" to resupply units when isolated or when road networks were inadequate. In July 1950, the Quartermaster Corps assumed the aerial delivery mission from the US Air Force and began parachute delivery training at Fort Lee in 1951. In 1995, the Quartermaster Corps assumed pronency for sling load missions from the Transportation Corps.

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Chief of Staff

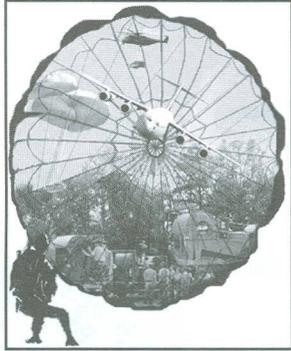
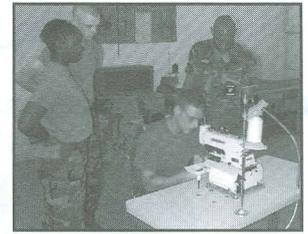
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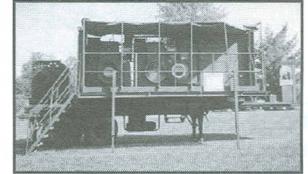
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Special Edition Aerial Delivery and Field Services

*Learning from the Past,
Commanding in the Present,
Leading into the Future.*



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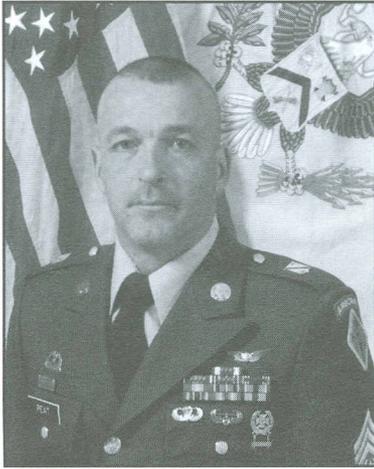
OUTSIDE FRONT COVER: Designed by Richard Santiago, Information Systems Specialist and Web Administrator for the Aerial Delivery and Field Services Department, Fort Lee, VA.

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'Transformation' Today's Technology



Command Sergeant Major Bradley J. Peat

If you haven't gotten on the automation bandwagon yet, you may find yourself quickly on the side of the road. During a recent Permanent Change of Station (PCS) move, a young staff sergeant conveyed the **Importance** and **Convenience** of keeping up with today's Automation Age.

Importance

Upon arrival at his new assignment, a review of his Army Knowledge Online (AKO) E-mail account informed him that his promotion packet for the upcoming selection board was missing important documents. The Enlisted Records and Evaluation Center (EREC) provided him a point of contact (POC) with instructions on how to correct the situation. Within a couple of days via electronic communication, the missing documents were posted to his Official Military Personnel File (OMPF) for verification. He was able to view the board criteria and update his records for the promotion board through the Interactive Web Response System (IWRIS). Most importantly he was able to re-verify all changes to his records online after a few working days and in time for the promotion board.

Convenience

During the same PCS move he accessed his Leave Earnings Statement (LES) through the Defense Finance and Accounting web site (DFAS), changed allotments, set up direct deposit to his new banking account and received notification by AKO E-mail for travel voucher and Temporary Lodging Assistance (TLA) payments to his bank account. These are a few examples of how the "Web Age" is

transforming the future of today's Army. Online services are available for soldiers at every level. Noncommissioned officer (NCO) professional development is no different.

Taking Professional Development a Step Further

An updated Department of the Army pamphlet will soon provide NCOs with detailed career development guidance on the path to sergeant major. The new version will replace the 15-year-old, generic DA Pamphlet 600-25 (Noncommissioned Officer Professional Development Guide). The new publication will offer structured, institutional and self-development career advice tailored to each military occupational specialty (MOS) and skill level via the electronic web. It promises to be an extensive guide from the Army Development Systems XXI Enlisted component. Professional guides published electronically on web sites are now necessary tools for every soldier, especially to keeping pace with self-development and career progression. All Quartermasters are aware of mission-related automation so central to supply, maintenance, food service and bulk petroleum distribution. However, even more important and relevant is the accessibility of "electronic tools" to enhance soldier pay, travel, record management/updates and even self-development.

A recent visit to the Sergeant's Major Academy is another example of how the Automation Age is transforming the way soldiers do business. Computer labs are now used for reports, presentations and small group learning. Keeping up with automation is vital to our chosen profession.

Note: Quartermasters can access the OMPF and EREC web site through their individual AKO accounts at https://www.us.army.mil/portal/portal_home.jhtml. The address for DFAS is <http://www.dfas.mil/>

News from the Regiment

Within the Quartermaster Sergeant Major arena, expect to see a much-needed change in the mortuary affairs field, for Quartermasters with the 92M military occupational specialty. An additional sergeant major position will be established in Hawaii by FY03.

IMPORTANT CHANGE!!!

The 2002 Quartermaster CSM/SGM Conference at Fort Lee originally scheduled for this October 9-12 has been **re-scheduled for October 16-18**. Online registration is available on the Quartermaster Home Page. Go to www.quartermaster.army.mil. Our theme for this year's conference is Learning from the Past, Commanding in the Present, Leading in the Future. The wealth of information gathered and shared at each conference is vital to the individual soldier, leadership, and the Quartermaster mission.

Command Sergeant Major Bradley J. Peat has served in a variety of leadership positions. These include Armorer, 2/75 Ranger Battalion; Property Book Team Noncommissioned Officer in Charge, 8th Infantry Division (Mechanized), Baumholder, Germany; Property Book Team, Headquarters and Headquarters Company, Camp Casey, Korea; First Sergeant, Headquarters and Headquarters Company, National Training Center, Fort Irwin, California; First Sergeant, 247th MEDEVAC, Fort Irwin, California; First Sergeant, Headquarters and Headquarters Company, Division Support Command, Fort Drum, New York; Command Sergeant Major, 548th Corps Support Battalion, Fort Drum, New York; and Command Sergeant Major, 24th Corps Support Group, Fort Stewart, Georgia. His military education includes the Primary Leadership Development Course, Basic Noncommissioned Officer Course, Noncommissioned Officer Course, Battle Staff Course, First Sergeants Course, and the Sergeant's Major Academy, Class 49. He is a member of the Distinguished Order of Saint Martin, and he holds a bachelor's degree in management from Regents College.

Petroleum Operational Concept Survey Online



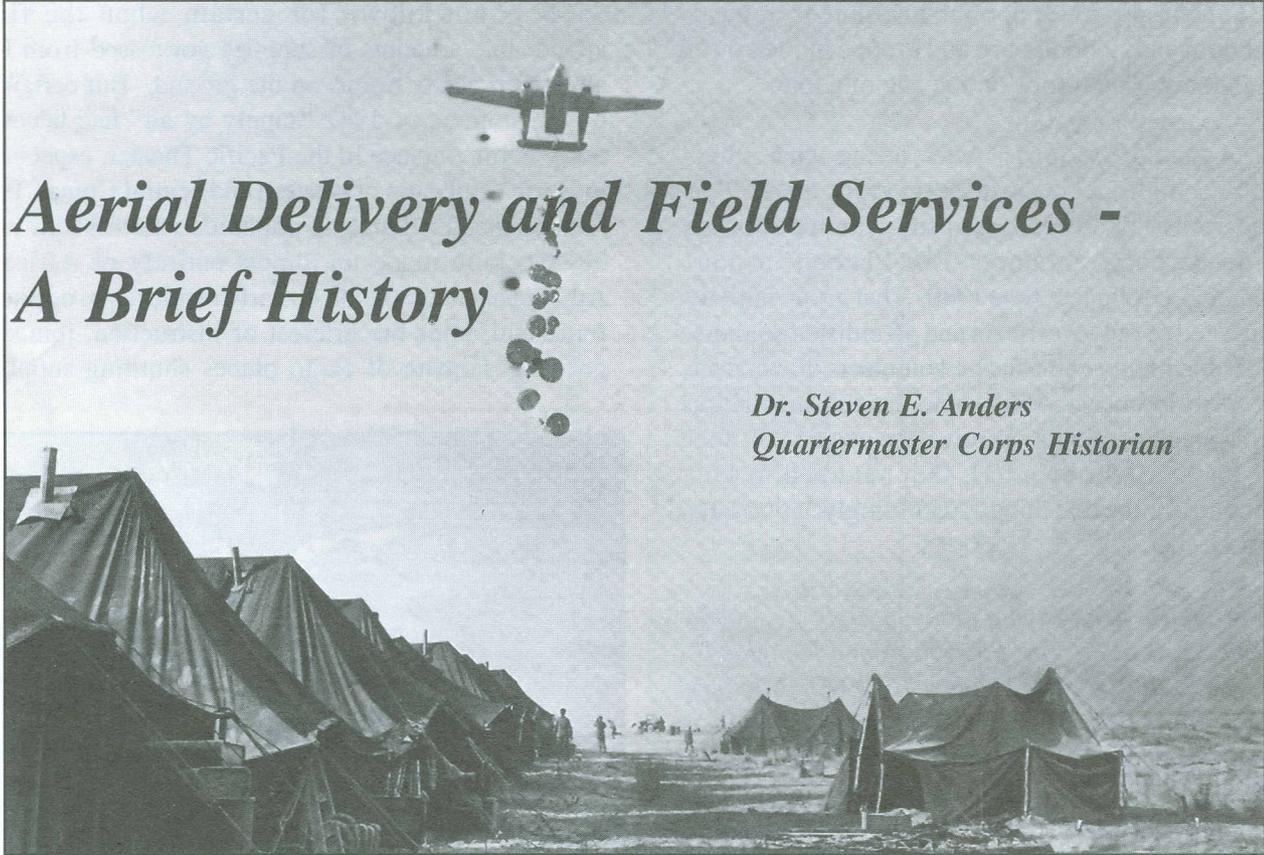
Make a difference in the future of Army petroleum operations by taking an online survey and sharing your expertise. The survey is part of a study during Army Transformation to gather input from the petroleum community at all levels.



The Deputy Under Secretary of the Army for Operational Research approved and funded a Petroleum Operational Concept study in FY02. This study is sponsored by the Army's Office of the Deputy Chief of Staff G4. The study will develop a petroleum transformation campaign that not only corrects current and near-term petroleum distribution shortfalls, but also provides a roadmap for petroleum distribution to the Army, other military services and allies as it transitions into the Objective Force (through year 2020). As the Army transforms to an Interim and ultimately an Objective Force, its vision is to provide the nation with an array of deployable, agile, versatile, lethal, survivable and sustainable formations. Also, the petroleum structure must be responsive to the expectations of other services and to homeland defense. A flexible, capable petroleum distribution system will play a very important role in transformation success.



One of two locations for the petroleum survey online is the US Army Combined Arms Support Command homepage at <http://www.cascom.lee.army.mil/quartermaster/> under "Combat Developments." The Army Petroleum Center's homepage also has the survey at <http://usapc.army.mil>, then follow directions to the "Petroleum Study Survey."



Aerial Delivery and Field Services - A Brief History

*Dr. Steven E. Anders
Quartermaster Corps Historian*

Taking to the Air. The idea of dropping people and assorted items safely out of the sky has been around for a long time. As far back as the late 15th Century the Italian genius, Leonardo da Vinci, made drawings of a pyramid-shaped “parachute” and reasoned that: *If a man carry a domed roof of starched linen eighteen feet wide and eighteen feet long, he will be able to throw himself from any great height without fear of danger.*

While religious wars ravaged the European continent in the 1600s, some intrepid souls experimented with gliders. Much like the legendary Icarus, these usually met with an unkind fate. A little later, around the time of our American Revolution, some French inventors had better luck getting off the ground in hot air balloons. Ben Franklin marveled at this wonder of the age. Ever the visionary, he predicted that one day military troops would be launched into battle from the air.

With the advent of balloons came the first practical parachutes. As early as 1802, one balloonist used a parachute to jump from a height of 8,000 feet.

He was a bit shook up, but survived. In 1808, a Polish aeronaut likewise used a parachute to escape a burning balloon, and he too landed safely.

The French made effective use of observation balloons against the Austrians during the Napoleonic wars, and the Union Army did likewise on this side of the Atlantic during the American Civil War. For the most part though, both balloons and parachutes in the 19th Century remained an oddity, more of a circus-like attraction than a realistic and dependable mode of transportation.

Then came the airplane, and everything changed. The first successful parachute jump from an airplane purportedly occurred in St. Louis, MO, in 1912. Four years later a pilot was said to have jumped safely from a burning plane on the Russian front in World War I. Both parachutists and supplies were dropped at disaster scenes in the US during the 1920s and 1930s. In the mid-1930s, the Russians pioneered large-scale airborne and air-supply operations, while the Italian army used airdrop procedures in its campaign against the Ethiopians. The Germans used mass

airborne troops to support the invasion of Holland, Belgium and Luxembourg and dropped upwards of 35,000 airborne troops on the isle of Crete.

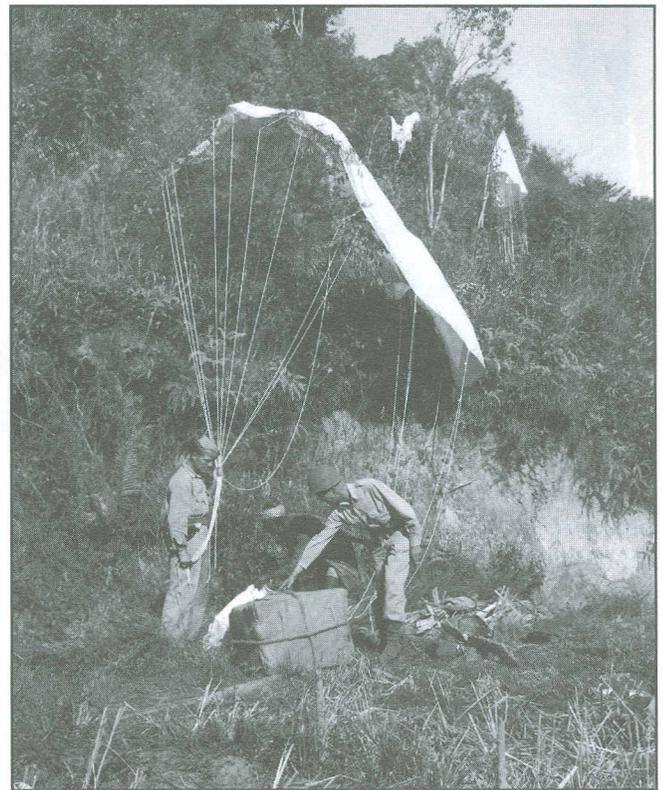
A School Is Born. After seeing what others had accomplished in the interwar years, the US War Department finally followed suit with the creation of an Airborne Infantry “Test Platoon” at Fort Benning, GA, in late June 1940. That group initially consisted of only 2 officers and 48 enlisted soldiers, all fit and highly enthusiastic volunteers drawn from the 29th Infantry. After some general instruction and a week’s training on privately owned 250-foot towers in Highstown, NJ, they returned to Fort Benning for the real thing. Accordingly, it was later written that:

The first jump from a plane in flight was made by members of the Test Platoon from a Douglas B-18, over Lawson Field, August 16, 1940. A lottery was formed to see which one of the enlisted men would have the honor to follow Lt. [later Colonel William T.] Ryder out of the plane door. The drawing was won by Pvt. [later Staff Sergeant] Joseph King, who thereby became the first enlisted man to make an official jump as a Paratrooper in the United States Army.

The Army’s paratrooper movement quickly gained momentum in the months leading up to Pearl Harbor. By July 1941 two new Parachute Battalions – the 501st and 502d – had come into being, and a small fleet of B-18s and C-39s became available for training. Another training site was also established in Alabama. So much progress had been made in such a relatively short time that the War Department saw fit to establish a unified airborne training command. Thus was born, at Fort Benning, on May 15, 1942, the first Parachute School.

World War II ‘Bundles from the Sky.’ In the beginning all paratroopers packed and maintained their own parachutes. But with the rapid expansion of airborne units (to include five new Airborne divisions during the course of the war) a new parachute packing and maintenance course of instruction opened at Fort Benning to train qualified specialists for this vital task.

It is not known for certain when the first appreciable amounts of supplies got tossed from US aircraft to needy troops on the ground. But certainly by the summer of 1942 “supply by air” had become fairly commonplace in the Pacific Theater, especially in Burma and parts of western and central China. Two Quartermaster Truck Companies (the 3340th and 3841st, both made up almost entirely of African-American soldiers) took up early residence in northern India and, after the briefest of instruction, joined a growing caravan of cargo planes shuttling supplies



“over the hump” to Allied troops in Burma. They dropped everything from blood plasma, clothes, medical supplies, fresh meats (and even eggs), to truck parts, ammunition, petroleum, and the first 75mm pack howitzers – usually with very few losses.

Since so little doctrine existed, these early pioneers had to rely almost exclusively on hands-on experience – learning by doing through constant experimentation, improvisation, and a hefty use of field expedients – to get the job done. Eventually they learned through trial and error such things as which parachutes worked best, how to build containers from local materials, effective

packing techniques, and how to properly “kick” cargo out the airplane door in a safe and effective manner. Lacking any book to go by, they proved wildly adept at writing their own as the war progressed.

A similar story played out in the Mediterranean and European theaters of operation. In the winter of 1943, General Mark Clark’s Fifth Army Quartermasters attached “belly tanks” full of food and clothing to the bomb racks of A-36 bombers and successfully dropped them to stranded American units around Monte Cassino. In June 1944, in the week immediately following the Normandy Landings, more than 96 tons of supplies were airdropped to members of the 82d and 101st Airborne Divisions working to break out of the hedgerows just beyond the beaches.



When General Anthony C. McAuliffe’s 101st Airborne Division found themselves cut off and surrounded by German Panzer units during the Battle of the Bulge two days before Christmas 1944, “flying Quartermasters” again came to the rescue. In all, 962 C-47s dropped more than 850 tons of ordnance, medical and food supplies, and other vital equipment to the besieged element – and did so with about 95 percent accuracy.



World War II thus demonstrated for all time the importance of a strong air force for safeguarding national interests. Time and again throughout the war, strategic bombing, tactical air support and wholesale use of paratrooper units proved to be key elements on the road to victory. As did the timely use of supply by air. Such a realization led

to the postwar creation, in 1947, of the United States Air Force.

A New Quartermaster Mission. With the now complete separation of Army and Air Force, the question emerged: which service branch should take over primary ownership of the still-evolving rigger mission? A mission that included parachute packing, maintenance and equipment repair, along with training, research and doctrine development.

The issue was settled early in 1950 with a high-level Ad Hoc Committee, which heard testimony from such noted airborne pioneers as generals Matthew B. Ridgeway and James M. Gaven. They and the Committee as a whole ultimately recommended that this new mission be assigned to the Quartermaster Corps. In General Gavin’s view: *If the Quartermaster goes into the business I think it should be with all the energy and enthusiasm and imagination it can summon, and with the money to do what is needed. Adding that, We have been living on a shoestring by depending upon the Air Force too long.*

Within months the Army General Staff approved plans for the establishment of an aerial delivery training department at the Quartermaster School at Fort Lee, VA. The new airborne program got off to a flying start with the opening of the first 12-week Parachute Packing, Maintenance, and Aerial Delivery Course at Fort Lee on May 21, 1951. The Quartermaster General, Major General Herman Feldman, gave a brief address at the opening ceremony. A few minutes later, 4 officers

and 55 enlisted soldiers began training. All were required to be jump qualified and in excellent physical condition.

Over the course of the next two years, as more and more students graduated from the rigger course, several new Quartermaster Aerial Supply, Parachute Maintenance, and Air Equipment Repair companies came into being. In the meantime, the outbreak of war and continuing operations on the Korean peninsula heightened the need for “logistics by parachute.”

Aerial Resupply Coming of Age. The Korean War marked a clear turning point in the ongoing development of supply by air methods and procedures. The harsh weather and terrain, and poorly developed transportation network, made overland logistics in many key instances next to impossible, especially in the early days of the war when the situation was at its most fluid. The first Quartermaster aerial delivery unit to arrive on the



scene was the 2348th Airborne Air Supply and Packaging Company (later redesignated the 8081st Quartermaster Company). Rushed to Japan the first week of September 1950, the 8081st quickly moved on to Kimpo Airfield in Korea where they set up shop – and commenced to make history.

In late October 1950, several members of the 8081st joined with the 187th Airborne Regimental Combat Team (RCT) in the first combat jump into the Suncheon area of North Korea, in an effort to



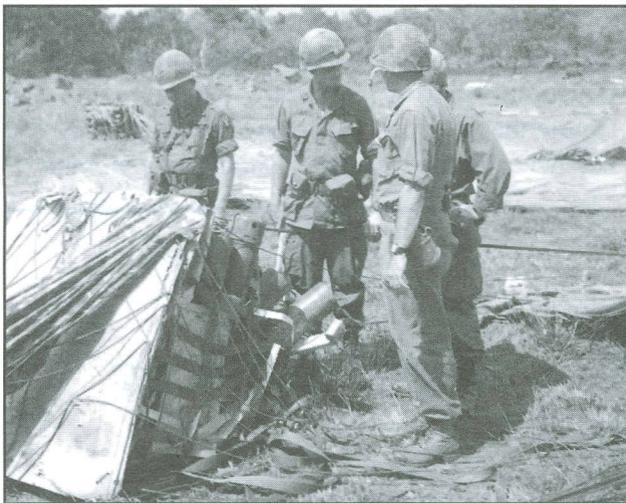
cut off the retreating Communist forces. In the months following, the 8081st packed and supervised the dropping of unprecedented levels of supplies to US and United Nations troops fighting throughout the peninsula. By the time the armistice had been signed, this courageous and resourceful and hardworking unit had airdropped no less than 12,000 tons of supplies of every make and variety – including jeeps, trucks and large-scale howitzers. In perhaps the most notable instance of all, they successfully dropped a 40,000-pound M-2 treadway bridge to members of the 7th Infantry Division and 1st Marine Division who had gotten cut off near the Chosin Reservoir and were on the verge of annihilation.

Captain William J. Dawson Jr., a former Commander of the 8081st, described in vivid detail just how perilous a run could be: *On my last flight there were six planes in the flight and the drop was on the front line. To hit the DZ [drop zone], he recalled, we had to cross into enemy territory after the drop.*

The lead pilot did not give the signal to drop. Maybe the DZ wasn't marked, because the other pilots followed his lead. We moved over enemy territory going 110 miles per hour at 800 feet. Enemy small arms cut up to thirty holes in each plane. In my plane, the Plexiglas windshield was shattered and both pilots were seriously cut in the face. The sergeant with me was wounded, and only the chute he wore saved his life. One other dropmaster was injured.

In spite of the fire and their wounds, the pilots turned, made another sweep over the DZ, dropped their cargoes, went again over the enemy, and flew back to Japan. When we reached Ashiya Air Base, all the emergency crews and ambulances were waiting. I felt as though we had returned from a bombing mission.

In the Sky Over Vietnam. During the much longer war in Southeast Asia (in the 1960s and early 1970s) the widespread use of helicopters, for both

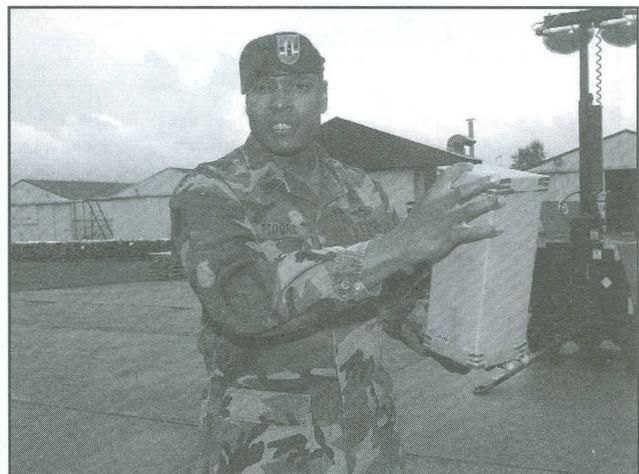


troop and supply transport, largely supplanted the need for massive airdrops. Only in dire emergencies, during siege operations in particular when no other means of logistics support were readily available, did mass rigging come into play. Thus, relatively few Quartermaster aerial delivery units deployed to Vietnam. Among those that did, none exceeded the performance of the 109th Quartermaster Company.

Arriving in September 1966 and headquartered at Cam Ranh Bay, the 109th with its supporting detachments soon had the capacity to rig over 250 short tons of supplies daily. In April 1967, during *Operation Junction City*, a joint operation conducted in Tay Ninh province along the Cambodian border, the 109th delivered 503 short tons, the largest 24-hour airdrop up to that time. Later that year they began experimenting with the Low Altitude Parachute Extraction System, or LAPES technique, that entailed palleted and parachuted cargo exiting the back of the plane as it flew in just feet above the runway.

In September 1967, during the Siege of Khe Sanh, the 109th used LAPES to airdrop some 567 short tons of construction material to the Marines as they undertook a fierce pounding from the estimated 20,000 North Vietnamese regulars who had them completely surrounded and in their cross-hairs. The 109th went on to deliver more than 8,000 tons of supplies of all classes during the 78-day emergency period. Their duties during that period were among the most dangerous in all of Vietnam. One of the 109th riggers, SPC 4 Charles L. Baney, died aboard a C-130 that crashed just outside Khe Sanh on October 15, 1967.

Support for Contingency Operations. Aerial delivery of supplies has continued to play a key role in the logistical support of US and Allied military operations around the world over the past two



decades. From Grenada to Afghanistan, riggers have seen to it that all personnel parachutes have been properly packed, equipment maintained and cargoes rigged – all ready to go on short notice, to meet the ever-growing needs of an instantly deployable, global force.

During *Operation Just Cause* (December 1989) riggers supported the 82d Airborne Division in a brigade-size, night assault on Panama City. They followed up with a heavy drop that included M551 Sheridans, howitzers, HMMWVs (High Mobility Multipurpose Wheeled Vehicles), and assorted engineer equipment. Two years later, in the wake of the Persian Gulf War, the 5th Quartermaster

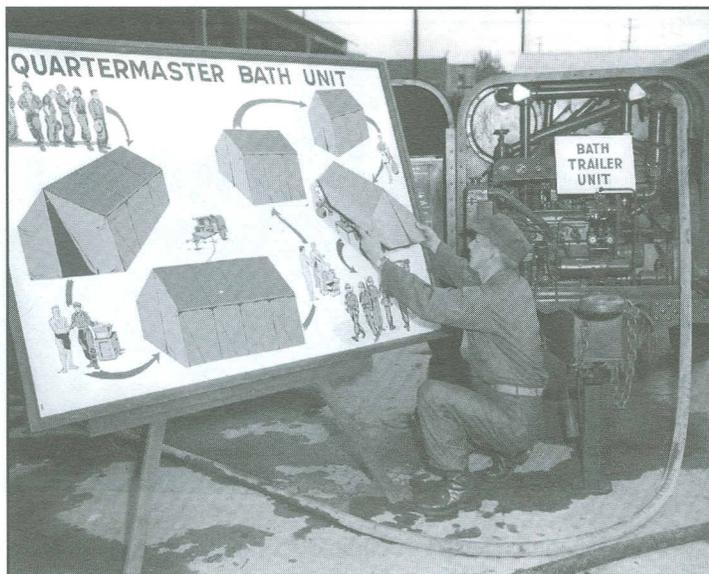
Detachment moved from Germany to Turkey to engage in a massive and prolonged humanitarian aid campaign to airdrop life-sustaining food, shelter and medical supplies to Kurdish refugees trapped in the hills of northern Iraq.

A French doctor reported on the emotional impact of seeing supplies fall from the sky during *Operation Provide Comfort*: . . . Suddenly, a series of large objects dropped from the plane's tail section. The fearful Kurds were astounded when gigantic white parachutes blossomed and bundles of food floated to the earth. The hungry people mobbed the drop zone and each scrambled to capture one of the small brown plastic MRE packets. Despite the confusion on the ground, the lack of a distribution system, and poor understanding about proper use of

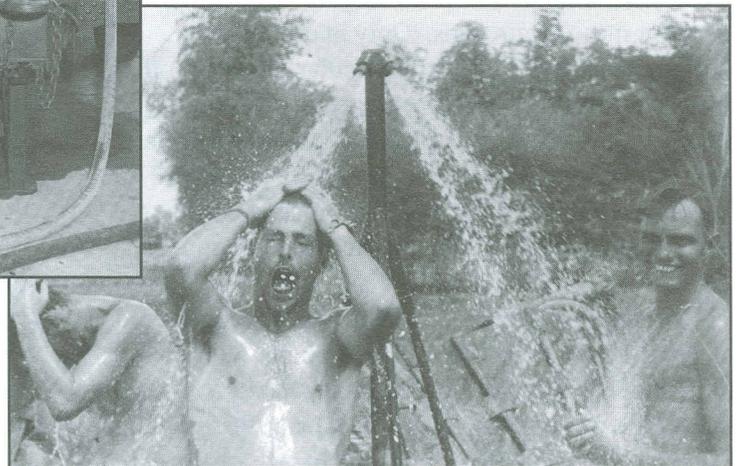
MRE rations, the Kurds in the camp realized that someone was helping them.

Quartermaster riggers came to the rescue of yet another oppressed and needy group of refugees in Bosnia-Herzegovina (a portion of the former Yugoslavia) during the mid-1990s Balkan War. *Operation Provide Promise*, as it turned out, lasted 2 1/2 years, from February 1993 to the end of 1995, and proved to be the largest sustained airdrop operation since World War II.

Even as this brief history is being written, aerial delivery specialists in Afghanistan and elsewhere continue writing separate chapters in the Quartermaster Book of Achievements, as they add new voice to the meaning of *Supporting Victory*.

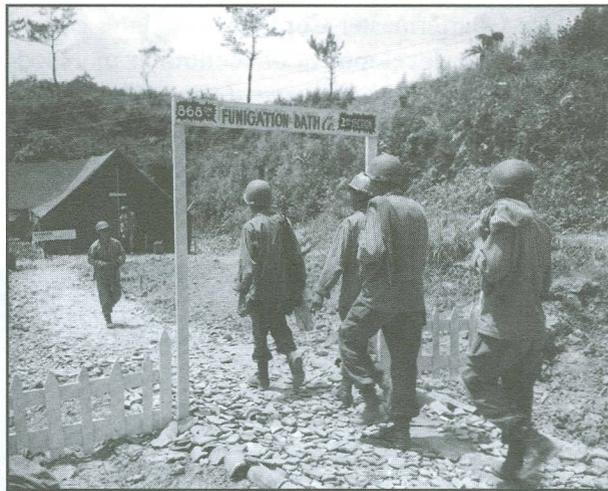
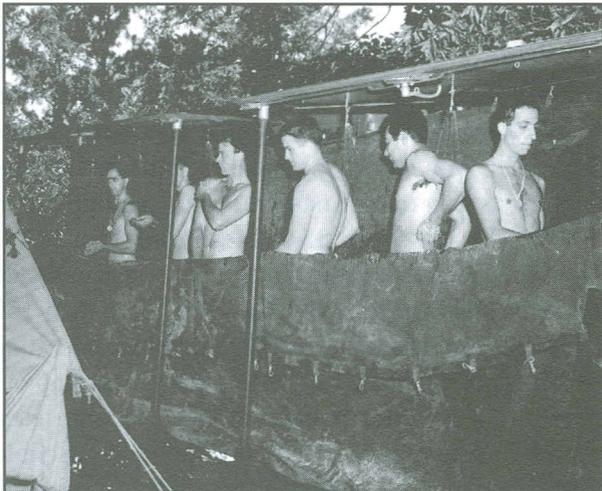
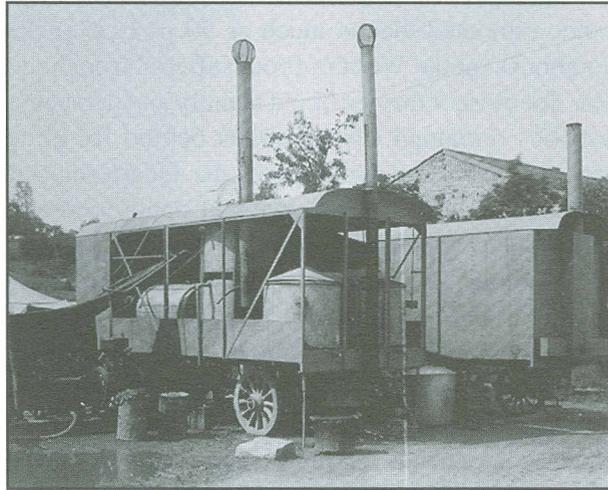
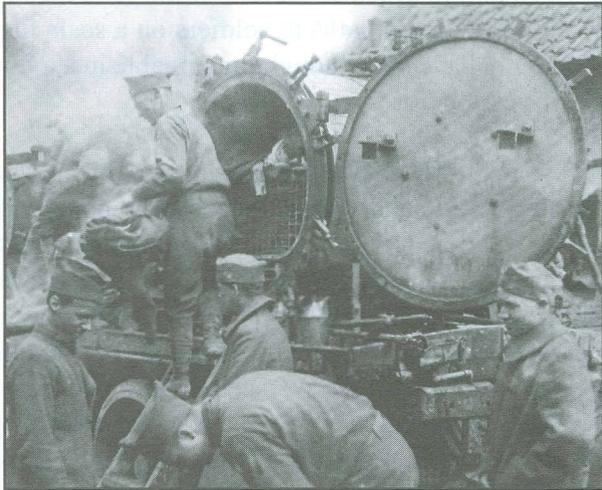


Field Services



There isn't anything that affects a person's well being more than these things with which the Quartermaster Corps has to do – a man's food, his clothing, and those other items that affect his daily life – and one of the things that affects his daily life, his health and comfort, is the way his clothes are taken care of by laundries.

Lieutenant General Edmund B. Gregory
The Quartermaster General (1940-46)



A Common Enemy. As long as soldiers are required to put feet on the ground . . . in the muck and mud, and whatever else Mother Nature throws their way, they must inevitably be concerned with the harmful effects of the elements, as well as the known enemy. For the sad truth is that throughout almost the whole of military history, poor hygiene, overall uncleanliness and the rampant nature of disease-bearing vermin have done more to foster death in war than have all the bullets, missiles, and other harmful weapons mankind has seen fit to devise.

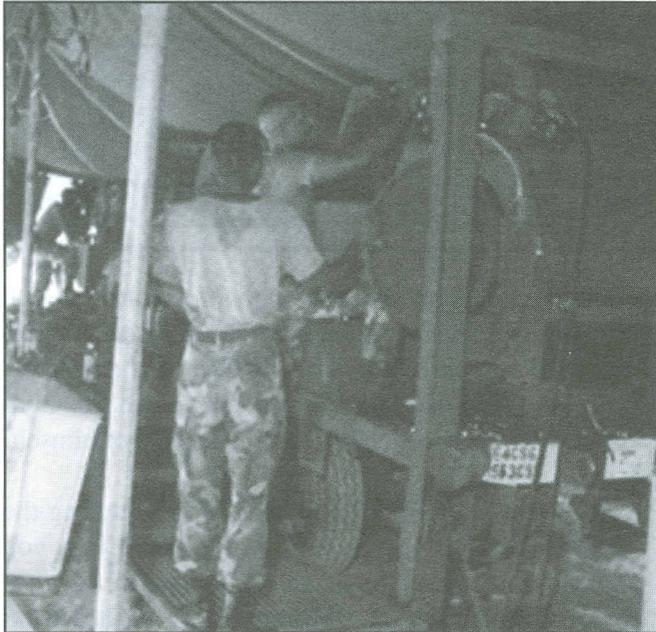
It was the same for Caesar and Napoleon, as it was for Grant and Lee. Troops in camp and on the march suffered from gross inability to take frequent baths or to have their uniforms laundered. If they were lucky, so-called “camp followers” were permit-

ted to accompany the army along the route of march to furnish what we today see as necessary combat service support (CSS). Usually they were not so fortunate. The standard approach before the 20th Century was for each soldier to take care of himself.

Without laundry and bath support during the Civil War, for instance, it was alleged that you could sometimes smell an army well in advance of its actual arrival. Moreover, as clothes went unwashed for weeks, even months on end, they simply rotted on the soldiers’ backs. Before which time countless others were reduced to scratching and slapping at what they commonly called “graybacks,” or what generations since have termed “cooties.” Lice infestation. Lacking proper field sanitation, troops quickly spread lice from one soldier to another.

Advances in Two World Wars. In World War I it was estimated that as much as 90 percent of the doughboys on the Western Front suffered from body lice. For most of the war, fixed laundry and delousing facilities remained several miles behind frontline trenches. As time progressed, the Quartermaster Corps set up large horse-drawn and steam-powered, semi-mobile “delousing mills” at various ports of embarkation. (Any closer and they became likely targets for German artillery.) Their efforts were not without positive results. By the time of the Armistice, the overall incidence of “cooties” was reduced to a mere fraction of what it had been at the outset. The situation grew ripe for more improvements in the interwar period.

The Quartermaster Corps procured, tested and assisted in the development of semitrailer mounted-mobile laundry units on the eve of World War II. For the first time in modern warfare, equipment-laden mobile units and technically trained specialists could accompany combat units during an active campaign.



They did so in every theater. Though plagued by shortages of repair parts, routine maintenance snafus, and unbelievably long lines of communications (especially in the far-flung Pacific Theater), these newly formed laundry, bath and fumigation units amassed an enviable record of support. They

washed and returned to service millions of tons of clothing, afforded baths to soldiers on a scale that would not have been thought imaginable just a few short years before.

The Last Half Century. During the Korean War, Quartermaster laundry and bath specialists joined with other service units, such as Reclamation and Maintenance Companies and Office Machine Repair Detachments, to set up highly effective Quartermaster Service Centers within a decent proximity of frontline troops. One such unit averaged 13,617 pounds of wash daily during a 19-week cycle, for a total of nearly two million pounds of laundry. At the same time, these Quartermasters afforded baths to nearly 1 1/2 million grubby (yet appreciative) GIs.

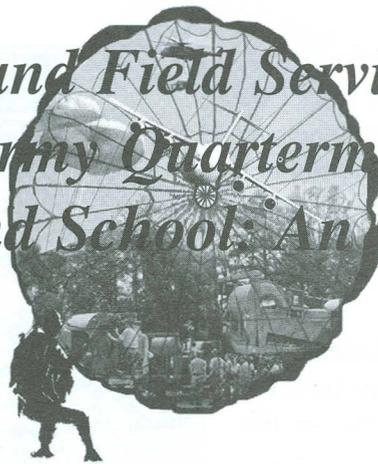
The service center/clothing exchange and bath concept used in Korea carried over into the war in South Vietnam in the decade that followed. Some 50 World War II vintage laundry units arrived in-country as part of the massive American buildup in 1965. The next year saw a steady infusion of the New Standard-A washing machines, dual-mounted on self-contained trailers. By 1968 more than 150 of the old and new machines together were operating at full capacity throughout the country – turning out nearly four millions pounds of clean laundry each month. Yet, the ever-growing demand for field service support so exceeded the ability to respond, that major reliance had to be placed on local labor and the Army/Air Force Exchange System (AAFES) to address the needs.

A mere decade ago saw the new M-81 laundry units replacing earlier models as America’s Army moved to confront Iraqi forces during the Persian Gulf War. Now another generation of new equipment – the Laundry Advanced System (LADS) – is being fielded to help meet the age-old need for cleanliness in an army increasingly geared up for whatever challenges the 21st Century might hold.

Though many more changes will occur in the decades ahead, the Quartermaster Corps’ field service specialists can be trusted to do their part in sustaining the good health, comfort and daily well-being of the American fighting soldier.

Aerial Delivery and Field Services Department US Army Quartermaster Center and School: An Overview

Roger F. Hale



The Aerial Delivery and Field Services Department (ADFSD) is one of five major training departments at the US Army Quartermaster Center and School, Fort Lee, VA. The ADFSD conducts initial entry training (IET) for two of the Army's military occupational specialties (MOSs): the Parachute Rigger (MOS 92R) and the Laundry and Textile Specialist (MOS 92S). Along with the two MOS-producing courses, the ADFSD also is the proponent for the Sling Load Inspector Certification course and numerous functional area courses.

The department first opened its doors May 21, 1951, on Shop Road. At that time it was simply



known as the Airborne Supply Group. Its sole mission was to train soldiers in the emerging field of parachute delivery. It was not until October 1, 1989, that the training of both MOSs was combined under one training department. In 1996, the ADFSD became the Department of Defense's proponent for sling load training and the supporting field manuals.

The ADFSD's Mission

In addition to conducting IET for the 92R and 92S MOSs, the ADFSD performs many other training functions. The following mission statement explains:

The Aerial Delivery and Field Services Department trains officers and enlisted personnel from all branches of the armed services, allied nations, and civilians as Parachute Riggers, Airdrop and Sling Load Inspectors, and Laundry

ADFSD conducts the following programs of instruction:

<u>Course</u>	<u>Length</u>
Parachute Rigger	10 weeks
Airborne Orientation	3 to 9 weeks
Aerial Delivery and Materiel Officer (92D)	5 weeks, 3 days
Laundry and Textile Specialist	7 weeks, 2 days
Fabric Repair Specialist (USMC)	3 weeks, 3 days
*Sling Load Inspector Certification	1 week
*Airdrop Load Inspector Certification	1 week
*Explosive Ordnance Disposal Parachute Rigging	4 weeks
*AR-2 Automatic Opening Device	3 days
*RAM-Air Parachute	1 week
*Resident or nonresident training	

ADFSD also provides instructional support to the following courses:

Officer Basic Course/Sling Load Inspector Certification (SLIC) Course	6 days
Warrant Officer Advanced Course (921A)	2 weeks
Warrant Officer Basic Course (921A)	3 weeks
Basic Noncommissioned Officer Course	2 weeks
Combined Logistics Captains Career Course	1 day
Precommand Course	.5 day

and Textile Specialists. Additionally, the ADFSD develops doctrine, airdrop rigging and sling load rigging manuals, resident and nonresident training support materials, and performs several proponentry functions related to the aerial delivery and field services arena.

Students Trained

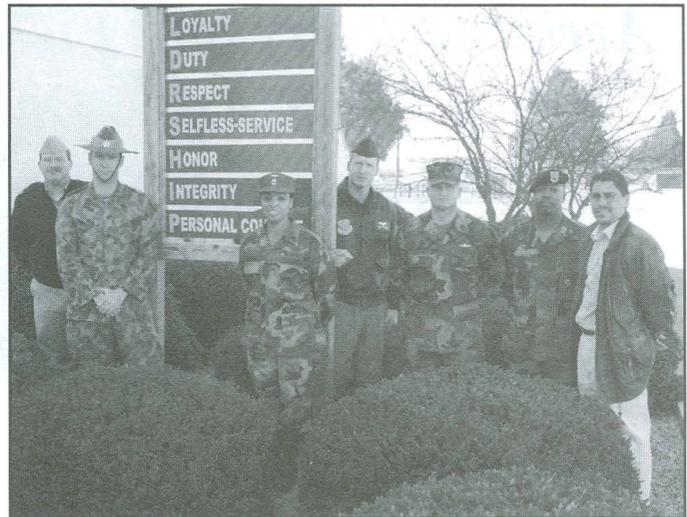
During FY2001, the ADFSD graduated 3,300 students from its various courses of instruction. The *ADFSD FY 2001 Training Graduates* chart on this page shows the distribution of graduates according to branch of service.

Variety of Staff

With a wide range of MOS training and functional area courses in the curriculum, the department employs a variety of training developers/writers and instructors. The ADFSD staff and faculty of more than 100 consist of personnel from the Army, Marine Corps, US Navy, US Air Force, Australian Army, and Department of Army civilians.

Airdrop Manual and Malfunction Office

In addition to the many courses of instruction, the department develops field manuals for airdrop rigging and sling load rigging and also is the Department of Defense's proponent for managing all airdrop Malfunction and Airdrop Summary Report



This cross section of cadre represents the many skills needed to perform the mission of the Aerial Delivery and Field Services Department.

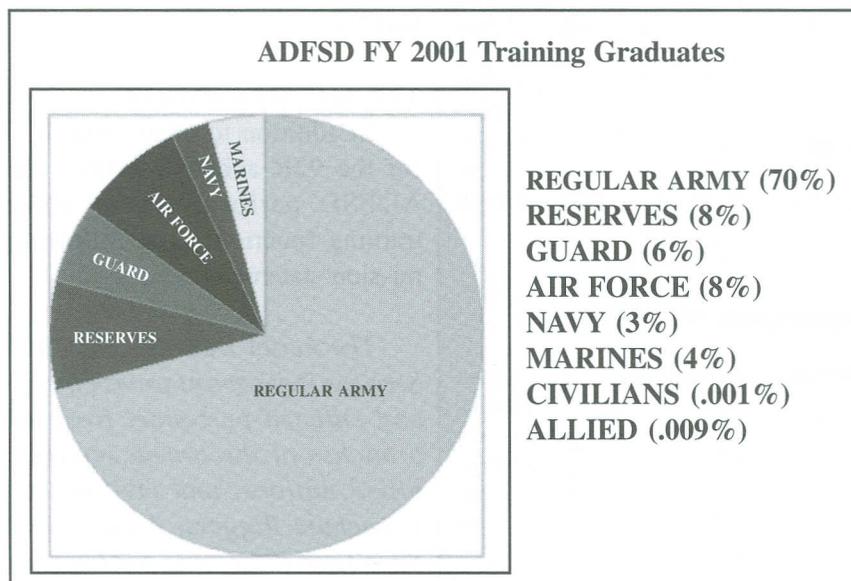
data. Along with managing the malfunction data, the ADFSD hosts the Airdrop Malfunction/Safety Analysis Review Board. This board meets three times a year, with more than 150 airdrop personnel representing all branches of the services in attendance. The board's twofold purpose is analyzing airdrop and personnel parachute malfunctions to prevent recurrences and reviewing current doctrinal, procedural and maintenance issues.

There are currently 53 airdrop rigging manuals and 3 sling load rigging manuals developed by the department's Airdrop Manual and Malfunction Office. These 56 manuals make up 65 per cent of the total Quartermaster field manual inventory.

New Training Facility

The Department of Defense has allocated \$17 million for construction of Phase I of a new ADFSD training facility. The facility will be built in two phases. Construction on Phase I is scheduled to begin September 20, 2002.

Currently, the ADFSD is housed in 10 buildings spread over a half-mile area. The new building will bring the 92R and 92S MOS





Artist's Conception of the Future ADFSD Training Facility/Phase I

training, along with the other courses of instruction, under one roof. The new facility will have such features as an indoor training area for the laundry and textile training and an overhead crane for sling load training. The parachute rigger training area will have 100 parachute pack lanes, a parachute drying tower, and an assembly line rigging area. The building will have the latest in automation and a state-of-the-art auditorium.

ADFSD Web Site

The ADFSD hosts its own web site (www.quartermaster.army.mil/adfsd) with a wealth of information on all facets of the ADFSD's operations.

- ▶ All 56 airdrop/sling load manuals are available for downloading.
- ▶ Course dates, including prerequisites and general information.

- ▶ Contact information for the various offices.
- ▶ Past volumes of the Airdrop Review and Malfunction/Safety Analysis.
- ▶ Electronic forms for submitting the Parachute Malfunction Report (DA Form 1748-2) and the Airdrop Summary Report (DA Form 1748-3).
- ▶ Electronic registration for the Airdrop Malfunction/Safety Review Board.
- ▶ Links to other related sites, including the US Army Training and Doctrine Command's Riemer Digital Library.

For more information about the ADFSD web site, contact Richard Santiago at santiago@lee.army.mil or telephone DSN 687-4815 or (804) 734-4815.

Roger F. Hale is the Chief, Airdrop Manual and Malfunction Office, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Aerial Delivery and Field Services Department

Web Site at

www.quartermaster.army.mil/adfsd

The Making of a Parachute Rigger

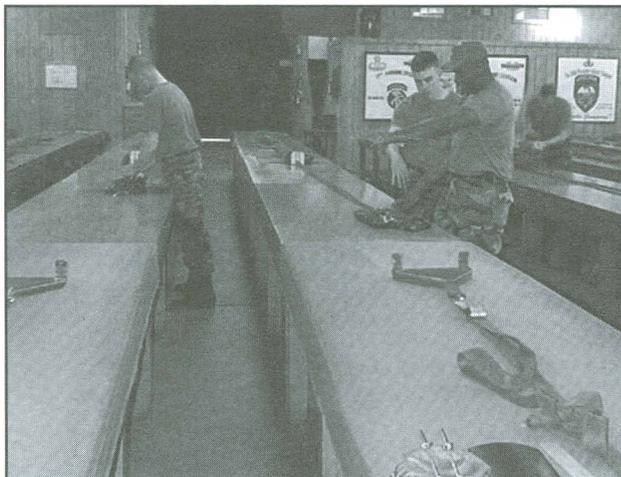


CW3 Charles M. Johnston

The Parachute Rigger is one of the two military occupational specialties (MOSs) in the Army that require airborne qualification and jump status for a soldier to hold the MOS. The road to becoming a Parachute Rigger (MOS 92R) starts at the US Army Quartermaster Center and School, Aerial Delivery and Field Services Department (ADFSD), Fort Lee, VA.

The ADFSD originated as the Airborne Supply Group on May 21, 1951. The establishment of the Parachute Rigger School at Fort Lee resulted from the strategic importance placed on airborne forces after success in World War II.

The ADFSD has come a long way from that first Parachute Rigger Course (PRC) class of 35 graduates in 1951. Along the way, the ADFSD has added four functional area courses specifically structured to meet the needs of the various branches of the military services. These courses range from basic skills to advanced skill levels for officers and enlisted personnel. Today, the department graduates nearly 1,500 students from the PRC and functional area courses.



Students and instructors work at parachute pack tables during the rigger course.



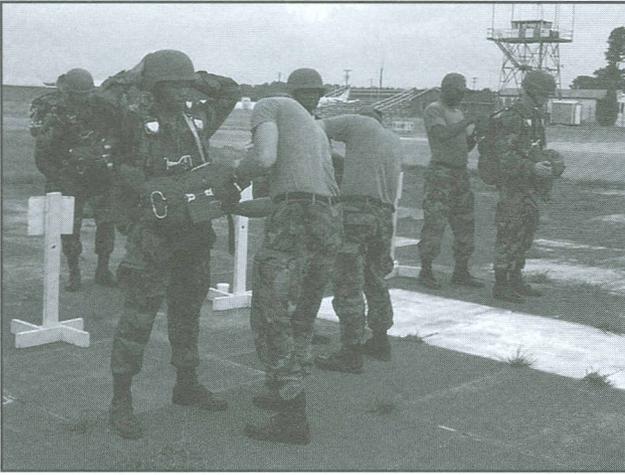
Airborne Orientation Course students train in the Suspended Parachute Harness Apparatus.

During the past 51 years of Parachute Rigger history, Quartermasters have made great strides in equipment and procedures. However, the one constant that has been the foundation of the Parachute Rigger is the motto: "I will be sure always."

Parachute Rigger Course

Before attending the Parachute Rigger Course, the soldier must complete the Airborne Orientation Course at Fort Lee and the Basic Airborne Course at Fort Benning, GA. The Parachute Rigger Course is 10 weeks of intense training in 3 phases: Parachute Pack, Aerial Delivery, and Aerial Delivery Maintenance.

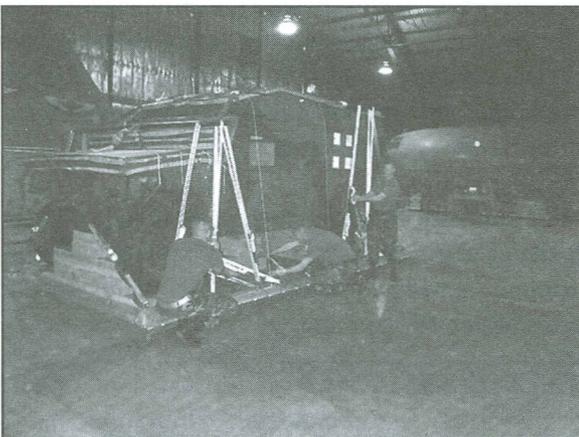
Parachute Pack Phase. The first phase of the Parachute Rigger Course is designed to equip students with a working knowledge of inspection and packing procedures for personnel, light cargo and extraction parachutes. The students receive concentrated instruction on the Troopback Personnel Parachute. The Troopback Personnel Parachute has 11 parachute rigger checks. Each check, based



Students receive Jumpmaster Inspection before jumping the parachute they packed.

on the appropriate technical manual, is designed to ensure that each stage of parachute packing is done according to standards and procedure. Throughout the course, the student is constantly reminded that all parachutes must be packed with meticulous care to ensure proper functioning. The highlight of this phase is when the students jump the parachutes that they packed. This jump is part of the final examination in this phase. In a very real sense, the parachute rigger lives by the motto: "I will be sure always."

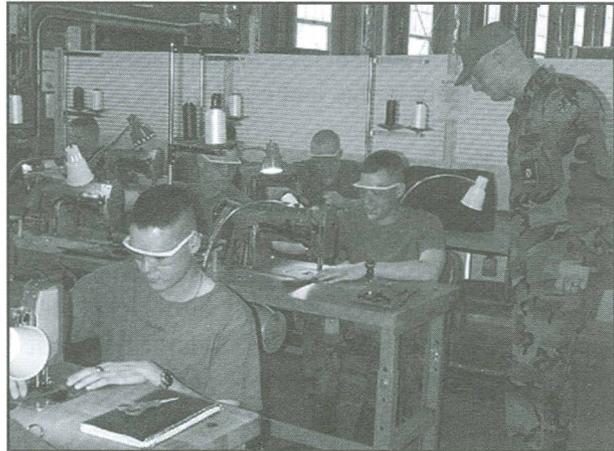
Airdrop Phase. The airdrop phase of the Parachute Rigger Course includes instruction in types and limitations of aircraft, cargo parachute packing, and rigging supplies and equipment for airdrop. Students become proficient in using the many technical manuals needed to rig specific airdrop loads. At the end of this phase, the students participate in an airdrop exercise.



Students prepare a HMMWV (High Mobility Multipurpose Wheeled Vehicle) for airdrop.

They pack the cargo parachutes, rig the loads to be dropped and place the loads in the aircraft. The students then parachute onto the drop zone, following the loads. After the airdrop, the students perform derigging and recovery of the loads and equipment. This phase is all about teamwork.

Aerial Delivery Maintenance Phase. The Aerial Delivery Maintenance phase trains students in the fundamentals of inspection and the classification and repair of personnel, cargo and extraction parachutes, as well as the maintenance of airdrop equipment. The students learn to operate and service several, specialized sewing machines used to repair airdrop equipment. They receive in-depth classes on the



Students conduct airdrop equipment repair.

types, breaking strengths and proper utilization of airdrop equipment. The course's final written examination concludes this phase.

Graduation and the Dodge Award

The graduation from the Parachute Rigger Course is a much-anticipated event. The students have been tested on their mental and physical abilities. They have been trained on the critical tasks of the Parachute Rigger, passed many hands-on examinations, and have proven their knowledge and skill. Graduates have shown their confidence by packing their own personnel parachutes and jumping them from an aircraft in flight.

Family members from across the country come to the graduation ceremony of their young soldier or US Marine. Pride is the order of the day.

On graduation day, the Dodge Award winner stands out as the best of an already elite group of soldiers. In October 1956, Mrs. Abbott E. Dodge established the award in honor of her husband, the late LTC Abbott E. Dodge, the Airborne Department's first director. Every member of each Parachute Rigger Course is eligible to compete for the Dodge Award. The students are evaluated on academic grades, attitude, military bearing, appearance and the spirit of the airborne military professional.

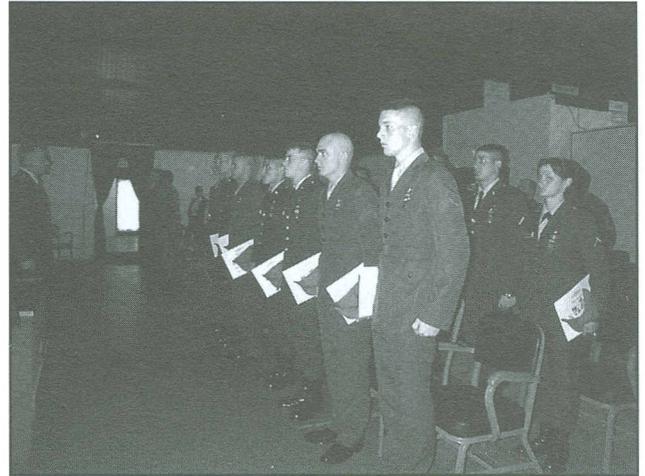
The Dodge Award winner receives a letter of recommendation for promotion to the next higher grade, a certificate of achievement signed by The Quartermaster General, and a Dodge Award Certificate. The winner also is ranked number one in the graduating class. After the Dodge Award presentation, each student is called forward to receive a parachute rigger badge and a red hat.

By These We Are Known

The Parachute Rigger School students come to ADFSD highly motivated. They already are part of the Army's elite airborne soldiers. These young soldiers are confident, competent and proud. The Parachute Rigger Course further builds on these traits. The students earn an MOS that requires great attention to detail, concentration and a strong sense of professional pride. When they leave Fort Lee, they are certified to pack personnel and cargo parachutes, repair aerial delivery equipment, and prepare equipment and supplies for airdrop using complex airdrop rigging procedures. They keep the airborne, airborne.

Parachute Rigger Instructors

Instructors are a major influence on each student. Every Parachute Rigger instructor holds an Additional Skill Identifier (H), which identifies him as a certified military instructor. Each Parachute Rigger assigned to ADFSD must attend the Instructor Development Course (IDC). After IDC, the new instructor continues with in-house training from a senior instructor who serves as a mentor. The new instructor will serve as an assistant instructor for two to three months before assuming the duties of a primary instructor. Most instructors in the ADFSD's Aerial Delivery Division hold numerous other qualifications that provide additional expertise, such as Jumpmaster, Joint Airdrop Load Inspector,



Graduation for the Parachute Rigger Course

Military Freefall, and Pathfinder. The student-to-instructor ratio of no more than six students per instructor maximizes the quality of instruction and ensures that hands-on teaching is the foundation of the Parachute Rigger Course.

Red Hat and Parachute Rigger Badge

The original effort to establish a Red Hat and a Parachute Rigger Badge as official gear of the Parachute Rigger was the forethought of MAJ Thomas R. Cross and a SFC Ewing of the 11th Parachute Maintenance Company in 1948. The Red Hat, a baseball-style cap, was used to identify the Parachute Rigger during operations at critical locations such as loading areas and drop zones. The purpose of the Parachute Rigger Badge was to recognize the special airborne skills and promote esprit de corps. The Army Chief of Staff certified and approved the Rigger Badge on June 9, 1986. This approval coincided closely with the official activation ceremony of the Quartermaster Corps Regiment four days later on June 13, 1986. The Parachute Rigger badge is the only special skill badge approved for a Quartermaster-specific MOS.

For more information, go directly to the ADFSD web site at www.quartermaster.army.mil/adfsd or to "Museum" at www.quartermaster.army.mil on the Quartermaster Home Page.

CW3 Charles M. Johnston is the Assistant Chief, Aerial Delivery Division, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Parachute Rigger Life Cycle

Richard Santiago

No one is more professional than I. I am a Noncommissioned Officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time-honored corps, which is known as 'The Backbone of the Army.' –

Excerpt from the Creed of the Noncommissioned Officer

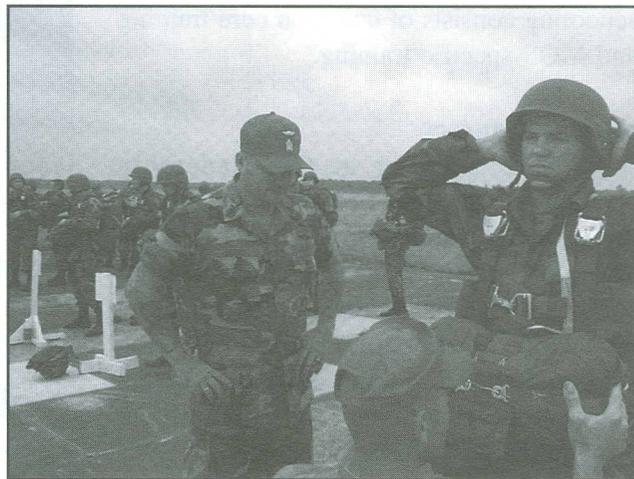
The role of the Parachute Rigger noncommissioned officer (NCO) ranges from the technical skills needed to pack a parachute, all the way up to organizing complicated plans for delivering an entire division into battle by means of airdrop. The road to the top as a Parachute Rigger begins as a young soldier in the Parachute Rigger Course. The skills and motivation learned in that critical course can lay the foundation for a successful career in the field. Granted, there are many steps along the way to the top, but the importance of the first step can never be underestimated. The climb up the ladder is built on personal initiative, military jobs held, civilian schooling and formal military training.

First Duty Assignment

As the young soldier reaches the first duty assignment, the Parachute Rigger takes another step on the road to success. The rigger will begin a mentorship program under the guidance of an NCO. The NCO will ensure that the Quartermaster receives additional military occupational specialty (MOS)



Classroom Work at the Quartermaster NCO Academy at Fort Lee, Virginia



Hands-on Supervision During Airborne Operation at Fort Pickett, Virginia

training, and common core training to enhance combat readiness. Riggers who have displayed leadership potential are ready for the next step: the Primary Leadership Development Course (PLDC). At the PLDC the Parachute Rigger will learn basic leadership techniques, refine map/land navigation skills, and sharpen drill and ceremony procedures. After completing the PLDC, the young soldier sets his sights on becoming the next NCO.

Promotion to Sergeant

After promotion to sergeant, the Parachute Rigger continues rigorous MOS-specific training along with common core sustainment training. As a sergeant (promotable), it is time to begin the six-week Basic NCO Course (BNCOC) at the Quartermaster NCO Academy, Fort Lee, VA. Instructors teach common core classes such as Training Management, Reducing Combat Stress, Equal Opportunity, and Army Writing. Along with those classes will be MOS-specific training in such areas as maintaining and operating military freefall (RAM-Air) equipment, the

Automatic Ripcord Release (AR-2), and the Joint Airdrop Load Inspector Course.

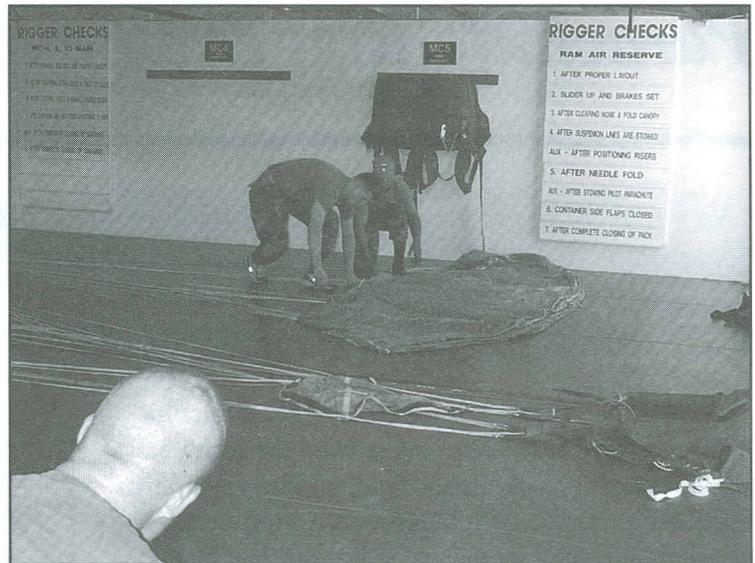
After performing successfully at the mid-level positions, and somewhere between 12 and 14 years of service, the Quartermaster is ready for promotion and the next level of formal NCO training. Again, the Parachute Rigger returns to the Quartermaster NCO Academy for the Advanced NCO Course (ANCOC). This six weeks of intense schooling consists of common core training and MOS-specific training.

College Courses

Before arriving at the leadership positions of sergeant first class and master sergeant, the Parachute Rigger will have attended other courses such as the Jumpmaster Course and the Sling Load Inspector Certification Course. Also, the soldier should be taking advantage of the many college courses readily available through the post education center.

At the top of the NCO pyramid is the coveted rank of sergeant major. Throughout Army history, the sergeant major has epitomized all that an NCO should be. The extensive, nine-month Sergeant Major's Course is taught at the US Army Sergeant Major's Academy, Fort Bliss, TX.

NOTE: For a quick reference to plot your future as a Parachute Rigger, go to the Career News section of this edition for the 92R Training Life Cycle Model in the article titled *Parachute Rigger (92R) and Laundry and Textile Specialist (92S) – Career Management Field 92*.



Students in the RAM-Air Parachute Certification Course



Rigger Students in the Advanced NCO Course

Richard Santiago is an Information Systems Specialist with the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Aerial Delivery and Rigger History Online

For historical articles and photographs, as well as history in the making, go to "Museum" at www.quartermaster.army.mil on the Quartermaster Home Page. The web pages for the US Army Quartermaster Museum are updated regularly with Aerial and Field Services history to include such features as a link to current photographs of the 5th Quartermaster Detachment (Aerial Delivery) in support of *Operation Enduring Freedom* in Afghanistan.

Warrant Officers and Officers In the Parachute Rigger Field

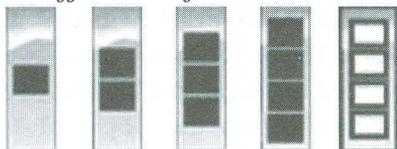
CPT Mal Brick

CW3 Charles M. Johnston

The roles of the Quartermaster officer and warrant officer within the parachute rigger field are different but complementary. The difference is all about depth and breadth. The warrant officer is expected to have a great depth of knowledge about the rigger field, whereas the officer is expected to have a broad range of knowledge about many fields. This enables the team of officer and warrant officer technician to effectively deal with the minutest level of detail within the rigger field and also to understand where riggers fit and how they interact with the remainder of the logistics spectrum.

To better understand the relationship, examination of the professional development process for both the warrant officer and the officer is useful.

Warrant Officer Professional Development



Minimum Prerequisites

- ✓ Grade of staff sergeant (SSG) or above.
- ✓ A minimum of eight years in the Army, with the recent experience in the military occupational specialty (MOS) 92R (Parachute Rigger).
- ✓ Graduate of the Basic Noncommissioned Officer Course (BNCOC) or Advanced Noncommissioned Officer Course (ANCOC) in MOS 92R.
- ✓ Documentation of a minimum of two years experience supervising operations in a packing shed, repair shop, cargo airdrop facility or storage warehouse.
- ✓ Jumpmaster qualified and a rated parachutist (senior or master) and have completed the Airdrop Load Inspector Course.



- ✓ Paper copies of four Noncommissioned Officer Evaluation Reports (NCOERs) that reflect recent outstanding and exceptional duty performance ratings in MOS 92R.
- ✓ Completion of a minimum of six credit hours of college-level English.
- ✓ A secret security clearance.

If selected, Parachute Riggers who meet the prerequisites of the 92R MOS in the grade of SSG will perform the following duties: provide technical guidance to the commanders and staff of activities with the mission of conducting/receiving airborne and/or airdrop operations. Supervise inspection of parachutes and parachute components to detect flaws in materials and workmanship. Supervise packing of parachutes. Ensure that unserviceable, nonrepairable, and overage parachutes are retired from inventory. Supervise airdrop rigging activities and airdrop equipment maintenance activities. Maintain compliance standards and criteria for life support systems and other airdrop equipment.



Warrant Officer Training

After selection for warrant officer training, the next step is the Warrant Officer Candidate School (WOCS). This is the first level of leader development training within the Warrant Officer Education System. WOCS is an MOS-immaterial course taught in a high-stress environment to assess the potential of candidates to become successful warrant officers. The course length is six weeks (30 training days) for Active Army classes. Following WOCS, the rigger goes to the first phase of technical training, the Warrant Officer Basic Course (WOBC).

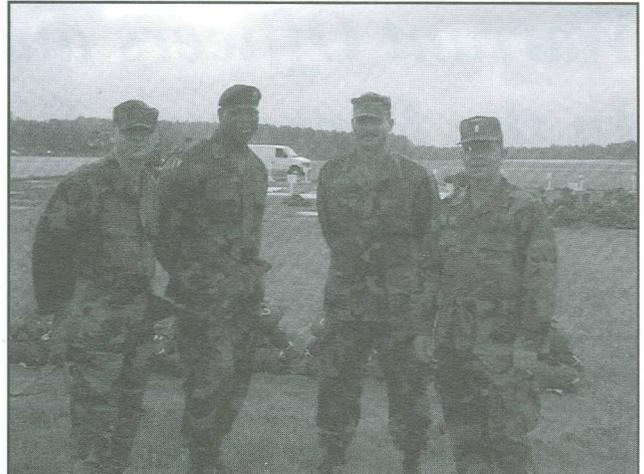
The WOBC certifies warrant officers as technically and tactically competent to serve in their designated specialties. The WOBC is the first major test that a newly appointed warrant officer must pass to continue serving in the Army as a warrant officer. The initial warrant officer appointments (WO1) are contingent upon successfully completing WOBC.

The WOBC consists of 10 weeks of training for the 921A (Aerial Delivery Systems Technician) at Fort Lee, VA. The first five weeks cover general military core subjects, followed by four weeks of technical training and a final week of examinations, briefings and graduation.

The WOBC's 921A track phase challenges today's young warrant officer to understand and identify the operational aerial delivery capabilities needed for future requirements. The track phase begins with an introduction that leads into a week of learning about duties and responsibilities, airborne and airdrop technical doctrine, manpower and equipment staffing standards, rigger field structure, and enlisted personnel assignments.

The sixth through ninth weeks consist of an introduction to the Quartermaster light airdrop, Quartermaster heavy airdrop, Quartermaster equipment repair and miscellaneous airdrop units. Students also receive training on how the joint airborne/air transportability training unit provides aircraft support for all airdrop units. The students finish their sixth week learning about the proper requirements for malfunction investigations and reporting, and new equipment systems.

Next is hands-on refresher training on the packing of personnel and heavy and light cargo parachutes, rigging of special airdrop systems, installing the extraction force transfer coupling system, cargo parachute releases, joint airdrop inspection techniques, and equipment recovery procedures. The final step is refresher training on the maintenance, repair and adjustment of all sewing machines used to repair airdrop equipment. Students also train on parachute maintenance backlogs. Included in the maintenance training is the care and maintenance of the automatic parachute ripcord release. To conclude the final week, all students participate in a parachute jump.



Three WOAC students check in with the Master Airdrop Systems Technician (right) before an airborne operation.

In the future, combat units will require more rapid force projection and airdrop operations. To meet the aerial delivery challenges on the modern battlefield, the US Army Quartermaster Center and School prepares airdrop systems technicians, through realistic training and effective management, to support combat units in victory.

Upon successful completion of the WOBC and throughout the Parachute Rigger's warrant officer career, the following courses further both military education and technical training:



Warrant Officer Advanced Course (WOAC). The WOAC focuses on two weeks of advanced technical training and five weeks of common leader development subjects designed to prepare warrant officers for assignment in CW3 level positions. The WOAC consists of nonresident and resident training.

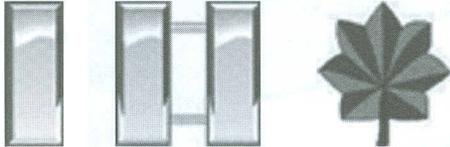


Warrant Officer Staff Course (WOSC). The WOSC is level four of the Warrant Officer Education System. The four-week WOSC is attended by Active and Reserve Component CW3s selected for promotion to CW4. Students train through a combination of conference classes, student seminars, guest speakers and small group instruction (SGI). The course enhances leadership skills by focusing on the development of communication, decision-making, analytical problem solving and staff skills.



Warrant Officer Senior Staff Course (WOSSC). The WOSSC is the final level of the Warrant Officer Education System. The WOSSC is a two-week course attended by Active and Reserve Component CW4s selected for promotion to CW5. Students train through a combination of conference classes, student seminars, guest speakers and SGI.

Officer Professional Development

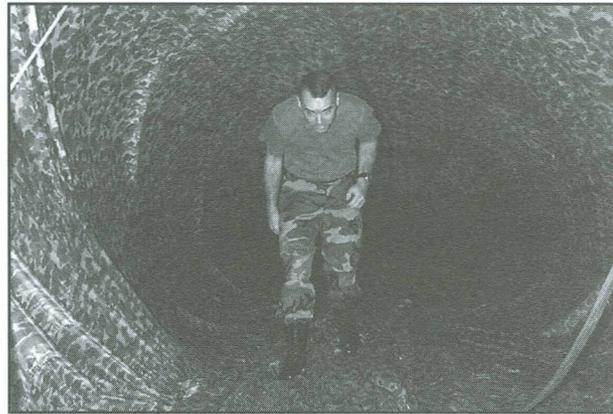


There are several times when a Quartermaster officer is likely to receive some formal training in the rigger field. The first is an initial introduction to the Quartermaster Corps during the Officer Basic Course (OBC) at Fort Lee, VA. Squeezed in between visits to the Logistics Training Department, the Army Center of Excellence, Subsistence, the Mortuary Affairs Center, the Petroleum and Water Department, and the Field Services Division of the Aerial Delivery and Field Services Department, the students in the OBC or the Senior Supply Management Officer (SSMO) course attend a two-hour block of instruction in Dodge Hall (more colloquially known as the hangar next to the building with the red hat).

This lesson is designed to give the new Quartermaster officers an overview on the conduct of airborne logistics, incorporating a slide show presentation and a tour of the hangar floor. Several years later when these officers return to Fort Lee for the advanced course as junior Army captains, they will learn about the latest version of airborne logistics. This information is given as general knowledge to all Quartermaster officers so they have an awareness of the different missions of the Quartermaster Branch. Those who are going on to lead soldiers as either a lieutenant or a captain in the rigger field will be identified and selected to attend the Aerial Delivery and Materiel Officer Course (ADMOC).

ADMOC

The ADMOC trains Quartermasters officers for five weeks and three days. To attend ADMOC, soldiers must be Quartermaster officers in the Active Army or Reserve Component in the rank of second



An ADMOC student works inside a G-11 cargo parachute before a heavy drop.

lieutenant through captain. Students must also be qualified parachutists capable of performing a parachute jump during the course. The ADMOC also trains officers from the US Marine Corps and Allied countries. The course is designed to provide the officers with a foundation that will enable them to lead, plan and manage within the rigger field. The course consists of four phases.

ADMOC Pack Phase. While in the Airborne and Field Services Department's pack branch, students learn to pack a personnel parachute that they are required to jump in order to graduate. They will receive briefings and demonstrations on other parachutes currently in service.

ADMOC Airdrop Equipment Repair (AER) Phase. In AER, the students learn performance of basic maintenance on aerial delivery equipment. This phase ends with a requirement for students to sew a basic repair patch on a parachute canopy.

ADMOC Aerial Delivery Phase. When the students start this phase, they learn to pack the two main cargo parachutes used in the Army, the G-11 and G-12. Then they learn the different types of airdrop systems and how they operate. Some of the loads they rig may be for live drop during the department's monthly heavy drop operation.

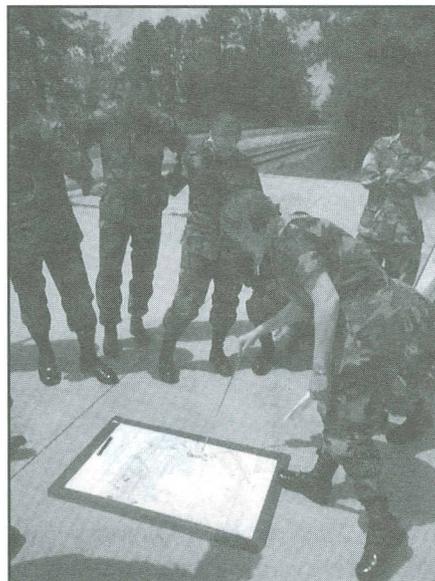
ADMOC Planning Phase. In this phase, the students get their exposure to the techniques and processes for planning and conducting airborne logistics. The final phase covers information as

diverse as how to plan the workflow for a pack shed to the calculation of the number of airdrop loads and aircraft required to support a deployed force. Valuable information briefings provide the students a look at what the future holds for the aerial delivery field. Those who survive the final examination go on to graduate with authorization to wear the Parachute Rigger Badge.

Quartermaster officers fortunate enough to go on to a rigger assignment can expect to consolidate the information and knowledge from the ADMOC. ADMOC graduates who do not go directly to a rigger assignment will have the challenge of maintaining their knowledge and skills in a field that is constantly changing with Army Transformation.

Officer/Warrant Officer Exchange Program

In Australia, in the outskirts of Sydney at the Army/Air Force Air Movements Training and Development Unit, there is a US Army Parachute Rigger Warrant Officer assignment. Conversely, there



Outside, ADMOC students plan and brief an air operation.

is an Australian Air Transporter (Rigger) captain's job at the Aerial Delivery and Field Services Department, Fort Lee, VA. For the past 30 years, these probably have been two of the most sought-after jobs in either Army.

CPT Mal Brick is Officer in Charge of Officer Training at the Aerial Delivery and Field Services Department, Fort Lee, Virginia. He is an Australian officer on a two-year exchange with the US Army.

CW3 Charles M. Johnston is the Assistant Chief, Aerial Delivery Division, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Reserve 'Force Provider' Company Wins DOD Packaging Award

For its innovation of repacking an entire Force Provider module in the field rather than in a depot, the 542d Quartermaster Company (Force Provider) received the Department of Defense (DOD) Packaging Policy Group Achievement Award for 2002. The 542d Quartermaster Company, a Force Support Package Tier 1A unit from Erie, PA, is one of six Force Provider Companies in the Army inventory. Five such units are in the US Army Reserve and one in the Active Army. Before the success of the 542d after deployment to Guatemala, depot repack of Force Provider had never been attempted in a field environment.

Two Force Provider modules had been loaned to US Army South to support "New Horizons 2001" in Honduras and Guatemala. This was the first approved use of Force Provider for other than a contingency mission. The 542d Quartermaster Company supported the 65th Regional Support Command's Task Force Aurora in Guatemala. Under extremely poor weather conditions and with limited practical experience in packing and unpacking components, the 542d Quartermaster Company performed a complete depot repack of more than 5,000 individual Force Provider lines. The Quartermasters saved time and \$1.25 million in depot repack costs on this deployment.

'Task Force Rigger'

Airdrop Support for Operation Enduring Freedom

CW3 Quitman D. Jackson

History is only what someone takes the time to record, and is written with the intent to be the truth, and often the truth is only known by what people have left behind as record. - Anonymous

Only 28 days after the horrendous events of September 11, 2001, when terrorists attacked within the United States, the civilian population of Afghanistan began receiving food packets raining from the sky. These food packets were Humanitarian Daily Rations (HDRs) labeled "Food Gift from the People of the United States of America." These gifts arrived SPECIAL DELIVERY. Because no roads or highway infrastructure allowed safe delivery of the food packets during this time, the HDRs were airdropped as part of *Operation Enduring Freedom*.

The airdrop began during the hours of darkness on October 8 by order of the President. Soldiers in the 5th Quartermaster Detachment began to prepare for the first high-altitude airdrop of humanitarian supplies from the C-17 Globemaster III aircraft. Their initial actions expanded to encompass many soldiers, airmen, units and nations in the humanitarian mission. While serving as part of a coalition team representing nations of all cultures, religions and ethnic groups, the 5th Quartermaster Detachment spearheaded this historic event. The C-17s delivered 2.5 million HDRs. This effort was the foundation for humanitarian relief operations in Afghanistan during *Operation Enduring Freedom*.

Operational security requirements limited information to a "need to know basis." During the early stages before the influx of personnel, soldiers in the 5th Quartermaster Detachment were teamed



Photograph by Airman 1st Class Heather Zonal

Members of the 5th Quartermaster Detachment and the 37th Airlift Squadron load TRIADS with humanitarian daily rations for airdrop at Ramstein Air Base, Germany, during *Operation Enduring Freedom*.

with 20 airmen from the 37th Airlift Squadron Air Delivery Support Flight to start the rigging process and develop assembly line rigging operations. Working two 12-hour shifts a day, the 5th Quartermaster Detachment became known locally as "Task Force Rigger." Led by the 191st Ordnance Battalion, this task force at its height consisted of 19 officers, 6 warrant officers, more than 400 enlisted US Army personnel and more than 80 German army personnel. Also, the 421st Quartermaster Airdrop Company from Georgia was mobilized and sent to Germany to assist with the growing requirements.

The large, rented FEST tents set up on inactive runways covered half a mile. Heaters were used to melt the snow from the tents. Melted snow often turned into frozen ice where the rigging lanes and outload area were set up.

The HDRs were rigged in Triwall Aerial Delivery Systems (TRIADS) dropped from high-flying C-17 aircraft to avoid possible threats on the ground. The TRIADS containers held from 440 to 610 individual HDR meals, depending on the airdrop altitude. The higher the aircraft drop altitude, the fewer the meals placed inside the TRIADS to allow for expansion when the aircraft was depressurized.

When the C-17 dropped 44 TRIADS from a high altitude, the dispersion of the HDRs on the ground was about one-by-two miles. This allowed the Afghan recipients to gather food packets from a wide area and did not expose the civilians to possible bandits who would take the HDRs instead. Some food packages were damaged, but a broken cracker to a hungry person is better than no cracker. More than 2.5 million HDRs were dropped with this TRIADS method of delivery.

High-Velocity Airdrop

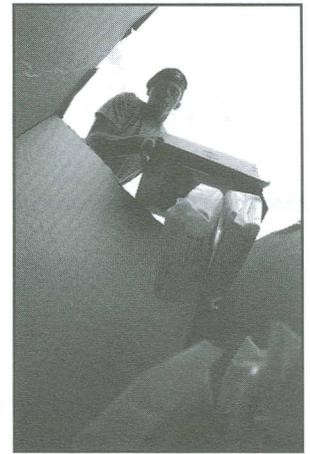
Many HDRs also were dropped in Container Delivery Systems (CDSs) by the high-velocity airdrop method of delivery. When these loads exit the aircraft, they fall at about 70 to 90 feet per second. The parachute is used as a stabilizer to maintain the load in an upright orientation until the load reaches the ground. Both single and double CDS loads are rigged, and extra honeycomb cardboard is placed under the HDRs to cushion them from ground impact. Single CDS containers are rigged with a single, 26-foot, high-velocity parachute. Double CDS containers require the use of specially modified G-12 cargo parachutes to maintain the required rate of fall. The modified G-12 parachutes had been prepositioned from a relief effort conducted by the 5th Quartermaster Detachment from the early to mid-1990s.

Low-velocity aerial delivery was used successfully to airdrop 801 short tons of wheat and blankets. As local newscasts in the United States broadcast an Air Force C-17 delivering food, another airdrop was also ongoing, and rightly so, without as much publicity.

Low-Velocity Airdrop

As the effort to locate the terrorists within Afghanistan grew, the soldiers of the 5th

Containerizing Humanitarian Daily Rations Before Loading Onto C-17 for Airdrop



Photograph by SSG Jeremy Lock



Photograph by Tech. Sgt. Cary Humphries

Recovering Harnesses After a Night Drop Over Eastern Afghanistan

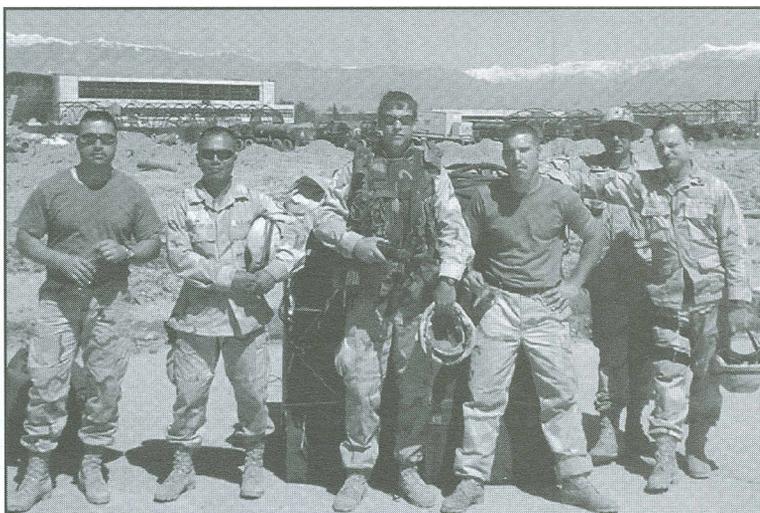
Quartermaster Detachment played another critical role in the airdrop support of *Operation Enduring Freedom*. These Quartermasters provided resupply airdrop of all classes of supplies to United States and Allied soldiers and other government agencies that were covertly and overtly inserted into Afghanistan. This was the first military conflict of its kind in which conventional forces supported a primarily Special Forces operational campaign. The airdrop support was above and beyond the stated capability of the riggers assigned to the special operations forces at forward staging bases and intermediate staging bases throughout the area of responsibility.

Normal supply requests were processed through 200 Theater Support Command Materiel Management Centers. Items not routinely stocked at a supply support activity were purchased through contract officers or local purchase requests.

More than 2,700 CDS loads (more than 2,400 short tons) rigged for low velocity airdrop of Classes I (rations), II (general supplies), packaged III (petroleum, oils and lubricants), IV (construction and barrier materiel), V (ammunition), VI (personal

demand items), VIII (medical supplies) and IX (repair parts) were delivered directly into Afghanistan and into Special Forces operating bases throughout the region. Because of the extreme operating parameters and environmental conditions, more than 1,600 low-velocity CDS loads were rigged for other government agencies. Primarily Classes I, II, III, IV, V and IX of supplies were provided to these organizations.

The recent events in Afghanistan show that airdrop is still a most viable and critical piece of the Army's transformation of the Objective Force. Airdrop is not on the road to becoming an outmoded or obsolete capability. Instead, airdrop is a deployment enhancer and a combat enabler. When new science and



Active Duty and US Army National Guard Riggers at Special Forces Operational Base, Operation Enduring Freedom

technology are applied to airdrop development, it will become a force multiplier.

CW3 Quitman D. Jackson is a senior Airdrop Systems Technician (921A) assigned to the 5th Quartermaster Detachment (Airdrop Support), Kaiserslautern, Germany. He also was a Specialist in the 5th Quartermaster Detachment during Operation Provide Comfort when the unit provided humanitarian relief by airdrop to displaced Kurds in Northern Iraq in 1991.

Parachute Rigger Warrant Officer Logged Five Combat Jumps



CW4 Howard P. Melvin

The late CW4 Howard P. Melvin, Quartermaster, earned five Combat Jump Stars. He parachuted in all four combat airborne operations in World War II and in the only combat airborne operation in the Vietnam War. CW4 Melvin is one of 52 Parachute Rigger Warrant Officers honored in the Parachute Rigger Warrant Officer Hall of Fame located in Dodge Hall of the Aerial Delivery and Field Services Department, Fort Lee, VA.

CW4 Melvin entered military service in 1942, volunteered to be an Army paratrooper and graduated from the Airborne School that same year. He received his commission in 1949 and graduated from the Rigger School in 1953. He served in various positions around the world to include assignments in Austria, Korea, Japan and Thailand. His military service spanned more than 31 years.

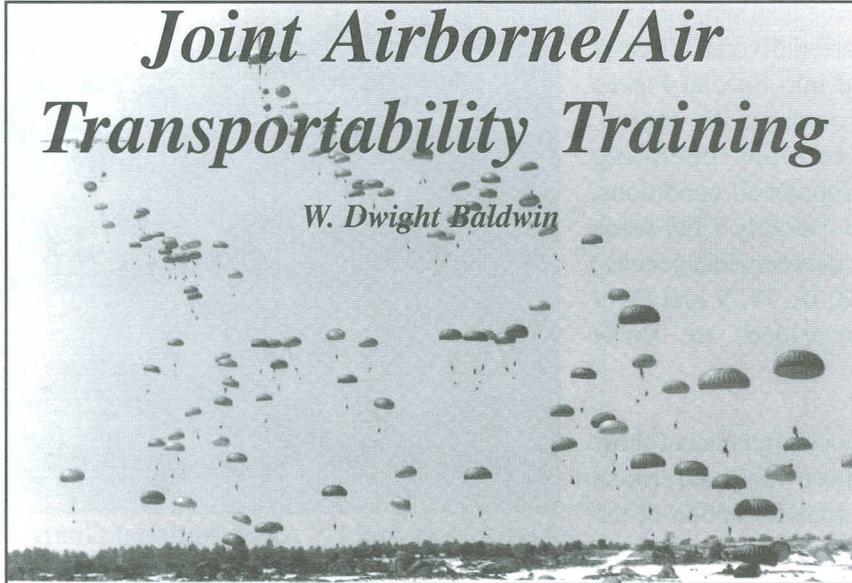
He holds the distinct Army honor of being the only Quartermaster to have made five combat mission jumps as a parachutist. From July 9, 1943, to September 17, 1944, he participated in four combat parachute missions while assigned to the 505th Parachute Infantry Battalion, 82d Airborne Division. The missions were in Gela, Sicily; Salerno, Italy; Ste. Mere Eglise, France; and Nijmegen, Holland. He made his fifth combat mission jump on February 22, 1967, at Katum, Vietnam, while assigned to the 173d Airborne Brigade.



A gold star centered on the shroud below the canopy represents five combat jumps.

Joint Airborne/Air Transportability Training

W. Dwight Baldwin



Joint Airborne/Air Transportability Training (JA/ATT) is a Department of Defense regulated, Joint Chief of Staff directed, Air Force managed and funded program designed to provide airborne and continuation training in a joint services environment. The JA/ATT program offers the military services an opportunity to develop tactics and procedures jointly and to increase proficiency in airdrop, assault landing and mobility operations.

This program ensures the combat readiness of forces assigned to unified commanders. The JA/ATT provides basic airborne and air transportability training and continuation training for the US Air Force, aircraft crews and members of the other military services. This program has mutual benefits to all the military services. The authorized JA/ATT missions are airborne personnel and cargo to include basic airborne qualification jumps, assault air land operations, and static loads for units specifically tasked to perform air transportability missions.

A JA/ATT conference is conducted every other month to coordinate aircraft with missions. Requesting units forecast their aircraft requirements 60 days ahead and validate their requirements 45 days out. Once the mission and aircraft requirements are programmed into the system, a contract has been formed.

Should the requesting unit default on the JA/ATT mission, the unit can be liable for the cost of that mission. Costs vary, depending on the aircraft to be

used. For example, the cost for a C-130 aircraft is \$4,845.00 per hour, times the flying time listed for a mission. However, if the requesting unit cancels at least 72 hours before the mission, there is no charge. Such factors as the weather or other uncontrollable events may justify a cancellation.

Each month the Aerial Delivery and Field Services Department of the US Army Quartermaster Center and School at Fort Lee, VA, conducts airdrop operations that originated at a JA/ATT conference held three months earlier. These missions are part of the Parachute Rigger course of instruction.

Each airdrop mission begins at Fort Lee with the load out of the equipment for airdrop. Flatbed trucks transport the airdrop loads to Langley Air Force Base, VA. The aircraft loading and rigging operation culminates at Blackstone Drop Zone at Fort Pickett, VA, with the airdrop of heavy equipment, Container Delivery System (CDS) loads, and the students performing personnel parachute jumps.

The missions originating at the JA/ATT conference provide both the Air Force and Army training in all aspects of their airdrop missions. Everybody wins.

W. Dwight Baldwin is Chief, Operations Division, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Sling Load Inspector Certification Course



SFC William Marshall

The Sling Load Office of the Aerial Delivery and Field Services Department (ADFSD), US Army Quartermaster Center and School, is the Department of Defense (DOD) proponent for all sling load issues. The Sling Load Office monitors all related training throughout the military services. These Quartermasters also are responsible for training and certifying sling load inspectors who attend the Sling Load Inspector Certification (SLIC) Course. Members of all branches of military service and DOD civilians attend the one-week SLIC Course.

When DOD granted the Quartermaster General proponency for sling load, the Quartermaster school established a formal course to certify sling load inspectors. Students who successfully complete the SLIC Course are expected to return to their units and establish a training program for sling loading. This program allows the graduate to provide the same quality of instruction to unit personnel as taught during the SLIC Course at Fort Lee, VA. However, personnel taught by a SLIC Course graduate at the unit only are authorized to rig equipment. Graduates can download *Training*

Support Packages: Sling Load Operations-Train the Trainer from the ADFSD web site at <http://www.quartermaster.army.mil/adfsd/slinghm.html> on the Quartermaster Home Page.

During the SLIC Course, students learn to prepare, rig and inspect supplies and equipment for sling load under rotary wing aircraft. They also learn to select, prepare and control pickup and landing zones during sling load operations. This is an excellent course for all personnel when considering the Army's primary methods of resupply. As of 1 Oct 97, all Army equipment rigged for sling load operations require an inspection by a qualified inspector before the supporting aircraft arrives.

A qualified Army inspector is an E-4 and above who is a graduate of the SLIC Course and the Pathfinder or Air Assault courses. The SLIC Course's mission is to train E-4s and above, with at least one year remaining in service, in basic sling load operations and then to certify them as sling load inspectors. Students train in these specific areas: Types of Helicopters and Limitations, Cargo Hook Reach Pendants, 10,000-pound (10K) and 25,000-pound (25K) Sling Sets, Basic Hardware and Expendables and Cargo Carrying Devices, Preparation and Setup of Pickup (PZ) and Landing (LZ) Zones, Safety Equipment, Hookup Team and Signalman Duties and Responsibilities, and the proper rigging and inspection of loads.

All training is conducted according to FM 10-450-3 (Multiservice Helicopter Sling Load: Basic Operations and Equipment). The SLIC Course either is a resident course at Fort Lee or a mobile training course at various host installations. For more course information and instructions for units requesting a mobile training course, go to the Sling Load Office's



Students hook up load to a CH-47 helicopter.

web site at <http://www.quartermaster.army.mil/adfsd/slinghm.html> on the Quartermaster Home Page.

The remainder of this article describes the course of instruction for a typical SLIC Course of five days, Monday through Friday.

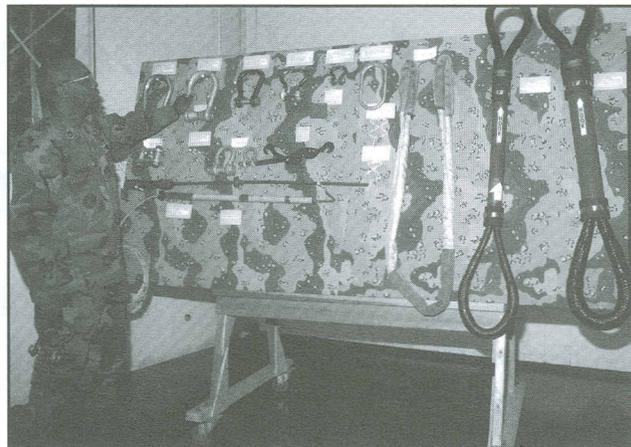
The students arrive at 0700 on a Monday. They complete the sign-in roster and course enrollment sheets that ensure that all personnel are enrolled through the Army Training Requirements and Resources System (ATRRS). They also are briefed on the “dos and don’ts” of Fort Lee.

First Instruction

The first instructional area deals with the types of helicopters and their limitations. It gives the student basic information to use during the planning stage for sling load operations. The focus is providing students enough insight to prevent a “mission stopper” because the scheduled aircraft has insufficient lift capability. Also, students become familiar with the location, quantity of cargo hooks and hookup procedures on a particular aircraft.

Afterwards, instructors associate the equipment used to sling load with the various aircraft. This is a critical task because not all sling systems or components are compatible with all aircraft cargo hooks. Quartermasters focus on the 10K and 25K sling sets authorized for Army use.

The DA Form 7382R (Sling Load Inspection Record) is taught during the next instructional period. The student receives detailed instruction on how to complete the form and how to distribute the form



Instructor identifies hardware components.

upon completing the load inspection. The form must be prepared in triplicate. The original copy is given to the supporting aviation unit, the second copy is attached to the load, and the third copy is given to the supported unit. This is critical procedure in the standardization of sling load operations because it establishes key elements involved in case of an accident or incident during equipment transport. Also, the student learns that the rigger will initial items inspected during rigging in the respective blocks on the DA Form 7382R and sign the documents to indicate completion of proper rigging.

First Learning Stations

After lunch on day one, the students assemble in four groups. Each group receives rigging instruction on the M998 HMMWV (High Mobility Multipurpose Wheeled Vehicle), 500-gallon fabric fuel tanks, A-22 Cargo Bag and cargo net. They remain at each station for about one hour. The instructors want the students’ first learning experience to be thorough exposure to properly rigged loads. With this process as a foundation for future SLIC Course learning objectives, students will quickly identify discrepancies.

On day two the students return to the classroom for instruction on preparing and setting up a PZ and LZ at the drop zone. This is taught by the team Pathfinder who provides information on identifying, marking or eliminating obstacles, size requirements based on the type of aircraft, different flight formations, wind limitations and weather variables that affect helicopter lift capabilities. Following this session, instruction focuses on the different cargo-

Sling Load Inspector Certification FY03 Resident Training			
Class	Report	Start	End
001-03	6 Oct 02	7 Oct 02	11 Oct 02
002-03	3 Nov 02	4 Nov 02	8 Nov 02
003-03	8 Dec 02	9 Dec 02	13 Dec 02
004-03	5 Jan 03	6 Jan 03	10 Jan 03
005-03	2 Feb 03	3 Feb 03	7 Feb 03
006-03	2 Mar 03	3 Mar 03	7 Mar 03
007-03	13 Apr 03	14 Apr 03	18 Apr 03
008-03	11 May 03	12 May 03	16 May 03
009-03	1 Jun 03	2 Jun 03	6 Jun 03
010-03	20 Jul 03	21 Jul 03	25 Jul 03
011-03	17 Aug 03	18 Aug 03	22 Aug 03
012-03	14 Sep 03	15 Sep 03	19 Sep 03

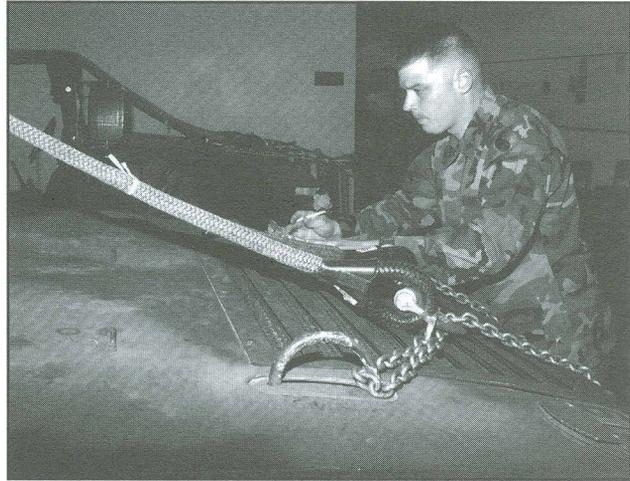
carrying devices. Units in the field have options among the types of cargo net or container to use, depending on the size and weight of the items for sling loading. If transporting items such as barrier material or 55-gallon fuel drums, for example, a unit may use the A-22 Cargo Bag. If transporting larger items, such as engine cases or artillery round cases, a unit may use a 5K or 10K cargo net.

Students also receive instruction on safety equipment coupled with the duties and responsibilities of the hookup team. They become familiar with actions to take while working under a helicopter and the requirements by the supporting aviation unit to brief and designate an emergency escape area for the aircraft and the hookup team. Safety is paramount.

Hand and Arm Signals

The last classroom instruction on day two covers signalman duties and responsibilities. This is a critical task that must be rehearsed before the actual mission. The instructor, using a demonstrator, describes the 16 basic hand and arm signals. Students assemble in a large circle around the instructor to go through all hand and arm signals until all are confident they can perform without error. Then the stage is set to present a real-life environment, such as when the hookup team is working underneath the aircraft, with the student as the signalman. The instructor removes each student's ability to observe the person to the left or right by having all students execute a command of about face. The instructor tells the students that each time they hesitate or give the wrong signal, they are to do pushups, recover and continue with training. The objective is to pay attention to detail. Instructors stress the consequences of incorrect signals to the pilots.

Lunchtime on day two ends the classroom instruction. For the remainder of day two and for day three, students will be on the floor inspecting loads. The SLIC Course's Program of Instruction dictates a minimum of three practical exercises (PEs) in inspection before testing. However, if time permits, instructors allow more PEs. During the PEs, the students assemble in groups of eight and go to one of the two loads in each area. A clipboard



Student inspects rigged load.

placed at the starting point of each load is the apex for all loads except the HMMWV, which has the passenger seat as its apex. Students face away from their clipboard and are told: “You will have 5 minutes to inspect this load. **Turn around, secure your clipboard and begin.**”

One instructor yells out the elapsed time at unspecified intervals while the students try to complete the presumed impossible task in 5 minutes. Students rotate clockwise through the loads and then return to the classroom.

Scenario-Driven Exercise

During the afternoon of day three while PEs are underway, an instructor is in the classroom to review the written examination. The students receive a handout and compact disk (CD) with all three sling load manuals. For taking notes, the handout contains all information taught during the SLIC Course. Also, students divide into small groups, and each group receives a scenario for planning and conducting a mission. This scenario-driven exercise is invaluable in establishing the complexity of conducting a successful sling load operation.

Students have an additional inspection PE on the morning of day four. Students then complete a written examination of 50 multiple-choice questions for answering in one hour. A minimum score of 70 per cent is required. As soon as all scores are recorded, the written examination is reviewed before moving to a hands-on examination.

During the lengthy hands-on examination, the instructors set up their grading table in the middle of the center aisle. Each has a roster with student names for their specific stations. The timekeeper waits for the eight personnel to get in position at their station and briefs them as follows: “You are about to take your hands-on examination. Once you have completed your inspection and your paper work, you may report to the grader for your area. You will have 6 minutes to inspect this load and properly complete the inspection form. **Turn around, secure your clipboard and begin.**”

Students learn of inspection results before rotating to the next station. All students are tested on the inspection of four different loads. Students who do not achieve a minimum score of 70 per cent on each load are retrained, given the opportunity to practice and then retested.

Final Area of Instruction

Once all students are tested, instructors teach them the final area of instruction: how to attach the cargo hook reach pendants for a dual point hookup. Students prepare for the actual sling load mission by prestaging all equipment and loading protective equipment and PZ support equipment. The mission will take place on Friday morning at the McLaney PZ/LZ at Fort Lee.

On the fifth and final day, students report at 0615 for their safety briefing. Using an aerial photo enlargement, the students receive their mission brief that includes the type of helicopter, assembly areas, flight pattern, proposed emergency escape areas, and rehearsal of the hookup team’s duties.

All students and instructors are then transported to the PZ/LZ. Departure time is usually around 0730 and arrival on the PZ at 0745. The PZ control officer already has designated the PZ areas. The drivers position the sling loads according to the wind direction because the aircraft will fly into the wind to approach the loads. The SLIC Course objective is having the equipment correctly positioned, rigged and inspected before the support aircraft arrives. This is critical because it allows students to have the original copy of the inspection form ready for the aircrew when they arrive, quickly complete the crew brief and start the mission.



C-47 helicopter delivers load.

Giving the students an opportunity to perform in an actual sling load mission is top priority. Instructors want the students to deal with all the airdrop “adrenaline pumpers” in the school environment. Students must experience the stage fright, butterflies and natural fear of standing under a massive, vibrating helicopter in this learning situation. This realistic experience reduces the otherwise high possibility of a student having difficulty in this area



C-47 prepares to release sling legs.

at the unit. It is a win-win situation because everyone involved benefits from this mission, including the aircraft pilots.

For the next three hours, instructors rotate students through the different positions, making sure that the timid ones do not sneak away. Each load is lifted and flown away from the PZ/LZ. The aircraft takes a four- to five-minute flight, allowing the next team enough time to prepare for its arrival with the load. The student guides in the aircraft to release its load at a designated point. The student will then back the aircraft off the load and direct it to the next load for pickup.

After every student has had his heart challenged, all equipment is derigged, reloaded and transported

back to the SLIC Course building. Students store all equipment and complete the course critique sheets before an after action review. The critiques help the ADFSD continue to deliver quality instruction. Then the class leader receives instructions for shop clean up and instructions to return all students to the classroom for their certificates and inspection cards.

Turn around, secure your clipboard and begin....

SFC William Marshall is the Noncommissioned Officer in Charge, Sling Load Office, Field Services Division, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

Field Services Soldier A Medal of Honor Recipient



PVT George Watson

The late PVT George Watson of Birmingham, AL, received the Army's highest honor for "the bravest of the brave" posthumously on January 13, 1997. His Medal of Honor was the result of a three-year review of World War II records. Because PVT Watson has no known next of kin, his Medal of Honor, along with his Medal of Honor Painting, resides in the US Army Quartermaster Museum at Fort Lee, VA

PVT Watson, a member of the 2d Battalion, 29th Quartermaster Regiment during World War II, was on board a ship hit by Japanese bombers off the coast of New Guinea on March 8, 1943. Soldiers abandoned ship, but many could not swim. PVT Watson repeatedly left the safety of his life raft to rescue several fellow soldiers. Tiring from his exertions, he himself drowned. PVT Watson's body was recovered, and he was buried at sea.

For his heroism, PVT Watson received the Distinguished Service Cross, the Army's second highest award. He became the first African-American to receive this medal during World War II. He was one of seven black Americans whose World War II Distinguished Service Crosses were upgraded to the Medal of Honor and presented in January 1997 at the White House.

In July 1997, a Navy Large Medium-Speed Roll-on/Roll-off (LMSR) ship was christened the *USNS Watson* in San Diego, CA. On Independence Day in 1944, Watson Field at Fort Benning, GA, had been named in his honor.



Original Oil Painting of Quartermaster's Repeated Rescues

Consolidation of Quartermaster Field Services Specialties

SFC Lonnie E. Taylor

As of 1 Oct 01, the Army's two military occupational specialties (MOSs) 43M (Fabric Repair Specialist) and 57E (Laundry and Shower Specialist) combined into MOS 92S (Laundry and Textile Specialist) with an additional skill identifier (ASI) of Y2. The Y2 ASI indicates that the soldier is not MOS-qualified, and there are three different ways to remove the Y2 ASI.

First, the soldier can show proof of holding both of the former 57E and 43M MOSs. Second is the completion of a one-week certification course taught at the US Army Quartermaster Center and School, Fort Lee, VA. The third way to remove the Y2 ASI is certification by a mobile training team (MTT) from Fort Lee. A Quartermaster meeting one of these three criteria will be awarded the new MOS 92S, and the Y2 ASI will be removed.

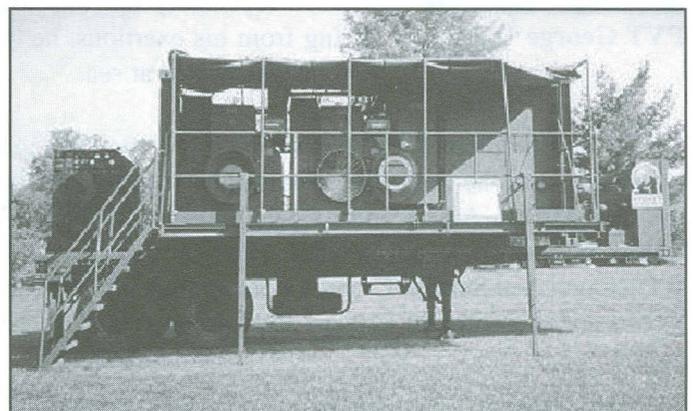
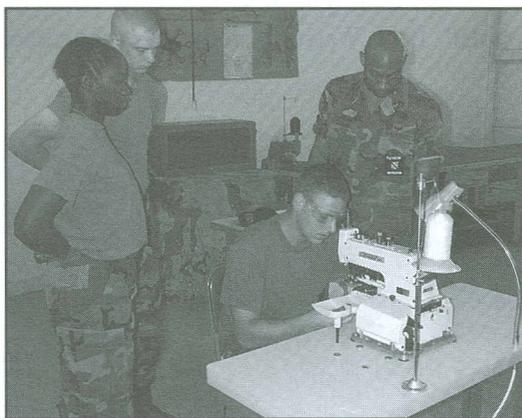
The first certification class for the Laundry and Textile Specialist was conducted on 3 Dec 01 at Fort Lee for both Active and Reserve Component soldiers. The class included soldiers from the 49th Quartermaster Group at Fort Lee and reserve units from the 445th Quartermaster Company from New Jersey, 1013th Quartermaster Company from

Nebraska, and the 8th Brigade, 108th Division, from Puerto Rico.

Seats are limited to three soldiers per unit per class. The classes fill quickly from units around the globe.

The US Army Quartermaster Center and School is scheduled to send an MTT, consisting of two subject matter experts, to certify all active duty field service companies (FSCs). All active duty FSC commanders already have selected dates for the MTT to certify their units. The MTT started testing the first of seven FSCs in July 2002, and testing will end in September 2003.

An active duty soldier who is not assigned to an FSC has two ways to receive the required certification. One option is to contact the nearest FSC about the MTT dates. Upon notification of an available MTT, the soldier must coordinate through his training noncommissioned officer (NCO) to attend a scheduled class. If this is not possible, the non-FSC soldier can contact the Aerial Delivery and Field Services Department (ADFSD) NCO in Charge (NCOIC) at Fort Lee to attend the one-week certification class.



Quartermasters with the 92S military occupational specialty (left) can provide battle dress uniform and limited Organizational Clothing and Individual Equipment repair to 500 soldiers per week. Laundry and Textile Specialists can provide laundry support to 21,000 soldiers per week with the Laundry Advanced System (right).

Quartermasters in the US Army Reserve and Army National Guard primarily will receive certification from battalion instructors. However, they also have the option to attend the one-week certification course at Fort Lee. Also, a US Army or an Army National Guard unit may request an MTT. A scheduled date must be approved through the ADFSD and a fund site provided in order to send a team. The point of contact for scheduling the one-week certification class or requesting an MTT is either SFC Taylor or SFC Weaver at (804) 734-5890 or DSN 687-5890.

Critical Tasks Requirement

Regardless of the certification method, soldiers must train on the critical tasks in the MOS that they do not hold before attending the 92S certification course. For example, a soldier holding the former 43M MOS must train on the critical tasks of MOS 57E before certification in the 92S MOS.

The ADFSD web site on the Quartermaster Home Page at www.quartermaster.lee.army.mil/adfsd is a tremendous resource in preparing the soldiers for either class. The information gives the student a brief overview of the basic tasks, shows the 92S critical tasks list at Skill Level 10 and lists step-by-step descriptions of the skills that they must perform during the course, such as constructing patches and setting up and operating a 12-head shower and a laundry unit. After the instruction portion of the certification, soldiers will be tested on the skills of the MOS that they do not hold. All students also must answer various questions referring to the 92S critical task list.

As mentioned, the MTT dates are already scheduled for active duty FSCs and can be requested by US Army Reserve and Army National Guard units.

The hosting unit commander is responsible for operational equipment and resources such as fuel and water, proof of soldiers' current MOSs, and unit training before the MTT's arrival.

Once the MTT arrives at the FSC, the team's NCOIC will brief the company commander on current information about assessment during the training. For example, the briefing will include the number of testing personnel, equipment status listings, site selection, primary MOS and secondary MOS numbers. After the briefing, the MTT will obtain an updated copy of the company's roster, perform a reconnaissance of the training area, and then inspect all equipment for serviceability before starting the certification training.

92S Certification Course Dates

The US Army Quartermaster Center and School will continue to make the transition to 92S (Laundry and Textile Specialist) as smooth as possible. The ADFSD staff is currently working on the FY03 class dates for the one-week certification course and the MTT dates. The dates will be published on the Quartermaster Home Page as soon as possible. For more assistance, telephone Don Lynn at DSN 687-4185 or (804) 734-4185 or E-mail to lynnd@lee.army.mil; SFC Lonnie E. Taylor at DSN 687-5890 or E-mail to taylorl2@lee.army.mil; and SFC Kraig Weaver at DSN 687-5890 or (804) 734-5890 or E-mail to weaverk@lee.army.mil.

SFC Lonnie E. Taylor is the Laundry/Textile Specialist Subject Matter Expert, Aerial Delivery and Field Services Department, Fort Lee, Virginia. He is also the Noncommissioned Officer in Charge of the certification for the 92S (Laundry and Textile Specialist) military occupational specialty.

Mobile Training Teams Go Worldwide

Not all of the training conducted by the US Army Quartermaster Center and School's Aerial Delivery and Field Services Department (ADFSD) is held at Fort Lee, VA. The ADFSD sends out 35 to 40 Mobile Training Teams (MTTs) each year to units worldwide. Each MTT consists of subject matter experts who go into the field to train Quartermasters on special skills relating to specific military occupational specialties (MOSSs). The MTTs are very cost effective. The requesting unit must provide funding and equipment. Requests for an MTT will not be scheduled less than 90 days out.

The US Army's New Field Laundry

Jonathan Given

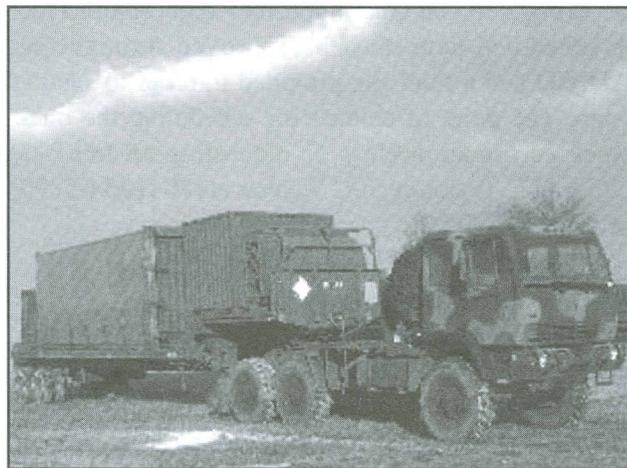
The Laundry Advanced System (LADS) is well on its way to replacing the Army's current field laundry on a basis of one-LADS to four-M85s. So far, LADS has been fielded to the 259th Quartermaster Company, Fort Bragg, NC; 157th Quartermaster Company, Fort Hood, TX; 16th Quartermaster Company, Fort Lee, VA; and the 229th Quartermaster Company, Fort Polk, LA. Also, the US Army Quartermaster Center and School at Fort Lee, VA, and the US Army Ordnance Center and School at Aberdeen Proving Ground, MD, have received LADS and training devices to support their missions.

The LADS has performed extremely well. In addition to deployments within the continental United States to the Joint Readiness Training Center at Fort Polk, LA, and the National Training Center at Fort Irwin, CA, nine LADS recently were deployed to Jordan and Egypt as part of Exercise Bright Star. Also, eight LADS currently are deployed to support *Operation Enduring Freedom* in Southwest Asia. The increased reliability of the LADS combined with its increased efficiency have provided some notable results. The former M85 laundry system processed about 30 tons of laundry in six months during *Operation Desert Storm* in the early 1990s. The LADS processed about 130 tons of laundry in less than three months during Exercise Bright Star in Egypt alone.

To date, 24 LADS have been fielded out of a total of 146 to be built. There will be fieldings of the new M871A3, a 40-foot semitrailer, and all LADS will be "retrofitted" to this configuration. Benefits of configuring the LADS on the M871A3 include on-board fuel storage, fuel/water separator and quick-connect fuel fitting, and a storage locker for equipment and spare parts.

Capabilities

The LADS processes up to 400 pounds of laundry per hour, dry-to-dry. Soldiers' clothes are washed, extracted and dried all in the same laundry drum. This system eliminates the need to transfer clothes



LADS Mounted on 40-foot Semitrailer, With the 400-gallon Fuel Pod and Storage Locker

between different pieces of laundry equipment. The LADS reuses and recycles water to reduce the water consumption from 24,000 gallons per day to 400 gallons per day. The wastewater is reduced from 20,000 gallons per day to 40 gallons.

Lessons From the Field

Fuel. The LADS that deployed to Egypt encountered poor fuel quality. As a result, the fuel pump seized and required replacement. Fuel provided for *Operation Enduring Freedom* also has been of low quality, resulting in clogged fuel filters and poor combustion. Also, water in the fuel caused the LADS fuel pump to seize and the generator's fuel injectors to foul. Water in the fuel can result from failure to properly use the fuel probe (drum fill adapter with extension) to connect the LADS to the fuel source.

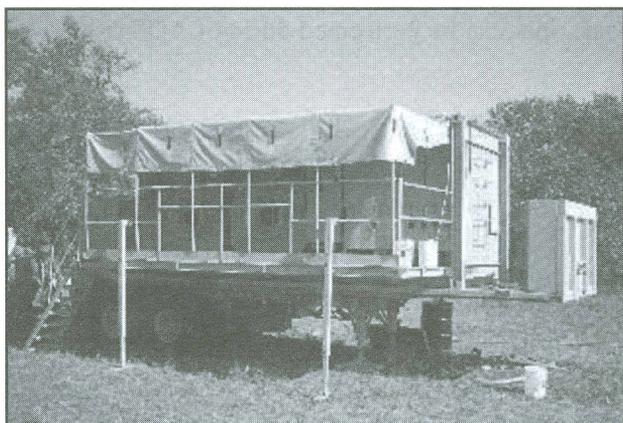
The solution to this problem will come with the new fuel pod supplied with the 40-foot M871A3 trailer. The fuel pod has its own fuel/water separator. The quick-connect fuel fittings will eliminate the need for the drum fill adapter, as well as the tendency to drape the fuel lines into the opened manhole cover on top of the current fuel pod.

Other improvements to the fuel system include an electric versus a mechanical fuel pump, the

relocation of the gauges for easier viewing and the movement of the in-line filter to a more accessible location. The electric fuel pump will be substantially easier to replace. Replacement of the fuel pump will remain an organizational-level task.

Setup. A few issues remain with setup, operation and strike. It appears that assigning a permanent crew of three soldiers to each LAD could solve most of these problems. The operations manual was designed for a supervisor and two operators performing all functions. Allowing too many soldiers to participate during setup or strike is unnecessary and can be counterproductive. Allowing a single supervisor to control two operators and follow the sequences in the technical manual TM will improve LADS performance, maintain a high level of readiness and reduce repair costs.

The most serious issue with setup is the failure to maintain tension on the platform cable when retracting the cable (TM 10-3510-221-10, Work Package (WP) 9 00-9, Assembly and Preparation for Use, Step C 15). Failure to maintain tension on the cable during retraction will allow the cable to develop loops and loose coils. These loose coils create an unsafe situation when the platform is lowered. The loose coils may allow the platform to drop unrestrained. The LADS manual cautions soldiers about standing under the platform during the lowering procedure. Injuries to personnel and damage to equipment are easily avoided by following the procedure in the LADS manual.



Operator Platform Shown in Straight Line With LADS Frame

Associated with lowering the platform is establishing the correct alignment between the platform and the LADS frame. The platform should form a straight line with the LADS frame. This is easy to achieve by visually observing the LADS platform. With the platform in the correct position, the awning supports and platform railings attach to the platform and LADS frame properly.

Operation. Occasionally, operators priming the fuel system have had difficulties. The assumption is that the fuel supply system will have a great deal of air in the lines after storage or movement. Proper execution of the procedures in TM 10-3510-221-10 overcomes this problem. It is important to note that there are two locations in the manual that discuss priming the fuel supply. In TM 10-3510-221-10, WP 9 00-29, Initial Adjustments, Before Use, and Self-Test, Step E, the operator is directed to "...proceed to DAILY OPERATING PROCEDURES, Step B, (WP 0010 00) to load laundry." Once laundry operations are established, operators should follow the steps in WP 10, DAILY OPERATING PROCEDURES, System Start-Up, Step A, to start the LADS. Step 17 of this start-up procedure is a slightly abbreviated fuel priming strategy that assumes the air has already been eliminated from the fuel lines.

Soldiers frequently complain about wrinkled clothing from the LADS. Some wrinkling is unavoidable. The laundry is processed in mesh bags to minimize lost clothing and to expedite the processing of soldiers' laundry. Industrial laundries use mesh bags and acknowledge the decrease in product quality as an acceptable exchange for decreased processing times and reduced labor costs. Wrinkling can be kept to a minimum by removing the laundry from the bags immediately after it is finished instead of leaving the laundry in the mesh bags for hours. Supervisors need to properly manage laundry-processing personnel. Use available personnel to receive and bag the bulk of the available laundry before starting the LADS. As each laundry cycle is completed in the LADS, have personnel available to take the laundry out of the bags and prepare the laundry for return to customers.

It is important to note that supervisors and preventive medicine personnel should observe the

mesh bags for overstuffing. The bags provided with LADS are specifically designed to allow the clothing room to move inside the bag. The maximum for each mesh bag is about seven pounds of clothing (three pieces of uniform and three complete sets of undergarments). Each customer's clothing should be split into two bags for the 15 pounds of laundry allowed. Each mesh bag has a cloth tag for writing an alphanumeric identification with indelible marker.

The identification tag on the mesh bag is used to match the customers' clothing back to the customers. If the mesh bags are overloaded, the clothes will not get clean, they will not dry, and they will get very wrinkled. Supervisors and preventive medicine personnel should be very concerned about this. Aside from the health and laundry quality issues, the increased weight of one or more overstuffed mesh bags will generate drum-balancing problems during extraction cycles. The failure to spend time properly filling the mesh bags will ultimately cause delays in the laundry cycles.

Each LADS is issued with 300 mesh bags (100 each of green, white and blue). That quantity supports five complete loads (dual-drum loads) for more than five hours of operation. Operators should be able to process the cleaned clothing and return the used mesh bags to the laundry receiving point in that time. The multiple colors provide the flexibility of combining different units' laundry in the same laundry drum. The different units are identified by the different colors.

There have been some complaints of clothing shrinkage. In all investigated cases, it was discovered

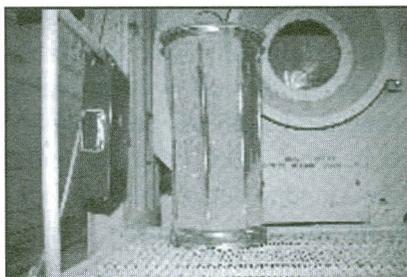
that a few articles of clothing were processed in a single drum for the complete laundry cycle (40 minutes of dry time) at a very high heat (up to 160 degrees Fahrenheit). Smaller loads require reduced drying temperatures to avoid shrinkage. Drying temperatures can be modified at the beginning of each laundry cycle (160 degrees F to 110 degrees F in 5-degree increments). The default drying temperature is 160 degrees F. This is adequate for a full load of laundry of correctly filled mesh bags.

Preventive Maintenance Checks and Services

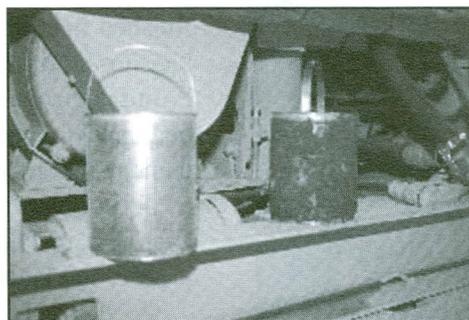
Lint Filter. Failure to clean the lint filter will result in damp clothes and increased drying times.

Water Pump Strainer. The water pump strainer (behind each laundry drum) should be cleaned every fifth laundry cycle according to the "DURING" Preventive Maintenance Checks and Services (PMCS) schedule (WP 24, Step 28). Failure to clean this strainer will cause multiple problems. The water pump associated with this strainer moves water to and from the laundry drum at a rate of 60 gallons per minute. This rate of flow keeps the plumbing clear of debris. When the strainer is clogged, the flow rate drops and debris will build up within the plumbing. If water is not removed from the drum, the added weight will delay or prevent the drum from balancing. Supervisors should check for clean LADS strainers during the dry cycle or periods of inactivity.

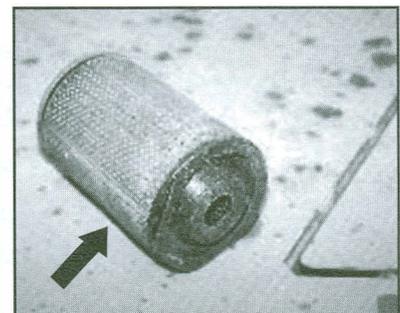
Water Coalescing Filter. Occasionally during normal LADS operation, the water coalescing filter will clog. Replacement of the filter is an operator's task that can be performed during LADS operation.



Dirty Lint Filter



Clean Water Pump Strainer on Left, Dirty on Right



Flat Gasket Must Be Removed From Coalescing Filter

WP 35 describes the replacement procedure. This filter is used in other applications within the military services. The flat gasket must be removed for the LADS application. Failure to remove the gasket will impede the reinstallation of the filter cover.

Still. The still must be cleaned after each day of use. Many stills have been observed with water remaining, fuzzy still plates, and inches of dried lint and dirt in the bottom. Failure to clean the still will result in foul-smelling rinse water, a poor distillation rate and a potentially clogged still level tube. It is important for supervisors to occasionally verify the cleanliness of the still.

The still doors should not be over-tightened. The still doors should be closed and the door arm should be flush with the clamping knob hinge bracket. If the operator's panel indicates "STILL DOORS OPEN," continue to tighten the clamping knobs one-quarter turn, alternating between left and right still door clamping knobs until the "STILL DOORS OPEN" alarm is cleared from the display.

Storage and Transport. It is critical to prepare the LADS for storage or transport according to the manual. A supervisor and two operators do this best. The most frequently observed failure is the placement of the quick-connect pins into the storage positions. By the soldier's failure to stow the pins, the lanyards get tangled and break. The result is damage to the platform and the loss of the quick-connect pin that, in turn, prevents proper subsequent setup and creates safety hazards. By allowing a supervisor and two operators to complete the procedure, as written in the manual, the LADS is substantially more likely to arrive at its next location ready to perform. Unit-level supervision should identify a team of one supervisor and two operators per LADS.

Subcoolers. In the first two years of fielding, several subcoolers have had to be replaced because of failure to properly drain them. This item is located inside the air compressor compartment. WP 12, Step A 29, clearly identifies the number and location of petcocks that must be opened. Failure to drain the LADS (and the subcooler specifically) will result in ruptured plumbing.

Supply Lines. WP 12, Steps A 5 through A 7, clearly state to remove the detergent and antifoam supply lines from their respective supply buckets and place them into a bucket of clean water. This procedure flushes the residual detergent and antifoam from the supply lines as part of the DRAIN cycle. Failure to follow this procedure will result in clogged supply lines and the subsequent alarms and failures associated with no detergent and antifoam supply. A recently deployed unit failed to remove these supply lines during a DRAIN cycle, resulting in the injection of too much detergent into the LADS laundry drums. Subsequent operation of the LADS resulted in extreme foaming, which created a domino effect of alarms and failures. The LADS auto-injection system is being eliminated to overcome this potential problem.

Improvements

Changes to LADS will include a new lint filter assembly, a more durable fuel pressure switch, and a more durable hand pump for antifoaming. These and other improvements will be made to all LADS. Future LADS will be issued on the new 40-foot M871A3 semitrailer. The remaining LADS will be "retrofitted" when the LADS are converted from the 30-foot trailers to the 40-foot trailers.

An interactive compact disk (CD) will soon be available as a training aid and a supplemental maintenance guide. Copies will be provided to all LADS organizations as soon as possible. The LADS has demonstrated itself as an improvement over the M85 laundry unit. Proper use and maintenance will ensure LADS readiness.

Need additional information?

For questions or comments about LADS, contact Jonathan Given, LADS Project Officer, at the Soldier Biological and Chemical Command, Natick, MA. Telephone (508) 233-5064, FAX (508) 233-5553, or E-Mail to jonathan.given@natick.army.mil. Access www.sbccom.army.mil for the command's web page.

Providing Aerial Delivery Support For Army Transformation

CW4 Melville A. Kendall

To generate and sustain combat power during Army Transformation, aerial delivery continues to respond across the full spectrum of military operations. Aerial delivery maintains strategic projection power from the continental United States (CONUS) or other “reach” locations in support of forced, early or follow-on operational forces. Also, aerial delivery is evolving to meet its objectives of supporting sustainment projection and supply distribution at the right time, to the right place, in the right amount in an efficient, effective and assured manner.

Transformation goals for aerial delivery are numerous. First and foremost, mid-range airspace (500 feet to 25,000 feet) must be avoided because it is the highest threat altitude for aircraft, crew and cargo. Thus, air delivery systems must be able to travel higher or lower to survive.

Second, all air-delivered supplies and equipment must be usable, serviceable and immediately available. Third, the precision delivery of supplies must increase to the smaller, more dispersed maneuver units or systems with decreasing reliance on large drop zones. Fourth, aerial delivery must incorporate inexpensive, disposable, efficient but effective materials to reduce the retrograde requirements and the materiel costs of operations. Fifth, aerial delivery must reduce the requirements for rigging, de-rigging, packing, repacking, repairing, inspecting and overall equipment and manpower.

Sixth, to the maximum extent possible, the suite of air delivery materials must be multi-modal and modular, thus increasing flexibility and versatility across the spectrum of air distribution and sustainment projection (air, land and sea) in a multiservice and multinational operational environment. Seventh, contractor support of rigging cargo and repairing parachutes should be considered for air delivery operations. Given aerial delivery’s

expanding role, a complete analysis is required across the areas of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) to ensure prompt integration into the Army’s future sustainment operations.

Sling load operations, virtually unchanged since the early 1970s, need updating for the distribution of supplies and equipment. Tactics, techniques and procedures need reevaluation to make sling loading more efficient and relevant to the Objective Force. The Army needs to evaluate new materials that are cheaper, faster and better for possible improvement of sling load operations. Also, increasing the number of loads that each rotary lift asset can pick up and safely distribute would permit aerial delivery to multiple locations or delivery of multiple loads to one location.

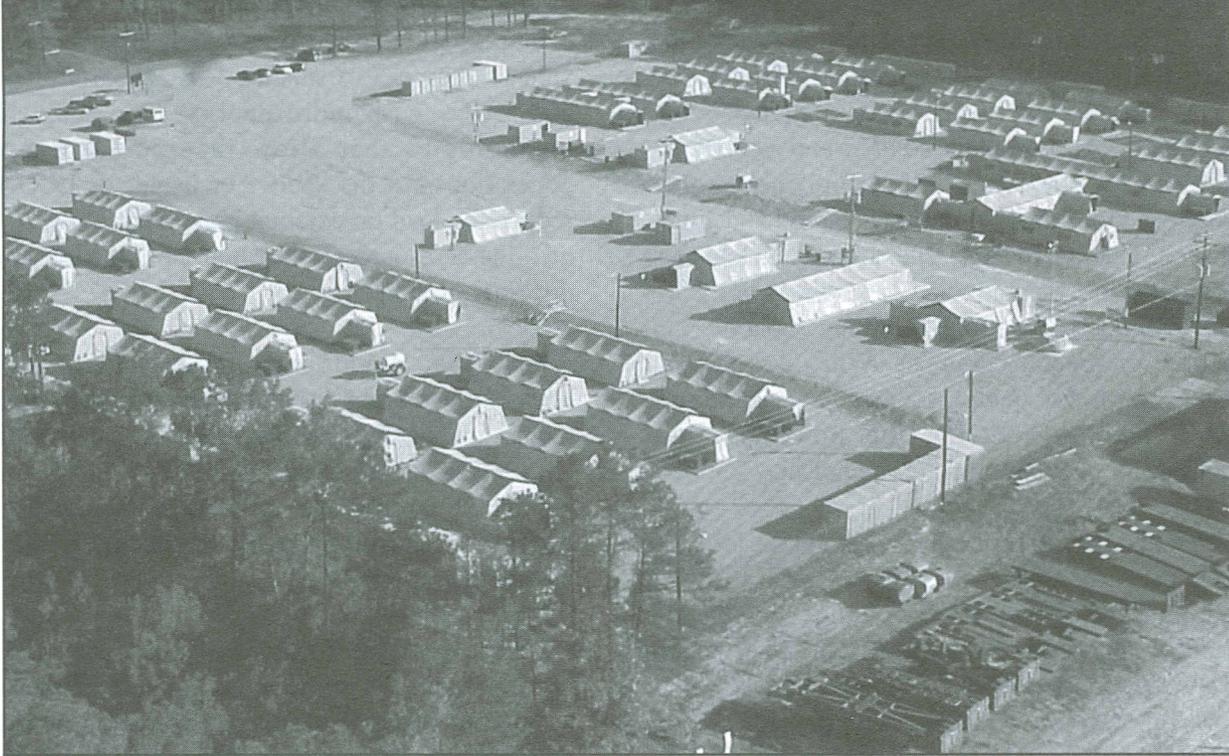
The science and technology of aerial delivery continues to improve the methodologies for precision in distribution. Technological developments in aircraft standoff, precise delivery, rigging and packaging have all merged. This merger will enable aerial delivery systems of the future to fully complement new and emerging roles for aerial distribution projection.

The Army’s need to rapidly deploy a CONUS or forward-based force requires speed, agility, velocity and reach. These requirements clearly identify aerial delivery as one of the most flexible, responsive and fastest capabilities for distribution with one of the least “footprints” on the battlefield of the future.

CW4 Melville A. Kendall, Combat Developments Technician for Cargo Aerial Delivery Systems, Directorate of Combat Developments-Quartermaster, US Army Combined Arms Support Command, Fort Lee, Virginia

Providing Base Camp Sustainment Support

CPT Richard P. Bean



The primary mission of base camp sustainment support is providing base camp facilities for warfighters conducting the full spectrum of military operations. These highly deployable base camps offer climate-controlled field services in the areas of personal hygiene, food service, laundry, latrines, showers and billeting. Future military operations will require base camps that are easy to logistically support, deploy, operate and maintain. Base camps of the future must consume less fuel, water, power, repair parts and other Army resources.

The Department of Defense should establish one lead agency with a charter to provide joint, bare-base camp management, training and manning to ensure a clear and focused future for this critical responsibility. The Army and Air Force have deployable base camps with similar capabilities. Within the Army base camp, management is split between the logistical and Engineer communities. Split proponenty creates challenges in the areas of

infrastructure construction, operation and maintenance; fire protection; roads and grounds; utilities; power; and waste management. Logisticians set up, operate and maintain base camps and rely heavily on Engineers to prepare sites and construct, operate and maintain infrastructure that includes latrines, power generation, fire services, and solid and liquid waste management. The Air Force has equipped and structured units to provide deliberate and complete base camp support. Currently, there is no unity of command and no combined training between the Engineer and the Force Provider units in the Army. When temporary base camps evolve into semipermanent or permanent base camps, infrastructure oversight transitions to Engineer management and control.

Base camps must be designed so they require less manpower, repair parts, resources and strategic lift. Task-organized units require modular base camp

(Continued on Page 43)

Providing Shelters, Heaters and ECUs

MAJ Douglas E. Smalls

Army Transformation proposals for field services include a Quartermaster recommendation to unify the responsibility for shelters, heaters and environmental conditioning/control units (ECUs) that provide protection for Army leaders, soldiers and equipment. Future combat operations will require shelters that are lighter, more durable and less labor- and time-intensive for command posts, personnel, and logistics and maintenance operations. Currently, shelters are a split responsibility divided among separate and sometimes competing interests. When considering future concepts for shelter, such as “tri-generation” (power, heat and ECU), the boundaries of responsibility become even more unclear.

First and foremost, the Army should decide on a single proponent for all shelters and support equipment. While this is a change to current methodologies, the advantages are clear when looking at future efficiencies. No longer can the Army afford to allocate scarce resources for division among divergent shelter technologies and interests. The Quartermaster Corps has taken the first step by accepting responsibility for some aviation shelter requirements and for heaters and ECUs. A single proponent in the US Army Training and Doctrine Command for shelters, heaters and ECUs, and possibly power generation, with all necessary combat development support, is essential to ensure a clear, focused future for this critical responsibility.

The Quartermaster Corps envisions the merger of heating, cooling and power generation under a single Army proponent. Shelters, heaters and ECUs

have a direct and inseparable relationship. For example, shelters with extremely high insulation values allow use of smaller, less expensive heaters and ECUs with more energy efficiency. New technologies that allow incorporating power generation into the shelter or heater or ECU will reduce the load on external generators. Clearly, this merging of resources will require coordination among different proponents.

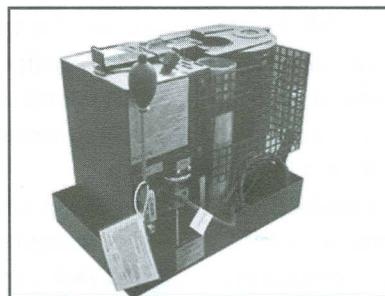
Combat developers expect “leap ahead” technology to bring exciting improvement to shelters (super-quick erecting times, chameleon camouflage, high levels of insulation), heaters and ECUs (safer, electricity-producing, water-generating, highly efficient, environmentally friendly). However, challenges must be met.

How does the Army keep units from buying nonstandard and sometimes dangerous shelters, heaters and ECUs? Providing a better mousetrap does not guarantee its purchase. While ECU technology is constantly improving, an ECU’s ability to effectively provide heat is limited by external ambient temperatures. New, power-producing heaters are ahead, but need further development to achieve the required levels of electricity production.

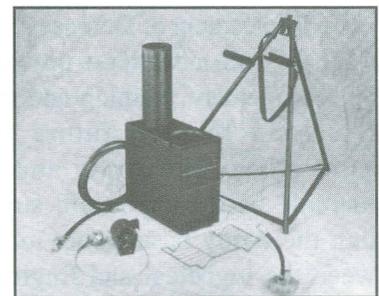
Even so, combat developers expect future technology for shelters to enable units to load/unload, set up/tear down, and move faster throughout the battlefield. Also evident will be changes to training and maintenance operations for ECUs, as soldiers accommodate the newer technologies and systems.



Improved Army Space Heater



Space Heater Small



Space Heater Arctic

By streamlining shelter, heater and ECU responsibilities under a single proponent and by leveraging advances in technologies, the Army will dramatically reduce the equipment's "logprint." Deployability, maneuverability and survivability also will improve, as will support to the Army's most important resource, the warrior.

MAJ Douglas E. Smalls is a Combat Developments Officer for Quartermaster Systems, Directorate of Combat Developments-Quartermaster, US Army Combined Arms Support Command, Fort Lee, Virginia.



Modular General Purpose Tent System

Base Camp Sustainment Support

(Continued From Page 41)

facilities to support between 275 and 3,300 or more personnel, but they cannot organically build and sustain base camps. A task force needs deployable and modular field service support in the areas of climate-controlled billeting, laundry, showers, kitchens, potable water storage and distribution, and fuel supply and distribution. The base camp needs to be packed, stored and strategically positioned and equipped for rapid deployment.

Active duty field service support (FSS) units should be multifunctional and modularly structured to deploy early and provide minimal FSS to task forces for the first 30 days. Additional follow-on equipment and FSS (Active or Reserve Component) personnel would be called forward to arrive at the 30-day point and provide a higher level of base camp support to warfighters. Systems that are easy to sustain, operate and maintain should be procured to reduce the forward-deployed personnel and the equipment's "footprint." The Quartermaster Corps envisions the merging of all base camp support into a joint organization.

The Army needs joint science and technology (S&T) advances in the areas of manpower reduction, equipment reliability, and reduction of the deployment and sustainment footprints to reduce the inputs and outputs of all base camps. Specific areas that need S&T investments are water (harvesting, recycling and reuse), waste (reduction and destruction), energy (cogeneration and insulation materials) and shelters (high-expansion shelters), equipment (consume fewer parts and resources),

manpower, and training (combined, leader and individual soldier). Finally, the Army needs to create combined Quartermaster, Engineer, and Ordnance (maintenance) units, possibly joint, to permit deployment of modular, multifunctional sections to build up the level of support required over an extended period of time. These units should have Active and Reserve Component soldiers assigned to one command to ensure integrated training and seamless transition between all military occupational specialties, especially during deployments.

These changes will transform base camps from a multitude of heavy, resource-intensive systems into base camps that are highly mobile and flexible, require minimal maintenance and manning, and consume fewer resources. Objectives of base camp deployment include these reductions: the sustainment footprint by 50 percent, potable water by 75 percent, wastewater by 90 percent, fuel by 50 percent, and manpower by 60 percent. These improvements will create joint systems flexible enough to tailor for incremental support, based on the supported unit's mobility needs, climatic conditions and other mission requirements during Army Transformation.

Future base camps will be able to deploy rapidly worldwide. Also, such company-sized through brigade-sized camps will provide a bare-base standard of support that will improve incrementally over time.

CPT Richard P. Bean, Combat Developments Officer for Quartermaster Systems, Directorate of Combat Developments-Quartermaster, US Army Combined Arms Support Command, Fort Lee, Virginia.

(Continued From Inside Front Cover)

From The Quartermaster General

In the past 11 years, Quartermaster riggers have actively supported humanitarian relief operations (HUMRO) such as *Operation Provide Comfort* in Iraq and *Operation Provide Promise* in Bosnia. *Operation Provide Promise* was the largest humanitarian airdrop in US history, lasting more than two years and delivering more than 30,000 bundles of relief supplies.

More recently, the ADFSD was immediately involved with developing new high-altitude airdrop procedures for HUMRO in Afghanistan. In addition, the ADFSD advised the Army Operations Center, Transportation Command, European Command and other federal agencies on airdrop capabilities and limitations to support ongoing operations in the war on terrorism. Interestingly, some of the first items dropped to Special Operations forces in combat in Southwest Asia were saddles and horse feed.

Army field services have a much longer lineage than aerial delivery, dating to the American Revolution. Providing laundry and shower services is a critical battlefield function, and not only for morale purposes. These field services help eliminate diseases, the leading cause of casualties on the battlefield. During World War I, 90 percent of frontline soldiers suffered from lice infestation. With the introduction of portable laundry units, this figure was reduced to just three percent.

Since those first tactical laundry systems were introduced in World War I, technology for Army field services has advanced dramatically. The first portable laundry unit required six trailers and a steam-powered prime mover. By World War II, the laundry system had been reduced to a single trailer and prime mover.

Along with equipment changes came new doctrine in field services. The Korean War saw more emphasis on forward uniform exchange and bath operations, with subsequent laundry support. This support strategy continued through the Vietnam War and remains part of current Army doctrine.

In 1989, laundry and textile repair training were consolidated with aerial delivery training under the ADFSD. In 2001, the 57E (Laundry and Shower Specialist) and 43M (Fabric Repair Specialist) military occupational specialties (MOSs) were combined into MOS 92S (Laundry and Textile Specialist). A total of 557 92S Quartermasters will graduate this year.

Future changes to support Army Transformation abound in both aerial delivery and field services. Technological advances in aerial delivery will support the Objective Force in several ways. The Dual Row Airdrop System (DRAS) will reduce by nearly 50 percent the number of C-17 aircraft required for aerial resupply by maximizing the interior cargo space of the aircraft. The updated operational requirements document for this system was submitted to the US Army Training and Doctrine Command (TRADOC) for approval in June 2002.

The Precision Extended Glide Aerial Delivery System (PEGASYS) uses state-of-the-art Global Positioning System (GPS) technology and an onboard computer. The PEGASYS, still in the research and development stages, will allow for offset delivery of supplies up to 46 kilometers away with accuracy within 100 meters. Its standoff capability will dramatically reduce the risk to delivery aircraft.

A third initiative in aerial delivery science and technology is the Advanced Tactical Parachute System (ATPS), which will replace the T-10 parachute system. The ATPS will provide greater safety for the airborne soldier by reducing the rate of descent at impact by 25 percent, thereby reducing the impact energy by 40 percent. The ATPS fielding is expected to begin in 2004-2005. To accommodate training requirements on the ATPS, the USAQMC&S has requested a 10-day extension to the 92R (Parachute Rigger) course length.

Science and technology for laundry systems are on the cutting edge of Army Transformation. The Laundry Advanced System (LADS), which is currently being fielded, represents far-reaching changes that provide exponential reductions in the battlefield logistics footprint.

(Continued on Page 45)

(Continued From Page 44)

The LADS replaces the M85 laundry system on a one-to-four basis (a 75 percent equipment reduction) and reduces operators from eight to two (a 75 percent personnel reduction). A field service company equipped with the M85 laundry system requires 24,000 gallons of water each day, but a unit equipped with the LADS requires only 500 gallons per day (a 97 percent water reduction). That same M85-equipped unit will need to dispose of 20,000 gallons of waste water each day, while the LADS-equipped unit generates only 40 gallons each day (a 99 percent reduction in waste water). Multiplying these savings across the 22 field service companies in the Army will achieve tremendous savings across the logistics spectrum.

There are several exciting near-term events affecting the ADFSD. On September 19-21, the Red Hat Chapter of the Association of Quartermasters will host the Parachute Rigger Reunion and help

celebrate the opening of the Aerial Delivery and Field Services Gallery at the US Army Quartermaster Museum on September 20. Earlier that day will be a groundbreaking ceremony for the new ADFSD training facility. When Phase I of this two-phase project is complete in 2004, it will double the number of parachute pack lanes and double the student capacity for several courses. This \$17 million facility will include a drying/shakeout tower, an overhead crane, an auditorium, a Classroom XXI configuration for the Aerial Delivery Materiel Officer Course, and a Rigger Hall of Fame. An additional \$17 million has been requested for Phase II of the project that will consolidate all 92R and 92S training under one roof, from the 10 buildings currently in use.

Look for the Winter edition of the *Quartermaster Professional Bulletin*, which will highlight the Mortuary Affairs Center.

Supporting Victory!

Major General Terry E. Juskowiak, the 47th US Army Quartermaster General, has served in many command and staff positions. Among early assignments with the 101st Airborne (Air Assault) and the 25th Infantry Divisions, he served in various positions with the Army Materiel Command. In 1984 he was military assistant, junior aide-de-camp to the Secretary of the Army. Then came assignments in Europe where he served with V Corps Headquarters and the 3d Armor Division. As a member of the division staff of the 82d Airborne Division in October 1989, he participated in Operation Just Cause in Panama. During Operations Desert Shield/Storm, he commanded the 407th Supply and Transport Battalion (Airborne), 82d Airborne. After assignment as a special assistant to the Chief of Staff of the US Army, he became Commander of the 10th Mountain Division Support Command and deployed the brigade to Haiti for Operation Uphold Democracy. He then served as the Assistant Division Commander for Support, 10th Mountain Division (Light Infantry), Fort Drum, NY, which included an eight-month rotation to the Bosnian theater with NATO's Stabilization Force for Operation Joint Endeavor/Guard. He was Director of Logistics (J4), US Atlantic Command, during 1997 and 1998. He assumed command of the 1st Corps Support Command, XVIII Airborne Corps, with service as the Commanding General of CJTF-Kuwait (Forward) during Operation Desert Fox in December 1998. During July 2000-01, he was Deputy Chief of Staff for Logistics at Headquarters, US Army Forces Command, Fort McPherson, GA.

Mandatory Commander's Safety Course Online

The new Commander's Safety Course that helps to turn commanders and other unit leaders into their own safety officers has its own web site. The Uniform Resource Locator (URL) for the website is https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm. The system issues a user ID and password after enrollment. Officers selected for command will be issued a user ID and password when notified by the Army Training Requirements and Resources System (ATRSS).

Officers selected for brigade and battalion command will complete the safety course along with their Precommand Course at Fort Leavenworth, KS. Captains will be required to take the course as self-development training before taking command of a company. Other leaders, soldiers and civilian employees also can take the safety course as self-development to learn how to manage their own safety programs. About 300 people have already enrolled in the course that most accessed through ATRRS at <http://www.atrrs.army.mil>.



SAFETY SAVES

Risk Management Assessment: Airborne

Every operation or task requires a risk assessment. The leader is responsible for having a risk assessment done to ensure hazards are identified and personnel are trained to avoid those hazards. The following Risk Management Assessment was completed before a Personnel Parachute Jump at McLaney Drop Zone, Fort Lee, Virginia. However, the Risk Management Assessment can be applied to any situation.

Winfred D. Baldwin is Chief of Operations, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia.

RISK MANAGEMENT

A. Mission or Task: Conduct an Airborne Operation, McLaney Drop Zone (DZ)		
D. Prepared By: (Rank, Last Name, Duty Position) Winfred D. Baldwin, Chief of Operations.		
E. Task	F. Identify Hazards	G. Assess Hazards
1. Conduct an Airborne Operation (Personnel Jump) at McLaney DZ, Fort Lee, VA. (Minimum number of instructors required is 17.)	1a. Head, neck, ankle or leg injury due to improper landing.	1a. High (I-D)
	1b. Parachute malfunctions, broken neck, back or death occur.	1b. High (I-C)
	1c. Bodily injury from vehicle traffic.	1c. Moderate (II-D)
	1d. Electrical shock from landing in electric line.	1d. High (I-C)
	1e. Bodily injury from tree landing.	1e. Moderate (II-D)
	1f. Bodily injury from landing at signal tower.	1f. Moderate (II-D)
	1g. Bodily injury from landing at federal prison.	1g. Low (III-D)
2. Jumpmaster/Duties and Responsibilities (Minimum number of current Jumpmasters required is 5.)	2. Lack of qualified jumpmasters/instructors.	2. High (I-D)

SOLDIERS *(Continued on Next Page)*



Operation at Drop Zone

Winfred D. Baldwin

WORK SHEET

B. Date/Time Group: Begin: 0700/6 Jun 02 End: 1600/6 Jun 02		C. Date Prepared: 6 Jun 02
Aerial Delivery and Field Services Department (ADFSD)		
H. Develop Controls	I. Determine Residual Risk	J. Implement Controls ("How To")
<p>1a. Pre-jump class which covers exit and landing procedures for novice parachute jumpers (advanced individual training (AIT) students). The proper Instructor/Student Ratio of 1:24 must be maintained so that all students are receiving quality instruction and assistance. In accordance with (IAW) FM 57-220/230.</p> <p>1b. Jumpers will jump with two parachutes (main and reserve). Pre-jump training will cover parachute malfunctions. The proper Instructor/Student Ratio of 1:24 must be maintained so that all students are receiving quality instruction and assistance. IAW FM 57-220/230.</p> <p>1c. Post road guards on the North (N) end and South (S) end of the drop zone to control traffic during jumps and in case jumpers land on roadway.</p> <p>1d. Pre-jump training for wire landings and a clearing distance of 400 meters.</p> <p>1e. Pre-jump training for tree landings and a clearing distance of 400 meters.</p> <p>1f. Pre-jump training for signal tower landings and a clearing distance of 400 meters.</p> <p>1g. Briefing on landings at federal prison near the DZ and a clearing distance of 1,500 meters.</p>	<p>1a. Moderate (I-E)</p> <p>1b. Moderate (I-E)</p> <p>1c. Low (II-E)</p> <p>1d. Moderate (I-E)</p> <p>1e. Low (II-E)</p> <p>1f. Low (II-E)</p> <p>1g. Low (III-E)</p>	<p>1a. FM 57-220/230 (Weather data supports Low to Moderate risk levels as associated with ground winds. (Low risk is less than 10-knot winds.)</p> <p>1b. FM 57-220/230 (Employ medical coverage: Fort Lee Emergency Medical Services (EMS) and Kenner Medical Clinic ambulances).</p> <p>1c. FM 57-220/230 (Because of road guards, vehicle traffic is not a primary hazard.)</p> <p>1d. FM 57-220/230 (Because of inexperienced jumpers, low winds, and N to S approach into McLaney DZ, electrical lines are not a primary hazard.)</p> <p>1e. FM 57-220/230 (Because of inexperienced jumpers, low winds, and N to S approach into McLaney DZ, trees are not a primary hazard.)</p> <p>1f. FM 57-220/230 (Because of inexperienced jumpers, low winds, and N to S approach into McLaney DZ, the tower is not a primary hazard.)</p> <p>1g. FM 57-220/230 (Because of inexperienced jumpers, low winds, and N to S approach into McLaney DZ, the prison may be a primary hazard.)</p>
<p>2. Seventeen instructors are required per operation. At least 5 of those must be Jumpmaster qualified and current. IAW FM 57-220/230 and ADFSD standing operating procedure (SOP). aster qualified and current.</p>	<p>2. Moderate (I-E)</p>	<p>2. FM 57-220/230 covers duties and responsibilities for conducting an airborne operation. Lacks of personnel/instructors to perform these duties are extremely high.</p>



SAFETY SAVES

Risk Management Assessment: Airborne

RISK MANAGEMENT

A. Mission or Task: Conduct an Airborne Operation, McLaney Drop Zone (DZ)		
D. Prepared By: (Rank, Last Name, Duty Position) Winfred D. Baldwin, Chief of Operations		
E. Task	F. Identify Hazards	G. Assess Hazards
3. Pre-Jump Training (Rotary/Fixed Wing Aircraft) (Instructor/Student Ratio 1:24).	3. Accidental premature activation of Modified Improved Reserve Parachute System (MIRPS) during approach, loading or inside a rotary wing aircraft.	3. High (I-D)
4. Jumpmaster Personnel Inspection (Rotary/Fixed Wing Aircraft) (Instructor/Student Ratio 1:24).	4. Accidental premature activation of MIRPS during approach, loading or inside a rotary/ fixed wing aircraft due to improper seating of reserve parachute locking pins.	4. High (I-D)
5. Loading Aircraft (Rotary/Fixed Wing Aircraft).	5. Accidental premature activation of MIRPS during approach, or loading a rotary/fixed wing aircraft due to improper seating of reserve parachute locking pins before aircraft takeoff.	5. High (I-D)
6. In-flight Procedures (jump doors closed in a Fixed Wing Aircraft).	6. Accidental premature activation of MIRPS inside a fixed wing aircraft during flight.	6. High (I-D)
7. In-flight procedures (jump doors open in a Fixed Wing Aircraft).	7. Accidental premature activation of MIRPS inside a fixed wing aircraft during flight.	7. High (I-D)
K. Determine overall mission/task risk level after controls are implement (circle one) <div style="display: flex; justify-content: space-around; align-items: center;"> LOW (L) MODERATE (M) </div>		
Who Has Risk Decision Authority For Risk Level Identified?		

SOLDIERS *(Continued from Previous Page)*



Operation at Drop Zone

WORK SHEET

B. Date/Time Group: Begin: 0700/6 Jun 02 End: 1600/6 Jun 02 **C. Date Prepared:** 6 Jun 02

Aerial Delivery and Field Services Department (ADFSD)

H. Develop Controls	I. Determine Residual Risk	J. Implement Controls ("How To")
3. Conduct pre-jump Training IAW Chapter 8, FM 57-220/230. Stress on jumper protection of ripcord grip by placing right hand and forearm over the front of the reserve parachute during loading and in flight. The proper Student/Instructor ratio of 1:24 must be maintained so that all students are receiving quality instruction and assistance. IAW FM 57-220/230.	3. Moderate (I-E)	3. FM 57-220/230 is used for the entire mission.
4. Jumpmaster checks first and second locking pins on reserve parachute for proper seating IAW Change 1, FM 57-220/230, leaving protective flap open for final inspection during aircraft loading.	4. Moderate (I-E)	4. *Additional USAQMC&S/ADFSD safety requirement to procedures outlined in FM 57-220/230 and ADFSD SOP.
5. Jumpmaster makes final check of reserve parachute locking pins. Stresses to jumpers the protection of ripcord grip.	5. Moderate (I-E)	5. *Additional USAQMC&S/ADFSD safety requirement to procedures outlined in FM 57-220/230 and ADFSD SOP.

***The minimum number of instructors required to conduct rotary wing airborne operations is 17. The minimum number required to conduct fixed wing airdrop/airborne operations is 24. Those numbers constitute a Moderate risk level. Any number less than 17 and 24, respectively, raises the overall risk level to High. Authority to conduct High-level risk operations is the Commanding General, US Army Quartermaster Center and School.**

6. Affected jumper and jumpers nearby will contain the canopy. A safety will collect the activated reserve parachute and issue the jumper another reserve parachute.	6. Moderate (I-E)	6. *Additional USAQMC&S/ADFSD safety requirement to procedures outlined in FM 57-220/230 and ADFSD SOP.
7. Affected jumper MUST exit the aircraft as quickly as possible.	7. Moderate (I-E)	7. *Additional USAQMC&S/ADFSD safety requirement to procedures outlined in FM 57-220/230 and ADFSD SOP.

HIGH (H)

EXTREMELY HIGH (E)

(The Assistant Commandant, US Army Quartermaster Center and School, will sign here.)



CAREER NEWS

Professional Development

As 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 <https://www.perscomonline.army.mil/> and the Office of the Quartermaster General web site at 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 <https://www.perscomonline.army.mil/OPwod/marquez.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 personnel servicing battalions. Access www.us.army.mil to set up a free E-mail account with Army Knowledge Online.

Parachute Rigger (92R) and Laundry and Textile Specialist (92S) - Career Management Field 92
CPT Jeffrey M. O'Sadnick, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignments Branch, US Total Army Personnel Command (PERSCOM)

92R. The Parachute Rigger supervises or packs and repairs cargo and personnel parachutes and also rigs equipment and supply containers for airdrop. Soldiers in the military occupational specialty (MOS) of 92R are qualified as parachutists after graduating from Basic Airborne School at Fort Benning, GA. The Army authorizes 1,440 Parachute Riggers: 840 are specialists and below, and 600 are noncommissioned officers (NCOs).

92S. The Army combined two MOSs, 43M (Fabric Repair Specialist) and 57E (Laundry and Shower Specialist), into the single MOS of 92S (Laundry and Textile Specialist). The Laundry and Textile Specialist supervises or performs laundry, shower, delousing, personnel and clothing decontamination and reimpregnation functions and supervises the repair or actually repairs textile and canvas items, webbed equipment and clothing. The Army authorizes 890 Laundry and Textile Specialists: 556 are specialists and below and 334 are NCOs.

In both the 92R and 92S MOSs, duties for NCOs range from squad leader to command sergeant major with some staff jobs at the battalion and brigade levels as well as specialty jobs at both the division and corps levels.

Career Development

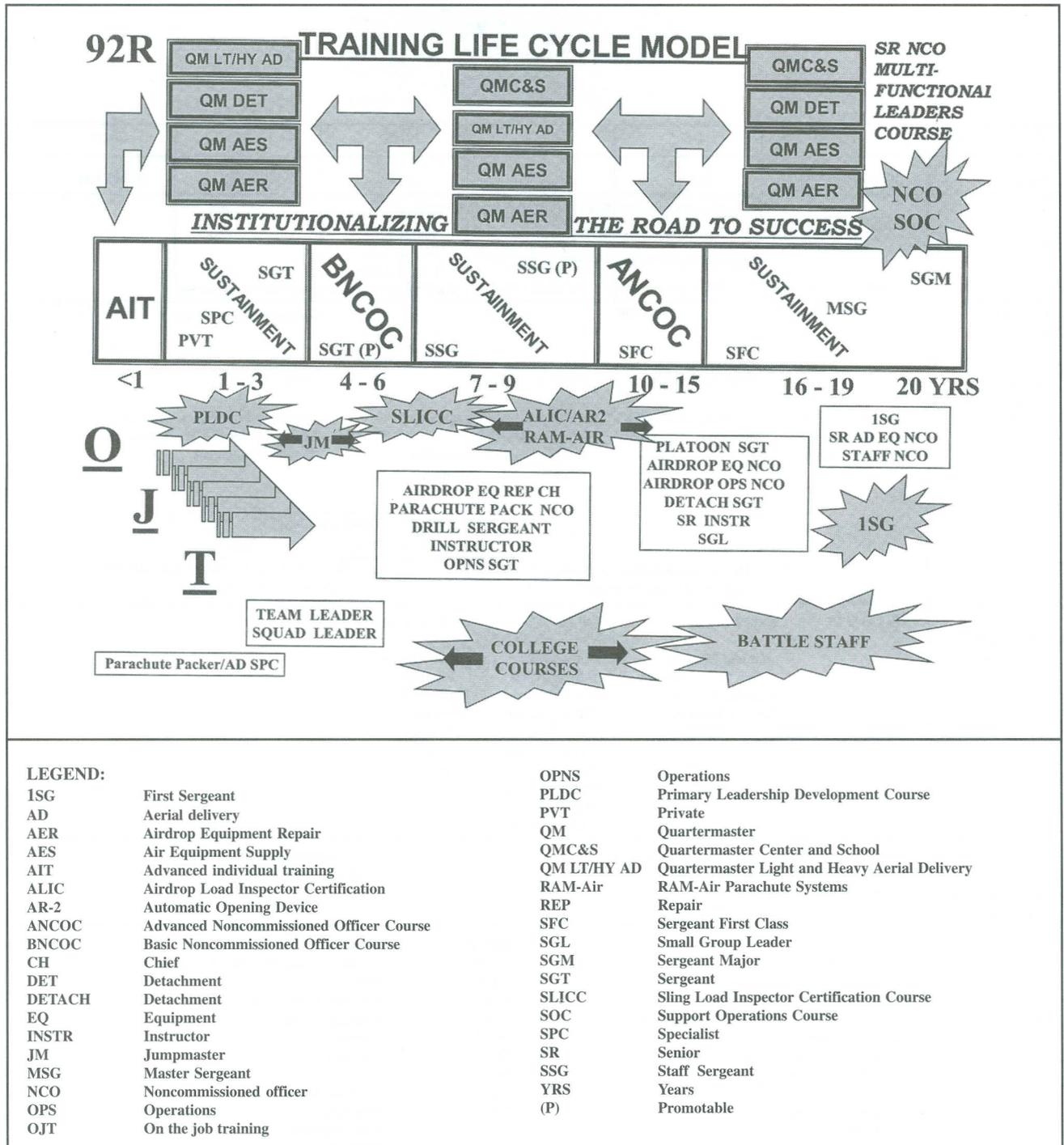
A successful career in the 92R or 92S MOS is defined as retirement between the 20th and 25th year of service at the rank of sergeant first class. Quartermasters who obtain the rank of sergeant first class or above in either of these MOSs share some common factors. They have a history of excelling in leadership positions, and they sought tough jobs as platoon sergeants. Excellence in leadership positions is of the utmost importance to demonstrate competence in a MOS. The majority of these successful soldiers have served as a drill sergeant, instructor or Jumpmaster (92R MOS). Other career-enhancing jobs such as a recruiter and an Active Component/ Reserve Component (AC/RC) position also develop a soldier's overall leadership ability. Excelling in these critical jobs sets a Quartermaster apart and clearly shows potential for further growth and increased promotion. Also, taking the initiative to earn college credits and a degree always shows a commitment to self-improvement.

**CMF 92
Career Development Model
Field Services**

Years of Service	1-3	4-6	7-9	10-15	16-19	20-30				
Rank	PVT/SPC/CPL	SGT	SSG	SFC	MSG/ISG	SGM/CSM				
Duty Assignments	Team Leader	Active Component/Reserve Component/Drill Sergeant		SGL/Instructor	Platoon SGT Section Supv USAR Advisor	First Sergeant Section Chief				
Institutional Training	BCT AIT	PLDC	BNCOC	ANCOE	Staff NCO	Sergeant Major Course				
Recommended NCOES-Related Courses	Prior to PLDC: English Composition Basic Mathematics Computer Literacy	Prior to BNCOC: Communication Skills Personnel Supervision SL 10/20 ACCP Speech	Prior to ANCOE: Principles of Management Effective Writing Leadership and Counseling Effective Communication	Prior to SMC: Research Techniques (Statistics) Human Resource Management Time Management	<table border="1" style="margin: auto;"> <tr> <th colspan="2">Recommended</th> </tr> <tr> <td>Battle Staff NCO Course</td> <td>ISG Course</td> </tr> </table>		Recommended		Battle Staff NCO Course	ISG Course
Recommended										
Battle Staff NCO Course	ISG Course									
Recommended CMF-Related Course and Activities	Skill Level 10	Skill Level 20 Human Growth and Development Reading Development Role of Military	Skill Level 30 Contemporary Moral Issues Stress and Crisis Management Counseling Principles and Practices Word Processing Database Management	Skill Level 40 Accounting or Finance Personal Finance Principles of Business Economics						
Recommended CMF-Related Certification or Degree Goal	Associate of arts/associate of science degree in applied science in management or liberal arts by the 11th year of service			Bachelor of arts/bachelor of science degree by the 19th year of service						
LEGEND:	ISG ACCPC AIT ANCOE BCT BNCOC CMF CPL CSM Equip MSG NCO NCOES	First Sergeant Army Correspondence Course Program Advanced individual training Advanced Noncommissioned Officer Course Basic combat training Basic Noncommissioned Officer Course Career Management Field Corporal Command Sergeant Major Equipment Master Sergeant Noncommissioned Officer Noncommissioned Officer Education System	OPER PLDC PVT SFC SGL SGM SGT SL SMC SPC SSG Supv Sys USAR	Operator Primary Leadership Development Course Private Sergeant First Class Small group leader Sergeant Major Sergeant Skill level Sergeant Major Course Specialist Staff Sergeant Supervisor System US Army Reserve						

Assignment Locations

The Army requires keeping divisions and airborne units at 100 percent fill. The following are assignment priorities for MOS 92R within the continental United States (CONUS): 82d Airborne Division, Fort Bragg, NC; 507th Parachute Regiment, Fort Benning, GA; US Army Quartermaster Center and School, Fort Lee, VA; and 101st Airborne Division, Fort Campbell, KY. The following are CONUS assignment priorities for MOS 92S: 2d Armored Cavalry Regiment, Fort Polk, LA; 10th Mountain Division, Fort Drum, NY; 7th Armored Cavalry Regiment, Fort Hood, TX; and US Army Quartermaster Center and School, Fort Lee, VA.



The following locations are assignment priorities outside the continental United States (OCONUS) for MOS 92R: Italy, Germany, Korea and Alaska. The following OCONUS locations are assignment priorities for MOS 92S: Korea, Hawaii and Germany.

Retention Rates and Incentives

Retention for initial term 92R soldiers is at 39 per cent, while mid-term and career retention rates are both at 63 per cent. The 92S retention rate for initial term soldiers is at 67 per cent. Mid-term and career retention rates for 92S soldiers are at 100 per cent and 75 per cent, respectively. In an effort to increase initial term

reenlistment for the 92R MOS, the Selective Retention Bonus (SRB) remains at 2A while the Target Selective Retention Bonus (TSRB) for Fort Bragg is at 2.5A. (SRB/TSRB = monthly base pay x years of reenlistment x the multiplier). Soldiers enlisting for the 92R MOS also have an \$8,000 bonus for a six-year enlistment. Unfortunately, soldiers enlisting for the 92R MOS no longer are eligible for the \$50,000 Army College Fund (ACF). The ACF of \$26,500 is still the only incentive offered for 92S enlistment.

Farewell

*LTC Scott A. Lang, Chief, Quartermaster Officer Personnel Management
Scott.lang@hoffman.army.mil, DSN 221-5266*

As PERSCOM moves forward with Army Transformation, procedures at the Quartermaster branch evolve with the new technological advances. Officers can now review official military performance files through Army Knowledge Online (AKO). Indeed, PERSCOM's primary means of communication with officers include Internet and E-mail. Electronic communication has expanded our reach to officers in the field. Now, Quartermaster officers can list their assignment preferences online and quickly communicate their wishes with branch. This synergy between officers in the field and PERSCOM is a movement toward maximum Army readiness.

It has been a pleasure serving as your Quartermaster Branch Chief this past year. Your next branch chief will be LTC Tracy Cleaver, who is coming out of battalion command in Korea.

Senior Service College

*MAJ Eugene "Chip" Lilliewood, Lieutenant Colonel Assignments Officer
Eugene.Lilliewood@hoffman.army.mil, DSN 221-5267*

Board Dates and Selection Announcements. The Senior Service College (SSC) board announcement message is distributed a minimum of 120 days before the board's date to convene. The SSC Board meets annually in the third quarter. The selection announcement is usually released in the fourth quarter.

Selection Notification and School Preference. Officers receive, by mail, a CD-ROM that includes a congratulatory letter, information on various colleges and fellowships, a distance education application, and instructions on how to access the online SSC Preference Sheet. Generally speaking, officers can request attendance at the Army War College, Air War College, Naval War College, Marine War College, National Defense University (National War College or Industrial College of the Armed Forces), or an SSC fellowship. Descriptions and specific qualifications for each college and fellowship are also available in the PERSCOM Knowledge Center.

SSC Slating Process. Army requirements, professional development considerations, professional and academic qualifications, and officers' preferences are the key factors in SSC slating. Slating announcements are made via a worldwide message in early spring.

Alternate Selectees. The Order of Merit List (OML) is used to fill seats of deferred principals. The OML numbers are not published and are not releasable. Alternates are told only of their chance for activation: likely = almost 100 percent, probably = 50/50 percent, unlikely = almost 0 percent. Notification of an officer's alternate status will not occur until after the announcement of the colonel selection results. Alternates not activated to principal status will compete again, without advantage, during the next year's board. Alternates who do not meet slating criteria for activation will not be deferred.

Operational Deferments. The Director, Officer Professional Management Directorate (OPMD), grants operational deferments for the Commanding General, PERSCOM on a case-by-case basis. Generally, an officer will attend SSC as scheduled. Deferments are highly discouraged, as they "mortgage" seats for the next SSC Selection Board.

SSC Joint Professional Military Education (JPME). The National War College and the Industrial College of the Armed Forces are designated as JPME schools. Upon graduation, 50 percent plus 1 officer attending must be assigned to a joint duty assignment. Additionally, 100 percent of all qualified Joint Staff Officers (3L) must go to a joint duty assignment, by law. Therefore, officers who are already 3L will not be slated to colleges.

Nonresident SSC. Eligibility is the same as for resident SSC. However, officers selected and enrolled in the nonresident course are no longer eligible for resident SSC. To be eligible for nonresident SSC, the officer must be either on the most recent SSC OML or lieutenant colonel (promotable) on the most recently released colonel promotion list. About 95 Army Competitive Category seats are available annually. This is a very demanding two-year course with two, two-week resident phases. The course requires at least as much time as a graduate-level program.

Service Obligation. There is a two-year service obligation for resident and nonresident SSC.

Congressional Fellowships

MAJ Keith Sledd, Major Assignments Officer

Joe.Sledd@hoffman.army.mil , DSN: 221-5267

The US Army Congressional Fellowship Program trains top Army officers and civilians. One year in length, the fellowship tour begins annually in August. Selected officers will attend the Force Integration Course and participate in a Congressional Training Program. On completion of the classroom phase and orientation to Headquarters, Department of the Army, congressional fellows serve as staff assistants to members of Congress. They typically draft legislation, arrange congressional hearings, write speeches and floor statements, and brief members for committee deliberations and floor debate.

Officers in the Congressional Fellowship program incur a three-year service obligation and, within five years of completing the program, will be assigned to a position that requires knowledge of congressional activities. For questions about Congressional Fellowships, telephone the Executive Officer, Office of the Chief Legislative Liaison, at DSN 225-3524 or (703) 695-3524.

Each spring, an Army selection board convenes to select fellows. Commanders and supervisors are encouraged to submit their top candidates. Individual officers also can apply. Officers must receive approval from own career branch, and Development Branch, PERSCOM, before competing. Requests must be in letter format and endorsed by the first field supervisor.

While all combat service support branches have the potential to compete for the Congressional Fellowships, the program is currently configured for PERSCOM to provide nominees from specific branches or functional areas. Requests to compete, provided to the Future Readiness Officer at PERSCOM, must be in letter format and endorsed by the first field supervisor. Applications must arrive at branch not later than December 31 of the previous year. Point of contact in PERSCOM's Combat Service Support Division (CSSD), is Ann Jenkins, Professional Services Branch, CSSD, at DSN 221-5296 or (703) 325-5296.

Training With Industry

CPT Kevin Gilson, Branch-Qualified Captain Assignments Officer

Kevin.Gilson@hoffman.army.mil, DSN 221-5268

The Army's Training with Industry (TWI) Program is designed to provide an extensive exposure to managerial techniques and industrial procedures within corporate America. Usually, TWI training is not available either through the military school system or civilian university system. Following the officers' 12-month TWI tenure, they go to a validated utilization assignment for 2 years. Participants also incur an active duty service obligation of 3 days for every 1 day in TWI, up to a maximum of 6 years.

The Army's main objective in sponsoring the TWI Program is to develop a group of soldiers experienced in higher-level managerial techniques. This provides an understanding of industry as it relates to specific functions of the Army. Once the TWI students are back in an Army organization, they are expected to improve the Army's ability to conduct business with industry. Participants may also be exposed to innovative industrial management practices, techniques and procedures applicable to the Army's ways of doing business.

Branch Transfers

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A branch transfer permanently changes an officer's branch. The majority of transfers processed through PERSCOM are voluntary transfers requested by the individual officers through their chains 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 active federal commissioned service, and US Army Reserve officers must be accepted for conditional voluntary indefinite status. It is always 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.

PERSCOM considers a variety of factors when reviewing branch transfer requests. The factors, outlined in Paragraph 4-2 of Army Regulation (AR) 614-100 (Office Assignment Policies, Details and Transfers), include branch alignment, civilian and military education, special qualifications and the Army's 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 interests of the Army. If both branches vote "yes," the branch transfer is approved. If the gaining or losing branch votes "no," the OPMD Director makes the final decision.

All aspects of the requester's career are considered when assessing the request for transfer, including the officer's overall performance and career potential within the requested branch. It is important to understand that although the needs of the officer are carefully considered, it is the needs of the Army, readiness and health of each branch that are paramount.

Voluntary Indefinite Status

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Because I get many questions about the voluntary indefinite (VI) status for other than Regular Army officers (OTRA), I will discuss how this change in status works. OTRA officers are considered for VI status at the same time they are considered for promotion to captain. If selected for promotion, they are simultaneously selected for VI.

Officers selected for retention are extended on active duty until offered integration in the Regular Army (RA) upon promotion to major. Officers who do not accept Regular Army status but who entered active duty service before 14 Sep 81, may remain on active duty in a VI status until completion of 20 years of active federal service.

An officer's first year in a VI status is a probationary period. Headquarters, Department of the Army may initiate action to revoke an officer's VI status for cause during this period. The officer must be notified in

writing of this action and given an opportunity to provide rebuttal information. The PERSCOM Commanding General, who reviews the officer's file and any rebuttal submitted, makes a decision about whether or not the officer's VI status should be revoked. After the one-year probationary period, an officer can be eliminated only in accordance with AR 600-8-24 (Officer Transfer and Discharges).

Warrant officers are considered for VI status by the appropriate field promotion authority concurrent with eligibility for promotion to CW2. Officers not recommended for promotion to CW2 are therefore not recommended for continuation on active duty and are subject to separation in accordance with AR 600-8-24.

FY02 Promotion Board and Beyond for Quartermaster Warrant Officers

CW4 Gary A. Marquez, Career Manager for Quartermaster Warrant Officers

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In my first year in this job, I scrubbed 311 files for Quartermaster Warrant Officers before the FY02 promotion board. This was an eye-opening experience that included all zones for the three grades under consideration. Many files appeared highly competitive. Since it was my first such scrub, the process probably took me twice as long as some of the other PERSCOM veterans. Much of what has been published about preparing for the board was put to good use. However, some mistakes could have been corrected.

During the 3 months leading up to this year's board, 32 warrant officers made their way to PERSCOM to review their files and discuss their careers with me. I encourage everyone to make at least one trip to PERSCOM and not necessarily when you come into the zone for promotion. Reminder, make an appointment before you come!

Lack of Accuracy in Personnel Files

One trend that I noticed during my scrub of Quartermaster Warrant Officer files was the lack of accuracy. Officer Record Briefs (ORBs) had significant errors that included missing Warrant Officer Advanced Course dates, service agreement dates, and warrant office commission dates. With official Army photographs, problems included wrong coat sizes, ribbons worn upside down, skill badges worn incorrectly and hair too long. What I concluded is that warrant officers did not seek out other senior warrants to review their ORBs and photographs before submission to PERSCOM for the final look. A second set of eyes to look at your ORB and photograph is critical to detect problems before they come to PERSCOM.

Also, I implore every senior warrant officer to begin the next month by asking junior warrant officers this question: "Are you in the zone (for the 2003 promotion board) this year"? Get to know the Quartermasters in your organization, housing area and local chapter of the Warrant Officer Association who are eligible for promotion.

Read the Literature

Young warrant officers now approach me with their five-year plans in tow. Not only are they planning their next assignments, but the one after that. They really are leaning forward in the foxhole. However, let's not just be planning our next two to three assignments, let's focus on where we want to be physically, educationally, spiritually – and also not forget our families.

Carry Your Business Card

During this past year, I had the pleasure of "carding" a few warrant officers at military balls and was pleasantly surprised whenever a young warrant officer reached into a pocket and pulled out a business card. Now, that's what I am talking about. You never know when a prospective employer (commander) will ask you for your card.

Who will replace you, CHIEF?

We need to be thinking about who our replacements will be. Every warrant officer should be on a talent search, every day. Observe those outstanding E4s in your units, the ones with tremendous self-confidence and an eagerness to learn the technical aspects of being a warrant officer. Counsel and advise them. Put the seed of becoming a warrant officer in their minds to get them thinking about serving as a warrant officer two to three years down the road.

Another approach is to announce and conduct informal recruiting briefings with young soldiers in your unit, post or location. Link up with the command sergeant major or first sergeants and offer to provide professional development sessions to noncommissioned officers (NCOs). The bottom line: get the word out. The Quartermaster Warrant Officer population is in a crunch right now. 920As (Property Accounting Technicians) are currently at 90 percent of authorizations and 920Bs (Supply Systems Technicians) are at 89 percent. The recruiting mission for FY03, even with the two boards (May and November), will just barely cover Quartermaster losses (retirements and other losses). It will become critical to recruit even greater numbers of NCOs in the next two years.

Be a Joiner

There are many ways to make our Quartermaster Corps, Army, and our own lives better. There are many warrant officers who have great ideas about how to do just that, but who will be your voice?

Joining an organization such as the Warrant Officer Association, Association of Quartermasters, Retired Officer Association, or the Association of the United States Army puts clout behind your ideas so that all of voices will be heard as a collective body. Change does not occur automatically: change must be motivated by needs. The changes that occurred in the management of warrant officers between 1984 and today did not happen overnight. Professional Army organizations along with many others (principally The Military Coalition or TMC) helped guide the decision-makers to where we are today.

Today warrant officers no longer have dual promotion systems, Voluntary Indefinite Boards, Regular Army boards and Warrant Officer Candidates after the Basic Entry Course. This is due in part to the many warrant officers who expressed their ideas to organized bodies that then relayed their ideas to the decision makers. Where are you in the process? You do have a vote in your future, but you have to voice your concern and you have to place your vote. The best way to do this is through the Warrant Officer Association, the single, largest, lobbying group representing warrant officers. Begun in 1974, the Warrant Officer Association has been behind every piece of legislation that has brought us to where we are today. So if you do not belong, then ask yourself: "Why not?"

92R Riggers Released From Stop-Loss in June

Enlisted soldiers released from previous Stop-Loss announcements by the Army on June 6 included the 92R (Parachute Rigger) military occupational specialty (MOS). Stop-Loss allows the Army to Retain soldiers in certain job specialties beyond their date of separation for an open-ended period. The June 6 announcement kept about 260 soldiers on active duty who had potential separation or retirement dates by September 30, and released another 370 who had been impacted by previous Stop-Loss decisions. Stop-Loss considers the retention of critical military skills to support new operational requirements since terrorist attacks within the United States on September 11, 2001. The Army now evaluates Stop-Loss requirements on a monthly basis.

First AGR Quartermaster Warrant Officer Wins MacArthur Leadership Award

CW2 Nelson A. Diaz, Property Book Officer and fulltime S4 (Logistics) for the 394th Quartermaster Battalion in Puerto Rico, is the first Quartermaster warrant officer in the US Army Reserve (USAR) to win an annual General Douglas MacArthur Leadership Award. The Department of the Army recognized 27 company-grade officers in the Active Army, Army National Guard and USAR with the MacArthur awards for 2001 at a ceremony 22 May 02 in the Pentagon. Only one warrant officer in each of the three categories is eligible to win.

CW2 Diaz, a 12-year Army veteran who has been on Active Duty Guard and Reserve (AGR) status for six years, was honored for excelling at his job and making outstanding contributions to his community. BG Collis N. Phillips, Commander of the 65th Regional Support Command at Fort Buchanan, Puerto Rico, accompanied the Quartermaster winner to the presentation.

Nominated by his battalion commander, CW2 Diaz was totally surprised by his award and said: "I didn't expect to win! I feel proud. It is indeed an

honor and a privilege to represent the Army Reserve, the 65th and, above all, the Warrant Officer Corps."

Criteria for the MacArthur award include the ability to motivate others, to understand fellow soldiers and to inspire commitment, teamwork and esprit de corps. The award program is jointly sponsored by the Army and the General Douglas MacArthur Foundation. Each winner receives a 15-pound bronze bust of General MacArthur.

CW2 Diaz described his award as a unit effort because of the support he received from all the soldiers around him.

"The mission can't be accomplished without the hard work of our soldiers, because we are a team," he said. "As soldiers we must train and be ready to go to war and win. But to win we must fight as a team, and therefore it is my responsibility as a leader to train them as a team. A good leader always takes care of his/her soldiers. I always tell them to work hard without expecting anything in return, and when they least expect it, they will be rewarded."

Promotion to Captain at 38 Months

Beginning in October, the Army will promote officers earlier to the grade of captain. The accelerated promotions should help alleviate a shortage of 1,900 captains. Before the Year 2000, captains were not promoted until they had 48 months of service. The exception to this was wartime. During the Vietnam War, some of today's generals were promoted to captain with just two years of service.

Currently, many lieutenants are filling captain jobs. The Army has about 2,200 more lieutenants than authorized, and the early promotions will help level that out.

The early promotions will help align the company-grade "inventory" of officers with available positions. Officers promoted to captain in November will have 40 months of service, instead of the current 42 months. Those promoted in December will have 39 months. A captain's board is scheduled to meet in November. Those promoted in the spring will have 39-40 months of service, and by next June the new policy should be fully implemented with all promotions at 38 months.

The fiscal year 2002 Defense Authorization Act authorized the Army to promote officers to captain after just 36 months of service, but Army leaders determined that 38 months would help solve the shortage and still allow lieutenants developmental time as platoon leaders.

QUARTERMASTER

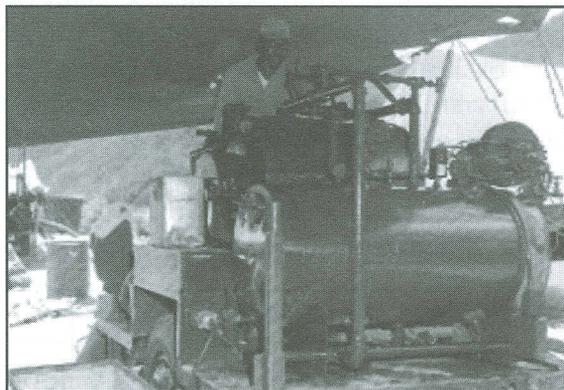
UPDATE

New Aerial Delivery and Field Services Gallery Opens

Tim O’Gorman, Director, US Army Quartermaster Museum

A new gallery at the US Army Quartermaster Museum, sponsored by the Aerial Delivery and Field Services Department and the Quartermaster Foundation at Fort Lee, VA, is the latest in the series of galleries devoted to varied missions of the Quartermaster Corps and the people who perform them. Officially opened 20 Sep 02, the gallery portrays the evolving mission of both parachute riggers and field services personnel.

Since 1950 the Quartermaster Corps has been responsible for training the Army’s parachute riggers and aerial supply soldiers. Quartermaster parachute riggers, distinguished by their red caps and working by the motto, “I Will Be Sure Always,” perform their mission with the utmost skill and attention. Airborne soldiers place their lives daily in the hands of Quartermaster-trained riggers. The gallery explores the operational history of aerial delivery and parachute rigging, beginning in World War II with the operations to supply Allied forces in the China-Burma-India Theater and in Northern Europe and continuing through *Operation Enduring Freedom* recently conducted in Afghanistan. Artifacts include a variety of aerial delivery containers used since World War II that trace the evolution of aerial supply



**549th Quartermaster Laundry Unit,
Korea, 1951-52**

rigging techniques. The original rigger wings, designed by MAJ Thomas R. Cross in 1948, will also be exhibited.

Among the Quartermaster Rigger units that are highlighted are the 109th Quartermaster Company (Air Delivery) that packed supplies during the Vietnam War and the 5th Quartermaster Detachment that rigs the loads dropped over Afghanistan.

As the relationship between hygiene and diseases became better understood in the late 1800s and it was recognized that soldiers needed field bath facilities, the Quartermaster Corps was given the mission of operating field laundry and bath facilities. Also, Quartermaster field services at one time also included salvage and repair of discarded equipment. Today’s laundry and textile specialists carry on the laundry and shower as well as fabric repair missions. The gallery also portrays their story, one of supporting the health and comfort of soldiers in the field.

The Quartermaster Museum, located in Building 5218, Avenue A, is open Tuesday-Friday, 1000-1700, and weekends 1100-1700. Call (804) 734-4203 or DSN 687-4203 for more information.



LAPE Airdrop, Khe Sahn, Vietnam, 1968

2002 Supply Excellence Award Winners

This year 111 units were evaluated from Korea, Japan, Germany, Italy, Puerto Rico, Guam and Belgium and 27 of the 50 United States for the annual 2002 Chief of Staff, Army, Supply Excellence Award (SEA). The awards ceremony marked the 17th year of this competition, with presentations to units and, for the first time, to individuals 5 Sep 02 in Arlington, VA. The Department of the Army and National Defense Industrial Association Association (NDIA) sponsored the ceremony.

The SEA's purpose is to enhance the logistical readiness and supply effectiveness of Army organizations. The program provides a positive incentive for supply and support operations. Strict adherence to logistics management and the Army's Command Supply Discipline Program (CSDP) are the stepping-stones to compete. Competition begins with major commands (MACOMs) nominating units based on winner performance in the CSDP. Evaluators from the US Army Quartermaster Center and School augmented by Army National Guard (ARNG) and US Army Reserve (USAR) soldiers travel worldwide from January through June conducting unit evaluations onsite. This year, there was also a Best of the Best competition for individuals in 14 categories. Units that want to participate in the FY03 SEA competition should contact their MACOM representatives. Also, units can telephone the SEA Team at Fort Lee, VA, at (804) 734-3210/3163/3726/3312 or access the SEA web site at <http://www.quartermaster.army.mil/ltd/supexcel.html> on the Quartermaster Home Page.

CATEGORY	COMP	STANDING	UNIT
MTOE Co with property book	Active	Winner	HHB, 18th Field Artillery Bde, Fort Bragg, NC
		Runner-Up	77th Army Band, Fort Sill, OK
MTOE Co without property book	Active	Winner	HHC, 4/123d Aviation, Fort Wainwright, AK
		Runner-Up	552d MP Company, 8th MP Brigade, Pusan, Korea
MTOE Bn with property book	Active	Winner	505th Quartermaster Bn, Okinawa, Japan
		Runner-Up	205th Military Intelligence Bn, Fort Shafter, HI
MTOE Bn without property book	Active	Winner	725th Main Support Bn, Schofield Barracks, HI
TDA Small (Lower)	Active	Winner	HHB, 1/15th Field Artillery, 2d ID, Tongduchon, Korea
		Runner-Up	HHD, 235th Base Support Bn, Ansbach, Germany
TDA Large (Upper)	Active	Winner	527th Military Intelligence Bn, Yongsan, Korea
		Runner-Up	UNCSB-JSA Bn, HQ 8th Army, Pan Mun Jom, Korea
Small TDA SSA	Active	Winner	80th Area Support Group (NSSG), Chievres, Belgium
Small MTOE SSA	Active	Winner	71st Ordnance Company, Hanau, Germany
		Runner-Up	G Company, 52d Aviation Regiment, Wonju, Korea
Medium MTOE SSA	Active	Winner	26th Quartermaster Supply Company, Hanau, Germany
		Runner-Up	HQ/A Company, 801st Main Support Bn, Fort Campbell, KY
Medium TDA SSA	Active	Winner	22d Area Support Group, Vicenza, Italy
		Runner-Up	20th Support Group, Waegwan, Korea
Medium MTOE SSA	Active	Winner	Special Troops Bn, 98th Maintenance Co, Fort Richardson, AK
		Runner-Up	HQ Distribution Center, 296th Bde Support Bn, Fort Lewis, WA

CATEGORY	COMP	STANDING	UNIT
Large MTOE SSA	Active	Winner	702d Main Support Bn, 2d ID, Tongduchon, Korea
Large TDA SSA	Active	Winner	Regional SSA, 100th Area Support Group, Vilseck, Germany
Large MTOE SSA	Active	Winner	C/801st Main Support Bn, Fort Campell, KY
		Runner-Up	Maintenance Troop, 11th Armored Cavalry Regiment, Fort Irwin, CA
MTOE Co with property book	USAR	Winner	1011th Quartermaster Co, 89th RSC, Independence, KS
		Runner-Up	HHC, 304th MMC, 311th COSCOM, Los Angeles, CA
MTOE Co without property book	USAR	Winner	650th Transportation Det, 81st RSC, Wilmington, NC
		Runner Up	C/411th Engineer Bn, Guam
MTOE Bn with property book	USAR	Winner	396th Combat Support Hospital, 70th RSC, Vancouver, WA
		Runner-Up	844th Engineer Bn, 81st RSC, Knoxville, KY
MTOE Bn without property book	USAR	Winner	325th Quartermaster Bn, 89th RSC, Belton, MO
		Runner-Up	321st Ordnance Bn, Charleston, WV
TDA Small (Lower)	USAR	Winner	SETAF Augmentation Unit, 7th ARCOM, Vicenza, Italy
		Runner-Up	4249th Port Security Detachment, 89th RSC, Wilmington, NC
TDA Large (Upper)	USAR	Winner	Sup & Svc Div-DCSLOG, 7th ARCOM, Schwetzingen, Germany
		Runner-Up	HHC, 3747th Training Bde, 7th ARCOM, Grafenwoehr, Germany
Small MTOE SSA	USAR	Winner	1011th Quartermaster Co, 89th RSC, Pittsburg, KS
		Runner-Up	1015th Maintenance Co, 81st RSC, Forest Park, GA
MTOE Co with property book	ARNG	Winner	HHD, 730th Quartermaster Bn, Asheville, NC
		Runner-Up	3631st Maintenance Company (GS), Spring, New Mexico
MTOE Co without property book	ARNG	Winner	1436th Engineer Company (CSE), Flint, MI
		Runner-Up	Company E, 126th Aviation Air Tactical Support, Providence, MA
MTOE Bn with property book	ARNG	Winner	HQ, 2d Bn, 147th Aviation, Saint Paul, MN
		Runner-Up	1st Bn, 201st FA, Charleston, WV
MTOE Bn without property book	ARNG	Winner	150th Engineer Bn, Meridian, MS
		Runner-Up	HQ, 1-150th Aviation Bn, West Trenton, NJ
TDA Small (Lower)	ARNG	Winner	HQ, 197th Regiment Regional Training Institute, Kingwood, WV
		Runner-Up	HQ, 209th Training Regiment, Ashland, NE
Small MTOE SSA	ARNG	Winner	192d Support Bn, Salinas, PR
		Runner-Up	B Company, 193d Aviation Regiment, Wheeler AAF, HI
Medium MTOE SSA	ARNG	Winner	USPFO Supply Center, Nebraska, Lincoln, NE
		Runner-Up	Sup & Svc Div USPFO Wisconsin, Camp Douglas, WI
Large MTOE SSA	ARNG	Winner	USPFO (SSA), Louisiana, Alexandria, LA
		Runner-Up	DOL Warehouse (DSU), Little Falls, MN

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Survey of Military Occupational Specialty Series 9R and 92S

The US Army Quartermaster Center and School is interested in constructive input from the field. The training and quality of the soldiers in the military occupational specialties (MOSs) that we produce are critical to mission accomplishment. Please take the time to complete the following survey. Your suggestions will be used to assess our training and make improvements.

1. What is your rank?
E1-E4 E5-E6 E7-E9 WO-CWO O1-O3 O4-O5 O6
2. In what level of organization are you assigned?
Company Brigade Division Corps Theater Other
3. In what type of unit are you assigned?
Combat Combat Support Combat Service Support Other
4. For what MOS are you completing the survey?
 92R (Parachute Rigger) 92S (Laundry and Textile Specialist)
5. Evaluate the knowledge of soldiers arriving in your unit from advanced individual training (AIT) based on the following questions:
 - A. Do soldiers have the skills to become proficient on MOS-specific equipment in a reasonable amount of time?
 Yes No
 - B. Safety is an integral part of everything soldiers do. Do the soldiers have an understanding of basic MOS-specific safety considerations and procedures?
 Yes No
 - C. How much time does your unit spend training novice soldiers before allowing them to go "live"?
 Less than 30 days 30-60 days More than 60 days
 - D. Are there any critical skills or extra areas that you feel are not adequately covered during AIT?
 - E. Do soldiers have a realistic perspective of their career path and progression?
 Yes No
 - F. Instilling the seven Army Values is one of the keys to the soldierization process. At what level of indoctrination and adherence to the seven Army Values are soldiers arriving and exhibiting at your unit?
 Low Medium High
 - G. If you had any recommendations, what would you change to increase the soldiers "training effectiveness" before they arrive at your unit?

Fold along dotted lines and mail through your unit mailroom.

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307th Airborne Medical Company medics set up a hasty casualty collection point in a Normandy field, 6 June 1944.

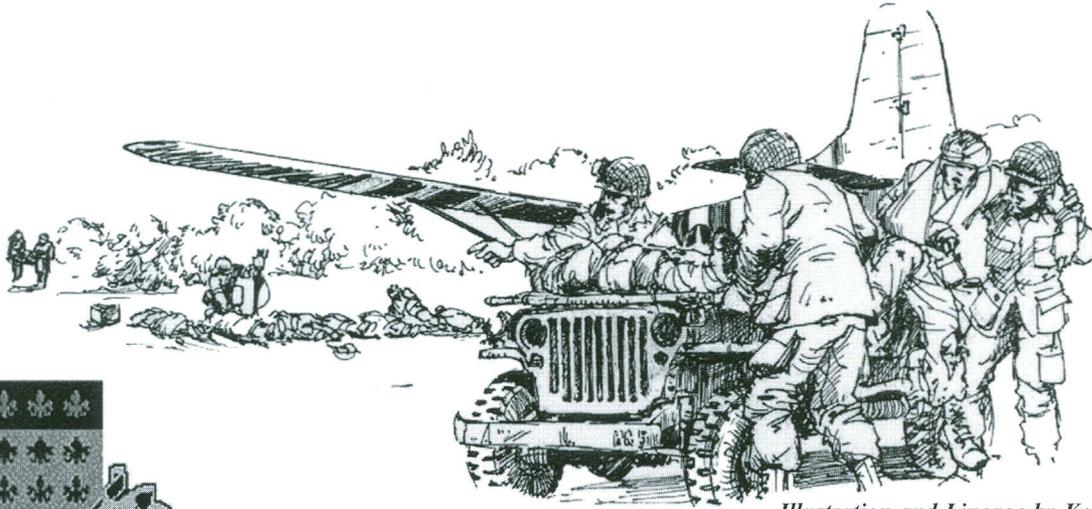


Illustration and Lineage by Keith Fukumitsu



307th Forward Support Battalion (Airborne)

Constituted in the National Army on 5 August 1917 as the 307th Sanitary Train and assigned to the 82nd Division and organized at Camp Gordon, Georgia on 20 September 1917.

Demobilized on 9 May 1919 at Camp Dix, New Jersey.

Reconstituted on 24 November 1936 in the Organized Reserves as the 307th Sanitary Train and assigned to the 82nd Division and concurrently consolidated with the 307th Medical Regiment (Active).

Relocated in October 1941 to Jacksonville, Florida.

Redesignated on 30 January 1942 as the 307th Medical Battalion and ordered onto active status on 25 March 1942 and sent to Camp Claiborne, Louisiana.

Headquarters and Headquarters Company redesignated on 15 August 1942 as 307th Airborne Medical Company as an element of the 82nd Airborne Division and A, B, C and D Companies concurrently inactivated at Camp Claiborne, Louisiana.

Reorganized and reconstituted on 15 December 1947 as Headquarters and Headquarters, 307th Medical Battalion with organic units concurrently activated at Fort Bragg, North Carolina.

Redesignated on 18 May 1948 as the 307th Airborne Medical Battalion and withdrawn from the Organized Reserves and allocated to the Regular Army on 15 November 1948.

Redesignated on 1 September 1957 as the 82nd Medical Company (Airborne).

Redesignated on 25 May 1964 as the 307th Medical Battalion.

Converted and redesignated on 16 April 1994 as the 307th Support Battalion (Forward).

*** ST. MIHIEL * MEUSE-ARGONNE * LORRAINE 1918 ***

*** SICILY * NAPLES-FOGGIA * NORMANDY (WITH ARROWHEAD) * RHINELAND (WITH ARROWHEAD) ***

*** ARDENNES-ALSACE * CENTRAL EUROPE ***

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