

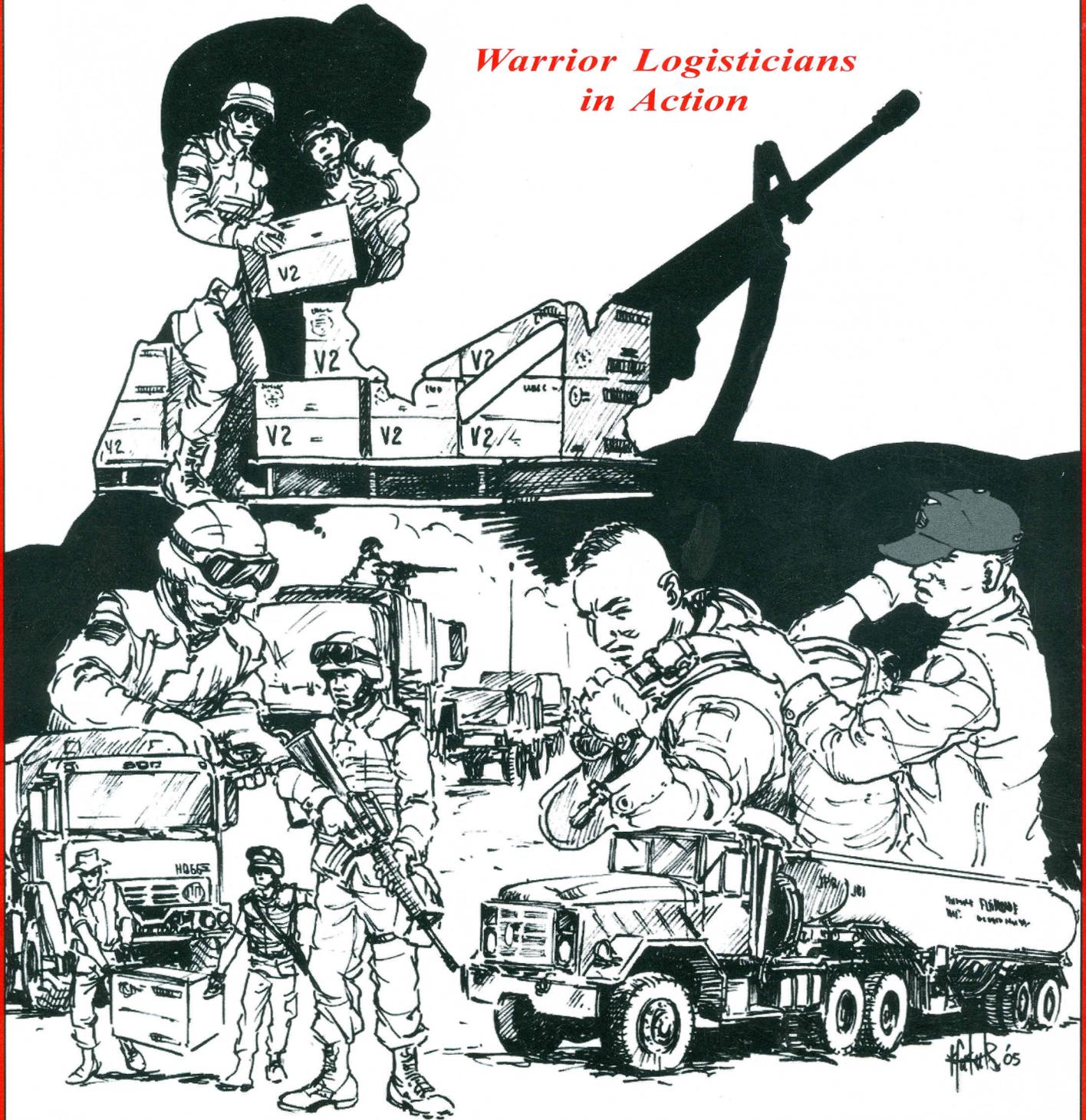
Quartermaster

PROFESSIONAL BULLETIN

SPRING 2005

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Warrior Logisticians in Action

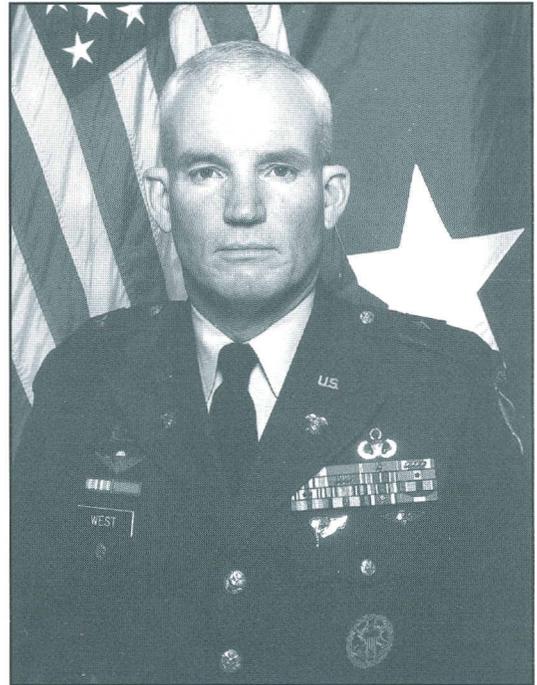




From The Quartermaster General

Greetings, fellow Quartermasters. As The Quartermaster General, I take responsibility for the overall health and welfare of the Corps around the world. Our number one priority is support to the global war on terrorism. Initial military training at the US Army Quartermaster Center and School, Fort Lee, VA, is the number two priority. During my tenure as The Quartermaster General, the Army's response to the global war on terrorism preceded a renewed spirit called Warrior Ethos that directly impacts Soldier training at all levels. Briefly, Soldiers who live the Warrior Ethos put the mission first, refuse to accept defeat, never quit and never leave behind a fallen comrade.

Firsthand, I have repeatedly witnessed Quartermasters who continue the Corps' 230-year history of tactical and technical proficiency coupled with bravery in combat. Within weeks of becoming the 48th Quartermaster General in May 2003 during Regimental Week at Fort Lee, I was detailed to serve as Director for Logistics, C4, Combined/Joint Task Force-Seven (C4, CJTF-7) for *Operation Iraqi Freedom* from July 2003 to July 2004 in Baghdad. During my year in Iraq, our Quartermasters supported combat forces with nearly 60,000 supply convoys and approximately 800,000 vehicle movements over 540 million miles driven. Daily, Quartermasters serve more than 500,000 meals, deliver 1.2 million gallons of fuel all by truck and produce more than 4 million gallons of water as coalition forces remain in Iraq during the transition to a representative self-government.



Brigadier General Scott G. West

In his article *Warrior Ethos a Part of Quartermaster Heritage* in this edition (page 8), Dr. Steven E. Anders, Quartermaster Corps Historian, includes case studies from World War II and from *Operation Iraqi Freedom*. For a case study from today's headlines, Dr. Anders writes of the late Sergeant Donald R. Walters, the Quartermaster cook awarded the Silver Star medal posthumously for his actions 23 Mar 03 during the 60-90 minute attack on a 507th Maintenance Company's convoy in Southern Iraq.

Lessons learned on today's battlefield without boundaries have led to tactical training at Fort Lee in convoy operations. Such training is now integral to the critical Warrior Tasks and Battle Drills identified as part of the Warrior Ethos initiative to reinforce basic combat skills for Quartermaster students before graduation in their military occupational specialties. I have said that support to the global war on terrorism starts at Fort Lee. In many cases, Quartermaster students will be in combat within a month of graduation. We soon plan to conduct convoy live-fire exercises at nearby Fort Pickett. Of course, Quartermasters continue their technical training at the schoolhouse in supply, subsistence, water and fuel, aerial delivery support, and field services that include mortuary affairs, field feeding, and shower, laundry and light textile repair.

The US Army Quartermaster Center and School developed a well-organized and efficient plan to conduct Warrior Tasks and Battle Drills. The result

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PROFESSIONAL BULLETIN

www.Quartermaster.army.mil

The Quartermaster General

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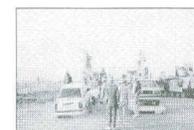
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My Fellow Quartermasters,

This edition of the *Quartermaster Professional Bulletin* marks a bittersweet moment in the history of this publication. This is the last edition that Linda B. Kines, editor, will produce. She will retire from this position in May after 20 years of faithful, honorable and selfless service.

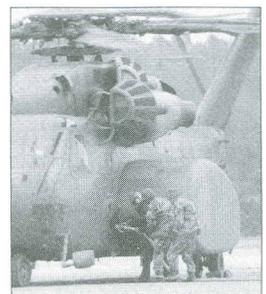
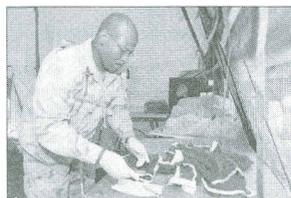
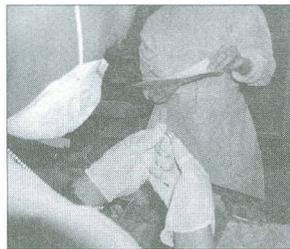
The Quartermaster Corps has been richly blessed to have had her in our ranks. She has produced 64 editions of the *Quartermaster Professional Bulletin* spanning her 16-year run as the editor. She used this medium to tell the story of our Corps, and more importantly, she told the story of our people, the men and women who are the Quartermaster Corps. She never lost sight of her mission and the purpose of the bulletin as a professional development publication. Every edition focused on sharing Quartermaster tactics, techniques, procedures and lessons learned from contributing logisticians in the field.

I first met Linda in 1996 when I served as the Chief, Office of the Quartermaster General. Within just a few minutes of being around her it was obvious that here was a professional and dedicated team player. She demonstrated to me her brand of subtle yet strong leadership. It was clear to me and to all with whom she came in contact that she would not negotiate or compromise her editorial standards of excellence in the publication of our professional bulletin. For this we owe her a debt of gratitude which can never be fully paid.

Linda, on a personal note, I want to thank you for your unwavering support, your leadership and, most importantly, your unqualified friendship. I shall miss your easy manner and your humor. Above all, I shall miss not serving on the same team with you. I wish you, your husband John and your family the very best that retirement has to offer and on behalf of the men and women of the US Army Quartermaster Corps I wish you God's blessings for a long, healthy life surrounded by family and good friends.

Supporting Victory!

Brigadier General Scott G. West, The Quartermaster General



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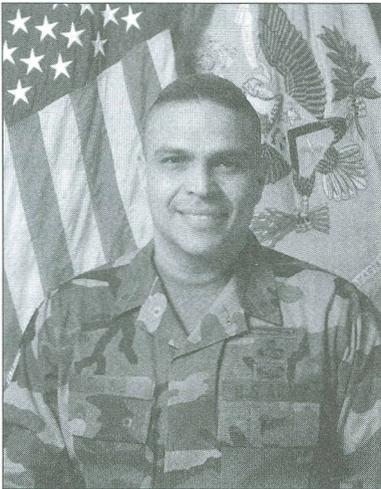
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OUTSIDE FRONT COVER: Illustration of technically and tactically proficient Quartermasters in the combat zone during the global war on terrorism by Keith K. Fukumitsu.

OUTSIDE BACK COVER: Soldiers from the 23d Quartermaster Brigade conducted convoy operations during a Logistics Warrior field exercise at Fort Lee, VA, in January. Photograph by Travis Edwards, Strategic Outreach Officer, Fort Lee Public Affairs Office.

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



Doing More With Less - Coming Back to Haunt Us?



Command Sergeant Major Jose L. Silva

“When the going gets tough, the tough roll with the punches.” That was the first thought that came to my mind after reading about current funding challenges for Fort Lee, VA – “Home of the Quartermaster Corps” – in the post newspaper. The budget shortfalls of the Installation Management Agency and all US Army Garrisons came as a surprise and translated into reductions of services on post. I have participated in “belt-tightening” periods throughout my Army life, and the US Army Quartermaster Center and School (QMC&S) has gone through similar periods as well.

‘Tighten Our Belts’

As a broad-based military issue, the “doing more with less” syndrome is very familiar within the Armed Forces. It is difficult for me to remember when I first heard the phrase - maybe in the 1970s when the Armed Forces were affected by a global oil crisis. I remember reading about an Air Force squadron commander at Cannon Air Force Base in 1973 briefing his aircrew on flying time cutbacks. In essence, he said: “Guys, we all have to realize that the days of abundant resources and unlimited money are gone. From now on, we as a nation must tighten our belts, trim away the excess fat. We can no longer have everything we want.” Then he added: “We have to do more with less.”

I do not know if “doing more with less” originated with that squadron commander, but I do know that the QMC&S has been trained on this task to a “T.” Before the grim news about installation services, we

Quartermasters had been struggling with some challenges of our own.

After the terrorist attacks of 11 Sep 01, military forces faced a new enemy with new tactics. This made us change the way we technically and tactically train Quartermaster warriors. This new training approach and its requirements taxed existing resources, mainly personnel. Quartermasters started filling the so-called “blank spaces” of time at Fort Lee with ongoing and new training requirements for Soldiers such as warrior tasks, warrior drills, range committee, Log Warrior Committee, Convoy Live Fire Committee, split shifts, staff duty, Train the Trainer Programs, and internal and external taskings. Leadership soon realized that needed resources were spread thin and, in fact, Quartermasters were doing more with less.

Mission Success

It would be a true statement to say that we are understaffed and under-resourced and, more often than not, wearing more than two hats. In the face of all this, I am reassured to know that we have a team that will save the day, each day, as in the past. The team consists of great Americans - great military personnel, civilians and leaders at all levels - who understand how to tackle these monetary challenges and move forward looking for new and innovative ways to make things happen. Bottom Line: We won't fail in our mission. We are committed to provide Quartermaster warriors who are tactically and technically proficient leaders and Soldiers and to

develop and sustain adaptive Quartermaster functions that are globally executable by the joint warfighter to ensure mission success.

A Delicate Balance

Quartermasters have been able to manage a delicate balance to ensure that all advanced individual training (AIT), officer and noncommissioned officer courses continue to produce the Army's Warrior Logisticians. I would compare this delicate balance with the circus act in which the performer balances dishes on the tip of a stick. When handling a few plates, the juggling does not look as complicated; but

when the plate count begins to add up, the balance "can get ugly pretty quick."

We own all the plates but only some of the sticks. These potential budget cuts are threatening to take most of the sticks away. As always, senior Army leaders understand that doing more with less, even though challenging, can be achieved. However, "doing anything with nothing" it is just out of the question. In the meantime, the tough continue to roll with the punches.

Supporting Victory!

CSM Jose L. Silva is the 8th Regimental Command Sergeant Major (CSM) for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom, 7 Nov 01-26 Jul 02, as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazar-e-Shariff and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom IV to serve as the Joint Logistics Center CSM before coming to the US Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an 11B (Infantryman) in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.

We are committed to provide Quartermaster warriors who are tactically and technically proficient leaders and Soldiers and to develop and sustain adaptive Quartermaster functions that are globally executable by the joint warfighter to ensure mission success. – Regimental Command Sergeant Major Jose L. Silva

Technical, Tactical Exercise

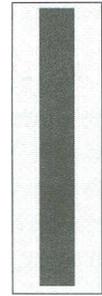
Soldiers from the 23d Quartermaster Brigade practiced rolling fuel lines and adjusting fuel couplings in subfreezing temperatures in January 2005, as well as participating in a four-day Logistics Warrior tactical exercise at Fort Lee, VA. Basic Warrior Tasks and Battle Drills are combined with technical training during the rotational exercise to reinforce the Warrior Ethos in each Warrior Logistician.



Photograph by Travis Edwards



Accessing for the Future



Chief Warrant Officer Five James C. Tolbert

As the global war on terrorism continues, Army operations will continue to focus on this vital mission that potentially threatens our nation, our citizens, borders and interests. These current and future challenges will continue to bring an ever-increasing need to replace combat formations with future prospects who can provide both tactical and technical expertise in the Army's future Expeditionary Force.

Historically, enlisted Soldiers have been the primary source to access into the Warrant Officer Corps. I fully expect this paradigm to continue as the Army will always need Soldiers who possess a certain degree of branch-specific experience and demonstrate the potential to become warrant officers. I can remember my time as a noncommissioned officer (NCO) as I steadily progressed through the ranks. The notion of applying to become a warrant officer never dawned on me until a "Warrant Officer" inspired me with mentorship and encouragement. Only then did I give the notion serious consideration.

Today as our Quartermaster Warrant Officer requirements increase amidst future modular Army formations, we must continue to encourage, mentor and access outstanding Soldiers to serve as future Quartermaster Warrant Officers. To this end, each Quartermaster Warrant Officer must set out and embrace at least two Soldiers: a near-term and long-term prospect. The near-term prospect should be an NCO who already meets the minimum Army and Quartermaster prerequisites and can submit a warrant officer application this year.

The long-term prospect can very well be a Quartermaster in the rank of specialist who already displays outstanding potential not only to progress through the enlisted ranks, but also to transition later into the Warrant Officer Corps. While a multitude of information is listed on various web sites and in written form, there is a sizable number of Soldiers who are so focused on their responsibilities that they too may not have considered becoming a warrant officer. I know how they feel. While I knew the Army had warrant officers, I never considered applying because...because I don't know why. Maybe I thought I wasn't good enough to be a warrant officer, maybe I thought the process was too difficult or maybe I thought only certain people could apply....maybe unless someone touches our Soldiers with inspiration they'll never know.

All senior warrant officers know the qualities needed to become a warrant officer. A little inspiration may just convince other Soldiers that they do, in fact, have what it takes. Set out to ease their concerns by simplifying the application process. Many young Soldiers may find the application process daunting and not pursue it. Although a warrant officer packet requires a significant number of documents, set out to reassure Soldiers their efforts can be potentially rewarding. Often, Soldiers have greater expectations of a process until the simplicity of reality is explained. Take time to ease their concerns while encouraging them along the process.

While many young Soldiers may not meet current prerequisites, a little inspiration can pay huge dividends

in the future. Senior warrant officers must embrace younger potential candidates now while encouraging them to consider a future as a warrant officer.

Current Quartermaster Warrant Officer statistics show the attrition rate for the rank of chief warrant officer three (CW3) and is on the rise and higher than the previous five years. This statistical reality indicates senior warrant officers are scaling back their service beyond 20 years, and a vast majority is retiring between 20 and 22 years of service. This increased exodus of senior warrant officers will result in losing a significant amount of technical expertise. While their service will always be revered with honor, dignity and commitment, we must also plan for the future. Senior warrant officers will continue to perform vital roles in the Army's future modular organizations. Our plans must ensure the Quartermaster Corps' cohort of warrant officers are poised for future success - able to provide both tactical and technical expertise on the battlefield.

Many argue that younger Soldiers do not possess the requisite experience to transition to the Warrant Officer Corps. That may be true, but we must all realize there's a multitude of outstanding Soldiers waiting to be discovered. Who knows what would have happened if that senior warrant officer didn't encourage me to apply.

I welcome Soldiers who possess outstanding future potential to the Warrant Officer Corps. As a personal attribute in Soldiers, I rate potential above experience because a Soldier who possesses outstanding potential also possesses a greater ability to learn and adapt to an ever-changing environment. *An abundance of experience will suffice for the present, but potential will serve well for the future.* Remember, Quartermaster Warrant Officers are products we develop from within our Corps. Let's set out and ensure we access the very best to serve as future Quartermaster Warrant Officers.

CW5 James C. Tolbert is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Regimental Chief Warrant Officer/ Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Battalion Supply Technician, 223d Aviation Battalion, Schwaebisch Hall, Germany; and Property Book Officer, 26th Signal Battalion, Heilbronn, Germany, where he deployed to Saudi Arabia during Operations Desert Shield/Storm in December 1990. Also, he served as a Property Book Team Chief and later Chief, Asset Visibility Section, Division Materiel Management Center, 4th Infantry Division, Fort Carson, Colorado; Property Book Officer, US Army Central Command, Camp Doha, Kuwait; Instructor/Writer, QMC&S, Fort Lee, Virginia; and Personnel Career Management Officer assigned to the US Total Army Personnel Command (now Human Resources Command), Alexandria, Virginia. He has completed every level of the Warrant Officer Education System and holds a master's degree in logistics systems management from Colorado Technical University at Colorado Springs.

Quartermaster Transformation - Petroleum and Water Soldiers to Petroleum Technicians

CW5 James C. Tolbert, Office the Quartermaster General, Regimental Chief Warrant Officer/ Quartermaster Warrant Officer Proponent, US Army Quartermaster Center and School, Fort Lee, VA

Quartermaster leaders....now is the time to get onboard the Quartermaster Transformation Train and help steer petroleum operations into the 21st Century. The Petroleum Warrant Officer Specialty is officially open to Soldiers with the petroleum and water military occupational specialties (MOSs) of 92F (Petroleum Supply Specialist), 92L (Petroleum Laboratory Specialist) and 92W (Water Treatment Specialist). With final approval from Department of the Army, the Petroleum Systems Technician becomes the Quartermaster Corps' fifth Warrant Officer Specialty. In the Spring 2004 edition of the *Quartermaster Professional Bulletin* (online at Back Issues, Professional Bulletin, www.quartermaster.army.mil), I spoke of the evolution to create this new specialty and the need to extend petroleum expertise on the battlefield. Now it is time to act!

(Continued on Page 51)

(Continued From Inside Front Cover)

From The Quartermaster General

is Quartermasters trained to execute their battlefield missions. To sustain training in basic combat skills, we centralized warrior training management for advanced individual training courses at Fort Lee. We manage resources and requirements more efficiently through a single program of instruction, with the full focus on producing warriors. We have improved the four-day Logistics Warrior Field Training Exercise (page 56) and are working to implement an M16 qualification range that will include a convoy live-fire exercise.

At the Quartermaster Corps' home base, more than 200 Soldiers from the 240th Quartermaster Battalion, 49th Quartermaster Group, exercised the Army's joint and expeditionary mindset during *Operation South Bound Trooper 2005*, a joint and combined training exercise in February (page 57). Quartermasters combined forces with the Canadian military, US Navy, US Air Force and Virginia National Guard at Fort Pickett and Blackstone Army Airfield for extensive military operations on urban terrain (MOUT) exercises. Initially, the 240th was tasked to support with communications only. However, true to their multifunctional heritage, Quartermasters also provided the MOUT exercise with subsistence, munitions, transportation, fueling operations and opposition forces – 240th Soldiers dressed in clothing to represent rebels, drug lords or vulnerable local citizens to make training scenarios as realistic as possible.

While training to standard here at Fort Lee, we also have the task of supporting our nation and the ongoing global war on terrorism. We have Soldiers tasked directly from the US Army Quartermaster Center and School to serve in Kuwait, Saudi Arabia and Afghanistan. We have sent Mobile Training Teams (MTTs) to assist in the deployment process of units headed to support *Operation Enduring Freedom* in Afghanistan and *Operation Iraqi Freedom*. Quartermaster MTTs also assist combatant commanders in theater during the Army's transformation to a distribution-based logistics system for combat service support. A platoon from the 54th Quartermaster Company, the only active duty Mortuary Affairs Company in the US Army inventory, is still deployed from Fort Lee in support of the war in Southwest Asia. A group of Soldiers are deployed from the 49th Special Troops Battalion as well.

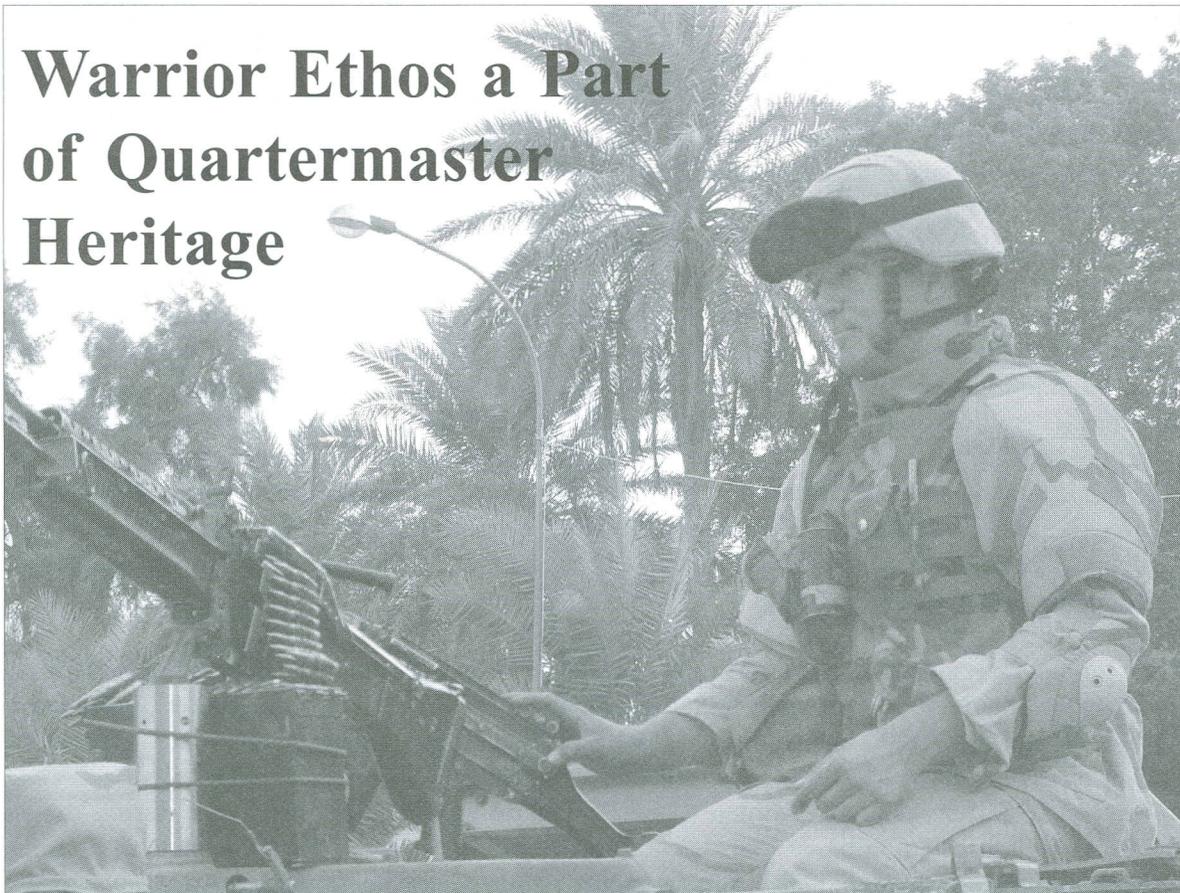
As many know, I decided to suspend this year's Quartermaster Regimental Week observance after considering the cost that includes training dollars, training hours and manpower at Fort Lee. This eliminates the traditional induction ceremonies for those selected for the Quartermaster Hall of Fame, Distinguished Members of the Regiment and Distinguished Units of the Regiment in 2005. I am working with senior leadership on a forum to properly recognize these great Quartermasters whose names will be entered on the various honor rolls.

I am pleased to be able to congratulate winners in two award programs administered by the Army Center of Excellence, Subsistence (ACES): the annual Philip A. Connelly Awards for excellence in Army dining facilities and field kitchens and also the 30th Annual Culinary Arts Competition for the Army's best chefs on military teams (page 59). The International Food Service Executives Association participates with ACES for Connelly awards recognition strictly for Soldiers in the field. The American Culinary Federation sanctions the culinary arts competition that serves as an arena for military personnel to try out for the US Army Culinary Arts Team (USACAT). USACAT members represent the Army in official events around the world. These are two well-known examples of Quartermaster teams training together to compete at the highest levels while sharpening their technical skills to serve the Army at war.

Soldiers are the centerpiece of our combat formations. Our Quartermaster Soldiers carry the Warrior Ethos to the heart of those combat formations. Quartermasters live this ethos every day and, through that, they make a positive difference in support to Soldiers, Sailors, Airmen and Marines in combat.

(Continued to Page 39)

Warrior Ethos a Part of Quartermaster Heritage



Dr. Steven E. Anders, Quartermaster Corps Historian

The American Army has planted the seeds of its Warrior Ethos on training grounds from Valley Forge to today's Combat Training Centers, and honed it in battle from Bunker Hill to the streets of Baghdad.

Warrior Ethos Concept Paper
20 May 2003

All who study military history and the art of war are long familiar with the supply and service role of Quartermasters in battle. The old saying “without supplies neither a general nor a soldier is good for anything” is as true today as it was when Clearchus of Sparta originally said it 401 BC. Likewise for the World War II logistician who simply proclaimed: *Supply Wins Wars!*

There is more to it than that, as every Quartermaster Soldier must know. The technical skill and

expertise that has traditionally made American logisticians the best of the best has to be matched - indeed has *always* had to be matched - by the fundamental skill of soldiering itself. All battles, throughout history, are characterized by fog, friction, fluidity and uncertainty, and, obviously, tremendous peril. To stay focused on the mission, to see clearly what needs to be done in the midst of confusion, and yet respond almost instinctively to whatever life-threatening challenges may emerge, that is what the Quartermaster Soldier must be capable of in order to survive. Only then is he or she able to provide the support to fellow warfighters that victory so depends on.

It is appropriate that the Quartermaster Corps (QMC) regimental insignia features a sword, not intermingled with, but *superimposed* upon, the key and wagon wheel, traditional symbols for the supply and transportation missions, respectively. The sword harkens back to the tactical as opposed to technical

expertise of Quartermasters. This sword highlights the Quartermasters' role as warfighters, over and above that of trained logisticians.

It requires little effort to delve into the Corps' 230-year history for examples of Quartermasters who demonstrated utmost valor and courage, and skill as warfighters, in the heat of battle: Warrior Ethos in its purest form. Here, for instance, are two historical case studies showing how Quartermasters managed to sustain the fight under the most trying of circumstances, even when the situation seemed hopeless:

Case Study 1: Lieutenant Colonel Theodore Kalakuka, QMC - Battle for the Philippines, World War II.

Lieutenant Colonel Kalakuka's father emigrated from Russia to the US in the 1890s, and the family settled in Scranton, Pennsylvania. Young Theodore joined the Pennsylvania National Guard in 1921, after turning 18. Two years later he received an appointment to the United States Military Academy, and in 1927 became the first Ukrainian American to graduate from West Point.

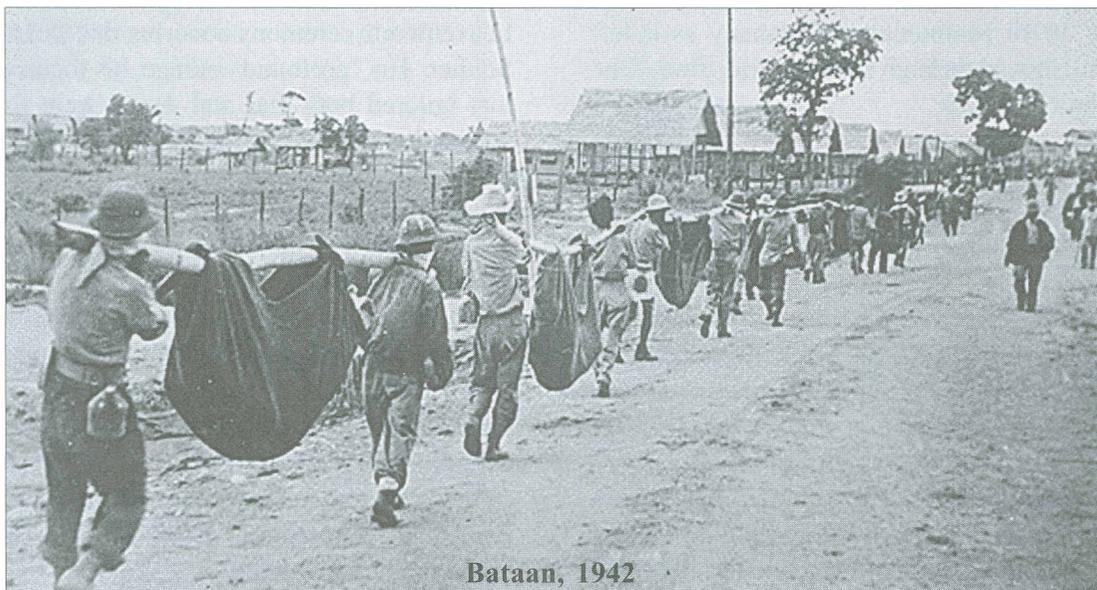
While still a junior officer in the 1930s, he served with various Cavalry regiments and with the Civilian Conservation Corps (CCC). Promoted to Captain in 1937, he transferred to the Quartermaster Corps the following year and was assigned to the Washington

DC Quartermaster Depot. He graduated from the Army Industrial College in 1940, where he had learned to become a skilled logistical planner, and was immediately transferred to the Philippines. There he became the plans officer, and later executive officer for the Quartermaster General, US Army, Far East.

Knowing that war was on the horizon, Captain (later Major) Kalakuka spent the next year and a half gathering weapons and supplies for the US and Philippine Army – but it was too little too late. Two weeks after the Japanese attack on Pearl Harbor, he was promoted to Lieutenant Colonel and was forced to move his headquarters from the Philippine peninsula to the soon-to-be-besieged island of Corregidor.

In the terrible months that followed, Lieutenant Colonel Kalakuka, QMC, became one of the real heroes of Bataan and Corregidor. He showed great creativity and explored every option as a Quartermaster technician in helping sustain Allied troops to the bitter end. Yet at the same time, when circumstances dictated, he demonstrated over and over that he possessed a true *warrior spirit*.

“One day during the fierce fighting on Bataan,” reads one account, the quick-thinking Kalakuka “grabbed a rifle and led his Quartermasters to repel a Japanese air raid, he put out fires in the petroleum area and cut the moorings on some barges so they would escape the advancing Japanese.” His courageous actions on this and other occasions were



Bataan, 1942

credited with stalling Japanese efforts to blow up the Malinta Tunnel. In so doing, he helped save the lives of more than 3,000 US wounded personnel.

Following the surrender of Corregidor, Lieutenant Colonel Kalakuka was captured while on a mission for General Jonathon M. Wainwright, Commander of all American and Filipino troops in the region. He died months later from cerebral malaria while in a Japanese prisoner of war camp on Bataan. For the dedication, sacrifice and bravery he showed over the last five months of his life, he was awarded the Distinguished Service Medal, a Silver Star with two Oak Leaf Clusters, a Bronze Star Medal with a "V" Device, and a Purple Heart.

Lieutenant Colonel Kalakuka remains a splendid example of a Quartermaster soldier imbued with the Warrior Ethos.

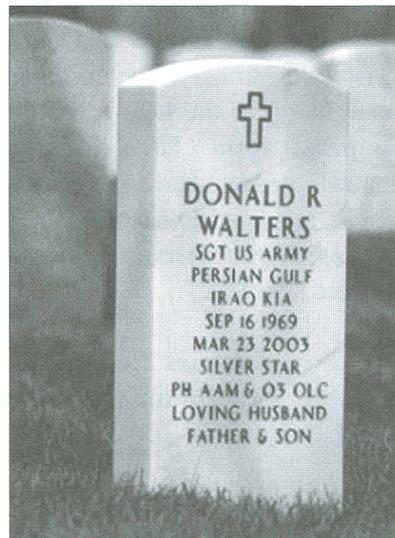
Case Study 2: Sergeant Donald R. Walters, QMC - Operation Iraqi Freedom.

As *Operation Iraqi Freedom* unfolded on the ground in the spring of 2003, it quickly assumed the character of a high-tempo, long-distance affair for the Quartermaster units charged with supporting it. Like the wagon trains of old, US supply lines in Iraq stretched hundreds of miles deep into enemy territory. Neither instance was characterized by a clearly demarcated "front" or "rear" area. Rather, both resemble what today's planners call nonlinear and noncontiguous battlespace - the very situation that faced the 507th Maintenance Company as it left Kuwait and moved through southern Iraq toward the town of An Nasiriyah.

At about 0700 hours (local time) on 23 March 2003, the 507th 18-vehicle convoy came under sudden attack by Iraqi military forces and irregulars. In the speed of events and confusion that followed, some of the convoy's assorted vehicles became isolated and disabled - including a 5-ton tractor-trailer occupied by Sergeant Donald R. Walters.

In the course of the 60-90 minute attack, 11 Soldiers were killed, 7 were captured and 9 were wounded (including some of those captured). Even today some of the details of what occurred are still

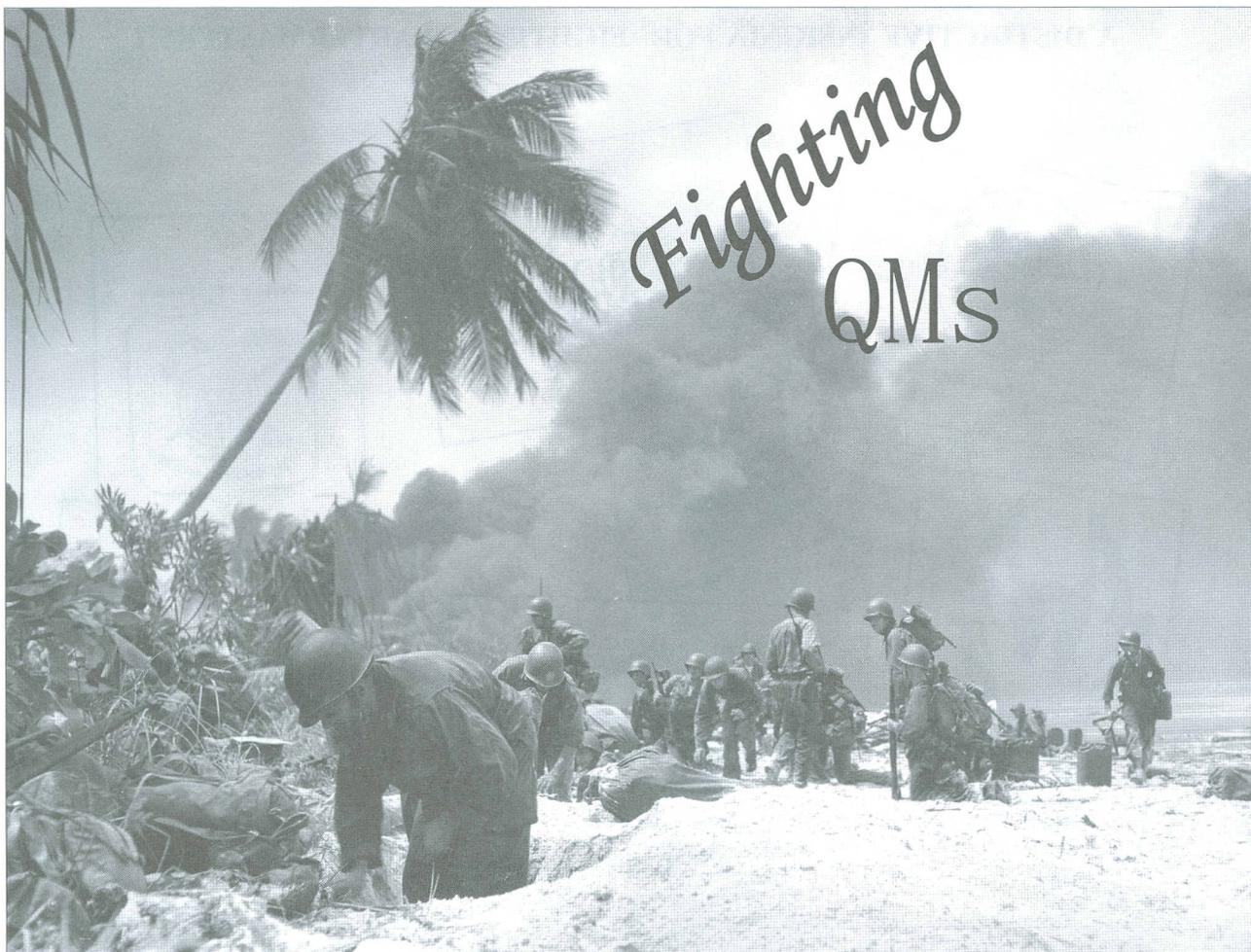
unclear. This much is certain: Sergeant Walters, the 33-year-old trained cook from Salem, Oregon, demonstrated remarkable courage, fortitude and true *warrior spirit*.



Evidence suggests that he willingly put himself at even more risk while attempting to rescue his injured comrades, and that he was determined to fight back at all costs. His spent M16 ammunition clips were found not far from where the truck had broken down. It is believed that the covering fire he provided gave others their opportunity to escape - even as it cost Sergeant Walters his own life. For his heroism he was awarded the third highest honor that a grateful nation can bestow, the Silver Star.

"The name Donald Walters I will never forget," said Lieutenant General William Wallace, at a Fort Leavenworth ceremony honoring this Quartermaster Soldier. His "profound courage, his focused resolve that ignored both fear and death, were fired from within by the overpowering need to protect his comrades....because of his gallantry, because of his fight, others in the convoy were able to escape the deadly concentration of the Iraqi ambush."

Another present at that ceremony was Brigadier General Howard B. Bromberg, Sergeant Walters' senior commander during *Operation Iraqi Freedom*. He emphasized as well that Walters never accepted defeat, he never quit. "The fact that such actions came from someone who served as a cook in the Army isn't surprising," added General Bromberg. "Everybody is a Soldier."



Quartermaster soldiers in World War II did more than fix, feed and fuel the force. They also *fought* – often and hard. Today we use the term Logistics Warriors. Back then, they were simply called “Fighting Quartermasters.”

There was an old wheeze that routinely made the rounds among combat soldiers and never failed to get a laugh. It said, in effect: “the only Quartermaster ever hurt in war was hit by a can of beans rolling off a deuce and a half.” Funny, yes, but was it true? Not a chance.

The fact is, in World War II the supposed line between fighting “front” and the secure “rear area” was blurred as never before. Both sides exercised unprecedented mobility, which meant the front, once established, never stayed put. Of course, enemy aircraft made it their business (often their only business) to threaten, harass, and destroy Allied supply lines. For the Quartermaster soldier, the new face of battle meant the enemy could just as easily be in your face, on your flanks, immediately overhead, and sometimes even behind you. As one wag put it, “the only rear area *some* QMs often find themselves concerned with is their own – wiggling it into a foxhole, and fast!”

Tradition had it that support troops were immune to actual combat. That they never experienced firsthand

the smell of gunpowder. Or had an inkling of what it was like at the so-called “sharp edge” (old soldier talk for the main battlefield).

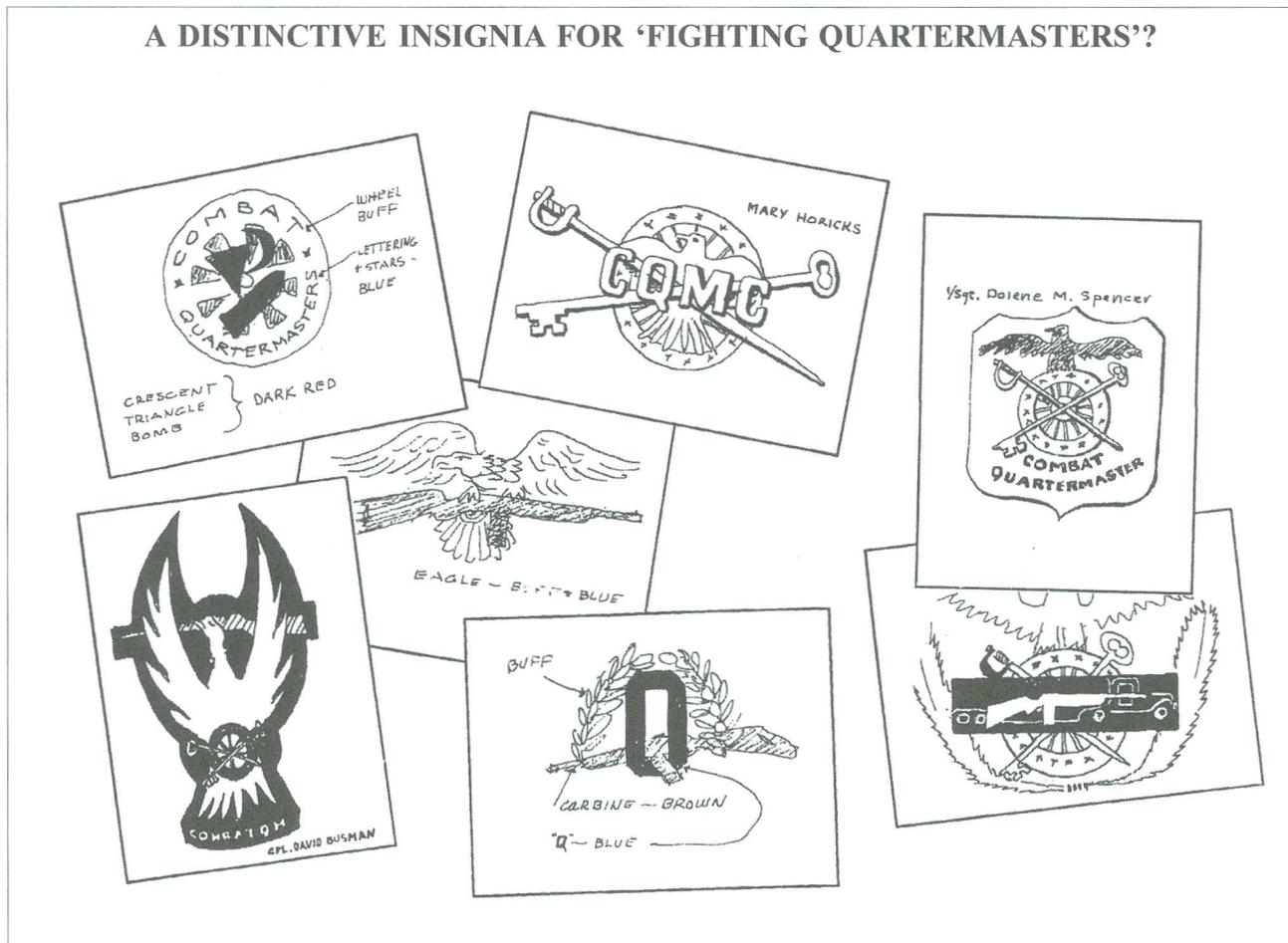
HELL IN ITALY

No doubt the veteran war correspondent Ernie Pyle had heard disparaging remarks about support troops before. Such talk hardly accorded with what he saw with his own eyes at bloody Anzio. “Up here on the beachhead,” he reported in January 1944, “they are blowing that tradition all to hell. The Quartermaster Corps has been under fire ever since the beachhead was established, and still is.”

He went on to tell how the supplymen off-loaded rations and equipment and moved it forward over “rugged, zeroed-in terrain” to the Infantry-manned foxholes – and suffered heavy casualties along the way. Diving Stukas, incoming mortars and screaming artillery rounds were no respecters of service troops.

Another group of Quartermasters there at Anzio, the 48th QM Graves Registration Company, likewise found no safe haven from which to carry out their mission. An excerpt from one of their after action reports tells it all:

A DISTINCTIVE INSIGNIA FOR 'FIGHTING QUARTERMASTERS'?



“A ceremony site was selected and the cemetery established 23 January 1944, one mile north of Nettuno, Italy. It was here that the company suffered its largest number of battle casualties – two killed and five wounded. This brought the total number of Purple Heart awards to fourteen.

“For sixty-six continuous days the company was under artillery fire bombing attack. During this period Graves Registration personnel were forced to use open graves for protection against shell-burst and fragmentation.”

HEROES OF BATAAN

Anzio happened about midway in the war, but the term “Fighting Quartermasters” gained prominence much earlier. Within days after the attack on Pearl Harbor, Japanese forces in the Pacific turned toward the Philippines. Frank Hewlett was the only American correspondent to report the invasion of the Philippines from its start until Bataan fell and he was forced to seek refuge on Corregidor. He later got off the island and made it safely to General MacArthur’s headquarters in Australia. There he filed a dispatch, dated 24 April 1942, with the heading “Quartermasters on Bataan Performed Heroic Feats.”

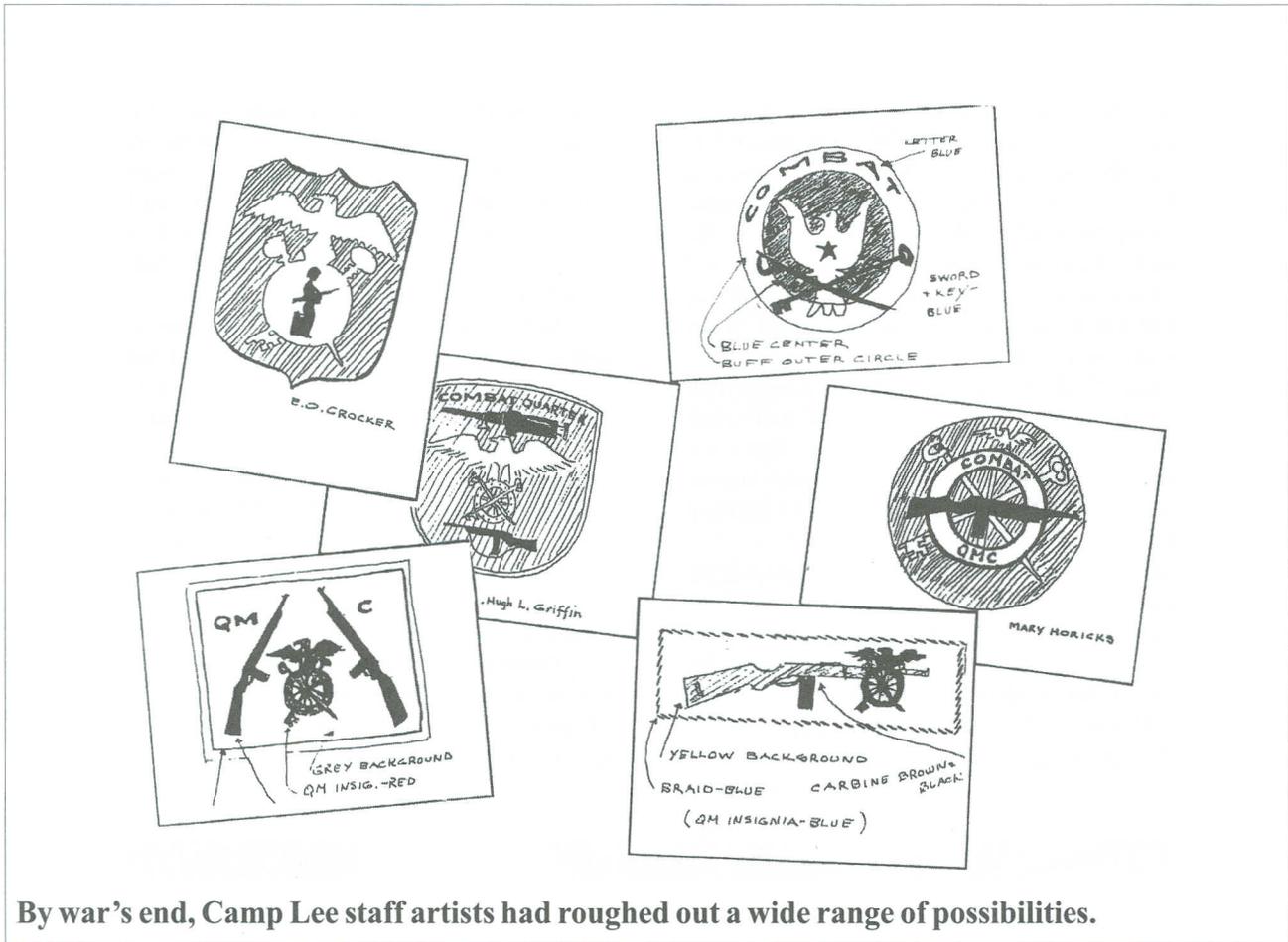
The opening paragraph stated: “Many of them died and few were decorated, but when the final heroic history of Bataan is written the men of the U.S. Quartermaster Corps deserve a place of honor beside the frontline fighting troops.”

Despite round-the-clock shelling and bombing, QMs did everything humanly possible to help the beleaguered forces hold out. They picked rice and harvested it in homemade rice mills. Built a coffee roaster out of an old oil drum and boiled and re-boiled grounds until they were nearly white. Boiled sea water for salt. And butchered cavalry horses, pack mules, and caribou for meat – all in a forlorn effort to ward off starvation.

“Their job was heart-breaking,” reported Hewlett, “and their ranks will show many deaths, but few citations.” So much for that old wheeze about a wayward can of beans. “Bataan’s fighting quartermasters,” he rightly concluded, had “soured forever the Army’s jibes about the Quartermaster Corps being safest.”

Anzio and Bataan were not unique. Throughout the war, unit histories from the Pacific, European, African and Mediterranean theaters confirm that Quartermasters routinely found themselves in the thick of it.

On Guadalcanal, for example, a laundry company had to blast out Japanese gun emplacements and suppress



sniper fire before it could set up shop. In the Battle of the Bulge, one member of a mobile bakery company reported shooting down a German Messerschmitt with his machine gun between bread runs. When the Marines landed on Iwo Jima, Quartermasters were right behind.

WITH MARINES IN THE ASSAULT

First Lieutenant Edward A. Busch, QMC, commanded a section of the 473d Amphibian Truck Company that went ashore on Iwo, early in the morning on 20 February 1945 (D+ 1). He and his platoon sergeant, Sgt. Ben Steele, found the incline too steep for their "Duck" carrier to make it, so they got out and waded onto the beach, leaving the others to circle offshore until they could find a more suitable landing spot.

"There was plenty of mortar fire," Lieutenant Busch later recalled, "so we hit the dirt right away. We were too scared to figure out what was going on, so we just kept moving. I saw a pillbox and a group of men and headed for it, but some more shells came in just then, so we did another dive. I saw an aid man working over a wounded Marine. As I looked up, a mortar shell hit the aid man's

back, killing him and the Marine. We hadn't seen any Japanese – dead or alive – just dead Marines.

"We finally got to the pillbox and found there what was left of the shore party. There were nine men and one officer left out of 120 men and 10 officers. All the others were casualties. I reported to the officer, a Marine second lieutenant. He was badly shaken and there were tears in his eyes. He told us to beat it – he had no one to unload us, no equipment to help us up on the beach. The sea was too heavy to get back on the LSTs [Landing Ship, Tank 779], so we had no alternative but to look for a better beach."

Lieutenant Busch lost three "Ducks" during the course of the day, but by 1700 hours had gotten the remaining five assigned to him safely ashore. All told, the company lost 17 "Ducks," and its 173 black enlisted men suffered numerous casualties. (Incidentally, Busch happened to be back offshore aboard LST 779 when the American flag was raised on Mount Suribachi a few days later, noting: "I don't think there was a man on that island that didn't shed tears when he saw that flag go up.")

INVASION BEFORE NORMANDY

The turning point in Europe came in the spring of 1944, as Allied planners made final preparations for the cross-channel attack that would signal the death knell of Nazi Germany. Major General Robert M. Littlejohn, Chief Quartermaster for the European Theater of Operations (ETO), had been in the United Kingdom for two years working nonstop to build the logistics infrastructure for the Normandy Invasion – stockpiling mountains of equipment, training tens of thousands of Army service troops, and trying to anticipate the untold needs of the largest invasion force ever.

In late April 1944, the Allies conducted a large-scale mock D-Day invasion, called Exercise Tiger, in the English Channel off the southern coast of England. The first wave of LSTs hit the beaches of Slapton Sands, South Devon, on April 27th. They continued operations, with practice landings all day.

Shortly after 0200 hours on the 28th, in the pitch dark, a flotilla of seven German torpedo boats penetrated the convoy and opened fire, hitting three fully loaded LSTs. One of them, LST 531, sank in seven minutes, killing about 80 percent of the 500 soldiers and sailors onboard. LST 507 took a torpedo in the bow and burst into flames, causing its 500 passengers to quickly abandon ship with

little time to man the lifeboats. About half of them died in the channel's bitterly cold water.

"Men were screaming, jumping, hollering for help," one eyewitness recalled 50 years later. "Everyone was panicking. None of us were in gunfire before. We didn't know what the hell it was." This same observer said that when morning came, he found his own ship had dropped anchor in the middle of a mine field. "All I could see," he said, "was what I thought looked like seaweed. It was really bodies floating."

Nobody knows for certain how many U.S. soldiers and sailors died in the so-called Battle of Slapton Sands. It was a top-secret operation. General Eisenhower feared that if German intelligence learned the details of the mock invasion, he might have to postpone or even cancel D-Day. The 146th Quartermaster Truck Company stationed in England was rushed to Slapton Sands in the middle of the night to begin the gruesome task of collecting the dead and transporting them to a cemetery near London. Sworn to secrecy, it was almost a half century before the men of the 146th felt at liberty to discuss this tragic affair.

Records vary, but the best estimate is that around 750 servicemen died in the channel that night. Among the "forgotten dead" of Exercise Tiger were a large number of Quartermaster soldiers. A Quartermaster battalion, a truck



Quartermasters were a key part of the Allied invasion force that landed on Normandy Beach - and suffered heavy casualties as did other elements.



Allied armor columns (top) moved through the wrecked streets of St. Lo during the breakout from Omaha Beach. Months later (bottom) a *Stars and Stripes* extra tells the full story of the German surrender.

company, graves registration company, two railhead companies, and two QM service companies all suffered casualties. The worst hit, the 3206th Quartermaster Service Company, was virtually destroyed - when 201 of its 251 officers and men were killed or wounded.

NORMANDY AND BEYOND

Quartermaster units and personnel were in the English Channel and on the beaches, at Omaha and Utah, when the Allies landed on June 6. QM railhead, service, and truck companies saw continuous operation in the assault at Normandy, in the breakout at St. Lo, and the rapid pursuit across France in the summer of '44. They had some unforgettable experiences.

The 407th Airborne QM Company, for instance, went into Normandy on D-Day in two echelons, the first in gliders and the rest by ship. The glider-borne contingent landed at 2115 hours on June 6th and set up a temporary bivouac on the outskirts of Blosville, a short distance from Ste. Mere Eglise.

Tech 4 Fred Gilbert's unit, the 3891st QM Truck Company, landed on the beaches of Normandy on D-Day and immediately began hauling rations, ammo, and *Infantrymen*. "In other words," he wrote, they considered themselves "a part of the mobile infantry."

"We are the truck company that drove the 4th Division into Paris on 25 August, the day of the liberation, and helped clean out snipers for three days. After that, we were with the 1st



Colonel (later Major General) Victor J. MacLaughlin presents a Fifth Army plaque to members of the 98th QM Railhead Company for outstanding service during their 27 months in Africa and Italy.

Division at the battle of Belgium. We were told: 'You *were* a QM truck company. *Now* you're in the Infantry. Get in there and fight!' And we did, with no regrets. Several times later, we did the same thing."

Colonel (later Lieutenant General) Andrew T. McNamara, Chief Quartermaster for the First Army, told a similar account of the 476th QM Group. Its four truck companies arrived on Utah Beach "when confusion still dominated the battle area, and front lines, as such, were non-existent."

"[They] . . . performed every type of truck support for the fighting troops of the 82nd and 101st airborne divisions. Supplies were taken up into front lines and unloaded directly to user units, with the bulk of the missions being completed under shellfire and strafing. The trucks were sent out with Infantrymen aboard on spearhead thrusts, and when resistance was encountered, the truck drivers found themselves taking part in the fighting. Men of these companies performed guard with the line troops, in emergencies manned machine-guns and outposts, carried barbed wire and mines into positions forward of existing front lines, and shared the same rigors and dangers as did the divisional troops."

Private John G. Bianchi of the 97th Quartermaster Railhead Company, another service unit that came in on D-Day, wrote that he "used to wonder laying back there in a foxhole what they meant about rear-echelon Quartermaster boys. There were times when I would have given anything to be an Infantryman, back with the reserves, safe from fire."

Months later when it appeared victory was just around the corner, Hitler surprised everyone by launching a vicious counterattack. The 89th Quartermaster Railhead Company was caught deep in enemy territory during the Battle of the Bulge. It was ordered to hold the Belgian crossroads town of Gouvy "at all costs." The men quickly laid down the ration boxes they were stacking, and picked up their weapons, as the fighting began. Though outnumbered three to one, they managed to hold off two German battalions for five days. The cost was 8 American and 99 German casualties.

The record of Quartermaster troops on the continent is full of such surprises. For example, the unit historian for the 476th QM Group records in unembellished terms that on 25 December 1944 "at 1130 hours in the vicinity of Camp Elsenborn, a P-51 was shot down by CPT Robinson and S/Sgt Olsyenski of the 3812th QM Truck Company as it was strafing the truck column. Pilot bailed out, was captured, and found to be a German." A not-so-merry Christmas for him, to be sure.

In another case, when elements of the 35th Infantry entered the important town of Chateaudun on the road to Paris, they expected strong opposition. Instead they found Major Charles W. Ketterman, CO of a Quartermaster Truck Battalion, and Tech 5 Ernest A. Jenkins, his driver, standing beside the mayor of the town, accepting Chateaudun as a gift.

It seems that Major Ketterman and Corporal Jenkins, returning from a routine reconnaissance in their jeep, drove into Chateaudun believing that the town had already been liberated. A hail of machine-gun fire told them otherwise. Armed only with a .45 pistol and an '03 rifle, the major and his driver staged a private eight-hour war, in the course of which they killed three Germans, wounded several more, knocked out a gun position, scared the entire garrison except 15 diehards into evacuating the town, and then went in to capture those 15! General Patton thought enough of this incident to award both QMs the Silver Star.

In his book, *War As I Knew It*, Patton also recounted how in the spring of 1945, a Quartermaster detachment of the Third Army, "had the signal, and as I know, solitary distinction of capturing a German lieutenant general, General Hahn, commanding the 82d German Corps, together with a colonel, a major, a lieutenant, and seven privates."

QUARTERMASTER ROLL OF HONOR

As the war progressed, more and more units and personnel were added to the Quartermaster "Roll of Honor." They made their mark by supporting victory, not just technically, but *tactically* as well, in every theater and every campaign.

Example: The 41st Quartermaster Company established a truly remarkable record with the 41st Infantry Division in the Pacific. They took part in the campaigns at

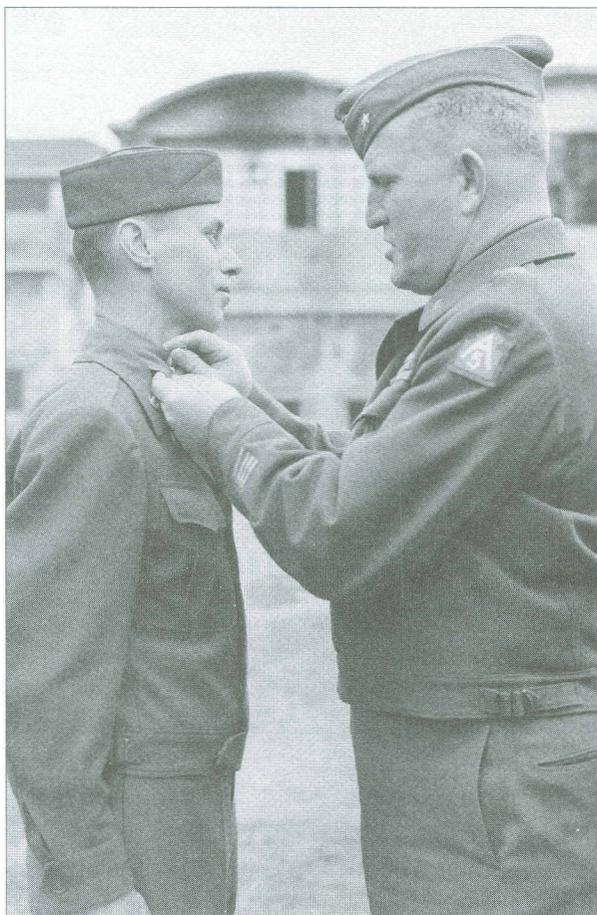
Buna, Zamboango, Salamaua, Aitape, Hollandia, Wakde, Palawan, Biak and elsewhere – while earning 3 Silver Stars, 4 Soldiers Medals, dozens of Purple Hearts (18 at Hollandia alone), 18 Bronze Stars, and a Presidential Unit Citation.

Their commander, Lieutenant Colonel Clarence E. Reid, went overseas as a captain and became one of the most decorated QMs in the Pacific theater. His awards included the Silver Star, the Bronze Star (with three clusters), the Air Medal, the National Defense Ribbon, theater ribbon with a silver star (representing five campaigns) and the invasion arrowhead, and the Philippine Liberation ribbon.

All told "Fighting Quartermasters" were awarded nearly 9,000 medals in World War II for extraordinary service and conspicuous acts of bravery. And thousands more purple hearts. Tech 5 Eric G. Gibson, a first cook with the 30th Infantry Division, was awarded the Medal of Honor (posthumously) for leading a courageous charge against an entrenched German outpost near Isola Bella, Italy, in late January 1944. Seven other QMs were awarded Distinguished Service Crosses, 85 Silver Stars, and 420 Soldiers Medals – all associated with acts of valor.

When the Quartermaster Corps was in its infancy during the Revolutionary War, Nathanael Greene thought it unlikely that a Quartermaster would ever achieve recognition on the battlefield. His now-famous lament ("who ever heard of a Quarter Master in history") dogged the Corps for over a century and a half.

It's too bad General Greene – George Washington's favorite Quartermaster General (also nicknamed the "Fighting Quaker") – was not around to see how much things had changed in World War II. If so, he might have wanted to take back what he said earlier. Quartermasters *do* fight. And yes, history *does* remember.



Brigadier General Joseph P. Sullivan, Fifth Army Quartermaster, Florence, Italy, promotes a corporal with the 102nd QM Bakery Company to second lieutenant.

This article by Dr. Steven E. Anders, Quartermaster Corps Historian, is reprinted from the WORLD WAR II 50th Anniversary Commemorative Edition of the *Quartermaster Professional Bulletin*, Autumn/Winter 1994.



New Training Facility - Aerial Delivery and Field Services Department

Richard Santiago

A key facility in which the US Army Quartermaster Center and School trains joint military forces at Fort Lee, VA, will become one of the Army's largest training facilities when the Aerial Delivery and Field Services Department (ADFSD) completes its new building. Phase I of the new building will open Autumn 2005 to students. In Phase I construction, the total square footage of training area for the new ADFSD training facility will be 112,268 square feet.

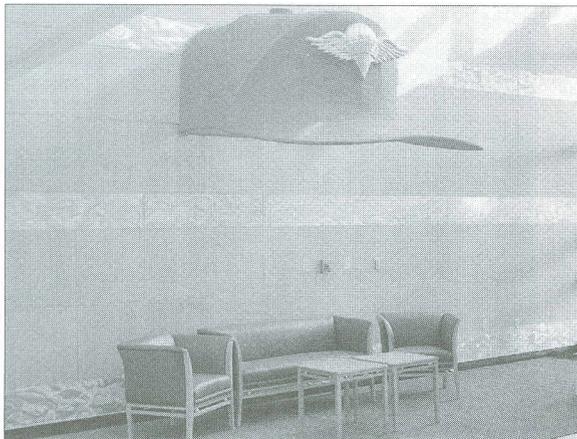
The ADFSD has been training military occupational specialty (MOS) 92R (Parachute Rigger) for 53 years and MOS 92S (Shower, Laundry and Clothing Repair Specialist) for 14 years. The ADFSD was formed in May 1951 under the Airborne Supply Group name.

The ADFSD conducts training in 10 buildings, spread over a half-mile at Fort Lee. Constructed during the 1950s, these training buildings have been maintained and adapted to meet the ongoing requirements of US Armed Forces and today's global war on terrorism. Phase I of the new ADFSD training facility will reduce the footprint from 10 buildings to 5 buildings

within a quarter-mile radius while doubling current training capabilities. The Phase I building is a two-story structure featuring 14 classrooms, several offices and a distinctive 80-foot parachute-drying tower.

The Department of the Army allocated \$17 million for Phase I of the ADFSD new training facility construction. The groundbreaking ceremony for Phase I was 20 Sep 02. Phase I will bring MOS 92R and MOS 92S training, along with other courses of instructional training, under one roof. In addition to the parachute shake-out/drying tower, the new facility has features such as packing lanes for 100 parachutes, a state-of-the-art auditorium and the latest in automated classrooms. As one example, the Aerial Equipment Repair (AER) branch will have 6 classrooms capable of training 30 Soldiers each in various AER duties.

The Phase I facility has four zones. These four zones contain the Pack Branch, AER Branch, Red Hat Staff (headquarters), and main staff of department personnel from the Airdrop Division, Field Services Division and the Airdrop Manual Malfunction Office.



Parachute Rigger Red Hat

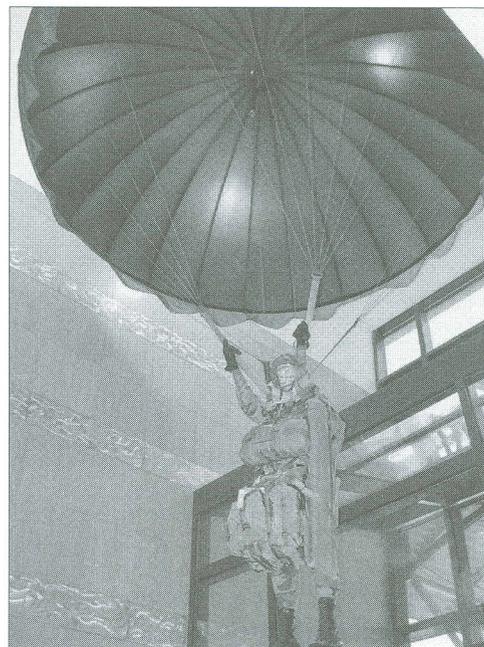
On display within the new facility will be the rigger's traditional red hat and a parachute jumper to emphasize the parachutist's motto: "I will be sure always."

The ADFSD's new building infrastructure includes an automated classroom that can provide training for up to 25 Aerial Delivery Materiel Officers Course (ADMOC) students and other courses within an Information Technology Distance Learning Module. The new classroom provides a theater training/lecture environment that allows Soldiers to interact with instructors and other remote location students at Fort Lee.

The Pack Branch and AER Branch classrooms will allow ADFSD the capability of teaching up to 100 students during any training session. The new Pack Branch and AER Branch classrooms have been



Training Classroom



Parachute Jumper

designed with storefront entrances to assist staff and instructors in providing a controlled teaching environment for students, while allowing staff and commanders to monitor training without disruption.

The new Pack Branch and AER Branch classrooms will also have a liquid crystal display (LCD) panel that allows staff and commanders to view class instructional information without disrupting classroom instruction or instructors. The shake-out/drying tower provides ADFSD the capabilities of removing debris or water from 100 parachutes. The new facility also provides enhanced training design for functional courses such as Automatic Ripcord Release, RAM-Air Parachutes, and Emergency Opening Device. The functional course design allows consolidation of training under one roof and provides a controlled environment for leadership and technical growth.

The administration section within the new Phase I facility will allow better interaction with department staff and mission-related requirements. The staff areas will use new technology and ergonomic concepts. Also, the new staff areas will support the Tri-Annual Malfunction Board Meeting within Phase I facility construction, thus reducing the outside logistical costs and presenting a conference environment with enhanced analysis assets.



Auditorium



Conference Room

All Photographs by Richard Santiago

Phase I of ADFSD's new training facility will provide beneficial capabilities within the department, the US Army Quartermaster Center and School and the US Army itself. Linking the increased square footage alone to current military requirements, for example, the new Phase I facility will consolidate 40 percent of ADFSD's entire training mission. Military

personnel from around the world will continue to train to the same exact standards in ADFSD.

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

Quartermaster Reservists Train With LADS Before Deployment

Preparing for their first rotation to *Operation Iraqi Freedom*, 15 Soldiers from the 597th Quartermaster Company, a US Army Reserve (USAR) unit in Puerto Rico, completed refresher training on the Army's Laundry Advanced System (LADS) at Fort Lee, VA, in February. Because of LADS upgrades since these Soldiers initially trained in Army field services at Fort Lee, the 40 hours of hands-on training reviewed new modifications and hardware that make the computerized LADS easier to use.

"These Soldiers will no doubt be receiving the upgraded versions of the LADS in theater, and it reflects heavily on the commitment of the unit to be prepared for their upcoming missions," said SFC Chris Andrews, an activated reservist from the 104th Institutional Training Division in Washington state who was their LADS instructor in the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School. These Quartermasters, several with 20 years of military experience including previous deployments, have the military occupational specialty (MOS) 92S (Shower, Laundry and Clothing Repair Specialist).

"The Reserve Component represents a large portion of the Army's warfighting power," said Quartermaster Regimental Command Sergeant Major Jose L. Silva in February. "There are nearly 60,000 USAR Soldiers on active duty in Iraq, Kuwait, Afghanistan, the continental US and elsewhere around the world. Another 151,000 Reserve Soldiers are training and preparing for mobilization, just as the 597th Quartermaster Company did at Fort Lee." – *Travis Edwards, Strategic Outreach Officer, Fort Lee Public Affairs Office*

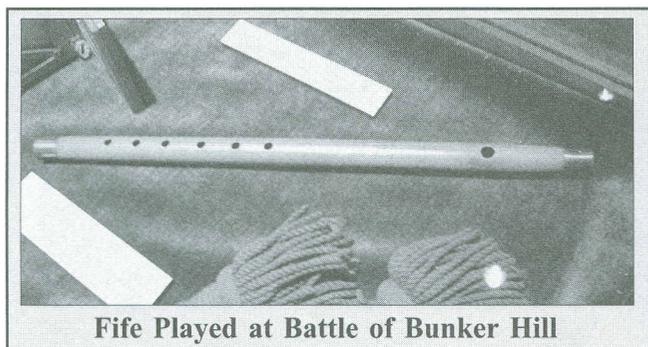
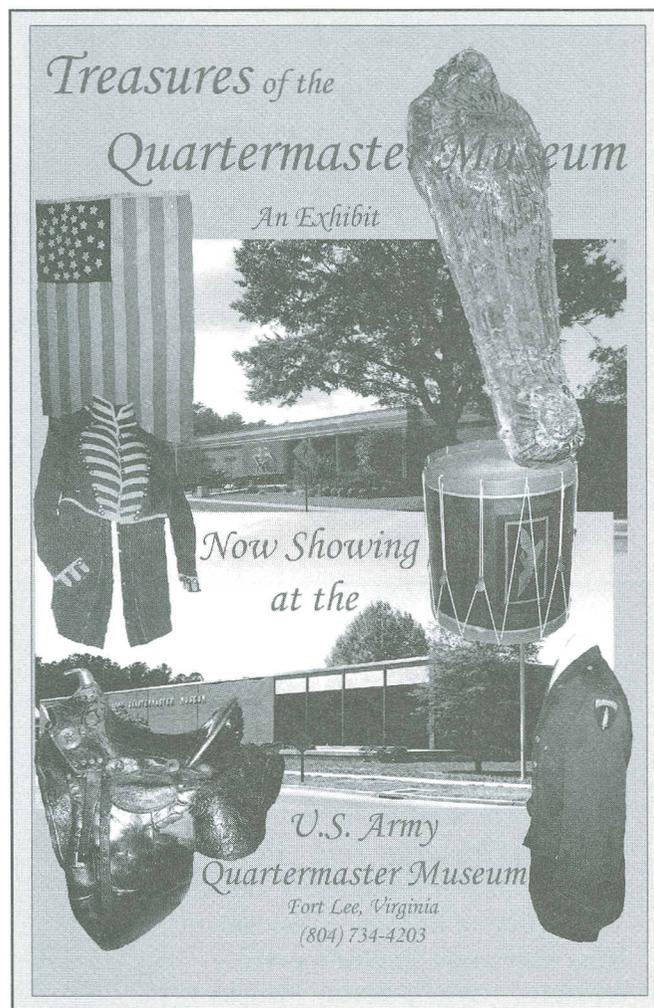
Treasures of the Quartermaster Museum, 50 Years of Collecting for the Corps

Tim O’Gorman, Director, US Army Quartermaster Museum

In October 1954, a group of individuals met at Fort Lee, VA, to organize the Quartermaster Memorial Corporation for the purpose of establishing a museum. Their efforts resulted in the establishment of today’s US Army Quartermaster Museum. To commemorate 50 years of collecting, the Quartermaster Museum opened its vaults to the public in an exhibit called “Treasures of the Quartermaster Museum, 50 Years of Collecting for the Corps.” The exhibit will run through Autumn 2005.

Over the years, the museum has collected more than 23,000 objects related to the history of the Quartermaster Corps in order to train Quartermaster Soldiers about the importance, and history, of logistics and to educate the public about the vital role Quartermasters perform. However, the US Army Quartermaster Museum’s collection also contains a number of rare and unusual objects not often seen by the public. These objects are varied in nature and are considered “treasures” because of their association with famous people or events, because of their rarity or because they represent a unique or not-often-considered aspect of Quartermaster history.

Quartermasters at one time were responsible not only for providing horses, mules and other animals for the Army but also for manufacturing



Fife Played at Battle of Bunker Hill

saddles and harnesses. Several artifacts pertain to this former Quartermaster mission to include spurs, a dog sled collar (used on a 1903 Army-sponsored Arctic expedition) and a saddle once belonging to the 14th President of the United States, Franklin Pierce.

Quartermasters have performed the burial and mortuary mission for the Army since 1862. One of the rare objects on exhibit is the cast iron casket that contained the remains of LTC William W.S. Bliss.



President Pierce's Saddle

Franklin Pierce, the 14th President of the United States, served in the Mexican War, first as a volunteer private in the local New Hampshire militia and later as a Brigadier General commanding a brigade at the landing at Vera Cruz. He was severely wounded at the Battle of Contreras when his horse fell and Pierce was trapped beneath it. Despite his injuries, Pierce led his soldiers in an assault on Mexican positions and earned a commendation from General Winfield Scott. A saddle used by Pierce in Mexico is one of the US Army Quartermaster Museum's treasures.

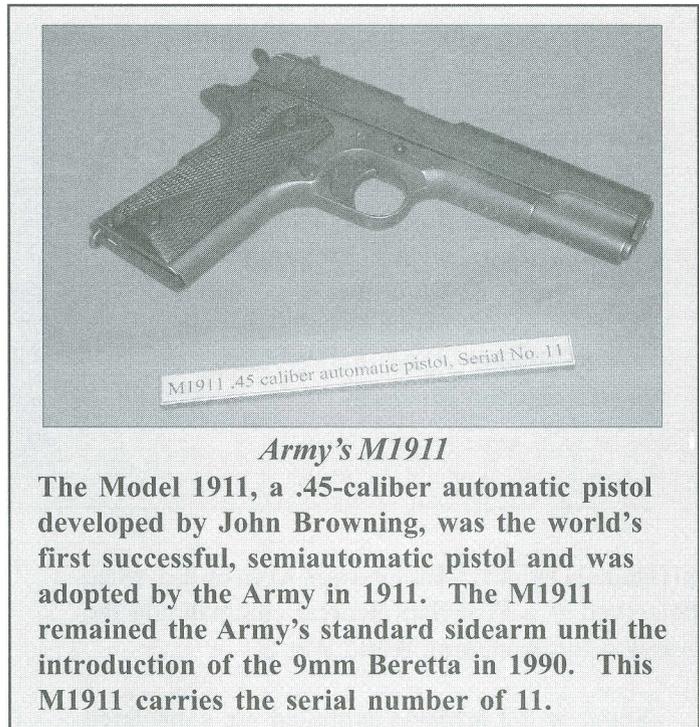
Cast Iron Casket From the 1850s

LTC William W.S. Bliss graduated from West Point in 1833 and served at various assignments until 1845 when he became the Chief of Staff to Zachary Taylor on the eve of the Mexican War. He later married Taylor's youngest daughter. When Taylor became President in 1849, Bliss served as Taylor's private secretary. When Taylor died in 1850, Bliss was reassigned as the Adjutant General of the Western Division of the Army at New Orleans where he died of yellow fever in 1853 at the age of 38. He was buried in a cast iron casket; but in 1955, when the cemetery where he was buried was condemned, his remains were disinterred and reburied at Fort Bliss, Texas, the post named in his honor in 1854. Following the disinterment the casket was transferred to the US Army Quartermaster Museum.



Over the years, Quartermasters have supplied the Army with a variety of equipment, including musical instruments. Civil War-vintage brass and percussion instruments can be seen, as can a Revolutionary War rifle documented to have been used at the Battle of Bunker Hill.

From the 1840s until the 1960s, Quartermasters produced and supplied uniforms for the Army, and the current exhibit contains an interesting variety. An 1820s musician's coat exhibited in a case next to an 1830s general officer's uniform are two important examples of uniforms of this early period that clearly show how elaborate in style they were. However, the plainest uniform on exhibit, a blue sack coat of the type worn by Union soldiers during the Civil War, is also perhaps the rarest. Very few original examples remain of this uniform coat, millions of which were made during the Civil War. Displayed next to it is a uniform that once belonged



Army's M1911

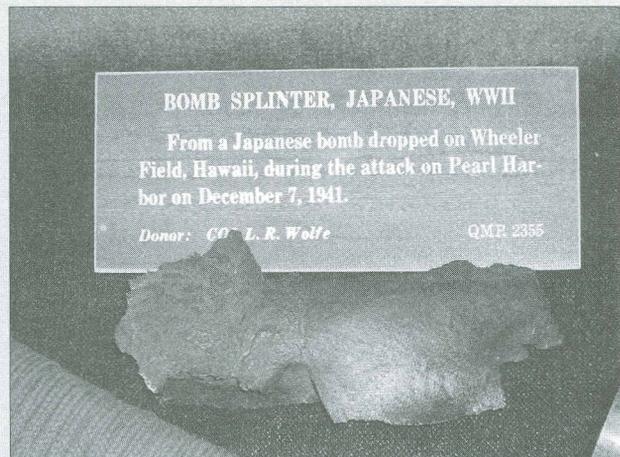
The Model 1911, a .45-caliber automatic pistol developed by John Browning, was the world's first successful, semiautomatic pistol and was adopted by the Army in 1911. The M1911 remained the Army's standard sidearm until the introduction of the 9mm Beretta in 1990. This M1911 carries the serial number of 11.

General Eisenhower's Coat

When General Dwight D. Eisenhower was appointed Supreme Commander, Allied Expeditionary Forces, in December 1943, he held the rank of General. At that time, the highest general officer's rank in the United States Army was indicated by four stars. By December 1943, planning was well underway for the invasion of Europe, and Eisenhower's ability to coordinate the activities of all the diverse Allies and to keep all focused on an objective proved his greatest strength as a leader. The American military, however, had no rank equivalent to the British Field Marshall grade. Thus even Eisenhower, as the Supreme Commander, was placed in the awkward position of commanding some officers who technically outranked him. In December 1944, Congress approved the rank of General of the Army, indicated by five stars; and Eisenhower, along with three other Army officers, was promoted to the rank of Five-Star General. General Omar N. Bradley was promoted to the rank in 1950, the last person to hold that rank.



Bomb Fragment From Pearl Harbor
COL L.R. Wolfe picked up this piece of a Japanese bomb at Wheeler Field, Pearl Harbor, Hawaii, following the Japanese attack. Although little documentation accompanied its donation, it is assumed that COL Wolfe was a Quartermaster since he donated it to the US Army Quartermaster Museum.



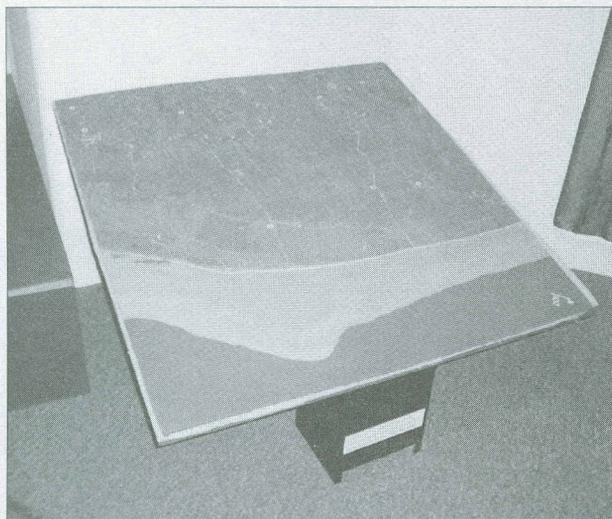
to General Dwight D. Eisenhower, worn by him when he served as a Five-Star General commanding the Allies in Europe during World War II.

Some of the artifacts exhibited are considered treasures because of their uniqueness, some of which are not strictly Quartermaster-related. Among these are an M1911 semiautomatic pistol with a serial number of 11 and a Japanese bomb fragment picked up at Wheeler Field, Pearl Harbor, Hawaii, on 7 December 1941.

A saddle, a uniform, a bomb fragment, a casket and a rare pistol - all considered treasures and all preserved for future generations in the US Army

Quartermaster Museum. They are but a few of the artifacts on exhibit, artifacts that serve to reflect the proud history and traditions of the Quartermaster Corps and that commemorate the US Army Quartermaster Museum's "50 Years of Collecting for the Corps."

The US Army Quartermaster Museum is located in Building 5218, Avenue A, Fort Lee, VA, and is open Tuesday through Friday, 10 a.m. to 5 p.m., and on weekends 11 a.m. to 5 p.m. The museum is closed Mondays. Admission is free. For more information call (804) 734-4203. Access the museum's web pages on the Quartermaster Home Page at www.quartermaster.army.mil, Museum.



***Rubber Relief Map,
Normandy Coastline, 1944***
Careful planning went into each phase of the D-Day assault in Normandy, France. Among these preparations was the planning of the Navy ships' bombardment of the beachheads before the amphibious assault during World War II. This rubber relief map of a section of the Normandy coast was prepared to acquaint Navy gunners with targets they would encounter.

A Lesson in Dignity in the Iraqi Desert

CPT Shannon V. Stammersky

Mortuary affairs operations have continued to evolve during the past few years. With advances in technology and changes in doctrine, the mortuary affairs field has adapted to fulfill the needs of the military and the nation. At the beginning of *Operation Iraqi Freedom* in 2003, the 24th Corps Support Group witnessed the abilities and responsibilities of a Quartermaster mortuary affairs team.

At Objective Rams, a mortuary affairs team linked up with the Headquarters and Headquarters Detachment (HHD), 87th Corps Support Battalion (CSB) within the 24th Corps Support Group (CSG). The mortuary affairs team, called Team Toyota, arrived with a noncommissioned officer in charge (NCOIC) and five Soldiers, one HMMWV (high-mobility multipurpose wheeled vehicle), a 5,000-kilowatt generator, a five-ton cargo truck, a commercial refrigerator van and a Kuwaiti civilian refrigeration truck. The equipment specific to mortuary affairs did not arrive before the unit moved forward. However, the mortuary affairs team pieced together equipment necessary to conduct operations.

As the battle moved forward, the need for a mortuary affairs team was even more pronounced. Team Toyota was the most forward such team during combat operations March-April 2003. The mortuary affairs team only stayed at Objective Rams for two days before the 87th CSB was on the move to Forward Logistics Base (FLB) Dogwood. For three days, the 87th was near the escarpment south of Karbala, Iraq. The mortuary affairs team became operational just a few hours after arrival. Team Toyota was in position to receive fallen Soldiers from the 3d Infantry Division (Mechanized) from the battle progressing from Karbala to Baghdad. At the staging area, the mortuary affairs team processed and evacuated the remains of six Soldiers who died during a UH-60 Blackhawk crash and two Soldiers from enemy fire.

Conducting mortuary affairs operations in a staging area posed significant challenges for Team

Toyota. Although the area was wide-open desert with units staged all around, the mortuary affairs team was deliberate in efforts to maintain the same dignity and respect for the processing of remains as if at a permanent site. For example, the mortuary affairs team had to adapt to the terrain when establishing an interim collection point. The mortuary affairs team was as far as tactically possible from the HHD, while still keeping within the perimeter and out of view of surrounding units. To achieve privacy without the required screening, Team Toyota backed the five-ton truck to the military refrigeration van to load and offload. Without a processing area, the mortuary affairs team worked quickly to process all remains inside the refrigeration van in order for the team to link up within three hours with an aircraft dedicated for the evacuation.

Tentative Identification Difficult

As the mortuary affairs team encountered more remains, establishing a tentative identification for Soldiers became increasingly difficult. Fallen Soldiers wearing the new nuclear, biological, chemical (NBC) protective garment called Joint Service Lightweight Integrated Suit Technology (JSLIST) had no nametapes. The lack of nametapes, identification cards or tags made creating an accurate record to send to the theater mortuary evacuation point (TMEP) almost impossible. It was also evident that units lacked the required training and supplies needed to evacuate their own fallen Soldiers because units did not even have human remains pouches available for use. The mortuary affairs team searched for any marks or identification media that were available to ensure a complete record, but often there were none. At this time, the aviation liaison officer arrived with the listing that accompanied Soldier records to assist in positive identifications.

The battalion chaplain provided the mortuary affairs team religious support and counseling. During the entire time, the chaplain blessed the remains of the fallen Soldiers, as well as cared for the welfare

and stability of the mortuary affairs team. The ability of the chaplain to walk into a collection point and offer prayers not only for the remains, but also for the Soldiers significantly benefited unit morale.

Upon order, the mortuary affairs team began the move to FLB Dogwood with the 87th CSB. The mortuary affairs team maneuvered with critical mortuary affairs assets across fine desert sand and an armored vehicle launching bridge and around damaged Iraqi military vehicles. Because the battalion was one of the first units in the area, the team NCOIC performed reconnaissance to find a suitable space for mortuary affairs operations. Immediately, Team Toyota was in place. The site was away from water, Class I (rations) and unit areas. The site was next to a walled complex that served as a protective barrier from the west. The collection point was also right off a main road that made it easily assessable, but still private. The 28th Combat Support Hospital (CSH) was located only a few minutes from the mortuary affairs site.

A Mission Waiting

Once at FLB Dogwood, the team had a mission waiting. The mortuary affairs Soldiers quickly offloaded equipment from their five-ton cargo truck to use as a transport vehicle for three remains coming in from the 703d Main Support Battalion (MSB). The team, along with an NCO from the 703d MSB, quickly downloaded their cargo vehicle only minutes after arrival in order to transport the remains. Transporting remains is a unit's mission. However, given the operational constraints of the losing unit, Team Toyota adapted to complete the mission. A few hours later, those remains were evacuated by air from the division's landing zone with assistance from the 3d Infantry Division's Division Support Command. The next day, the 87th CSB established a landing zone a few minutes from the collection point.

While at FLB Dogwood, the most challenging of obstacles was receiving air transportation. For example, in the midst of desert sandstorms and heat, the mortuary affairs team received the remains of four US Soldiers and a US news reporter. Working diligently, the team processed all the remains and waited for air transportation. Air evacuation was the only viable means for transport due to the lack of

refrigeration capability with other transportation. Since Team Toyota was the most forward collection point at the time, the refrigeration assets for mortuary affairs operations could not be used to evacuate the remains by ground. Although flights were due in, Blackhawk helicopters arrived three days later to transport the remains.

The weather did contribute to the delay of Blackhawks in this instance, but the lack of dedicated air support was a recurring challenge. Many aircraft did not arrive as scheduled. However, aircraft did arrive with cargo. With coaxing, some aircrews were willing to escort the remains back to the TMEP. Many aircrews refused to fly the mission. Without the willingness of some crews on cargo aircraft, remains would have stayed at the mortuary affairs site at least two to four more days. Proper coordination with G3 (Operations) Air before combat operations began would have probably eliminated this problem. Assigning experienced air coordinators who understand the sensitivity of timely evacuation of remains from the battlefield would also contribute to battling this problem of dedicated air support.

As operations continued, the mortuary affairs team steadily received remains. The 28th CSH became a supported unit of the collection point. Located less than a quarter of a mile away, the 28th CSH had a steady influx of deceased Iraqi civilians as well as US service members. Without refrigeration capacity, the CSH was severely disadvantaged at storing remains until Iraqi family members could retrieve them or have the remains interred. Under corps' order, units were required to inter Iraqi remains in the ground within 72 hours with their own support. Due to the CSH's mission to save lives, it was important to the CSH and the 87th CSB to ensure top priority for the hospital's critical mission.

Iraqi Families Retrieve Remains

Team Toyota interred all Iraqi remains while at FLB Dogwood and maintained a temporary morgue when space was available to facilitate the return of deceased Iraqis to their family members without interment. Without the direct support of civil affairs units or personnel from the Red Cross, the mortuary affairs team used the 258th Rear Area Operations

(Continued on page 29)

Mortuary Affairs Support In the Iraqi Theater of Operations

SSG Daniel J. Seymour

In March 2003, Soldiers from the 54th Quartermaster Company at Fort Lee, VA, the Army's only active duty Mortuary Affairs Company, deployed to Kuwait, Iraq and Afghanistan to support the ongoing global war on terrorism. Their mission: tentatively identify, recover and evacuate the remains of all United States and Coalition service members in Southwest Asia who made the ultimate sacrifice in defense of freedom. Their mission in mortuary affairs has been sometimes described as "the hardest job in the Army."

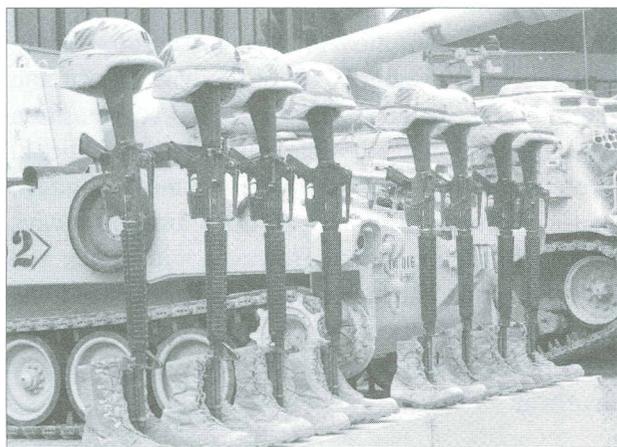
Upon arrival in theater, two mortuary collection point teams from the 54th Quartermaster Company branched off to support combat divisions heading north toward Baghdad, Iraq. With few resources, these two teams of Quartermasters were successful in processing and evacuating all casualties during the initial onset of hostilities. Both teams also set up and established temporary interment cemeteries for deceased Iraqis, therefore setting the stage for establishing future mortuary affairs collection points throughout Iraq.

A mortuary affairs decontamination collection point (MADCP) team also prepared for deployment into Iraq in the event that weapons of mass destruction



Soldiers of the 54th Quartermaster Company establish the first temporary cemetery for Iraqi war casualties.

were used against Coalition forces. It was the first time in history that this newly developed equipment was sent into the combat zone, and the first time an Army mortuary team was fully trained and deployed in case of such a disaster. The MADCP team had trained for months in the use of the specialized nuclear, biological and chemical (NBC) decontamination equipment along with civilian mass disaster response teams throughout the United States. Their training and preparation was crucial to the successful deployment and establishment of MADCP operations in Iraq in June 2003.



One Memorial for Fallen Soldiers in the 3d Infantry Division in Iraq

Currently, the 54th Quartermaster Company operates all mortuary affairs collection points supporting *Operation Iraqi Freedom* and *Operation Enduring Freedom* in Afghanistan. These Quartermasters evacuate the remains of all American and Coalition service members to the theater mortuary evacuation point (TMEP) facility in Kuwait, where the remains are processed for final shipment to the Dover Port Mortuary facility in Delaware. Also staffed by Soldiers of the 54th Quartermaster Company, the TMEP is the final stop for all remains in theater, where they are draped with American flags

and sent off with a ceremony honoring their sacrifices. Deceased service members who are based in Europe are sent to the Landstuhl Mortuary Facility in Germany before return to their families. Mortuary affairs Soldiers in Kuwait also process and evacuate all Coalition forces and foreign civilian remains by working with foreign government embassies to arrange a final disposition.

Good Will

To facilitate good will between the Iraqi people and Coalition forces in early May 2003, Army mortuary affairs teams assisted Iraq's foreign affairs ministry in the recovery and disinterment of remains from numerous mass graves located throughout the country as the result of the former Saddam Hussein regime. As a result, Soldiers located many remains previously considered missing. In June 2003, a mortuary affairs team based in Tallil, Iraq, assisted the government of Kuwait with an excavation of a mass grave that contained the remains of hundreds of formerly missing Kuwaiti citizens from the first Persian Gulf War in the early 1990s. The Soldiers' dedicated work resulted in the positive identification of hundreds of remains through DNA (deoxyribonucleic acid) analysis before return to family members throughout Kuwait.

Mortuary affairs teams currently serving in Iraq are assisting the International Committee of the Red Cross and the Iraqi Red Crescent in the processing, recovery and tentative identification of Iraqi war fatalities. By providing detailed information and assistance with temporary interment cemeteries and isolated, scattered burial sites, these teams assist with the recovery work. Their work returns missing family members and helps bring final closure for thousands of families.

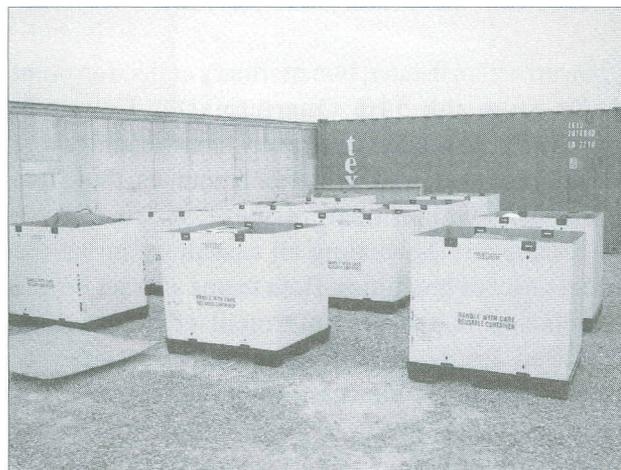
Personal Effects

The personal effects of all casualties and medical evacuees are carefully inventoried and processed in forward collection points throughout theater, and then sent to the TMEP Personal Effects (PE) Depot in Kuwait. There, the personal effects are reinventoried, carefully packaged and shipped to the continental United States (CONUS) Personal Effects Depot in Aberdeen, MD, for final disposition.

The mission of timely mortuary affairs support in theater is critical to successful military operations.



Mortuary Affairs Specialists of the 54th Quartermaster Company prepare a transfer case for shipment back to the United States.



Quartermasters package personal effects in theater in Southwest Asia for shipment to the Personal Effects Depot in Aberdeen, Maryland.

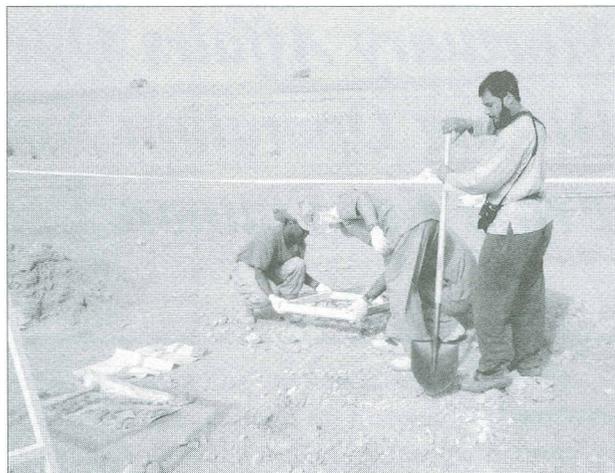
Quartermasters trained in mortuary affairs ensure that deceased personnel are properly cared for and returned to the person authorized to direct disposition (PADD) as soon as possible, minimizing additional stress on family members awaiting those remains. Sadly, mortuary affairs operations are not always trained during peacetime. However, with proper and more frequent training in casualty and mortuary affairs procedures during peacetime, Army units can better prepare for losses during war and operations other than war.

Remains of United States service members, as well as Coalition comrades who fall on the battlefield,

are treated with the utmost compassion and respect by Quartermasters trained in the military occupational specialty 92M (Mortuary Affairs Specialist), for these military personnel have paid the ultimate price for their country. The families of Soldiers killed on the battlefield look to Mortuary Affairs Specialists to return loved ones home safely and with honor. With that responsibility on their shoulders, the Mortuary Affairs Specialists go beyond the call of duty to ensure the fallen are always sent home with dignity, reverence and respect.

Let every nation know, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to ensure the survival and the success of liberty.

- John F. Kennedy



A sergeant in the 54th Quartermaster Company assists a Kuwaiti anthropologist during a mass grave excavation in Central Iraq.

SSG Daniel J. Seymour is currently serving as a Mortuary Affairs Team Sergeant for the 54th Quartermaster Company, Fort Lee, Virginia. His previous assignments include Recovery Team Member; US Army Central Identification Laboratory, Hawaii from 1998 to 2002 and Mortuary Affairs Specialist, 54th Quartermaster Company, Fort Lee, from 1993 to 1998.

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A Lesson in Dignity in the Iraqi Desert

Cell, an Army National Guard unit from Arizona, to help with communications and ensure security for Iraqi families retrieving the remains of their loved ones.

To accommodate the possibility of great numbers of remains, the mortuary affairs team had HHD's motor sergeant construct shelving to increase the capacity of the military refrigeration van. With this increased capability, the team would no longer have to worry about storage if transportation was unavailable. Because of the dedication of the mortuary affairs team to return all remains to their families no matter what the nationality, six Iraqi remains returned to their families. Soldiers with the military occupational specialty 92M (Mortuary Affairs Specialist) do not

train heavily on the task of interring and disintering remains. Under national policy, all US remains in wartime will follow the Concurrent Return Program. This program explicitly states that all US Soldiers come home.

Throughout the operation, Team Toyota continued to display the utmost in dignity, reverence and respect. The team's continual care for the US, foreign national and Iraqi deceased was remarkable. The most outstanding aspect of the operation was that no matter how impossible or implausible the situation seemed, the mortuary affairs team accomplished the mission, ensured the safe return of fallen comrades and demonstrated compassion to the Iraqi people.

CPT Shannon V. Stammersky is currently the Battalion S4 (Logistics Officer) for the 10th UEx (Unit of Execution), Special Troops Battalion, Fort Drum, New York. During her deployment to Operation Iraqi Freedom, she was the Commander, Headquarters and Headquarters Detachment, 87th Corps Support Battalion (CSB), Fort Stewart, Georgia. Previous assignments include Support Operations Supply and Services Officer, 87th CSB, Fort Stewart; and Instructor at the Army's Mortuary Affairs Center, and Platoon Leader, 54th Quartermaster Company (Mortuary Affairs), Fort Lee, Virginia.

Mortuary Affairs Operations During Operation Noble Eagle – From the Platoon Leader’s Perspective

CPT Clarence L. Arrington

Citizens in this nation are still suffering in the emotional aftermath of the four jetliners hijacked by terrorists September 11, 2001, within the continental United States in New York City, Pennsylvania and Washington, DC. Today, thousands of military personnel along with US allies are deployed to Southwest Asia to fight the ongoing global war on terrorism. However, on that morning of September 11 popularly called “911,” the US was not expecting the most horrific attack on American soil since December 7, 1941, when Japanese naval and air forces attacked Pearl Harbor on the island of Oahu, Hawaii. (Congress unanimously approved a formal declaration of war against Japan that same afternoon, and three days later a similar resolution placed the US at war with Germany.)

Shocking News of 911

I was a second lieutenant in the 54th Mortuary Affairs Company, the only active duty Mortuary Affairs Company in the US Army at Fort Lee, VA, when one of my Soldiers came up to me to tell me the initial shocking news of 911. An airplane had just crashed into one of the twin towers of the World Trade Center in New York City. Shortly thereafter, the second tower was hit. Then the Pentagon was struck by a third commercial airliner taken over by hijackers. The 54th Mortuary Affairs Company was alerted to deploy Quartermasters to Washington, DC, to assist with retrieving the remains of fallen comrades from the west wing of the Pentagon. Initially, 42 Soldiers deployed with mortuary affairs equipment for five teams. Their convoy traveled north on Interstate 95 from Fort Lee to Fort Myer, VA, with the assistance of a Military Police escort from Fort Lee.

Upon arrival at Fort Myer, Soldiers signed for rooms and divided up teams for 24-hour operations. I

moved out with the first team. We arrived at the Pentagon’s west wing on September 12 around 0300 when firefighters were continuing to put out the flames. The 3d US Infantry Regiment (Old Guard) was initially responsible for removing human remains from the rubble. This was difficult for the Soldiers of the 54th to accept.

Leaders attempted to involve Soldiers of the 54th Mortuary Affairs Company by setting up a control point. The disaster site at the Pentagon was an active crime scene under jurisdiction of the Federal Bureau of Investigation (FBI). Soldiers deployed with the 54th were not allowed to take over and do their jobs until the senior advisor at the Mortuary Affairs Center at Fort Lee made the recommendation to higher authorities. The Army G4 (Logistics) had already designated a former Quartermaster officer with mortuary affairs expertise (who happened to be at the Pentagon on 911 on business from Germany) as the on-the-scene Mortuary Affairs Advisor. He played a key role in coordinating the handling of remains and communicating progress on the ground to higher headquarters.

It was evident that this job requires skilled individuals, such as Soldiers with the military occupational specialty 92M (Mortuary Affairs Specialist), to deal with the horrors of the scene at the Pentagon. The first portions of remains found by the 54th Mortuary Affairs Company were a hand and a foot lying outside in the yard close to the east wing of the Pentagon. The company set up a collection point for remains, and many people came to volunteer their assistance. Some survivors who visited the 54th Mortuary Affairs Company’s control point knew those who had been killed the previous day and shared their stories with us in an attempt to persuade us to allow them to help.

Since this was a crime scene, the FBI was in charge of processing all remains. Teams were organized and waited their turns to enter the disaster area. After remains were removed from the Pentagon, they were transferred to the Pentagon's north parking deck for processing by the FBI and then placed in refrigeration before transfer to the airfield at Fort Belvoir, VA. Soldiers of the 54th Mortuary Affairs Company were in place at Fort Belvoir to give fallen citizens a brief ceremony before loading remains onto the CH-47 Chinook helicopters for flights to Dover Air Force Base, Delaware, for positive identification.

Refrigeration mechanics did not deploy with the initial convoy; and, at one point, the military refrigerators for remains were either not working properly or not at all. Removal of remains from the air crash site continued at a moderate rate. The 54th had to rely solely on civilian food trucks to keep the remains at the appropriate temperature. Since military trucks with refrigeration were to be used to transport processed remains to the airfield at Fort Belvoir, lack of a refrigeration mechanic became a bigger problem. Eventually the mechanic for the refrigeration truck or "reefer" arrived, and everything was back up and running.

Personal Protective Equipment

Teams of seven Quartermasters each from the 54th Mortuary Affairs Company conducted 24-hour operations, making continuous rotations inside the E-ring of the Pentagon. These Soldiers made repetitive use of their personal protective equipment (PPE), but understood what had to be done. The Federal Emergency Management Agency (FEMA) eventually donated several sets of the Tyvek protective equipment to the 54th in order for the Quartermasters to complete their mission. The 54th was involved in the recovery, storage and transportation of remains from September 11 to October 1. To augment the 54th, US Army Reservists from the 311th Quartermaster Mortuary Affairs Company in Puerto Rico arrived on September 16. Since 9/11, more than \$2.5 million has been allocated to the Army for PPE equipment in support of *Operation Iraqi Freedom*.

Stress Management

Even though Quartermasters were highly motivated and required minimum instruction, no stress

management plan was in place. There was no time to deal with issues of individual stress or depression. Soldiers experiencing problems were sent to the barracks and replaced on a team by someone else. Fortunately, this did not have a huge impact on the disaster operation but did have a lasting affect on a small number of young individuals. The American Red Cross and the local chaplain were on hand to assist Soldiers working at the disaster site and requiring personal attention.

With some setbacks and limited equipment, the Soldiers of the 54th Mortuary Affairs Company were brave and handled the remains of fallen comrades with dignity and respect. The 54th took a total of 83 remains and more than 1,100 portions of remains from the Pentagon crash site after 9/11. Today, these courageous Soldiers are deployed around the world and continue support of *Operation Iraqi Freedom* and *Operation Enduring Freedom*.

SPECIAL NOTE: The author wishes to thank Bernard Bogan and Deputy Director Douglas L. Howard of the Mortuary Affairs Center, Fort Lee, VA, and the Soldiers of the 54th Mortuary Affairs Company for their assistance in preparation of this information.

CPT Clarence L. Arrington, a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, previously served as the Support Operations Officer for the 49th Special Troops Battalion, Fort Lee, Virginia. From September 2002 to June 2003 he deployed to Kuwait and served as the Supply Officer for the Combined Joint Task Force/Consequence Management in support of Operation Iraqi Freedom and also Operation Enduring Freedom in Afghanistan. He served as a Mortuary Affairs Platoon Leader for the 54th Mortuary Affairs Company, Fort Lee, from March 2001 to August 2002. He has nine years of prior service and was previously assigned to Fort Carson, Colorado; Tripler, Hawaii; and Fort Rucker, Alabama. He has a bachelor's degree in secondary education from the University of Tennessee at Chattanooga.



Providing Support to Raids And Enemy Prisoners of War

CPT Patrick C. Sturgill

In April 2003, the 4th Infantry Division (Mechanized) deployed from Fort Hood, TX, to the Central Command (CENTCOM) area of operations to support *Operation Iraqi Freedom*. Before deployment, the division spent its last few weeks training on night operations, finishing mandatory classes and finalizing individual weapons qualifications. I was a company support operations officer of Alpha Forward Support Company, 204th Forward Support Battalion, supporting the 2d Brigade Combat Team. Our forward support company supported Task Force 2-8 Infantry that consisted of more than 850 Soldiers, 30 M2A3 Bradley Fighting Vehicles and 14 M1A2 System Enhanced Package (SEP) tanks.

Typically, combat service support consists of 11 interrelated functions in these categories: supply and field services, transportation support, ordnance support, health services support, human resources support, financial management support, legal support, and band support for morale purposes. Doctrinally, a forward support company provides field maintenance and all classes of supply, minus medical, to its supported battalion or task force. In essence, that is the mission of a forward support company.

Based on doctrine and mission, the mission essential task list (METL) for our Alpha Forward Support Company was as follows: (1) Establish and defend the task force support area (TFSA), (2) move

the TFSA, (3) provide all classes of supply and field maintenance and (4) deploy and redeploy. Typical of any support company, this METL was what we trained as a forward support company.

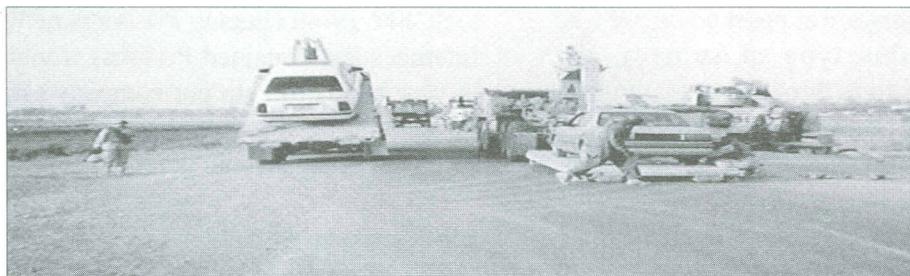
Once in Iraq, not only did our Soldiers provide the “doctrinal” support for the company mission, but also we found ourselves providing “nondoctrinal” support. In addition to all support requirements, field maintenance requirements and half to three-quarters of base camp security, our forward support company provided an Enemy Prisoner of War (EPW)/Detainee Snatch and Transport Team to the maneuver task force. I was the officer in charge (OIC) of that team.

In providing this “nontypical” support, our company quickly realized - never having done this before - that we needed a plan. We needed to establish techniques, tactics and procedures (TTPs) for how to tackle this mission while continuing to provide our “typical” support. Our TTPs consisted of four parts: (1) personnel, (2) transporting, (3) processing/categorizing and (4) holding detainees.

Army Personnel. As mentioned earlier, our company provided all the support to Task Force 2-8 Infantry as well as providing more than half of the compound’s defensive perimeter security. Most company personnel were committed either to support or to perimeter defense, and the company was already short of personnel before deployment. So the question

became: Where does the company get the Soldiers to perform the EPW/detainee missions? Most of the EPW/detainee team consisted of key leaders of the company from the headquarters (HQ) section. These key leaders were the first sergeant, company support operations officer, and the supply sergeant. Fortunately, the supply sergeant had served previously in the Infantry and had a good background in tactics. The first sergeant, with more than 17 years of military service, had served in the early 1990s in the Persian Gulf War where he was exposed to EPWs. From there, we augmented the EPW/detainee team mainly with more HQ Soldiers and other sections of the company as needed. The gender of the detainees also determined the gender of the Army personnel to use on the team. We would augment the team with a couple of female Soldiers if situations called for detaining female Iraqis.

Transporting Detainees. Transporting detainees was the next step in the TTPs that we had to establish. The number of detainees determined whether we used a cargo HMMWV (high mobility multipurpose wheeled vehicle) or cargo FMTV/LMTV (family of medium tactical vehicles/light medium tactical vehicle). Initially we transported the detainees with the tarpaulins rolled up on the sides of the cargo vehicles as established by division standing operating procedure (SOP), but we soon learned it was better to transport EPW/detainees with the tarpaulins down. This prevented the detainees from noticing where they were going as well as prevented the Iraqi villagers identifying the detainees. We took this measure in order to prevent possible violence erupting among the local populace and disrupting our missions.



We used the Army's load handling system (LHS) and container roll-in/roll-out platform (CROP) system to transport the detainees' vehicles to the forward operating base....The LHS worked out perfectly.



Preparing To Transport Detainee Vehicles Back to the Forward Operating Base

Along with transporting detainees, we had to transport their belongings, such as their vehicles. Initially our plan was to drive the vehicles back to the compound. After reconsideration because of Soldiers not used to driving privately owned vehicles in a while and the unsafe driving conditions of the Iraqi vehicles, we opted to haul the detainees' vehicles back to the forward operating base (FOB). We used the Army's load handling system (LHS) and container roll-in/roll-out platform (CROP) system to transport the detainees' vehicles to the FOB. Once on site, we would lower the CROP, drive the detained vehicle onto the CROP and then "cargo strap" it down. The LHS worked out perfectly.

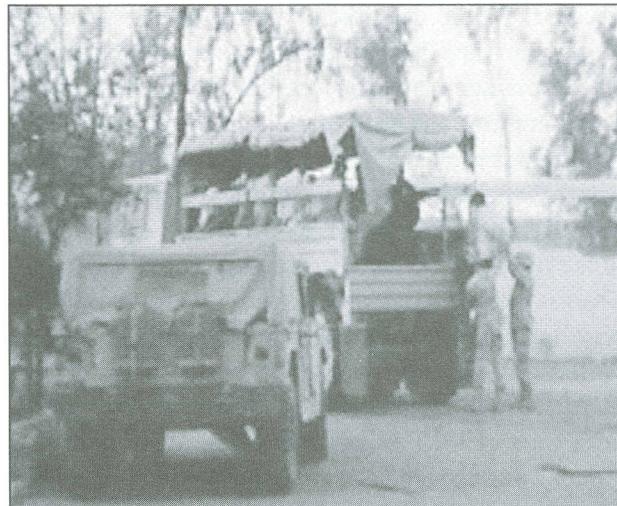
Processing/Categorizing Detainees. The third part of the plan was processing/categorizing the detainees. Initially the battalion insisted that it was the company's problem to figure out. So, to make this TTP process work, we had one Soldier at the HQ section with this responsibility. After we picked

*All Photographs
by
CPT Patrick C. Sturgill*

up detainees, we radioed the company command post (CP) the number of detainees. This would provide the CP a “heads up” to be ready to receive the detainees when we returned. We processed the detainees by taking photographs of the Iraqis with a digital camera. We then assigned each detainee a roster number in sequential order of arrival at the CP. With the aid of tactical human intelligence teams, we added the detainees’ names during processing. Finally, after establishing a good working relationship with the task force S2 (Intelligence Officer), we efficiently finalized processing/categorizing the detainees with a brief description of why they were being detained. All of this allowed us to effectively process the transfer of detainees selected to go to the brigade holding facility.

Holding Detainees. Now that we had the detainees at the FOB and had processed them, what was next? The next step was to house the detainees. We had to construct a detainee holding facility. At first we used an empty room in a military complex and just put some concertina wire in front of the doorway to keep the detainees inside. Holding anywhere from 1 to 45 detainees at a time, we quickly realized that we needed a better facility. So, with the ingenuity and carpentry skills of our HQ Soldiers, we built typical “jail house” doors of reinforced wooden 2x4s to contain the detainees in cells. The cell doors were then secured by locked chains and concertina wire in front of the doors. The detainee facility also had outdoor work lamps to light up the cells in order to keep an eye on the detainees. Eventually, we also started construction on an outside recreational holding facility made of wired barriers manufactured by HESCO.

Even though our forward support company was never trained for this type of support, we accomplished the objectives through our established TTPs and our purely mission-oriented mindset. Through providing this “nontypical” support to the task



Preparing To Process Detainees at the Forward Operating Base After a Raid

force, we learned several lessons. The biggest lesson learned was to be prepared to execute any mission “in the name of support.” After the battalion task force commander tasked our company with this mission, we did it and did it well even though we thought it was not our job. The second and most obvious lesson learned was the establishment of TTPs. As with all military operations, TTPs will govern how we operate; and our mission in Iraq with EPWs/detainees was no different.

Another lesson learned was the use of a secure/lock box. Along with housing of detainees, we had to secure their personal belongings, money and weapons that may have been confiscated at any task force checkpoints or raids. We initially just set aside a small room in our company CP to keep the belongings and weapons. Eventually some were missing, and we had to implement procedures in securing those items under lock. FM 19-40 (Enemy Prisoners of War, Civilian Internees and Detained Persons) would have come in very handy to help our company establish TTPs for handling detainees. With that lesson learned, make sure your company can get FM 19-40.

Initially we transported the detainees with the tarpaulins rolled up on the sides of the cargo vehicles as established by division standing operating procedure (SOP), but we soon learned it was better to transport enemy prisoners of war/detainees with the tarpaulins down. This prevented the detainees from noticing where they were going as well as preventing the village residents from identifying the detainees.



Returning Released Detainees to Their Homes in the Iraqi Villages

The last lesson learned was having Law of War and Rules of Engagement refresher classes. Although we never had an incident with detainees, Soldiers can become complacent after a long time handling detainees and begin looking at them differently. So, classes in those areas will keep the Soldiers who deal with detainees focused.

In conclusion, FM 63-20-1 (Forward Support Battalion (Digitized)), best sums our experience in section 6-2 by stating that “the FSC is a multi-functional unit...” As with any unit, the company needs to be prepared to execute any mission assigned by higher command. This is most evident in a forward

support company that provides all field maintenance, all classes of supply and distribution, and now detainee handling and processing. By the end of August 2003 before my reassignment to division staff, Alpha Forward Support Company processed and handled more than 300 detainees and 100 vehicles. For us, *Operation Iraqi Freedom* certainly expanded and tested the limits of support in a combat environment.

Author’s References: FM 63-20-1 (Forward Support Battalion (Digitized)), FM 63-20 (Forward Support Battalion), FM 10-1 (Quartermaster Principles) and FM 4-0 (Combat Service Support).

CPT Patrick C. Sturgill, a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, is currently deployed with the G4 (Logistics), XVIII Airborne Corps, for Operation Iraqi Freedom. His previous assignments include G4 Supply and Service Officer in Charge, Headquarters and Headquarters Company, 4th Infantry Division, Fort Hood, Texas, and Tikrit, Iraq, in support of Operation Iraqi Freedom; Company Support Operations Officer and Supply and Transportation Platoon Leader, Alpha Forward Support Company, 204th Forward Support Battalion, 4th Infantry Division, Fort Hood; and Tank Platoon Leader, 1-67 Armor, 4th Infantry Division, Fort Hood. He has a bachelor of arts degree in history from the University of Cincinnati, Ohio, where he was commissioned through the Reserve Officers’ Training Corps.

Water Purification Competitions Cancelled Again in 2005

Again this year because of the Army’s deployments during the global war on terrorism, the John C. Marigliano Award of Excellence competitions were cancelled for teams of Quartermasters and US Marines trained in water purification. Both in 2004 and 2005, the preliminary rounds at Fort Eustis, VA, and the championship at Fort Lee, VA, have been cancelled. Formerly known as the “ROWPU Rodeo,” the sixth annual competition in 2003 was the last one held after the dates were changed from June to September 2003. Army commands assessed the capabilities and readiness of their water purification teams in Active and Reserve Components competing in categories such as the 600-GPH ROWPU (Reverse Osmosis Water Purification Unit), 3,000-GPH ROWPU, Water and Storage Distribution, and Water Reconnaissance.

Unit Movement Operations: Lessons Learned

CPT Crystal L. Frady

Preparation for movement is an ongoing unit activity in peacetime that continues after the unit receives a warning or alert for movement. Units normally identify deployment as a mission essential task to annotate on their mission essential task lists (METLs). Army units and installations complete predeployment tasks before movement to ports of embarkation (POEs).

The commander in each company-sized unit must appoint a unit movement officer (UMO) and an alternate UMO. These Soldiers must train and thoroughly familiarize themselves with the transportability of the unit's organic equipment and cargo. The UMO and alternate UMO must coordinate with the hazardous material (HAZMAT) officer for certification. Acting as the representative of the transported unit's commander, the UMO will supervise and ensure unit movement training for all modes of transportation. The UMO also will coordinate and supervise marshalling and moving the unit through the fort-to-port operations.

As the company executive officer for Headquarters and Distribution Company, 4th Forward Support Battalion, 4th Infantry Division, I was the UMO for the company's deployment to *Operation Iraqi Freedom*. My alternate was extremely knowledgeable in unit movement operations, and we went through the certification course months before deploying. We began by meeting with our deployment support team, and the team made life much easier by helping us prepare our deployment binders for inspection. Meanwhile, the commander had the battalion conduct two exercises to prepare for deployment. The first exercise on our METL was the unit loading exercise (LOADEX). The second was the unit deployment exercise (DEPEX).

The Unit Movement Officers Book, sometimes referred as the deployment binder, contained several crucial documents and lists. Examples are the training

certificates for the UMO, alternate UMO, HAZMAT officer and rail load teams; required blocking and bracing for packing unit equipment; the organization's equipment list (OEL); and the load plans. Most documentation was not up to date, so we had to make revisions as quickly as possible. We appointed new personnel to train as the rail load team and determined the amount of blocking, bracing, packaging, crating and tie downs (BBPCT) necessary to deploy more than 200 pieces of equipment. The OEL only needed a few corrections, but the load plans were not to standard. For accurate load plans, we prepared a class for the entire company on how to completely fill out a proper load card.

A week or so later, Headquarters and Distribution Company conducted a LOADEX geared mainly toward securing secondary loads on vehicles. This process was a critical part of the predeployment phase because Soldiers could determine the best place to store equipment. We also learned how much more BBPCT the company needed, as well as what sizes of containers to specify for the advance party equipment.

About two weeks later, the company conducted a DEPEX. This process included the LOADEX, attaching all trailers to their respective prime movers, staging vehicles in the motor pool, and convoying all vehicles toward the installation staging area (ISA) for a reconnaissance. All Soldiers located the ISA and then drove the vehicles back into the motor pool.

As other battalions received the call forward, my noncommissioned officer (NCO) and I conducted a reconnaissance. Operations at the ISA were going entirely too slow for several units scheduled to deploy before our battalion. Some units were taking as long as two days to get through the ISA. After questioning a few of the inspectors about how to make our unit go through quicker, we learned that the UMOs and HAZMAT officers in charge (OICs) did not do their jobs before leaving their respective motor pools. They

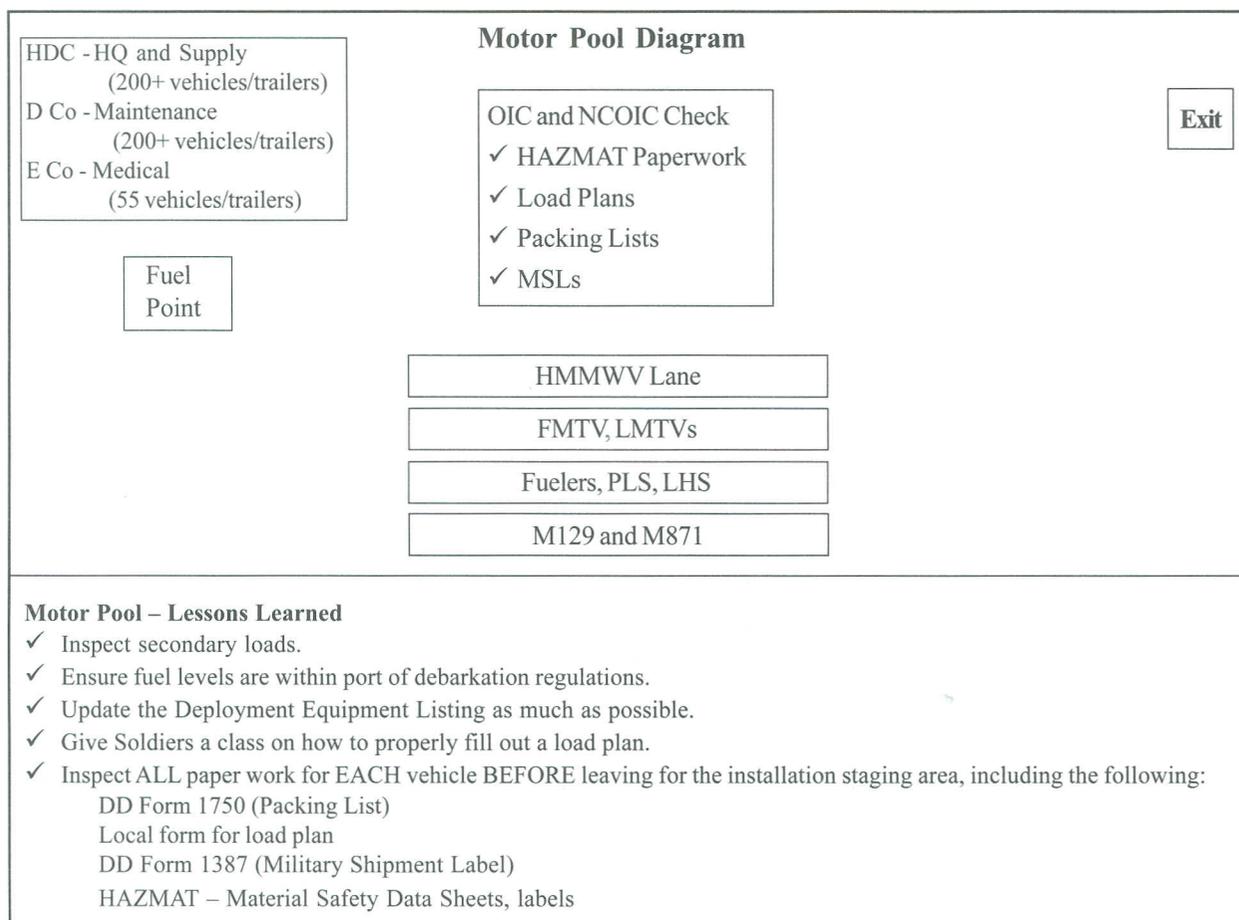
did not have the proper UMO paperwork, such as load cards, packing lists, military shipment labels (MSLs) and the updated Deployment Equipment Listing (DEL). Additionally, the HAZMAT OICs did not have the proper Material Safety Data Sheets (MSDS) on their equipment.

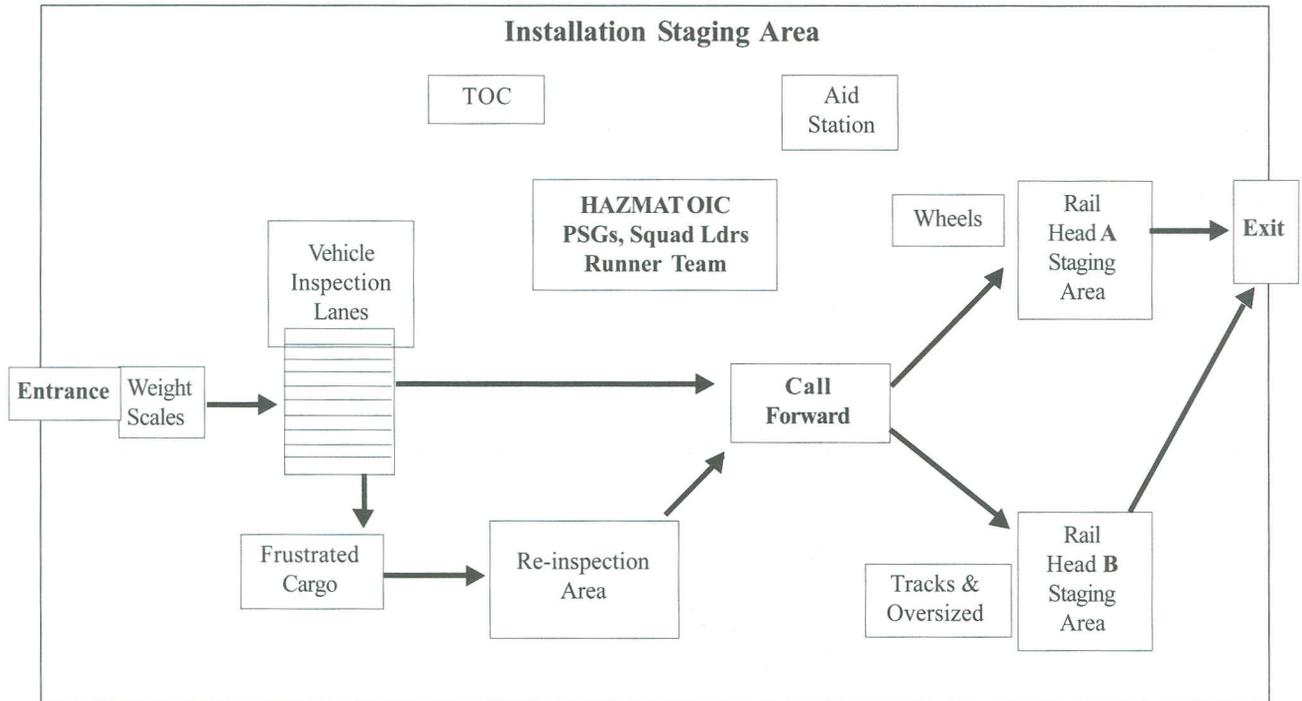
Once my NCO and I received all this information, we worked for two days straight ensuring that we had our DEL updated as much as possible. Before allowing our vehicles to roll out of the motor pool, we made sure that the loads were secured, banded as regulated, and that all MSLs and packing lists with load cards were on each vehicle as required. After all vehicles were pre-inspected by either my NCO or me, we went to the ISA tactical operations center (TOC) and waited for our company to receive the call forward.

Unfortunately, we were inside rather than outside helping to move our vehicles through the ISA inspection lanes because of the Army's computerized system for deployment. We had to remain inside the

TOC and constantly update information into the computer as the vehicles were going through the ISA. We noticed several vehicles in the frustrated cargo area for more than an hour, so we had designated NCOs in charge of certain stations to expedite the process. For example, at the vehicle inspection lanes, three NCOs walked with the inspectors. When a discrepancy arose, a runner came to the TOC to notify us of the problem. Ninety five percent of the time, we were able to fix the problem on the spot, which allowed the vehicles to move to the rail head staging area instead of the frustrated cargo area. A runner team stationed at the weight scales delivered all weight tickets to me as UMO so that I could input those weights on the DEL.

Headquarters and Distribution Company moved through the ISA with minimal problems because we researched and discovered what other units were doing wrong days before we received the call forward. We were successful working together as a team to expedite the company's vehicles moving successfully through the ISA.





Installation Staging Area – Lessons Learned

- ✓ Update the Deployment Equipment Listing (DEL) as much as possible before receiving the call forward.
- ✓ Use runners – weight tickets, inspection lanes for DEL update information.
- ✓ Have HAZMAT OIC onsite for quick fixes.
- ✓ Have platoon sergeants/NCOs correct anything the inspectors found insufficient.
- ✓ Have a Soldier designated to correct vehicles in the frustrated cargo area.

LEGEND

Co	company	LMTV	light medium tactical vehicle
FMTV	family of medium tactical vehicles	M129	semitrailer van, 12-ton
HAZMAT	hazardous materials	M871	semitrailer flatbed, 22 1/2-ton
HDC	headquarters and distribution company	MSL	military shipment label
HMMWV	high-mobility multipurpose wheeled vehicle	NCOIC	noncommissioned officer in charge
HQ	headquarters	OIC	officer in charge
Ldr	leader	PLS	palletized load system
LHS	load handling system	PSG	platoon sergeant
		TOC	tactical operations center

AUTHOR'S REFERENCES: FM 3-35.4 (Deployment Fort-to-Port), FM 4-01.011 (Unit Movement Operations), FM 38-701 (Packing of Materiel for Packing) and FM 100-17-3 (Reception, Staging, Onward Movement, and Integration). Military Traffic Management Command Transportation Engineering Agency (MTMCTEA) Pamphlet 55-19 (Tiedown Handbook for Rail Movements), MTMCTEA Pamphlet 55-20 (Tiedown Handbook for Truck Movements), MTMCTEA Pamphlet 55-23 (Containerization of Military Vehicles) and MTMCTEA Pamphlet 55-24 (Vehicle Preparation Handbook for Fixed Wing Air Movements). The web site for ordering MTMCTEA pamphlets is <http://sill-www.army.mil/DOL/MTMCTEA%20order%20form.doc>.

CPT Crystal L. Frady, a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, is currently Commander, Headquarters and Supply Company, 1st Support Battalion, Sinai, Egypt. Previous assignments include Battalion S4 (Logistics Officer), 4th Forward Support Battalion, Tikrit, Iraq, for Operation Iraqi Freedom; Supply and Transportation Platoon Leader, and Company Executive Officer, Headquarters and Distribution Company, 4th Forward Support Battalion, Fort Hood, Texas; and Platoon Training, Assessment and Counseling (TAC), 4th Reserve Officers' Training Corps (ROTC) Regiment, Fort Lewis, Washington. She was commissioned as a second lieutenant in the Army Nurse Corps through the ROTC program at Clemson University in May 2000 and transferred to the Quartermaster Corps in June 2001. She has a bachelor of science degree in nursing from Clemson University in South Carolina.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

(Continued from Page 7)

From The Quartermaster General

While serving as the 48th Quartermaster General, Brigadier General Scott G. West was detailed as the Director for Logistics, C4, Combined/Joint Task Force-Seven (CJTF-7) and Deputy Chief of Staff for Logistics, Multi-National Force-Iraq (MNF-1) from July 2003 to July 2004. He became the Commanding General of the US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, and The Quartermaster General of the Army on 16 May 03 after he had served as the QMC&S Deputy Commander since 31 Jul 02. Brigadier General West has held key leadership and staff positions, including positions in the 1st Infantry Division (Mechanized), 2d Infantry Division, 2d Armored Cavalry Regiment, 1st Corps Support Command, 6th Infantry Division (Light) and 7th Infantry Division (Light). He served as the Division Parachute Officer, 82d Airborne Division, during Operation Just Cause and as the Executive Officer of the 407th Supply and Transport Battalion during Operation Desert Storm. Other assignments include Chief, Office of the Quartermaster General, Fort Lee, Virginia; Chief, Sustainment Division, Director for Logistics, Joint Chiefs of Staff, J4 (Logistics), the Pentagon, Washington, DC; and Executive Officer to the Deputy Chief of Staff, G4, US Army. His several command positions include the 706th Main Support Battalion, 6th Infantry Division, Fort Wainwright, Alaska; and the 46th Corps Support Group (Airborne) at Fort Bragg, North Carolina. Also, he commanded the Joint Logistics Command in Joint Task Force Aguila during humanitarian assistance operations in Central America after Hurricane Mitch from 1998 to 1999.

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Statement of Quartermaster Values

Values comprise the fundamental principles by which Quartermasters will live and treat others. It is part of our ethos - a way of life. In addition to championing the Army values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage, we also embrace the following values:

- **Innovation - Creative, bold solutions; thinking "outside the box" to revolutionize logistical support.**
- **Battle Focus - A commitment to always keep Soldiers' needs as our top priority. Providing the right supplies, in the right quantities, at the right time and place to assure victory.**
- **Leadership - A commitment to lead, train, mentor, and coach Quartermasters. Leading by example today and building the bench for tomorrow.**
- **Teamwork - Committing the best talents of every team member to achieve the Quartermaster Corps' strategic goals without concern for who gets the credit for the outcome; selfless service; contributing to the legacy, tradition and mission of the Corps.**



Hazardous Chemical Accidents - Revisited

Michael L. Davis

Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, VA

Accidents with chemicals identified as hazardous continue to represent a troubling area for all Quartermaster Soldiers. The Occupational Safety and Health Administration (OSHA) in 1983 issued the Hazard Communication Standard to help protect personnel from the effects of dangerous chemicals. The resulting OSHA program requires informing personnel about hazardous chemicals in the workplace and training personnel to work safely with these materials. While the OSHA program is primarily directed toward civilian industry, AR 385-10 (Army Safety Program), requires that all military and civilian personnel in the Department of Defense comply.

A chemical was thrown into the trash without checking to see if it was hazardous and could be discarded in a safer way. The hazardous material was tracked down to the unit and the individual who threw it away. Both were reprimanded. No training or supervision had been provided.

A Soldier used an additional chemical to clean out a container that already had another chemical in it. Realizing that he would need the container for some other work, the Soldier had cleaned it with another cleaning product that the unit had on hand. The cleaning product reacted with the chemical already in the container, creating a gas that caused the Soldier to become very sick. The Soldier was able to flee the area without more serious consequences.

Full implementation of the Army Safety Program ensures that personnel are trained on all aspects of their jobs and comply with the federal requirements. If AR 385-10 is properly implemented, personnel evaluate the potential hazards of chemicals used during a mission, communicate information about those hazards, train other personnel on chemical use, provide protective measures for everyone and thereby reduce accidents and injuries.

Note that if no specific standard on hazard communication exists in a host country, the federal standard applies.

The leader, as the hazards communicator and manager of risks, is responsible for evaluating potential hazards and risks and providing that evaluation to personnel under his command. This evaluation applies to any hazard in the workplace under normal conditions or through emergencies.

Note that hazardous waste is covered under Solid and Hazardous Waste Management and Environmental Protection Agency (EPA) regulations. Risk management procedures are covered in FM 100-14 (Risk Management).

Budgetary requirements need amending to meet the cost of protective measures indicated for any chemical hazard or risk identified in the workplace. Budget restrictions cannot be used as an excuse for not complying with safety standards. Remember, a material designated as a hazardous chemical may require protective equipment and should not be ignored. First, consult the Material Safety Data Sheet (MSDS) for compliance to safety standards. The Control Measure Section of the MSDS provides the minimum protective equipment that personnel must be provided. The organization is held responsible for providing this equipment, not the individual.

Leaders need to comply with all aspects of the hazardous chemical standard and Army Risk Management requirement. The following are some of the most important sections that must be enforced but are often neglected:

- **Identify and evaluate chemical hazards and risks in the workplace.**
- **Prepare the hazardous substance inventory and ensure completion of a risk assessment for all mission requirements.** Leaders need to develop a file of MSDS of all hazardous chemicals on the inventory and update as the requirements change. Leaders need to provide personnel with access to the MSDS file in the workplace, ensure proper labels on chemicals and train personnel.
- **Prepare a standing operating procedure (SOP) for each work area where hazardous chemicals are used or stored, post accident prevention signs, and evaluate/update training as necessary for personnel who could be exposed to chemical hazards and risks.**

Responsibilities or functions of the hazard communication and risk management program requirements may vary from organization to organization due to structural or functional differences. Ultimately, leaders are responsible for implementation and enforcement, and individuals are responsible for the safety of themselves and those around them.

Soldiers in a detail were caught cleaning paint from their faces, arms and hands with paint solvent. The solvent was clearly marked as “skin absorbent.” Directions on the solvent also warned users about keeping the chemical away from the eyes.

Soldiers were cleaning an area. They mixed two or three different cleaning products together. All became ill and had to be hospitalized. Soon, all personnel in the building had to be evacuated because of the danger of the chemical fumes.

A group of Soldiers all received chemical burns to their hands and arms while cleaning weapons after returning from the field. They had used a chemical solvent incorrectly.

No training or supervision was given.

NOT having a COMPLETE HAZARDOUS MATERIAL INVENTORY LIST and NOT using the MSDS are the biggest mistakes that leaders and personnel make. The MSDS describes the hazards of using a chemical. The MSDS tells personnel about the risks associated with the ingredients in a chemical product. The following are some of the most important areas of information on the MSDS:

- The permissible exposure limits, the average amount of the chemical that an individual can safely be exposed to (usually in an eight-hour period). This area of information provides physical data about the chemical’s appearance, smell and physical properties.
- The fire and explosion data section that provides the chemical’s potential to catch fire and explode.
- The health hazard area that lists the symptoms of overexposure and gives first aid data.
- The reactivity data area that tells personnel how stable a chemical is and what materials it should not come into contact with.
- Spill and leak procedures and steps to take if a leak or a spill occurs.
- The special protection area that provides the chemical’s user with information on personal protective equipment to use to avoid exposure, data on ventilation, and how to handle and store the chemical safely.

The MSDS is the beginning of a good risk assessment. While leaders are responsible for the overall hazard communication and risk management program requirements, all personnel are responsible for following the standards and helping to reduce accidents with hazardous chemicals.



CAREER NEWS

Professional Development

The US Total Army Personnel Command (PERSCOM) has merged into the US Army Human Resources Command (HRC). The HRC combines the Active Component and Reserve Component personnel commands into one command. Quartermasters now access the content of the former PERSCOM online web site from the new HRC home page at <https://www.hrc.army.mil/>. For more information about Quartermaster Corps officer, warrant officer and noncommissioned officer issues, access the Office of the Quartermaster General web site at www.quartermaster.army.mil/. Access www.us.army.mil to set up a free E-mail account with Army Knowledge Online.

Selections to the Colonel, Battalion Command, and Captain Lists

LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management

Tracy.Cleaver@hoffman.army.mil, DSN 221-5266

Congratulations to Quartermasters selected for the Army's colonel, battalion command, and captain lists. These are great achievements and you should all be proud of your accomplishments.

Colonel Selection Results. Quartermaster officers did exceptionally well this year in selection to colonel. Of the 40 officers in Year Group (YG) 1983 (primary zone), 21 were selected for an overall selection rate of 52.5 percent. Of the 21 selected, 20 were former command selection list (CSL) battalion commanders, 17 of the 21 were former table of organization and equipment (TOE) battalion commanders, 3 were former table of distribution and allowance (TDA) commanders and 1 was a non-CSL battalion commander. The Quartermaster Corps also had one outstanding officer selected below the zone (BZ) who was a TOE battalion commander, and the first BZ Quartermaster officer in more than three years.

Battalion Command List. Of the 213 Quartermaster officers who competed, 27 were selected for battalion command. That's 12.7 percent, just below the Army average of 15.6 percent. A Quartermaster selection rate below the Army average is nothing to get excited about. Command opportunities in even years have always had fewer commands available. Quartermasters compete with the other logistics branches for all the multifunctional commands, and Quartermasters have fewer functional commands than some branches. This board is truly the first real tough cut in the Army. It does not compare to a promotion board, for example, where Quartermasters usually have 50 percent selection rates and higher.

Captains Board. Great news here! The Army returned to a fully qualified board and the selection rates are back up. For Quartermasters, 282 of the 284 officers in the primary zone were selected for a 99.3 percent selection rate. Quartermasters also had 9 of the 11 above the zone officers selected. These selection rates are very important because requirements for promotion to major have grown with Army modularity, and this is how Quartermasters are going to meet those future requirements.

Functional Area Designation. This process is dead! The Army no longer will hold a board to designate captains for functional areas. In recent years, this process gave many officers false hopes of working in a functional area before military service at field grade. Because of increased functional and multifunctional requirements in the operational Army, HRC cannot send any Quartermaster officers to work in their functional area designations.

Career Field Designation. This process for career field designation is driven off functional area requirements and what the operational Army can afford to release by branch. Career field designation does not include Acquisition Corps selection. This past year, 52 Quartermaster officers received career field designations into functional areas. However, because of changes to the operational Army's requirements for modularity, 46 of those officers were either involuntarily or voluntarily "branched back" into the Quartermaster Corps. Therefore, because of the Army's growing requirements for majors and the limited population in the Quartermaster Corps, I do not expect our career field designation numbers to grow during the next few years. If anything, I think the Quartermaster Branch will have fewer officers leave for career field designations. Those who do leave will leave because they have the skills and experience desired by a certain functional area. There is always an appeals process. The Future Readiness Officer or your assignment officer will be glad to assist in this process. The recent turnover of personnel at HRC may have caused some Quartermaster officers distress or frustration. If this is the case, I apologize. We have the team in place now, and everyone has settled into a battle rhythm so we can provide you the service you deserve. I greatly appreciate any and all feedback from the field and individually review all comments. We will do everything required to provide you first-class support. It is an honor to serve you.

Reminders, Remaining Board Schedule and Professor of Military Science Board

LTC Timothy D. Brown, Lieutenant Colonel Assignments Officer

Timothy.Brown@hoffman.army.mil, DSN 221-5269

Department of the Army (DA) Photographs. This is a reminder to please continue to send us two hard copies of your DA photograph when you get a new one. You may have to ask personnel in the "photo lab" for hard copies of your photographs, as this may no longer be a routine procedure for them. The photographs are used for nomination packets, retirement requests and other administrative actions within HRC. You can review your DA photograph online using the Department of the Army Photograph Management Information System (DAPMIS) and your Army Knowledge Online (AKO) password at <https://www.perscomonline.army.mil/index2.asp>

Remaining FY05 Board Schedule:

Senior Service College, Army	5-29 Apr 05
Lieutenant Colonel, Army	12 Apr-13 May 05
Colonel, Army	26 Jul-19 Aug 05
Professor of Military Science Board	Aug 05

FY06 Professor of Military Science (PMS) Board. Officers must meet the following minimum requirements for competition:

- ✓ Lieutenant colonel/major at military education level (MEL) 4
- ✓ Master's degree or higher (earned by 30 Jul 05, no exceptions)
- ✓ Branch-qualified with recent troop experience (last one or two assignments recommended)
- ✓ Moral attributes and personal traits for a position of prestige in an academic community
- ✓ Available for permanent change of station (PCS) in FY06
- ✓ Available for three-year tour
- ✓ Available to report by 30 Jul 06
- ✓ Mandatory removal date (MRD) not earlier than June 2009

Submit to Quartermaster Branch:

- ✓ Name, rank, branch, work phone, home phone, cell phone (optional), work E-mail and home E-mail.
- ✓ Signed board Officer Record Brief (ORB)
- ✓ Completed and signed PMS Preference Sheet
- ✓ Official undergraduate and graduate degree transcripts

Submit to US Army Cadet Command: Complete Cadet Command's Interview Sheet at www.Rotc.Monroe.Army.Mil/Pmsboard/Is. Cadet Command's Interview Sheet must be forwarded to patricia.harp@monroe.army.mil or marilyn.keener@monroe.army.mil at Cadet Command by 30 Jun 05. The Cadet Command web site is <http://www.rotc.monroe.army.mil/pmsboard>

Your Contact Information. Mailing addresses, telephone numbers and E-mail addresses frequently change and become outdated. It is important we have your contact information because we often send out mass E-mails from HRC. If you did not receive these mass E-mails, then I do not have your current E-mail address. Please send it to me so I can keep you in the information loop. I ask that you first try to update through your personnel servicing center (PSC). If the PSC cannot update your ORB and contact information, then send it to me.

Quartermaster Home Page. Please view and use the Quartermaster Home Page at www.quartermaster.army.mil. Also, remember that Quartermaster Branch at HRC uses Army Knowledge Online (AKO) E-mail as our official account to correspond with you. So, take the time and look at your AKO account or have AKO E-mail forwarded to your unit account.

Quartermaster Lieutenant Colonel Assignment Officer Home Page: <https://www.perscomonline.army.mil/opqm/Quartermaster%20LTC%20Assignments%20Officer.htm>

Mailing Address: Quartermaster Branch, Lieutenant Colonel Assignments Officer
Attn: TAPC-OPG-Q (LTC Tim Brown)
200 Stovall Street
Alexandria, VA 22332-0416

Telephone/FAX Numbers: DSN 221-5269 or (703) 325-5269, FAX: DSN 221-8025 or (703) 325-8025

Working To Improve the Dynamic Distribution System

*MAJ Darren L. Werner, Major Assignments Officer
Darren.Werner@hoffman.army.mil, DSN 221-5267*

The Dynamic Distribution System (DDS) has successfully completed three cycles, and we are actively working to improve this assignment process. The most significant challenge is increasing the amount of time before officers must report to their next duty assignment. The first few DDS cycles resulted in an average of 45 to 60 days of notification before reporting to the next duty assignment. We are working to improve the average to no less than 90 days. Ninety days is still not a lot of time, but most officers should be aware of their potential for reassignment and start planning accordingly.

Exceptional Family Member Program (EFMP). Officers with family members enrolled in the EFMP must ensure their EFMP enrollment does not expire. Most officers update their EFMP whenever making a permanent change of station (PCS). If you have a family member in the EFMP, make sure the enrollment is current. If an officer receives E-mail notification of expired EFMP from me, the officer must coordinate through the local EFMP office to adjust the expiration date or to remove a family member from the program. Expired EFMP will impact on receipt of a Request for Orders (RFO) from Quartermaster Branch and will certainly delay an officer's permanent change of station (PCS) orders.

Officer Professional Management System (OPMS) 3. Changes to the Army's OPMS 3 will significantly impact on officer career management. OPMS 3 has been under review for several months, and an updated DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) has been pending release for almost a year. With the final changes to OPMS 3, officers will see broader paths to promotion. The requirement

for branch qualification will be modified, and HRC may no longer require officers to stay on a stringent timeline in order to be competitive for promotion. In the Army's current operational environment, changes to OPMS 3 will be welcome. Details about the changes to OPMS 3 and DA Pamphlet 600-3 will be posted on the "QM Major's Assignment Officers Web Page" as well as HRC's web site.

Intermediate Level Education (ILE). ILE will now be offered twice a year. Beginning in February 2006, ILE will be offered to eligible officers starting in February and August. This change does not impact on the curriculum. Officers will be slated to attend either course depending upon the officer's eligibility, operational requirements and availability of seats. The course for operational career fields will remain 10 months in length.

All Quartermaster Captains Under One Assignment Officer

CPT Herman "Jay" Johnson, Captain Assignments Officer

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As many of you know, Quartermaster Branch at HRC has consolidated the entire population of Quartermaster captains under one assignment officer. I am that officer. Upon selection for promotion to captain, officers need to submit a voluntary indefinite status letter to the Quartermaster Branch. Officers who decline voluntary indefinite status will be given an expiration term of service (ETS) date, which can be found in the "Curr Svc Agrmt/Expr Date" block of their Officer Record Brief (ORB). For those who accept voluntary indefinite status, they can expect to see "VOL INDEF" in that ORB block. If an officer is under a STOP LOSS unit identification code (UIC), the date in that box will be the date that the Army expects to lift the STOP LOSS UIC. Once the UIC's STOP LOSS is lifted, that date will revert back to either the separation date or "VOL INDEF" date.

For officers who decide to accept voluntary indefinite status, the next step is to request a Combined Logistics Captains Career Course (CLC3) date. Officers need to submit a DA Form 4187 (Personnel Action) for their requested class dates to CPT Patricia Fitzgerald, Lieutenant Assignments Officer and Future Readiness Officer for the Quartermaster Branch at HRC. This form will also require a signature by the first lieutenant colonel (O-5) in the chain of command.

I visit each CLC3 class with a list of possible assignments for Quartermasters after completing the course. I will also conduct a personal, one-on-one interview with each officer to discuss career progression and any other extenuating circumstances before assignment. At this point, I will assign the officers based on these three factors: Army requirements, skills and experience, and personal preferences.

For branch-qualified captains, most moves will involve hard dates in an officer's career. Some examples of this are date of expected return from overseas service (DEROS), report date for Intermediate Level Education (ILE), ETS date, or rotation out of an Active Component/Reserve Component (AC/RC) or US Army Recruiting Command (USAREC) assignment. Currently, all officers can expect between 60 and 90 days between notification and a permanent change of station (PCS). In the future, we are working hard to extend this time to 120 days.

Also, it is important for all Quartermasters to check their Army Knowledge Online (AKO) E-mail address frequently. This is the primary means of communication for the "Way Ahead" Army.

Back to the Basics...Lieutenants and the CLC3

CPT Patricia Fitzgerald, Lieutenant Assignments Officer and Future Readiness Officer

patricia.fitzgerald@hoffman.army.mil, DSN 221-5281

Greetings to all - I am honored to have the opportunity to serve each of you. I will do my best to be as responsive as possible. If you contact me, expect a response within 24 to 48 hours. I come to this position with nine years of experience in the Quartermaster Corps. Most recently, I served 18 months as Commander,

Company A, 501st Forward Support Battalion, 1st Brigade Combat Team, 1st Armored Division. I spent 10 of the 18 months in Baghdad in support of *Operation Iraqi Freedom*.

So far, I have fielded many basic questions that any officer would need to ask because the Army experience is the officer's first full-time career. Access the following web site for immediate answers to most of your questions: <https://www.perscomonline.army.mil/opqm/qm.htm> - especially, if you have questions about the Branch Detail Program.

The Officer Record Brief (ORB) with an updated DA photograph and an Official Military Personnel File (OMPF) that matches your ORB are two of the most important and basic career management tools available to an Army officer. Visit each of the following web sites and ensure you are up-to-date and your file is complete:

<https://isdrad15.hoffman.army.mil/dapmis/execute/ImageAcceptProlog>
<https://isdrad16.hoffman.army.mil/SSORB/showorbpdf.do>
<https://ompf.hoffman.army.mil/public/news.jsp>

Also, use your unit's personnel servicing battalion (PSB) or detachment to make sure your duty title on the ORB does not read *INCOMING PERSONNEL*. Your ORB should list your current duty title at your current unit. You never know when your file might be reviewed.

For any first lieutenants who are promotable (1LT(P)), the following web site can be found on the HRC Quartermaster Branch web site and the HRC home page: <https://www.perscomonline.army.mil/select/OfWoProm.htm> That site will be updated monthly with the number of 1LT(P) Armywide to be promoted for the month. At the 1LT(P) stage of your career, you are eligible to attend the Combined Logistics Captains Career Course (CLC3). Follow these steps in order to request CLC3:

- ✓ Fill out DA Form 4187 (Personnel Action) with three class dates in order of preference.
- ✓ The first lieutenant colonel (O-5) in your chain of command must sign your DA Form 4187.
- ✓ FAX (703-325-8025 or DSN 221-8025) or E-mail the DA Form 4187 to me.

I will confirm receipt of your DA Form 4187 with you. Ninety days from the start of the class, I will confirm your seat in the Army Training Requirements and Resources System (ATRRS) and E-mail to your AKO account the Request for Orders (RFO).

If you have any questions, do not hesitate to E-mail or call me. Also, take the time to update your files and photographs. I look forward to working closely with each and every one of you.

Quartermaster Warrant Officers

CW3 Ross J. Wallage is the Quartermaster Warrant Officer Career Manager at Human Resources Command (HRC), Suite 6N07, 200 Stovall Street, Alexandria, VA 22332. Telephone: (703) 325-7839. FAX: (703) 325-5232. E-mail ross.wallage@us.army.mil, Web site: <https://www.perscomonline.army.mil/OPwod/wallage.htm>

Please visit the web site. Answers to most of your questions are a click away. How do I use the web? View my Officer Record Brief (ORB) as an example. You can also fill out a DA Form 71 (Oath of Office - Military Personnel) for Chief Warrant Officer Two and Chief Warrant Officer Three (they are checked differently), as well as locate dates for schools, frequently asked questions about promotion boards, along with many other helpful links and desk notes.

How To Volunteer for Airborne Training

*MSG Jennifer Love, Enlisted Personnel Management, Quartermaster Assignments Branch,
US Army Human Resources Command*

Jennifer.Love@hoffman.army.mil, DSN 221-8288

Soldiers who are not airborne qualified but who are assigned to an airborne position can go to their S3 (Operations Officer) and submit an A1 application through the Army Training Requirements and Resources System (ATRRS) to volunteer for airborne training. Soldiers who are not assigned to an airborne position and would like to volunteer can submit an airborne packet through their career branch at the US Army Human Resources Command (HRC) in Alexandria, VA. Airborne training will be en route to their new assignments, if approved by their career branch.

In addition, Soldiers volunteering for airborne training must meet the following requirements:

- ✓ Less than 36 years of age on the date of application. Enlisted personnel in pay grades of E-5 and above may be considered for a waiver of age if the examining medical officer recommends approval of such a waiver to the unit commander.
- ✓ Physical qualification for parachute duty established in AR 40-501 (Standards of Medical Fitness).
- ✓ Pass the Army Physical Fitness Test (APFT) with a score of 180 points (60 points in each event using the 17-21 year age group scale), males and females. They must meet the height and weight standard in AR 600-9 (The Army Weight Control Program).
- ✓ Complete a 5-mile run within 45 minutes, 30 days before the class date. The unit commander will sign a memorandum verifying the Soldier's successful completion of the 5-mile run, and the memorandum will accompany the Soldier to the course.
- ✓ Have a copy of an approved physical examination on Standard Form 88 (Report of Medical Examination, Supporting Examinations and Ancillary Testing) before in-processing for airborne training. The physical exam is to indicate the applicant's fitness for airborne training. The exam must be within 12 months of enrollment. The physical examination form must state that the "purpose of the exam is for airborne training" and that the volunteer "is or is not qualified for airborne training" in block 5. Block 77 on Standard Form 88 must be checked with "airborne" written next to it. If applicants are over 35 years of age, they must have an EKG and medical age waiver. Personnel reapplying after previous rejection from airborne training or duty because of a temporary, remedial physical defect or failure to qualify in the APFT are eligible to volunteer at any time after correction of the defect or after passing the physical readiness test.

Airborne Training. Soldiers receive airborne training at the US Army Infantry School, Fort Benning, GA. The course length is three weeks. Successful course completion results in award of the "P" skill qualification identifier. Applicants must have 12 months of service remaining after completing airborne training. If not, an enlisted Soldier must extend enlistment under the provisions of AR 601-280 (Army Retention Program) or request discharge under the provisions of AR 635-200 (Active Duty Enlisted Administrative Separations) in order to immediately reenlist.

Follow-on Assignment/Assignment Preference Program. Upon successful completion of airborne training, the HRC is committed to assign airborne Soldiers to one of the following locations: *Alaska, Italy or Fort Brag, NC*. Soldiers must post their preferences for follow-on assignment in HRC's Assignment Satisfaction Key (ASK) at <https://www.perscomonline.army.mil/>. The enlisted Quartermaster Assignments Branch will grant one of three assignment choices if a valid requirement exists or will negotiate with airborne personnel for an alternate location.

How To Volunteer for Airborne Training. To volunteer, update your special duty area in ASK online. Submit or FAX a DA Form 4187 (Personnel Action) that includes a volunteer statement, along with an updated

airborne physical, and a copy of record APFT taken within 30 days of the date of application. Procedures can be found in AR 614-200 (Enlisted Assignments and Utilization Management) and DA Pamphlet 600-8 (Management and Administrative Procedures).

For more information, please log on the ASK web site or contact MSG Jennifer Love, US Army Quartermaster Center and School Liaison, Quartermaster Branch, US Army Human Resources Command at Jennifer.Love@hoffman.army.mil, DSN 221-8288 or (703) 325-8288, FAX DSN 221-1974.

(Continued From Page 6)

Quartermaster Transformation - Petroleum and Water Soldiers to Petroleum Technicians

In January 2005, the window for Quartermasters with petroleum and water MOSs to submit a warrant officer application officially opened. Now we need a “full court press” to deliver the message throughout the Corps. Here at the US Army Quartermaster Center and School, I take full advantage of every opportunity to speak with petroleum and water Soldiers about this new initiative. Detailed information is also listed both on the United States Army Recruiting Command (USAREC) web site at <http://www.usarec.army.mil/hq/warrant/> and on the Quartermaster Home Page at http://www.quartermaster.army.mil/oqmg/warrant_officer_proponency/. Additionally, we’ve created an informational brochure that is distributed to noncommissioned officers (NCOs) attending both the Advanced Noncommissioned Officer and Basic Noncommissioned Officer Courses. Our goal is to attract, recruit and access outstanding NCOs who have demonstrated that they are a cut above their contemporaries and possess the potential to meet the demanding future challenges of serving as a Petroleum Systems Technician.

As noted by Brigadier General Scott G. West, the 48th Quartermaster General, “with the addition of the Petroleum Systems Technician, our Quartermaster Corps will continue to expand and enhance petroleum expertise on the battlefield through the trademark professional competence of Quartermaster Warrant Officers.” We are seeking the best of the best to continue their Quartermaster careers as Petroleum Systems Technicians.

There are three phases in transforming into the warrant officer ranks:

- ✓ Meet prerequisites and submit an application.
- ✓ Get boarded - selected.
- ✓ Attend training - Warrant Officer Candidate and Basic Courses.

Specifically, Soldiers must meet three sets of prerequisites. These three are specific to the Army, to the Quartermaster Branch and to the Soldier’s MOS. The following Army prerequisites are mandatory and are non-waiverable:

- ✓ Be a US citizen.
- ✓ Possess a General Technical (GT) score of at least 110.
- ✓ Be a high school graduate or possess a General Education Development (GED) certificate.
- ✓ Possess a Secret Security Clearance or an interim clearance to apply.
- ✓ Be able to pass the standard three-event Army Physical Fitness Test.
- ✓ Meet the height/weight standards of AR 600-9 (The Army Weight Control Program).
- ✓ Be able to pass a physical examination.

The following are the prerequisites for the Quartermaster Branch:

- ✓ Possess six credit hours of college-level English or complete the College Level Examination Program (CLEP) in English.

The following are the prerequisites for Active Army applicants:

- ✓ Be in the rank of E-5 (Promotable) or above.
- ✓ Have at least five of the most recent years of experience serving as a fuel handler in Quartermaster MOS 92F, 92L or 92W.
- ✓ Have three credit hours of a Series 100 College Mathematics Course or have completed the CLEP test in mathematics.

The following are the MOS prerequisites for Army National Guard applicants:

- ✓ Be in the rank of E-4 or above
- ✓ Have at least six of the most recent years of experience serving as a fuel handler in MOS 92F, 92L or 92W.
- ✓ Have three credit hours of a Series 100 College Mathematics Course or have completed the CLEP test in mathematics.

The following are the MOS Prerequisites for US Army Reserve applicants:

- ✓ Be in the rank of E-5 or above.
- ✓ Have at least five of the most recent years of experience serving as a fuel handler in MOS 92F, 92L or 92W.
- ✓ Have three credit hours of a Series 100 College Mathematics Course or have completed the CLEP test in mathematics.

For Soldiers in both the Army National Guard and the US Army Reserve, any civilian experience as a fuel handler will be taken into consideration during the proponent review of their applications.

Quartermaster petroleum operations will continue to play a vital role in current and future joint operations on the battlefield. The Quartermaster Corps is poised to meet that challenge with the introduction of this new Quartermaster Warrant Officer Specialty. Leaders must play a vital role in identifying, encouraging and supporting outstanding Soldiers with Quartermaster MOSs in petroleum and water to continue their Army careers as Petroleum Systems Technicians.

Quartermaster Mission Statement

The Quartermaster Corps - Warrior Logisticians providing precision support to sustain America's Army in victory today and into the future.

Supply Support - Rations, water, individual and organizational clothing and equipment, unclassified map distribution, petroleum, fortification and barrier material, personal demand items, major end items, repair parts, administrative supplies, materiel to support nonmilitary programs, reclamation, salvage and property disposal.

Combat Developments - World-class concepts, doctrine materiel and organizational solutions to support and sustain the joint warfighter.

Field Services - Shower, laundry, fabric/light textile repair, tactical field exchange, and mortuary affairs.

Aerial Delivery Support - Parachute packing, air item maintenance, aerial delivery, rigging and sling loading.

Feed the Force - Lifecycle management of feeding operations across the peacetime and wartime continuum.

QUARTERMASTER

UPDATE

What do you know about the Center for Army Lessons Learned (CALL)?

MAJ Calvin A. Morris

The Center for Army Lessons Learned (CALL) at Fort Leavenworth, KS, works for you, the professional Soldier in today's Army. CALL collects and analyzes data from a variety of current and historical sources, including Army operations and training events, and produces lessons for military commanders, staff and students. CALL disseminates these lessons and other related research materials through a variety of print and electronic media, including CALL web sites.

CALL web sites are central to the center's mission of disseminating lessons and relevant tactics, techniques and procedures (TTPs) to the field into the hands of the Soldiers who need TTPs the most. CALL's two web sites contain both unclassified information located on the NIPRNET (Not Classified but Sensitive Internet Protocol Router Network, formerly MILNET) and classified data located on the SIPRNET (Secret Internet Protocol Router Network, formerly DSNET-1). You must have an AKO (Army Knowledge Online) or DEERS (Defense Enrollment Eligibility Reporting System) account to log into CALL's restrictive and SIPRNET sites. The following are the web addresses to both sites:

NIPRNET Site: <https://call2.army.mil/frontend/deers/DEERSLogin.asp>

SIPRNET Site: <http://call.army.smil.mil>

CALL can provide valuable observations, insights and lessons, especially for Soldiers *preparing to deploy to a combat zone*, contingency operation or Combat Training Center. CALL can also assist in conducting research during a course of study.

CALL is an agent for change focused on the dissemination and integration of new concepts, TTPs and solutions throughout the Army. As military forces transform from the "Cold War" mindset, the new reality is an asymmetrical battlefield with no front and rear boundaries. This is very important to a logistician who must be at the forefront of receiving observations, insights and lessons learned. As the Army changes into the Units of Action Employment (X and Y), CALL is at the forefront by providing embedded liaison personnel in every force structure that has or will undergo modularity changes. CALL also has "embeds" throughout the world to collect observations, insights, research material and operational lessons learned during the global war on terrorism. For Soldiers on a Joint Staff (Central Command) or an Operational Staff (Coalition Forces Land Component Command - CFLCC), CALL will have the products needed for success.

MAJ Calvin A. Morris, Quartermaster, is currently working for the Center for Army Lessons Learned (CALL), Fort Leavenworth, Kansas as part of the Doctrine, Organization, Training, Material, Leadership, Personnel and Facilities (DOTMLPF) Branch as the Logistics Representative. He was formerly assigned to an operational assignment as part of the Coalition Forces Land Component Command – CFLCC C4 Multi-National Logistics. Initially assigned to the Command and General Staff College, he was delayed for one year to work for CALL. He has a bachelor's degree from Fort Valley State University.

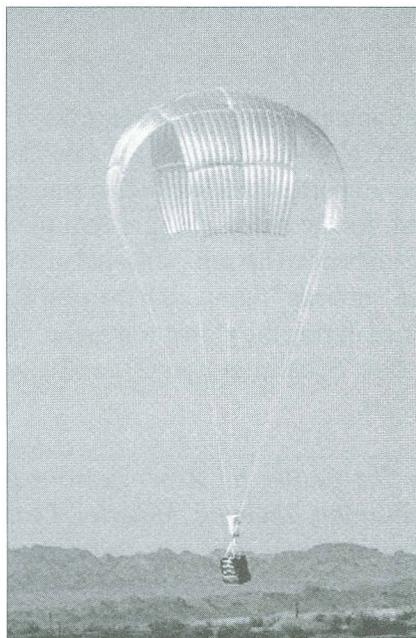
Reducing the Cost of Cargo Airdrop

CPT Arthur A. Pack

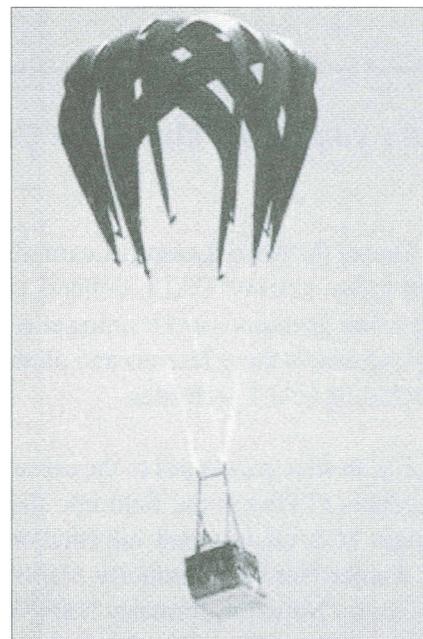
Albin R. Majewski

In 1993 during *Operation Provide Promise*, more than 14,000 Container Delivery System (CDS) bundles were rigged and air dropped across Bosnia. More than \$32 million was spent on nonrecoverable air items in support of this operation, simultaneously depleting all 28-foot ring slot parachutes from Army War Reserve stocks and forcing a move to the more expensive G-12 parachute system at a cost of \$3,815 per canopy. This set the stage to update the outdated 1930s-1950s technology. The Army needed a low-cost, one-time-use system to accomplish two goals: greatly reduce air drop mission cost and provide efficient low-cost aerial delivery capability for the full spectrum of Army operations to include combat resupply, stability and support operations, military operations other than war and the ongoing global war on terrorism.

The system developed to meet that identified capability gap is called the Low Cost Aerial Delivery System (LCADS). The LCADS is a modular suite of low-cost, expendable parachutes and containers. The LCADS can be used as a standalone system or configured with current low- and high-velocity



LCADS Low-Velocity Prototype



LCADS High-Velocity Prototype

parachutes or the current A-22 Cargo Bag Assembly. For the most part, LCADS will be used instead of the standard CDS with its A-22 Cargo Bag Assembly and either the 26-foot ring slot parachute or the G-12E parachute for missions where recovery of the parachute system and equipment is either not possible or not desirable. The LCADS consists of a polypropylene container (instead of the A-22 Cargo Bag Assembly) and the choice of two parachutes: one for high-velocity cargo airdrop and one for low-velocity cargo airdrop.

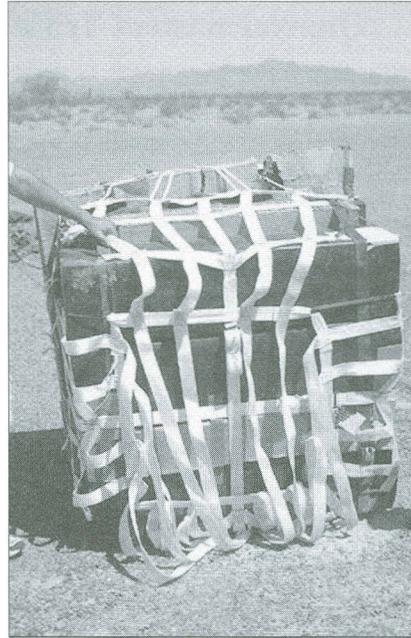
The standard high-velocity CDS, capable of delivering up to 2,200 pounds of cargo, consists of the 26-foot ring slot parachute (\$826) and an A-22 Cargo Bag Assembly with rigging materials (\$404) at a total system cost of about \$1,230. The LCADS high-velocity variant will have same performance capabilities as the existing high-velocity CDS but with a target cost of \$345 for the parachute and \$150 for the container for an LCADS cost of \$495.

The standard low-velocity CDS has the same capability as the high-velocity CDS but is delivered

at a lower altitude and has a slower rate of descent, thus the name low-velocity CDS. The G-12E parachute system is the current low-velocity parachute used at a cost of \$3,815, whereas the LCADS low-velocity variant will cost about \$1,260.

Examining cost alone, an observer might say the Army is getting three one-time-use LCADS systems for the cost of one current CDS. To units on the ground receiving the supplies, the advantage of the LCADS is less time spent on the drop zone retrieving supplies because the units do not have to recover the air drop equipment.

The Directorate of Combat Developments for Quartermaster (DCD-QM) expects LCADS funded and placed in Army War Reserve stocks in FY06 for use in any contingency operations that may arise, while each parachute rigging company may be authorized four systems for training purposes only. Because the low-velocity canopy will not have had its production decision before 24 Jun 05, DCD-QM has converted



LCADS Container

the LCADS Operational Requirement Document to the new Capability Production Document format with the document currently in staffing.

CPT Arthur A. Pack is an Infantry/Acquisition Corps Officer who is the lead for cargo air drop initiatives in the Directorate of Combat Developments for Quartermaster, US Army Combined Arms Support Command, Fort Lee, Virginia. His numerous leadership positions include Rifle and Anti-armor Platoon Leader, 504th Infantry Battalion, and Anti-armor Platoon Leader, 511th Parachute Infantry Regiment, Fort Bragg, North Carolina. He has been a Company Commander with two training units at Fort Benning, Georgia, and with the 24th Infantry Division at Fort Lewis, Washington.

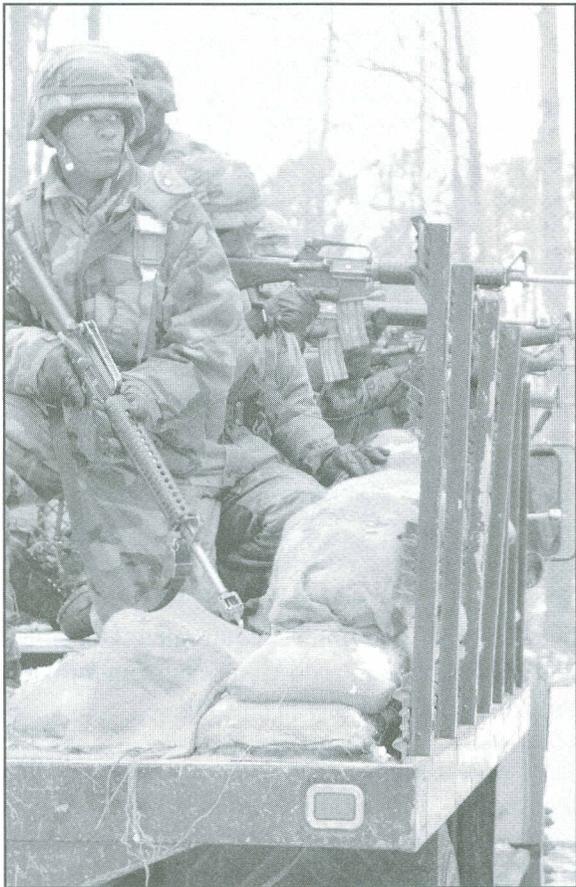
Albin R. Majewski, a retired Army Quartermaster/Acquisition Corps Officer, is Chief, Materiel Modernization Division, Directorate of Combat Developments for Quartermaster, US Army Combined Arms Support Command, Fort Lee, Virginia. He is certified Level 3 in Program Management and also is a Certified Professional Logistician.

Rigger's Pledge

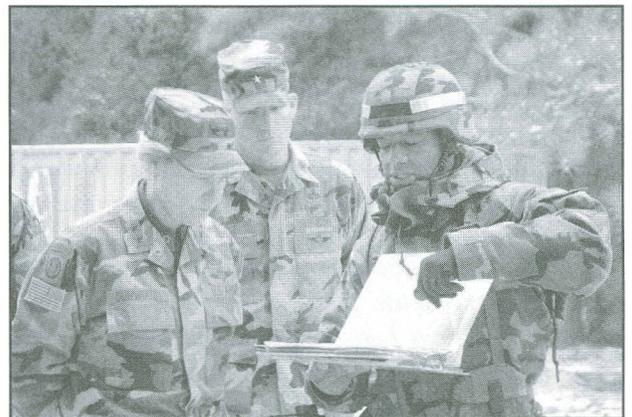
- I will keep constantly in mind that until men grow wings their parachutes must be dependable.
- I will pack every parachute as though I am to jump with it myself, and will stand ready to jump with any parachute which I have certified as properly packed.
- I will remember always that the other man's life is as dear to him as mine is to me.
- I will never resort to guesswork, as I know that chance is a fool's gold and that I, a rigger, cannot depend on it.
- I will never pass over any defect, nor neglect any repair, no matter how small, as I know that omissions and mistakes in the rigging of a parachute may cost a life.
- I will keep all parachute equipment entrusted to my care in the best possible condition, remembering always that little things left undone cause major troubles.
- I will never sign my name to a parachute inspection or packing certificate unless I have personally performed or directly supervised every step, and am entirely satisfied with all the work.
- I will never let the idea that a piece of work is "good enough" make me a potential murderer through a careless mistake or oversight, for I know there can be no compromise with perfection.
- I will keep always a wholehearted respect for my vocation, regarding it as a high profession rather than a day-to-day task, and will keep in mind constantly my grave responsibility.
- I WILL BE SURE - ALWAYS.**



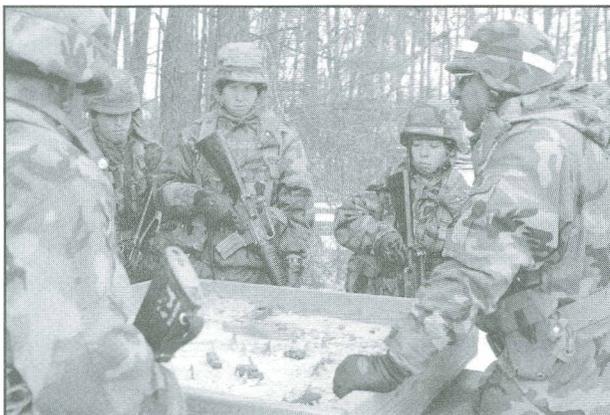
Quartermasters Train for Combat With Warrior Ethos Initiative



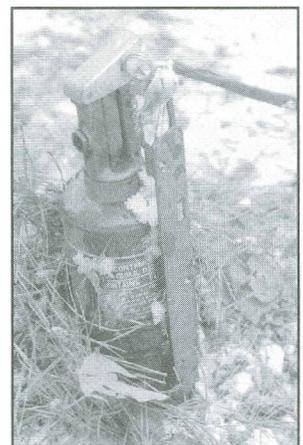
To support the ongoing global war on terrorism, the US Army Quartermaster Center and School (QMC&S) will provide the operational force with Soldiers who can survive in a contemporary operational environment. As part of the Army's Warrior Ethos initiative, the QMC&S identified critical Warrior Tasks and Battle Drills to prepare Quartermaster Soldiers for today's battlefield that has no boundaries. The Quartermaster General has focused resources to ensure tactical training as realistic as possible because "we cannot afford to allow Quartermaster Soldiers to leave this institution untrained in basic combat skills."



Soldiers from the 23d Quartermaster Brigade (left photograph) conducted convoy operations during a Logistics Warrior field exercise 19 Jan 05 with Warrior Tasks and Battle Drills to overcome obstacles along a 'dangerous' road. MG Ann E. Dunwoody, Commanding General of the US Army Combined Arms Support Command and Fort Lee, BG Scott G. West, The Quartermaster General, and MAJ Charlester C. White, Logistics Warrior officer in charge, discussed training operations during a walk-through (right photograph).



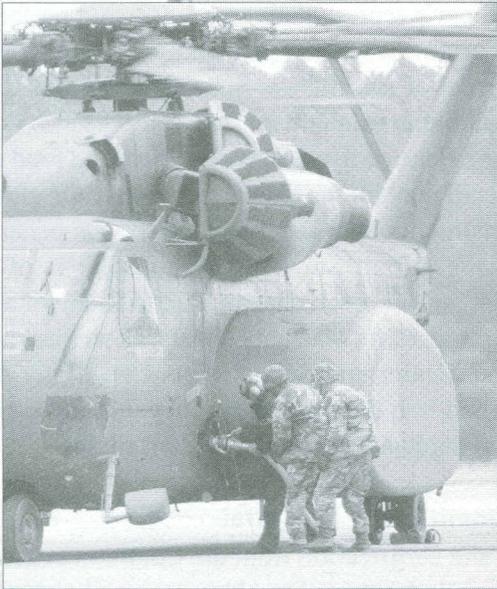
All Photographs
by
Travis Edwards,
Fort Lee (VA)
Public Affairs Office



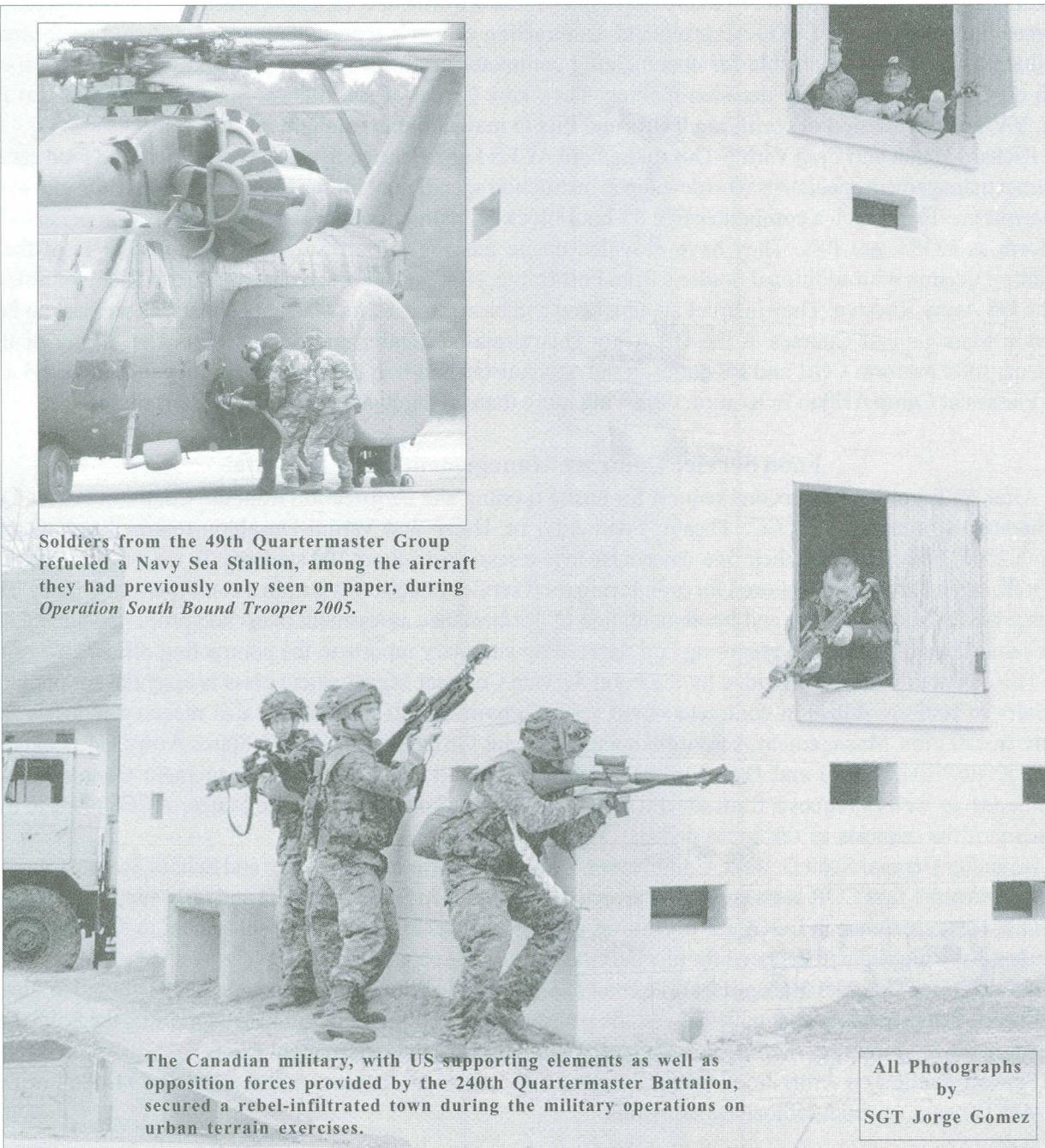
An NCO reviewed a convoy team's performance during an after action review (left photograph). A simulated improvised explosive device (right photograph) was identified and neutralized by Quartermasters during a Logistics Warrior convoy operation.

Joint and Combined Field Training Exercise

More than 200 Soldiers from the 240th Quartermaster Battalion, 49th Quartermaster Group at Fort Lee, VA, combined forces with the Canadian Princess Louise Fusiliers, US Navy, US Air Force and the Virginia National Guard for a joint field training exercise at nearby Fort Pickett and Blackstone Army Airfield, February 18-26. Initially, the 240th was tasked to support the air, land and sea forces for *Operation South Bound Trooper 2005* with communications only. However, support by 240th Quartermasters in the 54th, 58th, 109th, 267th and Headquarters and Headquarters Companies expanded to include subsistence, munitions, transportation, fueling operations and opposition forces. As the 240th increased its participation for the extensive land, sea and air military operations on urban terrain (MOUT) exercises, so did the other services. Army Special Forces, Navy SEALs, Army divers and engineers, and Military Police from the Virginia National Guard added to the complex training's value with realistic MOUT scenarios.



Soldiers from the 49th Quartermaster Group refueled a Navy Sea Stallion, among the aircraft they had previously only seen on paper, during *Operation South Bound Trooper 2005*.



The Canadian military, with US supporting elements as well as opposition forces provided by the 240th Quartermaster Battalion, secured a rebel-infiltrated town during the military operations on urban terrain exercises.

All Photographs
by
SGT Jorge Gomez

Subsistence Contract Management Support to the Global War on Terrorism

David Staples, Chief of the Concepts, Systems and Policy Division, Army Center of Excellence, Subsistence

Contract management and oversight of ongoing food services contracts have become major considerations in the Army Food Program while supporting the global war on terrorism. The need for trained Soldiers to perform vital contract management and oversight duties has increased because of widespread implementation of the Logistics Civil Augmentation Program (LOGCAP) in the combat zone to support the Army's feeding mission.

Providing a quality meal at the right place at the right time is what taking care of Soldiers is all about. This entails more than controlling costs. This helps ensure a dining environment that meets the Surgeon General's health and nutrition standards, preparation and serving standards, regulatory and HACCP (hazard analysis critical control points) food safety and sanitation requirements.

To accomplish this mission, the roles of Army food service personnel, warrant officers and noncommissioned officers have expanded. Food service contract management is a critical component. Army food service personnel oversee the contracts for LOGCAP providers. Contracting officer's representatives (CORs) and performance evaluators (PEs) are responsible for documenting contractor performance and providing contracting officers with credible information for decision-making. The Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA, has the mission of certifying CORs and PEs to maintain this valuable service.

Richard Harsh and Cara Vartuli-Dusablon, both ACES Food Service System Analysts, are the food service contract management specialists who developed instruction specifically for the feeding mission in the global war on terrorism. They teach a comprehensive 45-hour block of instruction that certifies food service personnel to perform as CORs and PEs. They have provided onsite training at Fort Stewart, GA, to Soldiers of the 3d Infantry Division with additional Soldiers from Fort Bragg, NC; and at Fort Buchanan, Puerto Rico, for Soldiers in the US Army Reserve. They instruct all advanced and basic courses for warrant officers, as well as the Food Service Management Courses at the US Army Quartermaster Center and School, Fort Lee. Many of their students soon perform COR and PE duties in the Afghanistan and Iraq theaters. Also, They initially conducted two classes at Camp Arifjan in Kuwait, certifying more than 50 deployed personnel in COR duties.

Food Service Contract Management Class Essential

After ACES received a second request for onsite training and certification from the Coalition Forces Land Component Command (CFLCC) Theater Food Advisor, Harsh and Vartuli-Dusablon returned to Kuwait in March 2005. They presented their five-day course in two sessions to about 100 students. To meet time constraints, this training in Kuwait was tailored for monitoring food service contractors within a contingency contract. They emphasized the development and implementation of performance assessment plans and proper documentation of results. They also stressed preparing and forwarding summary reports to the contracting officer.

The complex material provided by the Food Service Contract Management class is essential for preparing Soldiers to perform duties in contracted food service environments. ACES has also received requests from Army Installation Management Activity-Korean Regional Office/Eighth United States Army G4 (Logistics) (IMA-KORO/EUSA G4) and IMA-Europe to present the full Food Service Management Course in those commands, as well as requests from several installations in the continental United States. ACES plans to meet as many of the requests as resources permit.

Brigadier General Scott G. West, Commander, US Army Quartermaster Center and School, was instrumental in supporting the first COR class taught in the area of operations in Southwest Asia and fully supports continued training. His experience in LOGCAP operations and his insights after his own deployment to *Operation Iraqi Freedom* have highlighted the need for this training and service capability.

Food Service Contract Management is a combat multiplier assisting the commander on the ground to support the mission in a constantly changing and volatile environment. ACES is committed to supporting the Soldier and providing the best food service support whenever and wherever the requirement exists.

For information on Army Food Service Contract Management, contact ACES at (804) 734-4862 or DSN 687-4862 or cara.vartulidusablon@us.army.mil.

Philip A. Connelly Awards for 2005

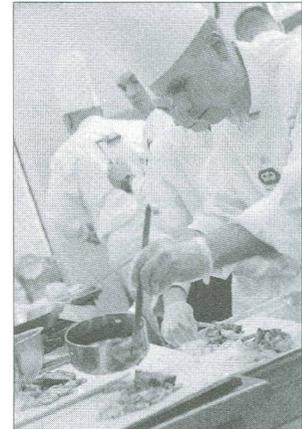
The 10 winners of the Philip A. Connelly Awards for excellence in preparing and serving food in Army dining facilities and field kitchens will be recognized April 30 at the Joint Services Excellence in Food Service Awards in San Diego, CA. The Army Center of Excellence, Subsistence (ACES) at the US Army Quartermaster Center and School administers the annual program. The International Food Service Executives Association (IFSEA) participates in choosing finalists and recognizing winners for this competition strictly for Soldiers in the field. Representatives from ACES and IFSEA traveled the world October-December 2004 for the Department of the Army's evaluation phase.

Five winners and five runners-up won Philip A. Connelly Awards in these five categories: large garrison (serving 401 or more), small garrison (serving 400 or less), active Army field kitchen, US Army Reserve (USAR) field kitchen and Army National Guard (ARNG) field kitchen. Army cooks on the job, as well as their facilities, were evaluated.

Philip A. Connelly Awards for 2005		
Category	Unit	Location
Large Garrison Winner	1st Bn, 4th Infantry Regiment (OPFOR) "Warrior Sports Cafe"	Hohenfels, Germany
Large Garrison Runner-up	Charlie Co, Troop Spt Bn, 1st Corps Spt Cmd	Fort Bragg, North Carolina
Small Garrison Winner	HHC, United States Army Garrison, Japan	Camp Zama, Japan
Small Garrison Runner-up	HHC, USAREUR and Seventh Army, "Any Mission Diner"	Heidelberg, Germany
Active Army Field Kitchen Winner	Charlie Co, 6th Bn, 52d Air Def Artlry, 69th Def Artlry Bde, "Cold Steel Cafe"	Ansbach, Germany
Active Army Field Kitchen Runner-up	13th Maint Co, 3d Bn, 2d Air Def Artlry, 31st Air Def Artlry Bde	Fort Bliss, Texas
Army Reserve Winner	312th Field Hospital	Greensboro, North Carolina
Army Reserve Runner-up	461st Engineer Company (Pipeline)	Fargo, North Dakota
National Guard Winner	947th Engineer Company, Colorado ARNG	Centennial, Colorado
National Guard Runner-up	HHC Btry, 263d Army Air and Missile Def Cmd, South Carolina ARNG	Anderson, South Carolina

Culinary Arts Competition in 2005

Team Korea capped off an intense and competitive two weeks to win Installation of the Year in the 30th Annual US Army Culinary Arts Competition, March 6-18, at the US Army Quartermaster Center and School, Fort Lee, VA. Second place went to Fort Bragg, NC, for Installation of the Year.



Photograph by Tim Hale

Finishing Touches

Team US Army Europe (USAREUR) took third place in this premier culinary training event in the military, sanctioned by the American Culinary Federation and administered by the Army Center of Excellence, Subsistence (ACES) at Fort Lee.

The following were team and individual winners for 2005 in the other major competition categories: **Field Cooking Competition:** First Place, Team Pentagon; Second Place, Fort Benning, GA; and Third Place, Team Hawaii. **Distinguished Military Chef:** CW3 Travis Smith, Team Korea. **Distinguished Military Pastry Chef:** Culinary Specialist First Class Daniel Vera Cruz, US Navy. **Senior Army Chef:** MSG Steven Magnin, US Army War College. **Junior Army Chef of the Year:** SPC Jeffery Lagyak, Fort Bliss, TX

Teams must enter 14 separate categories including live cooking, team cold buffet, and culinary knowledge bowl competition. Competitors from around the world were judged by internationally known chefs. In the field cooking event, teams prepare the Unitized Group Ration (UGR) in a field environment. The Culinary Arts Competition also serves as an arena for military personnel to try out for the US Army Culinary Arts Team (USACAT). The USACAT is recognized by the American Culinary Federation as the official military team representing the United States in sanctioned culinary competitions.

"These culinary professionals are warriors first and artists second," said CW3 David Longstaff, USACAT team manager and chief of the ACES craft skills training branch at Fort Lee. He added that many of the competitors in the 2005 Culinary Arts Competition have served overseas in support of operations in Iraq and Afghanistan.

Directory - Points of Contact

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A patrol from the 76th Tracker Detachment and a team from the 79th Scout Dog Platoon, both elements of the 7th Support Battalion, get ready for a mission, Vietnam, 1968



Illustration and Lineage by Keith Fukumitsu



299th Support Battalion

Constituted 23 March 1966 in the Regular Army as the 7th Support Battalion and assigned to the 199th Infantry Brigade.

Activated 1 June 1966 at Fort Benning, Georgia.

Inactivated 15 October 1970 at Fort Benning, Georgia, and relieved from assignment to the 199th Infantry Brigade; concurrently redesignated as the 299th Support Battalion.

Assigned 20 October 1983 to the 1st Infantry Division and activated in Germany.

Inactivated 15 August 1991 in Germany.

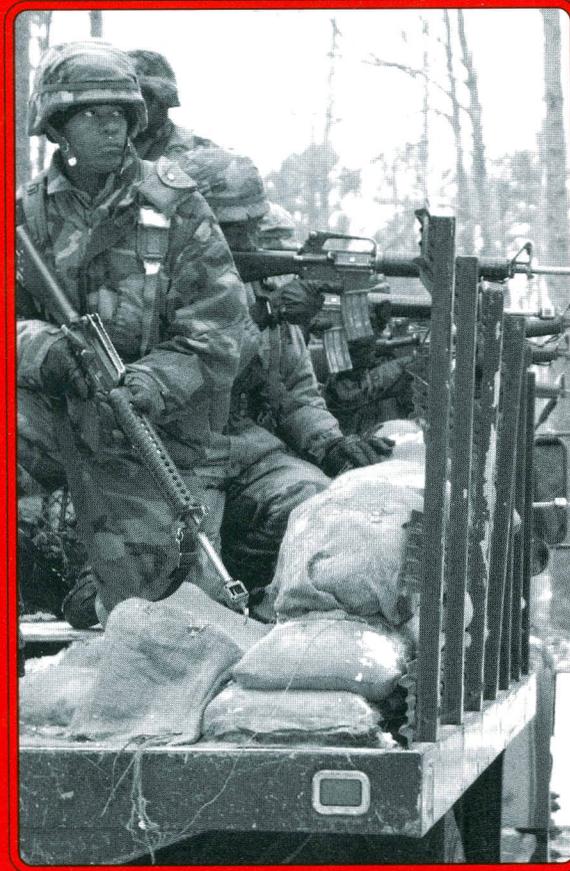
Reactivated 16 February 1996 in Germany.

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