



Quartermaster

PROFESSIONAL BULLETIN

SUMMER 1999

PB 10-99-2

WARFIGHTERS' LOGISTICIAN

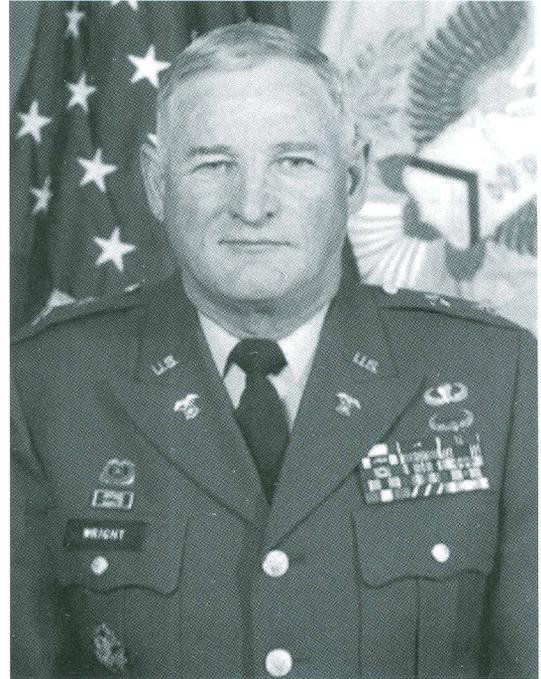
Realistic Water Training



From The Quartermaster General

The era of the 45th Quartermaster General is drawing to a close. I could not have had a better job and place to impact positively on soldiers before my retirement. I have had the best job in the Army, simply because I represent the finest group of warfighters and the Army's best regiment. I must say farewell to you, to the Quartermaster Center and School, and to my Army. This will be my last introduction of the *Quartermaster Professional Bulletin*, as I retire into civilian life July 30 on Seay Field, at Fort Lee, VA. I feel extremely proud and fortunate to have been your 45th Quartermaster General and feel the state of the Corps is in good hands as I pass the reins to Major General Hawthorne L. Proctor.

Major General Proctor will be the new Quartermaster General and the Commandant of the US Army Quartermaster Center and School. He is an experienced logistician who understands our Corps well and has the insight to carry the Quartermaster Corps' warfighting creed and spirit into the 21st Century. His recent duties as Deputy Chief of Staff for Logistics and Operations (Logistics Power Projection), Headquarters, US Army Materiel Command, and also as Director of Plans and Operations, Office of the Deputy Chief of Staff for Logistics, Department of the Army, have kept him up-to-date on the acquisition and the logistics plans side of the house. His good fortune to have commanded the 45th Corps Support Group (Forward) and the 25th Supply and Transport Battalion of the 25th Infantry Division (Light) kept him close to the combat soldier. His leadership ability, spirit and diverse and extensive logistics background will make him a great Quartermaster General.



Major General James M. Wright

As I bid farewell after more than 34 years of Army service, I take a moment to look back at the evolutionary changes that have occurred in the Quartermaster Corps. When I first enlisted in the Army during the Vietnam War, the Army was a manual, paper-based, "pull" logistics system. I have characterized it as a "barter" system, where getting what you needed was more luck than design. We are now a computer-based, power projection, anticipatory logistics system. No longer does the Army have "piles to steal upon the battlefield." We anticipate the needs of the warfighters and provide them with supplies on time, so they can carry out their missions. This is done through pinpoint distribution, Velocity Management, and the tracking of supplies from the point of origin to the customer. Our Corps has capitalized on technology and has moved into the 21st Century. We have truly become the Warfighters' Logisticians of choice because we get the job done when time is short, results really count, and others are too timid to take on the task.

I constantly talk about the pride I have in our Quartermaster Corps when I travel and speak at social and official functions. On one of my last visits to Hawaii, I was tremendously impressed by the dedication, professionalism and hard work of the CILHI (Central Identification Laboratory - Hawaii) team in doing an extremely tough mission. They bring honor, dignity and respect to our fallen comrades and keep our nation's commitment to all service members that "We will bring you home, no matter how long it takes." The great soldiers and leaders at CILHI only exemplify the standards of

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

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By Order of the Secretary of the Army:
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05844

Distribution: Special

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FRONT COVER: SGT Sharon Mulligan of the Public Affairs Office at Fort Lee, VA, took the photograph of a soldier from the 703d Main Support Battalion at Fort Stewart, GA, competing in full chemical protective gear during the 1999 ROWPU Rodeo in April. See the **Quartermaster UPDATE** section on **page 46** for a summary of events and winners.

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

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DISTRIBUTION: Approved for public release. Distribution is unlimited. Private subscriptions are available through the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA 15250-7954 at the rate of \$12.00 per year (\$15.00 foreign).

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



Hail and Farewell



Command Sergeant Major Larry W. Gammon

I would like to use this article to farewell a great soldier, Major General James W. Wright, and welcome another great soldier, Major General Hawthorne L. Proctor. Major General Wright and I have worked together for two years and the time has been nothing short of outstanding. Major General Wright, the 45th Quartermaster General, has made it a joy to come to the Home of the Quartermaster Corps daily and see what we could make happen - all for the betterment of the Corps, its soldiers, civilians and family members.

Major General Wright and the current team have put more programs into place in the last two years than I have heard of or seen at the US Army Quartermaster Center and School (USAQMC&S) at Fort Lee, VA, for the past 20 years - proactive programs that have really helped soldiers, civilians and family members "be all they can be every day." Initiatives include the drill sergeant life-cycle program, instructor life-cycle program, small group leader life-cycle program, military occupational specialty life-cycle programs, mission-essential task list (METL) crosswalk for advanced individual training (AIT), progressive privileges program for AIT students, rites of passage for AIT soldiers, USAQMC&S runs, civilian METLs, General Jesup physical training streamer program, quarterly training briefings, and the list goes on and on. These programs have made and will make a difference in the lives of many, many soldiers and civilians.

I feel that Major General Wright's one greatest accomplishment with these great programs is raising the "spirit of the Quartermaster soldiers" all over the world, and I don't see it getting any better than that. Major General Wright, you will be surely missed by

all the Quartermaster soldiers. We all wish you the best in everything the future brings for you and your family. You have made a difference, thanks.

As the Army has a way of doing things, we are blessed to have another great soldier coming to us to be the 46th Quartermaster General. I would like to welcome Major General Proctor and his family to the team. Major General Proctor and I have worked together before, and I can assure all that he is very well qualified to take the lead of this fine organization. He can take us to even greater accomplishments for our soldiers, civilians and their family members. The future looks very bright for the Quartermaster Corps.

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

1999 Hall of Fame, Distinguished Members and Units of the Regiment

During Regimental Week, the Hall of Fame inducted six new members: MG (Retired) Bruce E. Kendall, MG (Retired) Albin G. Wheeler, COL (Retired) Harlan W. Tucker, Dr. Ralph G.H. Siu (Deceased), T/5 Eric G. Gibson (Deceased), and PVT George Watson (Deceased). Regimental Week was held at the Home of the Quartermaster Corps, Fort Lee, VA, in June.

The Hall of Fame has 66 members. The Hall of Fame recognizes military personnel of all ranks who are retired and civilians who have made lasting, significant contributions to the Corps.

The 15 Distinguished Members of the Regiment for 1999 are COL William O. Antozzi (Deceased), COL (Retired) Ollie Brown, COL Gary L. Juskowiak, COL (Retired) Karl W. Kruger,

COL (Retired) Elbert E. Legg, COL William G. Mason, COL (Retired) James L. Sutton, COL (Retired) Paul E. Wise, LTC (Retired) Charles D. Butte, LTC A. Newton Horn (Deceased), LTC David M. Merritt, CW4 Jeffie L. Moore, CSM (Retired) Anthony D'Amato, CSM (Retired) Luann Lusardi, and Mr. Wright Stanton Jr.

The six new Distinguished Units of the Regiment are the 383d Quartermaster Detachment (Aerial Supply), 114th Quartermaster Company, 54th Quartermaster Company (Mortuary Affairs), 623d Quartermaster Company (Airdrop Equipment Repair and Supply), 364th Supply Company (Direct Support), and the 240th Quartermaster Supply Company. The 1999 Regimental honors were awarded June 14-18 at Fort Lee.

(Continued from Inside Front Cover)

professionalism demonstrated by all Quartermaster soldiers and civilians throughout the world doing the hard work of our nation. (An article in this edition explains CILHI's mission and how to sign up for duty there.)

You are the foundation of our Corps that serves our great Army day-to-day and ensures our way of life. Without hesitation, I leave this job knowing that the spirits of Quartermaster soldiers and civilians are soaring. We are a great team who will "Support Victory" whenever and wherever called upon by the American people. There are tough, yet exciting, times looming on the horizon. I know that every one of you will support Major General Proctor with the same level of professionalism and dedication that you have given me.

It has been a great ride, but it is time for this Texan to put my horse away and hang up my spurs. As I leave, let me remind you all of the immortal words of the late General Creighton Abrams, former Army Chief of Staff and my hero. He said: "What this country needs, it cannot buy. It needs dedicated soldiers who see service to their country as an affair of the heart." I hope it is that way for you.

Major General James M. Wright, 45th US Army Quartermaster General, held numerous command and staff positions. His assignments included Commander, 21st Theater Army Area Command, Germany; Deputy Chief of Staff, Logistics, United States Army, Europe, and Seventh Army and also Director of Logistics, Controller Staff, Exercise Atlantic Resolve '94; Director of Plans and Operations for the Deputy Chief of Staff, Logistics, United States Army; Commander, 1st Corps Support Command (COSCOM), XVIII Airborne Corps; Commander and Assistant Division Commander, Division Support Command, 7th Infantry Division (Light); Chief of Staff and later Deputy Commander, 1st COSCOM; Commander, 426th Supply and Service Battalion, 101st Airborne Division (Air Assault); Commander, Special Troops Battalion, 1st COSCOM; Commander, Logistical Support Unit, Multinational Force and Observers, Sinai; S1 (Logistics) Advisor, Advisory Team 25, United States Military Assistance Command, Vietnam; Commander, 25th General Supply Company, 95th Supply and Service Battalion, 3d Support Brigade, United States Army, Europe, and Seventh Army.

Heritage and Values

US Army Women's Museum Relocates to Quartermaster 'Home'

The Women's Army Corps Museum is relocating from Fort McClellan, AL, to Fort Lee, VA, with Fort McClellan's slated closing in 1999 under a ruling by the Base Realignment and Closure Commission. The new educational facility's name will change to the US Army Women's Museum with relocation to the Home of the Quartermaster Corps.

Slated for completion in 2000, the US Army Women's Museum will have 3,000 square feet of exhibits. Congress is funding the new museum at a cost of \$2.3 million. Fort Lee has significant historical ties to the Women's Army Corps (WAC) as the home of the First Regular Army WAC Training Center and WAC School from 1948 to 1954, before training moved to Fort McClellan. Approximately 25,000 WACs trained at Fort Lee in a variety of critical support missions and roles.

At Fort McClellan, the WAC Foundation raised funds from 1969 to 1977 through private subscriptions to construct the original museum building. The WAC Museum was presented to the Department of the Army in 1977, and the WAC Foundation added a module one-third the size of the original building in 1986. Former WACs have considered the WAC Museum "home" at Fort McClellan, and the foundation has kept museum activities alive.

In March 1999, the Department of the Army approved the WAC Foundation's request to rename the museum to appropriately represent all women in the Army – past, present and future. At the Fort Lee groundbreaking ceremony in April 1999, Norman Sisisky, who represents Virginia's 4th District in the US House of Representatives, called the museum "a dream come true" that will give Army recruits the opportunity to learn about women's contributions to the armed forces. He thanked the "countless veterans" who worked to bring the museum to Fort Lee.



Photographs by SGT Sharon Mulligan

CW4 Jeanne Pace (top), commander of the Old Guard Fife and Drum Corps and a part of the WAC 1972-78, was guest conductor at the new museum's groundbreaking April 9 at Fort Lee, Virginia. Wanda Jones, a volunteer at the nearby Quartermaster Museum, wore her original 1952 uniform to the ceremony.



Congress established the Women's Army Auxiliary Corps (WAAC) in 1942. The following year the WAC replaced the WAAC, and members received full military status. Five years later in 1948, Fort Lee became the first home of the WAC Training Center and School for the next six years. At the end of the Korean War in 1954, the WAC Center and School moved from Fort Lee to Fort McClellan. The WAC was abolished in 1978, when female soldiers were integrated into the Regular Army.

www.awm.lee.army.mil

FLE Operations - A Combat Multiplier or a Pest?

MAJ Tim Orner

At 0900 hours on D-4, the division order (DIVORD) tasks the brigade task force to conduct a forced entry into its assigned area of operation (AO). The DIVORD also states that aerial resupply is the primary means of resupply and that ground lines of communications (GLOC) may open within 3-4 days. The brigade S4 and forward support battalion (FSB) support operations officer (SOO) decide to employ a forward logistics element (FLE) to support the brigade commander's intent of rapidly building combat power to quickly dominate his assigned battle space.

The time now is 1800 hours on D-2. H-hour is 24 hours out. The brigade and its subordinate battalions have issued their orders. Key leaders are occupied with "big picture" rehearsals such as maneuver, fire support and combat service support/combat health support (CSS/CHS). In all these gatherings, the FLE is mentioned as an abstract idea. No one has a clear understanding of the FLE's task and purpose or where the FLE fits into the brigade's overall scheme of maneuver.

Now it's shortly after H-hour. The FLE is on the move. It plods along alone, unafraid and not integrated into the brigade's scheme of maneuver. The result of this unsynchronized venture is a FLE that might arrive at its planned destination unknown to anyone in the brigade and without a clear picture of the brigade's logistics status or a good understanding of who is to the left or right. What is more important, the brigade's units are unaware of the FLE's status or location. The concept of support quickly unravels into "911" emergency resupply calls.

This is an all-too-familiar event on the Joint Readiness Training Center (JRTC) battlefield at Fort Polk, LA, because of several factors. The factors include scarce doctrinal information, the logistician's mindset of looking at missions solely from an FSB perspective instead of a brigade's perspective, and the logistician's approach to a combat operation while balancing the support mission.

Doctrine

Very little doctrinal material covers divisional FLE operations. In fact, these field manuals are the only doctrinal references to FLE operations: FM 71-100 (Division Operations), FM 71-100-3 (Air Assault Division Operations), FM 63-1 (Support Battalions and Squadrons, Separate Brigades and Armored Cavalry Regiments), FM 63-2-1 (Division Support Command Light Infantry, Airborne, and Air Assault Divisions), and FM 17-95 (Cavalry Operations). Of these, only FM 71-100-3 goes into any meaningful detail about FLEs. At best, the other references give a cursory overview in four paragraphs or less. Bottom Line: No available reference covers FLE operations at the foxhole level. This article offers a remedy.



Trends

Logisticians and brigade S1/S4s at the JRTC fail to make FLE operations a combat multiplier for light Infantry brigades. Typical weaknesses include no assigned task and purpose for the FLE; not adequately integrating all Battlefield Operating Systems (BOS), tactical logistics functions or the brigade's own organic logistics assets

(field trains) into the FLE composition; no participation and/or attendance by key players for rehearsals; failure to follow an established standing operating procedure (SOP); no clear command, control and computers (C³); and not including the FLE on the brigade execution checklist and operational graphics. Also, most units do not treat the FLE as a combat operation and often schedule employment so late in the brigade's scheme of maneuver that the FLE has little, if any, effect on the mission.

So what is the fix? The first step is to determine a specific, useful task and purpose for the FLE. The second step is to integrate all BOS and tactical logistics functions into the composition. Lastly, the brigade S1, S4 and the FSB SOO must take the lead to ensure that the FLE is properly resourced, treated as a combat operation and integrated into the brigade's scheme of maneuver.

Task and Purpose

Like everything in the Army, the FLE needs a mission statement (Who, What, Where, When and Why) and/or a task and purpose statement. During the Military Decision Making Process (MDMP), the SOO and brigade S4 develop the FLE's task and purpose to reflect the type of operation that needs support, such as search and attack, defense, or attack. The FLE's task and purpose must answer these questions: Will the FLE occupy the new brigade support area (BSA) or somewhere else? How long will the FLE support the brigade? What are the FLE's key tasks or functions? What is the trigger point to shut down the FLE operation? The list is endless.

Stated clearly in the Service Support paragraph of the brigade's base order, a good FLE task and purpose statement will provide most maneuver soldiers the answers they seek. Logisticians can go into greater detail in both the Service Support Annex to the brigade's order and in the FSB operations order (OPORD). Here is an example of a FLE task and purpose statement*:

Key Tasks

- Provide C² for the FLE
- Est Assembly Area Support/(FLB)
- Est LZ Hellcat
- Est Dropzone Silver
- Est A/DACG
- Est tailgate CSS with Class III, Water, V, and I
- Est Mortuary Affairs Collection Point
- Conduct water source reconnaissance for ROWPU operations
- Est Level I(+) and Advanced Trauma Life Support Capability
- Est PZ Doctor and Provide MEDEVAC C³

Purpose

- Serve as the primary brigade's logistics node and provide responsive and continuous CSS/CHS via WQ123456 for 48 hours by echeloning support forward to establish key logistics nodes, a limited CHS capability, and the ability to conduct emergency resupply of Class III, water, V, and I.

*NOTE: This sample FLE task and purpose statement is designed to support a forced entry, search and attack operation. Also, it is based on the premise of a forced entry air insertion (airborne or air assault) and totally relies on aerial resupply.

Composition

With a dynamic task and purpose statement, the brigade S4 and SOO ensure the FLE is treated as a combat operation and integrates all BOS and tactical logistics functions into its composition. Considering this task and purpose, the brigade S4 and the SOO build the FLE, list it in the Service Support Annex to the brigade order, and provide it to the FSB S3 for inclusion in the FSB order or fragmentary (FRAG) order. Many times, units already have a generic FLE composition in their SOPs. Unfortunately, very few units use their SOPs and end up building the FLE from scratch, thus wasting valuable time. Lastly, planners ensure that the FLE is a brigade logistics node by integrating the brigade S1/S4 sections and the brigade field trains into the operation. Taking all of this into account, here is a sample FLE composition*:

Personnel

C²:
SOO (FLE OIC)
SOO NCOIC
BDE S1 Rep
BDE S4 Rep
Driver, SOO
FWD Signal Spt SPC
A/DACG (x6-8)
Chaplain

Supply:

HQ&A Supply PL
Water Treatment SPC (x2)
MHE Operator
Mortuary Affairs NCO
Mortuary Affairs SPC
Fuel Spc (x2)
Subsistence Sup SPC
Material Stor/HDLG SPC (x4)
DAO Rep
Ammo Handler (x2)

Equipment:

C²:
1 x M998 (SPT OPS)
1 x M998 (BDE S1/4)
1 x M998 (A/DACG/Coms Platform)

Supply:

1 x M4K Forklift
1 x FAWPSS(3K Gal Water)
1 x FARE (3K Gal Fuel)
1 x M998 (MA TM)
1 x M998 (DAO Rep)

Maintenance:

Wheel Veh Rep (x2)
Spec Device Rep (39E)
Radio Rep (29E)
Small Arms/Arty Rep (x2)

Medical:

Med Co CDR/CHSO (CINC MEDEVAC)
Treatment PSG
EMT NCO/SPC (x6)
Physician/PA
Patient Admin SPC
WardMaster/Practical Nurse
Evac PLT LDR
Aide/Evac NCO
Ambulance Aide/Driver (x4)
Battalion Evac Liaison Team (x2)
Preventive Med Team (x2)

Brigade Field Trains Slice (METT-T Dependent)

TOTAL: 58+ Personnel

Maintenance:

1 x M998 (ELM/ARM)
1 x M1097 (HMMWV Maint Trk)

Medical:

1 x M998 (Med Co CDR)
3 x M998 (TMT SQD)
2 x M997 (FLA)
Commo(HF FM, OE-254)

Brigade Field Trains Slice:

METT-T Dependent

* NOTE: The above FLE composition purposely does not go into detail on the brigade's field trains slice. Of course, that slice depends on mission, enemy, terrain, troops-time available (METT-T), but should cover the spectrum of the BOS. Moreover, the sample FLE composition is based on the premise of air insertion (airborne or air assault) and totally relies on aerial resupply. It is intended to provide the brigade S4 and SOO with a starting place rather than the end product. If a GLOC exists, then logisticians can modify the FLE's size and type of equipment to take advantage of ground transportation.

A Sample Forward Logistics Element (FLE)



Employment

As stated earlier, the FLE trudges along alone too many times, unafraid and neither integrated nor synchronized into the brigade's scheme of maneuver. The result? A FLE that arrives at its planned destination, unknown to anyone in the brigade, without a clear picture of the brigade's logistics status or a good understanding of who is to the FLE's left and right limits. More importantly, the brigade's units are unaware of the FLE's status or location. Resupply depends on emergency requests.

It is absolutely crucial that the SOO and the brigade S4 emphasize the importance of the FLE operation to the brigade commander/S3 and integrate all the BOS into the FLE's composition. Moreover, the brigade's execution checklist as well as the maneuver graphics or operational overlay must include the FLE. This will inform all brigade leaders of the FLE's location and status. Also, the brigade S4 and SOO must take great care to coordinate with adjacent units. The FLE must be as self-sufficient as possible, capable of defending itself as well as tying into the brigade's concept of the operation. Remember, the FLE has to survive to support.

The next step is influencing the brigade commander/S3 on the timing or sequencing of the FLE employment. Invariably the brigade S3 entrenches the FLE at the tail end of the brigade's move into the AO. The SOO and brigade S4 must fight to get the FLE into the AO about midway in the brigade's flow. This will allow the FLE maximum time to establish the forward logistics base (FLB) and provide responsive CSS/CHS support. A technique is to task organize the FLE or collocate the FLE with one of the Infantry battalions. This technique may require a habitual relationship with one of the Infantry battalions and closer scrutiny of the C³ aspect of the operation, but will pay dividends in more effective terrain management and mutual force protection.

FLE's Communications Link With LOGPAD

Just as important as the FLE's employment and mission is the FLE's communications link with the supporting LOGPAD. The FLE's relationship with the unit operating the LOGPAD can be illustrated by the Field Artillery's old adage, "If you can't talk, you can't shoot." If the FLE cannot talk, the FLE cannot support its customers and cannot receive support. The brigade S4 and SOO must seek the advice of the brigade Signal officer and ensure redundant communications with the FLE. A good FLE communications package will include one or two OE-254 antennas, a high-frequency FM radio, Single Channel Ground-Air Radio System (SINCGARS) radios, Mobile Subscriber Equipment, and tactical satellite communications.

FLE's Relationship With Supporting LOGPAD Unit

The relationship with the unit running the supporting LOGPAD is another area of concern. Limited transportation restricts the FLE in the quantities of supplies it can carry into the AO. The FLE's success and, for that matter, the brigade's success are tethered to the lifeline provided by Army Aviation and the supporting LOGPAD. This makes or breaks the concept of support. The SOO should have a sling load resupply plan developed with priorities during the MDMP with critical direct support supplies. The SOO must be sure that key players receive the sling load resupply plan and also that supplies are rigged, staged, prioritized and ready to be flown forward when needed.

The last piece of the supporting LOGPAD concept is for the SOO and brigade S4 to coordinate the Aviation lift assets and have the brigade S3 (air) publish an air movement table to remove all doubt of what is flying when. Units normally fall short in this coordination. A technique is to work out a battle drill at home station with the brigade's key airlift players, such as the brigade executive officer, the SOO, the brigade S4, the brigade S3 (air), the Infantry battalion S4s, and the Aviation battalion S3. A well-rehearsed battle drill integrated into the brigade and FSB battle rhythm will significantly enhance the use of Army Aviation on the light Infantry battlefield.

A final thought to bring together employment of the FLE: the brigade S4 and the SOO must elevate the visibility and the importance of the FLE at the maneuver rehearsal as well as the CSS/CHS rehearsal. The brigade's leadership must know the location of the brigade's one-stop shopping and medical clearinghouse on the battlefield. The brigade must invest the time and resources and plan a separate rehearsal for the FLE operation. Shortcomings caught at the FLE rehearsal will save time, resources and lives during the brigade's fight.

Troop-Leading Procedures and FLE's Internal Dynamics

The last areas of concern for FLE operations are troop-leading procedures and the FLE's internal dynamics. Again, doctrine states that the FLE is a tailored entity that changes from mission to mission. I recommend treating the FLE as a company of sorts with clearly identifiable sections. Internal C², battle drills, priority of work, and a habitual relationship among the cast of characters must exist. The FLE leadership needs to go through the eight steps of troop-leading procedures and prepare for a combat operation. The FLE's junior leaders need to conduct precombat inspections to prepare their soldiers for a combat operation. Bottom Line: The



FLE has to survive to support, be prepared to kill the enemy, and function along accepted standards of small unit actions.

FLE operations are the most dynamic missions an FSB will perform. If planned, rehearsed and executed aggressively, the FLE can be a tremendous combat multiplier to a light Infantry brigade. However, as stated earlier, the trend at the JRTC is for logisticians and brigade S1/S4s to make the FLE more of a pest than a combat multiplier. Furthermore, most units do not treat the FLE as a combat operation and fail to schedule its employment early in the brigade's scheme of maneuver. This results in little, if any, effect on the mission by the FLE.

The best use of this article is for logisticians to use it as a "straw man" and choose the recommended approaches that best fit their situations. I intend to share all my observations from experience as a JRTC observer/controller, as well as useful tactics, techniques and procedures to make CSS successful on the future battlefield. Feel free to call me at DSN 863-0196/0194 or (318) 531-0196/0194. My E-mail address is Ornertw@polk-emh2.army.mil. I look forward to hearing from you. Until then, "I'll see you in the Box."

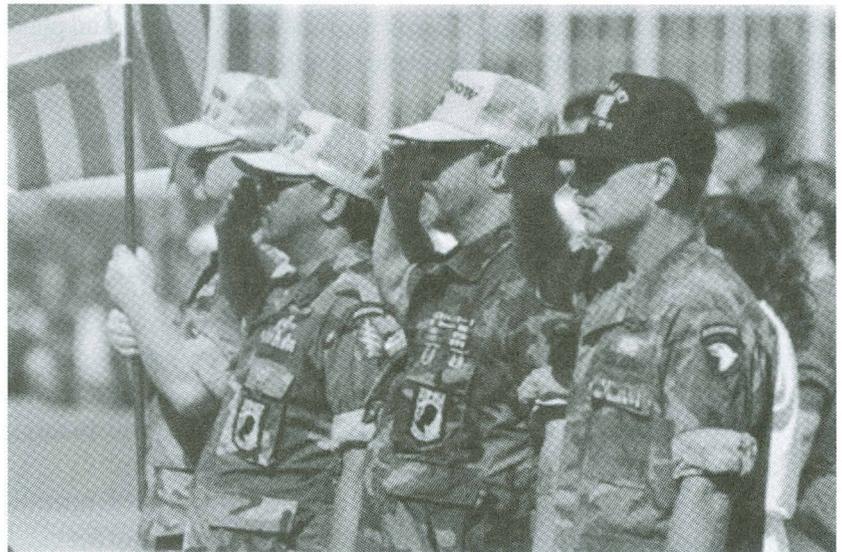
MAJ Tim Orner is the Forward Support Battalion Support Operations Observer/Controller, Combat Service Support Division, Joint Readiness Training Center, Fort Polk, Louisiana. He graduated from the University of South Carolina at Spartanburg with a commission as a Field Artillery officer. His assignments include Artillery positions in the 212th Field Artillery Brigade and the 1st Cavalry Division; and logistics positions in the 101st Airborne Division (Air Assault) and the Joint Readiness Training Center. He is a graduate of the Field Artillery Officer Basic and Advanced Courses and the Logistics Executive Development Course/Florida Institute of Technology master's degree program.

Worldwide CILHI Mission To Bring Home Missing Heroes

CPT Todd Heussner

Dr. Thomas Holland

On the hallowed ground of Arlington National Cemetery lie many thousands of reminders of the price of freedom. Each headstone represents someone who made the ultimate sacrifice so that others may enjoy the benefits of freedom. There are many thousands more who have yet to return home to their loved ones, families and the country that they fought to protect. Sadly, they lay waiting in fields and forests around the world, from jungles that still echo with the cries of anguish to the depths of the ocean beyond the reach of light. They lay waiting for their final trip home and their final bugle call. Thankfully, they do not wait in vain. The Central Identification Laboratory, Hawaii (CILHI) is ever vigilant in bringing home America's missing heroes.

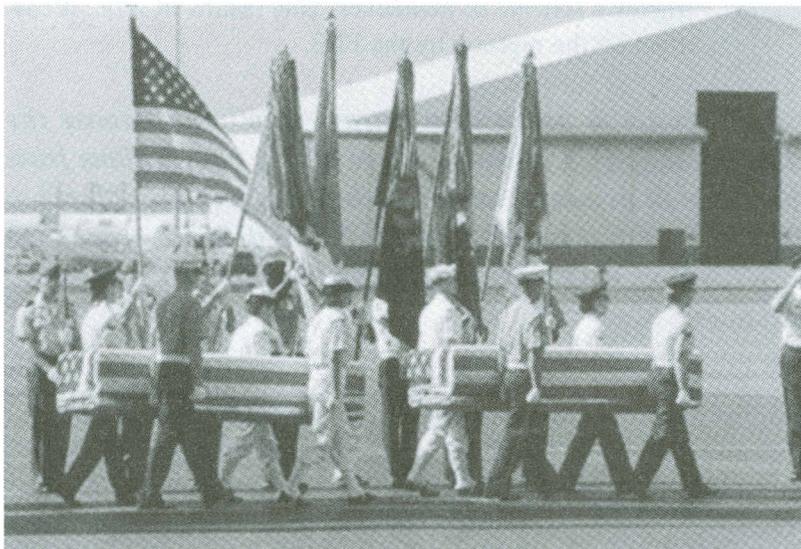


Vietnam veterans pay their final respects to fallen heroes.

The CILHI is the field-operating element of the Casualty and Memorial Affairs Operations Center, US Total Army Personnel Command (PERSCOM).

The CILHI's mission is threefold:

- Search for, recover and identify remains of unaccounted for American military personnel, certain American civilian personnel and certain allied personnel from World War II, the Korean War, Southeast Asia, the Cold War and other conflicts and contingencies.
- Conduct humanitarian missions as directed by Department of the Army.
- Provide technical assistance in these matters as requested by the appropriate geographic commander in chief (CINC).



Remains of missing service members return to US soil with full military honors.

The CILHI's mission is worldwide in scope, ranging from the steamy

rainforests of South America to the arid deserts of the Middle East, from the icy glaciers of Tibet to the tropical jungles of Papua New Guinea. In recent years much of the CILHI's emphasis has focused on the former battlefields of the Vietnam conflict - Vietnam, Laos and Cambodia.

However, with the collapse of the former Soviet Bloc, CILHI's personnel now have unprecedented access to sites involving Cold War losses. Also, recent breakthroughs in negotiations with North Korea are allowing increased access to more than 8,000 losses associated with the Korean War. This increased access could lead to the return of many more service members to the soil that they fought so gallantly to defend.

The CILHI presently has 177 military and civilian personnel working in close coordination under the command of a Quartermaster colonel. The unit is divided into four major sections: Command and Support, Search and Recovery Operations, Casualty Data Analysis and the Forensic Laboratory.

Search Teams Travel the World

The Search and Recovery Operations section maintains 13 standing teams. These teams travel the world conducting surveys and excavations of crash and burial sites associated with the loss of US personnel. Forensic anthropologists from CILHI's scientific staff ensure the scientific integrity of the methods used to recover remains and material evidence from excavation sites. Each search and recovery team consists of a team commander (branch-qualified Quartermaster captain), the recovery team leader (anthropologist), the team's noncommissioned officer in charge (NCOIC) at the rank of sergeant first class (SFC), mortuary affairs specialists at the ranks of staff sergeant/specialist (SSG/SPC), a Special Forces or Ranger-qualified medic and a team photographer. An explosive ordnance disposal technician, a linguist and an aircraft wreckage analyst may augment the team.

The team commander is responsible for the team's training, preparation, safe deployment, operation and redeployment. Also, the team commander is the senior person on the ground for interfacing with foreign government officials, ambassadors and media personnel.

The recovery team leader or anthropologist is responsible for all aspects of an excavation. This technical expert directs the activities of the team on site in recovery of missing service members. The team sergeant ensures that the team deploys with the required equipment and that all team members operate in a safe and efficient manner. If the team fails to bring the required equipment to Laos, for example, getting supplies in the jungles is difficult. The mortuary affairs specialists assist in establishing the site, operating the site and evaluating any material believed to be remains. The medic is essential when far from any medical facilities. He is responsible for field sanitation, treating team members when they become ill or injured, and for treating local workers hired to assist in excavation operations.

Since 1992, the CILHI has conducted extensive recovery operations in Southeast Asia under the operational control of Joint Task Force-Full Accounting (JTF-FA). Congress mandated JTF-FA to achieve the fullest possible accounting of US



In many cases, recovery sites are accessible only by helicopter.

service members whose remains were not recovered after the Vietnam War. Southeast Asia missions to Vietnam and Laos usually take place six times a year with six teams deploying to Vietnam and three teams deploying to Laos. Typically, one team will deploy to Cambodia about twice each year.

To date, the CILHI has conducted 54 rotations to Vietnam and more than 24 rotations to Laos. The teams remain in the field 30-35 days per rotation.

Increased Access

Recovery operations in North Korea began in 1996 and have increased to five recovery missions for 1998. Increased access will help resolve the more than 8,000 cases on file at the CILHI. Other worldwide recoveries are conducted as resources allow. In the past years, such recoveries have included missions to Australia, Russia, Tibet, China, Germany, Netherlands, England, France, Czech Republic, South Korea, Papua New Guinea, Vanuatu and many other islands in the South Pacific.

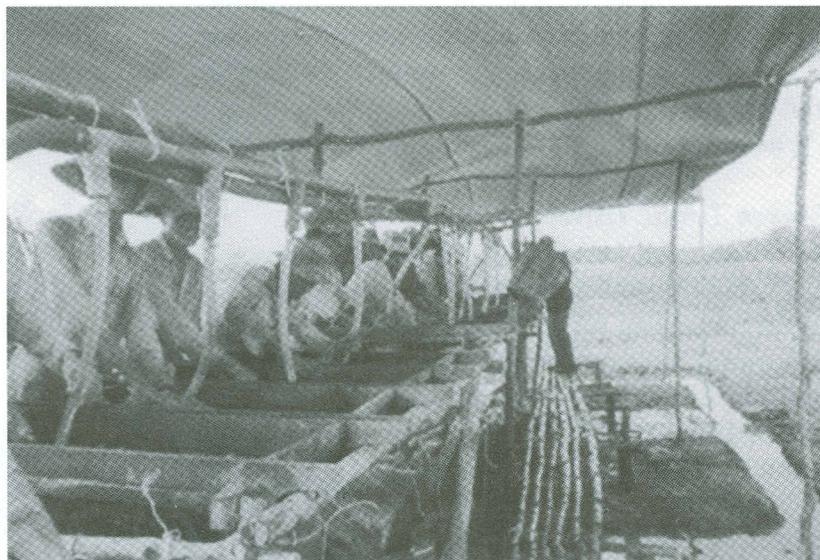
The CILHI personnel are routinely deployed for more than 200 days per year in some of the most environmentally challenging areas of the world. Recently a team deployed to Tibet to recover the frozen remains of airmen killed during World War II. At the other extreme, a team deployed to the jungles of Nicaragua to excavate the wreckage of a B-24 aircraft that crashed in the early 1940s. Operating in these extreme climates under austere conditions requires soldiers who are physically fit, mentally tough and tremendously resilient. This is not an assignment for the faint of heart.

Typical Mission Cycle

The typical mission cycle starts with the selection of a case within the Casualty Data Section's archives.



Vietnamese assist CILHI team members excavating a crash site.



Workers filter soil through 1/4-inch wire screen to ensure recovery of all evidence from site.

This section maintains the personal medical and dental records of deceased US service members whose remains have not been recovered and identified. The section also provides the teams with detailed analysis of the events that preceded and followed the loss of a missing service member by researching reports, official duty logs, eyewitness reports and local witness testimony. These packets are the starting points for planning and preparing for a recovery operation.

Missions in Three Categories

From these reports, the teams determine the equipment and supplies needed for a successful recovery operation. Mission analysis results in the logistical requirements and a detailed mission plan on the recovery methods for excavating the site. Requirements are forwarded to the S4 who ensures that the team is properly equipped and ready to excavate an assigned case.

When operating in Southeast Asia, the teams generally travel on military aircraft. When operating outside of Southeast Asia, the teams generally take commercial flights.

The missions typically fall in one of three categories: Southeast Asia, worldwide, and North Korea. When CILHI teams deploy to Southeast Asia, they fall under the operational control of the JTF-FA. The JTF-FA has executed so many missions to Southeast Asia that the task force has developed a logistical system that is almost foolproof.

Teams go through a predeployment process that makes sure all team members are ready to deploy. The predeployment process includes integrating augmentee service members attached to the teams for a specific mission, screening all members for current vaccinations, mission-specific equipment training, mission briefings, safety briefings and a myriad of other tasks that leave nothing to chance. By the time the teams deploy, they are well trained and ready to execute their assigned missions.

Every Minute Counts

Deploying to Southeast Asia from Hickam Air Force Base, Hawaii, teams make a two-day stop in Pattaya, Thailand, to pick up mission-specific equipment, to palletize equipment and coordinate with the JTF-FA detachment commander. The JTF-FA has a forward presence in Southeast Asia, with detachments in Vietnam, Laos and Thailand.

The detachment commanders are branch-qualified lieutenant colonels, responsible for all recovery efforts while the CILHI teams are in their respective countries. Detachment commanders help solve any problems that the CILHI teams may



A CILHI team member examines gloves recovered from an aircraft that crashed in China in 1944.

encounter and make sure of all preparation and coordination before a team's arrival. Commanders make sure that teams do not waste precious time that could otherwise be spent searching for military personnel missing in action (MIAs). When teams have only 30 days in country, every minute counts.

Vietnam, Laos and Cambodia are still communist countries. Needless to say, communist workers are not accustomed to an "American pace." Once the teams land in Vietnam, either in Hanoi, Da Nang or Ho Chi Minh City (formerly Saigon), the team members are met by Vietnamese counterparts who escort them to the province for CILHI's mission. Once in the province, the team meets with provincial, district and local officials to determine the local rules and lay the foundation for the excavation.

Interviewing Witnesses

After these meetings, each team travels to the excavation site to interview witnesses. The witnesses

are usually people who have firsthand knowledge of the site. It is fascinating to talk with people who fought against the US or witnessed fighting. The team compares their stories with the facts provided by the CILHI Casualty Data Analysis section.

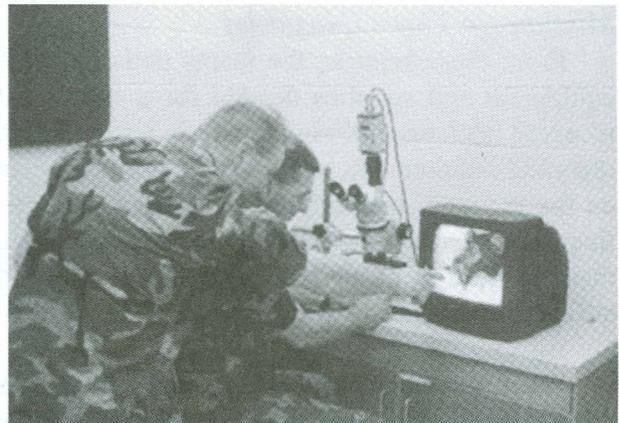
At an aircraft crash site, for example, the anthropologist and team commander ask both open-ended and point-specific questions about when the aircraft went down, what the aircraft looked like, what the Americans associated with the aircraft looked like, and what events led to and immediately followed the incident.

If the team is at a "ground loss," questions are asked to obtain information about the burial location and incident as well as to determine the credibility of a witness. If the account of a witness is close to what is known of the incident, the team travels to the site to see how many local workers need to help excavate, determine the site's layout and estimate the site's size in square meters.

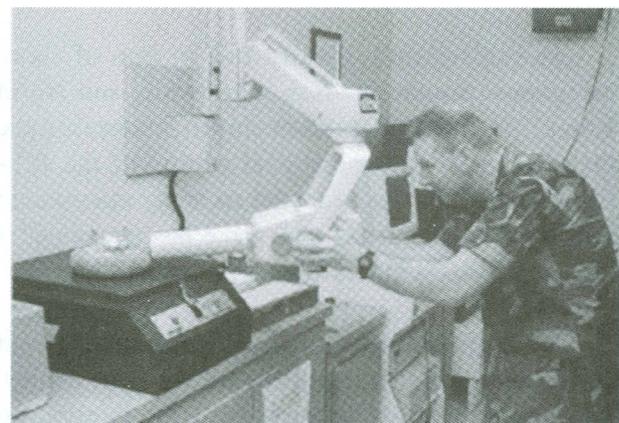
Once the team has a good idea of the site's dimensions, the negotiation phase of the operation begins. When excavating a site in Vietnam, for example, the recovery team and the team's Vietnamese counterparts must agree on a compensation price for the land used during an excavation. During negotiations, the team commander must ensure that the US government receives a fair and equitable return on the investment. Negotiators make offers and counteroffers until they agree.

After working out the financial details, the team goes to the site and begins excavation under the direction of the recovery team leader, the anthropologist. The excavation continues until all remains are recovered or until the anthropologist determines that all possibilities of recovery have been exhausted. The teams have three objectives when excavating an aircraft site, for example:

- First, to recover all or as much of the remains and personal effects of the crew members as possible.
- Second, to recover enough air crew-related equipment (such as parachute material, equipment or helmet material) to prove that



A forensic odontologist examines dental remains to try to identify a service member.



A dental technician takes X-rays to compare to a missing service member's dental records.

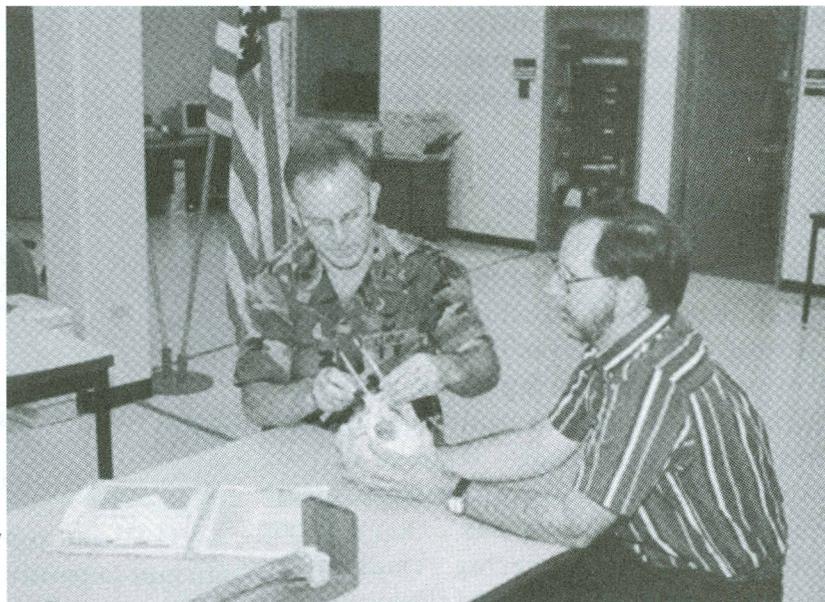
the crew members were or were not in the aircraft when it crashed.

- Third, to recover material evidence such as identification tags (dog tags) or data plates from the aircraft to positively identify the aircraft to the exclusion of all others. When the site is completed, the anthropologist recommends its closure.

Flying to Work in Helicopters

Laotian and Cambodian recoveries differ from recoveries in Vietnam because the team commander does not engage in land negotiations. A CILHI team arrives in country, moves to a base camp, interviews witnesses, establishes the excavation site and excavates. This is probably the only job in the Army where soldiers fly to work every day in a helicopter. Missions in Cambodia are essentially the same as missions in Laos.

Worldwide missions require a great deal more effort by the team commander. On a worldwide mission, the team commander must make all arrangements for a successful mission. This includes determining equipment requirements; getting permission to enter the country, permits to excavate, air movement plans and lodging; meeting with local officials; interviewing witnesses - the list goes on and on. The team commander is responsible for all preparations to support a worldwide mission because no detachment commander lays the groundwork for the team. These missions are both the most challenging and the most rewarding missions at CILHI for the team commander.

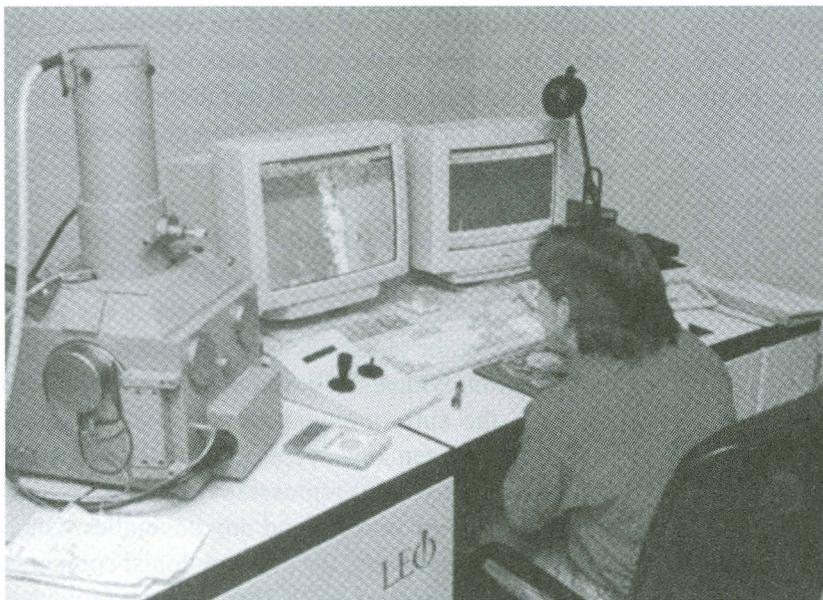


CILHI anthropologists take measurements of remains to determine physical characteristics of the missing individual.

After all the coordination, the team moves equipment and personnel by commercial aircraft to the respective country. Upon arrival, the team meets with local officials, makes final coordination and prepares for movement to the recovery site. In some cases, this requires special preparation based on site-specific requirements. For example, one recent excavation took place at 12,800

feet in Irian Jaya (formerly Netherlands New Guinea). The team's extensive training for the mission included mountaineering and acclimatizing before deployment in an effort to eliminate or reduce some of the environmental factors posed by the site.

On site, the recovery team leader (anthropologist) directs the effort to ensure recovery of every shred of evidence and all remains. The recovery begins with an explosive ordnance disposal (EOD) sweep with a metal detector designed to locate and mark (with colored pin flags) any ordnance and material evidence. The EOD sweep is followed by a surface search to determine the most probable location for recovering remains, such as the cockpit of an airplane.



A CILHI anthropologist examines remains by using a scanning electron microscope.

The anthropologist, in coordination with the team members, assesses any evidence recovered from the surface search. After the anthropologist determines where the excavation will take place, he sets up an archaeological grid system to make a coordinated recovery effort easier. All evidence recovered from the gridded area is

marked and tagged to maintain a record of the location of remains and life support material. The information is used to compile a picture of the crash or burial site.

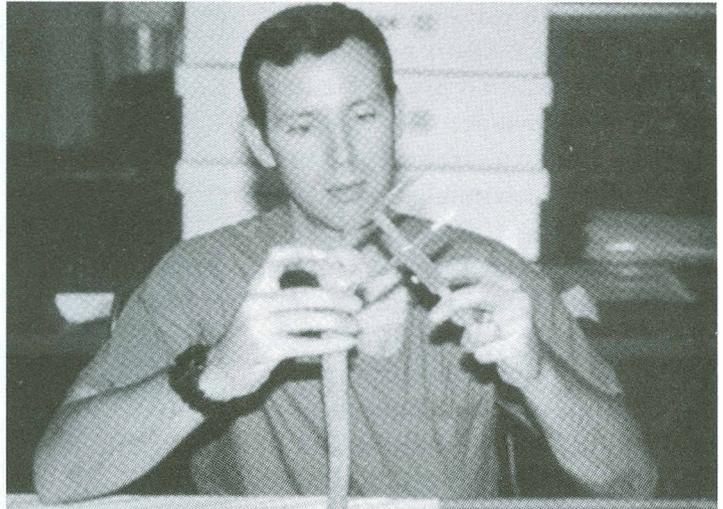
Recovery of All Remains

All soil removed from the excavation area is filtered through quarter-inch wire screen to ensure recovery of all remains and material evidence. The recovery of life support material at a crash site, such as flight suit and uniform fabrics or first-aid kit items, strongly indicates that a service member's remains may be nearby. When the recovery team stops finding material evidence and has exhausted all possibilities of recovering remains, the anthropologist can recommend closing the site. All recovered remains and personal effects are tagged and returned to the laboratory for analysis and identification.

North Korea is the newest and most productive country in terms of recovering missing service members. Recent agreements have allowed the CILHI unparalleled access to service members lost during the Korean War. In the past year, the CILHI has deployed 5 recovery teams to North Korea. These teams returned more than 20 sets of remains to the laboratory for identification and ultimately reunification with families that lost US fighting men more than 40 years ago. Teams to North Korea travel through Beijing, China, en route to Pyongyang, North Korea. In Pyongyang, a representative from the Defense Prisoner of War/Missing in Action Office meets the team. The team travels from Pyongyang to a base camp where an excavation will take place. Recovered remains are moved to South Korea.

Once received at CILHI, the remains are accessioned and triaged for identification potential. One of the 16 forensic anthropologists and 2 odontologists (dental X-ray experts) assigned to CILHI attempt to establish individual identities using standard forensic techniques and procedures.

During this stage of the process, the scientists examine the remains and may use state-of-the-art computers, a scanning electron microscope and



A CILHI anthropologist measures remains in an attempt to positively identify a missing service member.

radiological equipment. Although the emerging field of mitochondrial DNA (mtDNA) is proving an invaluable tool in the identification process, dental radiographic comparison continues as the mainstay of identification.

Dental remains are examined by odontologists who X-ray the remains and then document restorations or unusual characteristics. These findings are compared to a database of the dental records of US service members whose remains have not been recovered. The search produces a list of candidates who most closely match the characteristics of the teeth in the laboratory. The odontologist gets the dental records that match from the Casualty Data Analysis section to compare the dental records to the remains.

Simultaneously, one of the forensic anthropologists begins analysis of the skeletal remains. Deliberately working with no prior knowledge of the physical characteristics or even the number of individuals believed to be associated with the case, the anthropologist develops a biological profile for the remains. Typically this includes the numbers of individuals represented, age, sex, stature, and indication of injuries and any anomalies. Once the profile is complete, the anthropologist compares these characteristics with the known, recorded features of the individuals supplied by the Casualty Data Analysis section.

Families Must Accept Final Review

When the analysis is complete, the scientists present their findings to the CILHI's scientific director, a board-certified forensic anthropologist. The scientific director then combines these findings with the background research provided by casualty data analysts and the results of other investigations, such as wreckage analysis. Viewed within this framework, the scientific director must decide whether or not the evidence will support identification.

If sufficient evidence supports identification, a group of independent, board-certified forensic consultants receive a case file for review. If the consultants concur with the scientific director's recommendation, the case file is submitted to the appropriate armed service. A representative of the military service contacts the family and arranges to explain the case findings to them.

At this point, the family may have the case file examined by an expert chosen by the family. When the family accepts the final review, the remains associated with the case are transferred to a location selected by the service member's family for burial. An escort accompanies the remains to the final resting place for burial with full military honors.

The recovery and identification process may take years to complete. Some remains may never be identified. Despite obstacles, the CILHI remains committed to the fullest possible accounting of all service members killed in the defense of their country. The promise is "Not to be forgotten!"

An assignment to CILHI is both challenging and rewarding. The recovery teams deploy to countries throughout the world that most soldiers never get to experience. The austere environments and lack of infrastructure demand soldiers who are highly dedicated and disciplined. The unique requirements of operating in unstructured situations force CILHI's leaders and soldiers to devise imaginative solutions to unanticipated problems. Thinking outside of the proverbial "box" is not an option: It is a requirement. Do you have what it takes to search the world for America's missing heroes? Do you have what it takes to be a CILHI soldier?

CPT Todd Heussner is a Recovery Team Commander at the Central Identification Laboratory, Hawaii (CILHI), Hickam Air Force Base. He has a bachelor of science degree from Stetson University, DeLand, Florida. A graduate of the Quartermaster Officer Advanced Course, he previously served as Commander, Company A, 701st Main Support Battalion, Kitzingen, Germany.

Dr. Thomas Holland is the Scientific Director of the US Army's Central Identification Laboratory, Hawaii (CILHI), Hickam Air Force Base. He has a doctorate of anthropology degree from the University of Missouri-Columbia, and he is one of only 57 diplomates of the American Board of Forensic Anthropology.

Do You Have What It Takes?

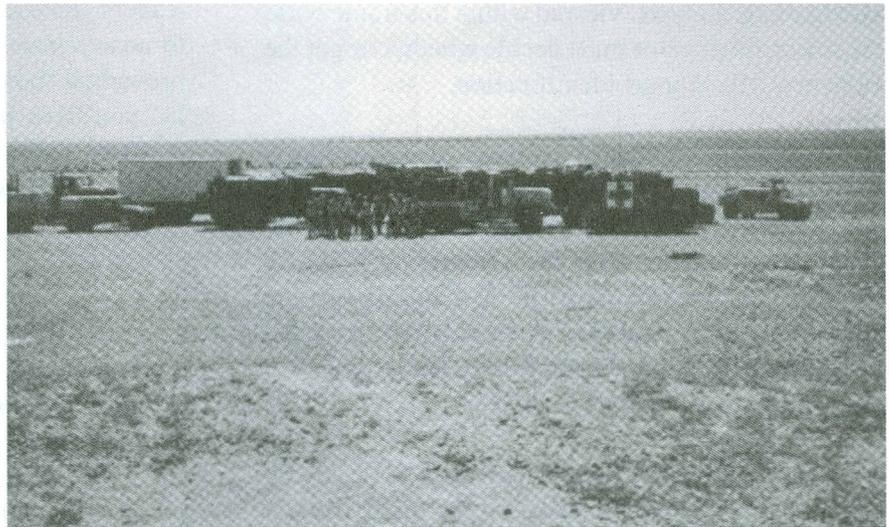
Branch-qualified Quartermaster captains interested in becoming recovery team leaders can contact the captains' assignment officer at PERSCOM's Quartermaster Branch for information about assignment to the CILHI. For enlisted Quartermasters, the CILHI has the following military occupational specialties (MOSs): 92A (Automated Logistical Specialist) at Skill Level 4; 92Y (Unit Supply Specialist) at Skill Levels 2, 3 and 4; and 92M (Mortuary Affairs Specialist) at Skill Levels 1, 2, 3, 4 and 5. Soldiers in these MOSs who want to work at the CILHI can contact their PERSCOM assignment managers. For 92A, SFC Washington at DSN 221-9709. For 92Y, SFC Johnson at DSN 221-8294. For 92M, SFC Balfrey at DSN 221-2707. This enlisted CILHI assignment is a three-year tour.

Operation Desert Thunder - A Forward Support Perspective

MAJ Kenneth E. King

In response to mounting tensions between the United States and Iraq, the 1st Brigade Combat Team (1st BCT), 3d Infantry Division, Fort Stewart, GA, received an alert to deploy to Kuwait, 16 Feb 98. The 1st BCT was quite familiar with operating in the Middle East after participation in *Exercise Bright Star 1998* in Egypt five months before.

As the 3d Infantry Division's Ready Brigade (DRB) for the previous two months, the 1st BCT was more than ready to conduct a TAT (To-Accompany-Troops) deployment, meaning deployment with a minimum of equipment from home station. Once in theater in



After assembling for a safety briefing, the 3d Forward Support Battalion's Forward Logistics Element (FLE) deployed for a maneuver exercise in Kuwait.

Kuwait, the 1st BCT drew equipment from Army Prepositioned Stocks-5 (APS-5) at Camp Doha. The APS-5 stocks consist of a divisional Armor brigade task force with two Armor/Infantry balanced task forces and one pure Armor battalion. Combat support and combat service support units are also part of prepositioned stocks. The 3d Forward Support Battalion (FSB) drew the FSB set from Camp Doha.

The first aircraft of soldiers landed at Kuwait's International Airport two days after the alert. Kuwaiti government officials and leaders from US Army, Central-Kuwait (ARCENT-K) met the arriving troops. Although media representatives were also at the airport, ARCENT-K leadership allowed only photographs while division soldiers moved directly to buses for the short trip to Camp Doha.

Timing Important

At Camp Doha, leaders immediately went to the post theater for a two-hour situational briefing on *Operation Desert Thunder* before linking up with their soldiers and supervisors who were taken directly to the draw yard. Timing was important because the brigade had only six hours from arrival in the yard to complete the draw process.

After equipment issue and upload, the BCT moved to a marshaling area (Logistics Release Point 4), about five kilometers outside Camp Doha. Logistics Release Point 4 served as the download site for the heavy equipment transports (HETs), an ammunition transfer point (ATP) and an emergency refuel site. Units downloaded track vehicles, received ammunition in combat configured loads and then moved to the tactical assembly area (TAA) and to their "Kabals" (designation for some field locations in Kuwait). Tanks and Bradley fighting vehicles went directly to the screening range.

The operation went smoothly because ARCENT-K maintained all equipment and unit basic loads (UBLs) in unit sets to speed up issue while guiding the brigade through the entire reception, staging, onward movement and integration (RSO&I) process. Also, the BCT did not have to sign for equipment until 10 days after issue,

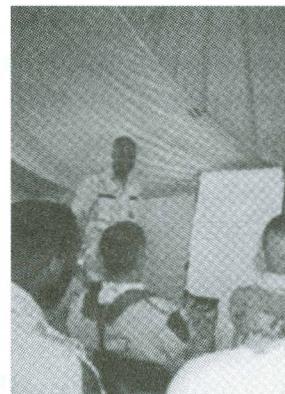
except for communications security and weapons. Once in their Kabals, units had time to conduct a thorough inventory and to return signed hand receipts to the Camp Doha Property Book Office.

For about six weeks before the BCT arrived in Kuwait, Task Force 1-30 (3d Brigade, 3d Infantry Division) had been in theater for *Operation Intrinsic Action*. This included the 203d FSB (-) that deployed a 150-soldier Forward Logistics Element (FLE) as part of the task force. Equipment to support Task Force 1-30 Infantry was drawn from the FSB grid when the 203d FSB arrived in theater. Integrating 203d FLE personnel and equipment was fairly easy because slice elements fell into standard companies of assignment. Duplication of leadership was a slight challenge as the 203d FSB and the 3d FSB slowly merged into one – with the focus on providing the best logistics support possible to the 1st BCT.

The battle rhythm and daily routine of the 203d FSB FLE were well synchronized to support Task Force 1-30. Recognizing these strengths, the 3d FSB established a similar support strategy for 1st BCT. Logistics support from Camp Doha broadened from support of a task force to a brigade while the BCT grew significantly in personnel and equipment. More than 3,400 soldiers were in county within a week. Including Task Force 1-30, the total personnel count exceeded 4,500 soldiers.



Lieutenant General Tommy R. Franks, Commanding General of Third US Army, toured the 3d FSB's field site before the support operations officer briefed him during *Operation Desert Thunder*.



Establishing Ready Kabal

The RSO&I were basically complete upon arrival at the TAA. However, the integration phase of RSO&I actually had begun when the 3d FSB came to its field site at Ready Kabal and interfaced unit-to-unit with the 203d FSB. Direct coordination between both support operations officers (SPOs) was critical. The 203d obviously had worked very hard to prepare the site for the arrival of its sister battalion. In addition to allocating terrain in the brigade support area (BSA) to each support node, the 203d FSB FLE had relocated most of its assets from Battle Kabal (home of Task Force 1-30 Infantry) to Ready Kabal to prepare for the 1st BCT's arrival.

Three other Kabals were under development at the same time as Ready Kabal: Power Kabal for Task Force 3-69 Armor, Glory Kabal for Task Force 1-41 Field Artillery, and Baylor Kabal for Task Force 3-7 Infantry. Battle Kabal for Task Force 1-30 Infantry was fairly mature because of *Operation Intrinsic Action*.

Establishing Kabals is manpower- and supply-intensive, requiring many convoys of Class IV (construction and barrier materiel) and contracted items. The 3d FSB was the single point of contact for all life support shipments for the brigade. This reduced the number of misrouted deliveries by vendors trying to find the various Kabals and field sites on their own.

Distribution plans depended on a Kabal's population, current on-hand balance, objective and priority of support based on guidance from the brigade S4 and brigade commander. Distribution of life support is management-intensive, especially during the first 30 days in country. Not a doctrinal FSB mission, distribution of life support is more a main support battalion (MSB) or corps support battalion (CSB) duty. However, without an MSB or CSB in theater, the 3d FSB directed this crucial distribution. Once the units achieved In-Transit Visibility (ITV), execution became routine.

Multiple convoys from Camp Doha, Kuwait City and Saudi Arabia arrived at Ready Kabal daily with various supplies such as field latrines, plywood, sandbags and SCUD missile bunkers. Convoys were met by an

escort and turned over to the 3d FSB SPO or brigade S4 for distribution instructions. The G4 (contracting officer) worked hard to achieve visibility of inbound shipments, but the manifests from local contractors rarely matched the next day's arrivals. For better ITV, the 3d FSB coordinated the permanent assignment of a linguist in the SPO's office. As a result of direct communication with local contractors in their own language, ITV increased from about 50 per cent to about 90 per cent accuracy for inbound shipments. Also, the linguist worked other issues, such as assisting the occasional Kuwaiti soldier asking for directions or logistics support.

Concept of Support

The 3d FSB provides logistics support to the 1st BCT in basically all classes of supply with the assistance of the Directorate of Logistics (DOL). The DOL served as the main and pushed out two LOGPACs (logistics packages of supplies) daily to Ready Kabal for resupply. The LOGPACs primarily consisted of Class I (rations), bottled water, Class II (general supplies) Class III petroleum, Class IV (construction and barrier materiel), Class VI (personal demand items or sundry packs), and Class IX (repair parts). Sometimes other items on the Common Table of Allowances-50 (CTA-50), uniforms and boots, were delivered as well. A civilian contractor from Saudi Arabia brought ice daily. A Kuwaiti vendor provided non-potable water. The tank farm at Camp Doha pushed bulk Class III to Logistics Release Point 3 daily. Class VIII (medical supplies) were delivered by

Blackhawk helicopters or backhauled by C/3FSB ambulances returning from Camp Doha. Civilian trucks under Military Police escort brought Class V (ammunition) to the forward ammunition supply point.

The 1st BCT maintained an overall operational readiness rate of 94 per cent throughout the deployment. Key to success was the availability of repair parts from a forward-authorized stockage list (F-ASL), main-ASL and excess warehouse; or through fabrication, local purchase and wholesale sources. The BCT used each source extensively to maintain the fleet above 90 percent. The 3d ID Division Support Command (DISCOM Forward) cell (consisting of the DISCOM SPO, DISCOM executive officer, and key DISCOM officers and noncommissioned officers) helped make the logistics support concept work. Personnel maintained a very close liaison with the Camp Doha DOL, ensuring that each departing LOGPAC consisted of current BCT requirements and expectations.

**Logisticians
have a daily
support mission
that does not allow
for much
downtime.**

LOGPACs

Two LOGPACs (morning and evening) were pushed every day from Camp Doha to Ready Kabal. Camp Doha was the MSB or CSB throughout the deployment. The 24th Corps Support Group (CSG) was in theater with leadership only, and leaders were making plans to deploy the 87th CSB into theater with slice elements from its remaining battalions. The DISCOM Forward Cell with a 3d FSB Liaison Officer worked as a team to ensure alignment of supplies with the BCT's priorities on each LOGPAC. The DISCOM SPO called the 3d FSB SPO with a manifest of each LOGPAC to provide the FSB immediate visibility of inbound supplies and reconciliation documents upon the shipment's arrival.

Each LOGPAC traveled about 80 kilometers (49 miles) in 2 hours on a combination of hardened and sandy trails to Ready Kabal with a Military Police escort. Ready Kabal was at the end of the truck convoy's route that had other stops along the way. The morning LOGPAC's arrival with repair parts allowed maintenance technicians to better forecast the estimated completion dates for non-mission capable equipment. As a result, the brigade executive officer more accurately predicted combat power for the next 12 to 24 hours. The evening LOGPAC consisted of Meals, Ready To Eat and pouch bread, bottled water, T-Rations for breakfast, Class III (petroleum), Class IV, Class VI, very limited Class IX, some CTA-50 items, uniforms and boots.

Class I, Bottled Water and Ice

The 3d FSB kept about a two-day supply of rations, bottled water and ice. The issue cycle changed from 1-1-1 to 3-2-2 when the BCT adopted a five-day schedule for the workweek. Civilian contractors at Camp Doha prepared the dinner meal every day for pickup by the brigade. The only A-ration meals cooked in the field by BCT food service personnel were fresh eggs for breakfast and also a weekend barbecue. A Saudi Arabian contractor swapped empty refrigerated trailers for full trailers of ice on a daily basis for the 3d FSB. The vendor also serviced each of the 3d FSB's trailers with fuel and oil, freeing the FSB of this requirement.

The 1st BCT found delivery of dinner intensive in terms of both manpower and transportation. In response to these concerns, ARCENT-K is working to establish a field cooking site to reduce the distance that units must travel for the hot food in Mermite cans. The proposed location will cut the travel distance from 79 to about 25 kilometers. Further initiatives may include a civilian contractor delivering hot rations from the cooking site to Logistics Release Point 3 or directly to each Kabal.



Daily Resupply Convoy Enroute

Non-potable Water

To date, more than 5.4 million gallons of non-potable water has been issued to the 1st BCT. The daily consumption of non-potable water equates to more than 65,000 gallons each day for uses such as resupplying unit field showers and dampening the roads to reduce dust signature. A Kuwaiti vendor delivers directly to Ready Kabal each morning in 9 to 11 civilian water tankers. Also, the 3d FSB maintains two 5,000-gallon water tankers at all times for decontamination operations.

Classes II, III (Petroleum) and IV

The 3d FSB kept an emergency stock of Classes II, III (petroleum) and IV at the Class II/IV yard at Ready Kabal. This was not an ASL, but a contingency stock of heavily used supplies to support the brigade. High-priority requests were called directly into the DISCOM SPO office for oversight and processing through DOL. High-priority requests usually arrived on the next LOGPAC. Routine requests normally took 48 to 72 hours.

Multipack boxes were used as customer bins within the stock control tent. Oversized and bulky items were in the unit's designated area within the yard. In addition to standard unit requests, the 3d FSB routinely forced distribution of high-usage items, including toilet paper, paper towels, lumber, fuel cans and some common Class III (petroleum) items. Forced distribution reduced the number of routine requisitions processed by the FSB and ensured that customers kept an adequate stock level. When customers rejected high-usage (forced-issue) items because of their current on-hand balances, the items were returned to contingency stocks for later issue.

In addition to general supplies, the 3d FSB maintained a contingency supply of CTA-50 types of items, desert camouflage uniforms and desert boots. The 3d FSB stocked about eight complete sets of CTA-50 and increased the stocks of commonly required items such as chin straps, helmet bands, canteens and canteen covers, Kevlar covers and sweat bands. Maintaining stock of CTA-50 items, desert camouflage uniforms and boots within the FSB proved extremely useful in widening support to the 1st BCT.

Class III (Bulk)

The 3d FSB has issued more than 2.3 million gallons of fuel to the 1st BCT during the deployment. On the average, the brigade consumes between 18,000 to 23,000 gallons of fuel each day, depending on the operational tempo. Consolidated forecasts of customer requirements and briefings to leadership of each unit's success rate led to an accuracy rate in forecasting fuel requirements in the low 90-percentile range, which is superb for a heavy brigade.

Camp Doha conducted a soft conversion from DF2 to JP8 fuel in March 1998. This meant changing filters in vehicles only as required. However, filters in vehicles for bulk fuel, such as HEMTT fuelers and 5,000-gallon tankers, were changed before filling them with JP8.

BCT leadership was concerned about the impact of the fuel conversion process on the overall maintenance posture. Unit maintenance technicians were immediately concerned about the possibility of clogged filters, plus the availability of filters within the theater. After DOL reassurance that filters either are available in country or have a short order ship time (OST) from wholesale, the brigade's conversion from DF2 to JP8 took about a week. The only known problem caused by the conversion was clogged fuel filters in four of the eight 6,000-pound variable reach forklifts of the support battalion. With filters on hand, the 3d FSB's maintenance technician quickly solved the problem.

Class V

The 24th Magazine Platoon, an organic asset of the 87th CSB, 24th CSG, was attached to the 3d FSB throughout the deployment. The platoon established a forward ammunition supply point at Ready Kabal upon arrival in theater. After an extensive assessment of the 36 hours required to upload the BCT to prepare for hostilities with Iraq, the BCT commander approved a plan to reconfigure the forward ammunition supply point into five combat issue lanes: 2-Armor, 1-Mechanized, 1-Field Artillery, and 1-Engineer. Named *Operation Quick Draw*, the plan provided the 1st BCT with a way to upload in half the time (18 hours), which readied soldiers and equipment for combat sooner. Night operations required marking each lane with Chemlites for easy identification: Armor Lanes (Orange), Mechanized Lane (Blue), Field Artillery Lane (Red), and Engineer Lane (Green). Command and control for the operation required the brigade executive officer, FSB SPO, brigade S4, and magazine platoon leader. Assets to support the operations consisted of Task Force Forklift from the FSB and Task Force Dozer from the 11th Engineer Battalion. The bulldozers pushed openings in the berm surrounding the forward ammunition supply point to make entry and exit for each lane easy. The 24th Magazine Platoon controlled ammunition issue by prepositioning stock controllers at each lane.

Maintenance and Class IX

The BCT maintained an overall operational readiness rate of 94 percent throughout the deployment. Again, the BCT's four primary sources of supply were the F-ASL, M-ASL, excess warehouse and wholesale. The FSB operated the F-ASL with 1,334 lines. Demand accommodation was 33 per cent with a zero-balance rate of 15-18 percent. Demand accommodation averaged 27 percent the first couple of weeks in country until an ASL review, when demand accommodation increased by 6 percent.

The M-ASL or Class IX warehouse maintained more than 10,000 lines of repair parts. Both the M-ASL and the excess warehouse are DOL assets at Camp Doha. Parts released by the M-ASL and the excess warehouse were pushed by the 3d FSB Liaison Team and DISCOM SPO to arrive on the next LOGPAC.

The BCT's other supply sources include shop and bench stock, prescribed load list (PLL), fabrication and local purchase. Fabrication was used extensively since the 3d FSB, 11th Engineer Battalion, and many shops at Camp Doha could fabricate hoses and other common repair parts. A couple of times, fabrication was completed in Kuwait City on local purchase requests.

The OST from wholesale averaged 10-12 days. Logistics assistance representatives from the various commodity commands worked very closely with item managers, particularly on requests for combat systems. Their involvement routinely reduced OST by a few days. To further reduce OST, the 3d Infantry Division DISCOM commander placed a sergeant first class at Dover Air Force Base in Delaware to coordinate the movement of repair parts from Dover to Kuwait and to monitor ITV. Also, the DOL placed "expeditors" at key supply nodes or potential bottlenecks, such as New Cumberland Army Depot in Pennsylvania, and Ramstein (Germany) and Dover Air Force Bases. Experience has shown that expeditors are proven combat multipliers and excellent sources for ITV. The BCT held daily maintenance meetings that included all facets of logistics coordination.

Training Exercises

The BCT participated in two major training exercises when hostilities subsided: Marne Training Center (MTC) and a Combined/Joint Field Training Exercise (CJFTX). The MTC consisted of three 6-day field exercises where each task force maneuvered against an opposing force. Observer/controllers from the National Training Center, Fort Irwin, CA, (Tarantula and Goldminer Teams) evaluated each rotation. This included Task Force 1-30, Task Force 3-7 and Task Force 3-69 from 31 March to 17 April 1998. The 3d FSB supported each of the three rotations with a FLE controlled by the SPO.

Goldminer observer/controllers monitored FLE operations throughout each MTC rotation in the following areas: convoy operations; security (perimeter with hasty and deliberate fighting positions); battle tracking; save and bug-out plans; casualty operations; nuclear, biological and chemical operations; and logistics support to customers. A larger population of FSB soldiers had the opportunity to participate in FLE operations while gaining technical and tactical knowledge. Soldiers assigned to the FLE were rotated after each iteration, except for the SPO and his operations noncommissioned officer. The FLE served as a mini-FSB to support rotational units across the board. Rotational units had no need to return to Ready Kabaal for logistics support.

Daily LOGPACs from Camp Doha continued. The LOGPAC route was a few kilometers outside the FLE's support location. The FLE escort personnel easily linked up with the LOGPAC and secured the FLE's trucks from the convoy. The dinner (A-Ration) meal from Camp Doha was handled in a similar way.

Combined/Joint Field Training Exercise (CJFTX)

The CJFTX was a three-day, 19-21 April 1998, ground rehearsal of the division's go-to-war plan in defense of Kuwait. Divisional leadership was in country to participate in the CJFTX, including the division commander, assistant division commander for maneuver, each brigade commander, DISCOM commander and battalion commanders. The sensitivity of actually maneuvering the entire brigade led to notional play of several parts of the plan. The overall intent was rehearsing each phase of the operation without leaving a large military "footprint." Joint participants included the Kuwaiti Army and Air Force and the US Air Force, Marines and Army.

The actual plan called for displacement and relocation of the BSA. However, a FLE from the 3d FSB provided logistics support.

5-Day Workweek

Upon arrival in theater 18 Feb 98, the BCT worked 7 days a week and, in many cases, 19-20 hours a day for more than two months. In some instances, the maneuver units could take time off when not training. This was not the case for the 3d FSB. Logisticians have a daily support mission that does not allow for much downtime. Therefore, the BCT commander, with recommendation of the support battalion commander, decided to adopt a 5-day workweek for the entire BCT. Wednesday and Thursday became "down days" for the BCT.

The 3d FSB knew that all logistics support for the BCT could not possibly halt on the "down days." Some operations had to continue. Three support activities were identified as "must continue" missions: non-potable water deliveries, ice deliveries, and dinner pickups from Camp Doha. All other support requirements were modified.

Rations and bottled water issues were changed from a 1-1-1 to a 3-2-2 issue cycle. LOGPACs were rescheduled, as was Class III (bulk) resupply. The 3d FSB was prepared to receive a much larger LOGPAC in number of trucks and load sizes. Maintenance meetings were rescheduled from every day to Tuesdays, Fridays and Sundays. Supply and maintenance computer disks for the Standard Army Retail



Maneuver Drill in the Desert

(Continued on page 26)



SAFETY SAVES

The Risk Management Process applies across the board to all Army operations. Many times, soldiers fail to fill out the important Risk Management Work Sheet. This sheet not only helps identify the hazards associated with a military operation, but also identifies how to control those hazards. Also, soldiers fail to share risk management information with each other. Here is an example of a Risk Management Work Sheet by a Quartermaster captain on a hot refueling operation. If you have good examples of other assessments, please forward them to me at the US Army Quartermaster Center and School for publication. **Safety is everyone's business!** - Michael L. Davis (davism@lee.army.mil), Quartermaster Branch Safety Specialist assigned to the US Army Quartermaster Center and School, Fort Lee, Virginia.

A. Mission or Task: Conduct a Hot Refuel of a CH-47					
D. Prepared By: (Rank, Last Name, Duty Position)					
E. Task	F. Identify Hazard	G. Assess Hazards			
Refuel a CH-47 while it is 'Hot'	1. Weather - varies and will have major impact on the event.	1. Varies			
	2. Inexperience Soldiers	2. High (I-C)			
	3. Fatigue/tiredness leading to poor judgment.	3. High (II-C)			
	4. Improper wearing of clothing. Not wearing of personnel protective equipment (PPE).	4. Moderate(III-C)			
	5. Exposure to fuel and fuel vapors and health hazards of fuel. Fuel spill.	5. Moderate (III-D)			
	6. Soldier area not marked properly, leading to confusion.	6. Moderate(III-D)			
	7. Refuel point not marked and lit correctly, leading to confusion by the pilots.	7. High (II-C)			
	8. Rotor and Prop wash injuries	8. High (II-C)			
	9. Jet engine exhaust causing burns.	9. High (II-C)			
	10. Rotor Blade injury	10. Extremely High (I-D)			
K. Determine overall mission/task risk level after controls are implemented (circle one).					
<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">LOW (L)</td> <td style="text-align: center;"><u>MODERATE (M)</u></td> <td style="text-align: center;">HIGH (H)</td> </tr> </table>			LOW (L)	<u>MODERATE (M)</u>	HIGH (H)
LOW (L)	<u>MODERATE (M)</u>	HIGH (H)			
Who Has Risk Decision Authority Approval For The Risk Level Identified?					

Sample: Risk Management Work Sheet

SOLDIERS



B. Date/Time Group Begin: _____ End: _____	C. Date Prepared: _____
--	-----------------------------------

H. Develop Controls	I. Determine Residual Risk	J. Implement Controls ("How To")
<p>1. Varies with conditions, severe weather may even raise the operation to a higher risk than what can be expected.</p> <p>2. Proper instruction on all correct procedures and rehearsals of operation prior to the actual event. Final training must be completed no later than one week before the actual event.</p> <p>3. Ensure all refuelers receive adequate rest the night before, or that day. Have leaders check physical alertness of personnel.</p> <p>4. Ensure soldiers wear shirtsleeves rolled down and buttoned; don't wear or carry loose items of clothing or equipment; do not wear nylon, wool sweater, or jewelry, and wear approved PPE.</p> <p>5. Avoid contact with skin, wear correct clothing, and handle fuel correctly. During open port refueling, do not overfill, as it will surge and spill. When tank is almost full, slow the rate of flow from the nozzle. Hold nozzles firmly, keep it pushed in as far as it will go. Know what to do/how to react if skin is exposed. Train for proper fueling procedures and what to do if fuel spill occurs.</p> <p>6. Ensure all safety signs are posted, i.e. No Smoking, Passenger Marshaling Area, Restricted Area. Emergency Shut Off (post at cut of point), Alarm (post at points where alarms can be given).</p> <p>7. The point must be properly lighted. Use inverted Y beanbag set, all lights hooded or turned upside down. Point must be properly marked, pilot must be able to see point, air traffic controllers must know how to direct them in. Use reflective tape on cement, number regular loading pads and letter pads at the nozzles, and camouflage points.</p> <p>8. Minimize flying debris by clearing area ahead of time, don't wear anything loose, and keep shirtsleeves down, and kevlar/helmet on during the operation.</p> <p>9. Instruct personnel to remain away from the exhaust at all times.</p> <p>10. While approaching Aircraft, keep head down, go around, not over obstructions, and approach from the side, never form the rear.</p>	<p>1. Varies</p> <p>2. Moderate (I-E)</p> <p>3. Low (I-E)</p> <p>4. Low (I-E)</p> <p>5. Low (III-E)</p> <p>6. Low (IV-E)</p> <p>7. Moderate (-E)</p> <p>8. Moderate (III-D)</p> <p>9. Low (III-E)</p> <p>10. Moderate (I-E)</p>	<p>1. Varies with conditions.</p> <p>2. Provide refueling training on training schedule. A inexperienced soldiers should shadow an experienced soldier until they feel comfortable. The unit SOP should be followed. Never let new soldiers refuel alone; train for 3 missions first with experienced personnel.</p> <p>3. Unit SOP, rest cycle SOP section, direct leader supervision, and command presence.</p> <p>4. Unit SOP, use Battle Buddy, leader supervision, and following of Material Safety Data Sheet requirements (MSDS).</p> <p>5. Properly train up of soldiers, unit SOP, practice 'cold' refueling, leader supervision, first aid training, Hazardous Communication Training, and following of the MSDS for the fuel being used. Local procedures for fuel spill.</p> <p>6. TACSOP, unit SOP, proper set-up well ahead of time, and leader supervision.</p> <p>7. FM 10-67-1, page 2-22, TASCOP, unit SOP, and leader supervision.</p> <p>8. Recon the entire area, physically walk entire area ahead of time.</p> <p>9. TACSOP, leader supervision, and the use of the Battle Buddy system.</p> <p>10. Unit SOP and rehearse refuel operation.</p>

EXTREMELY HIGH (E)

(Continued from page 23)

Supply System (SARSS) and the Standard Army Maintenance System (SAMS) were dropped each day except the “down days.” The maintenance report for management personnel was worked the same as the SARSS and SAMS disk drops.

The 5-day Workweek Support Plan proved extremely successful. The BCT was consistently supported in a “win-win” situation for soldiers and customers alike.

Of course, the 3d FSB kept a small contingent of soldiers on standby for emergency issues on Wednesdays and Thursdays. So far, requirements for emergency issues have been few. The 5-day workweek proved quite successful and was a morale combat multiplier. The soldiers of the 1st BCT and the 3d FSB remained in Kuwait as a deterrent to Iraqi threats until mid-July 1998, when *Operation Intrinsic Action* began. Logistics support to the 1st BCT has been outstanding from soldiers of the 3d FSB and the 3d Infantry DISCOM. As a result, the BCT commander was logistically unconstrained to conduct tactical operations of choice.

**The 5-Day
Workweek
Support Plan
provided a
“win-win” situation
for soldiers and
customers alike.**



Soldiers of the 3d Infantry Division Support Command visited a “bone yard” where Iraqi tanks were consolidated by Kuwait’s government after *Operation Desert Storm* in the early 1990s. Similar yards nearby contain leftovers such as artillery pieces and general purpose vehicles.

MAJ Kenneth E. King, currently the Support Operations Officer (SPO) for the 3d Infantry Division Support Command at Fort Stewart, Georgia, was the SPO for the 3d Forward Support Battalion (FSB), 1st Brigade Combat Team, 3d Infantry Division, August 1997-June 1998, during Operation Desert Thunder in Kuwait. He has a bachelor of science degree in management from Northern Michigan University and a master of arts degree in computer information systems from Webster University. Military education includes the Air Defense Artillery Officer Basic Course, Airborne School, German Airborne School, Quartermaster Officer Advanced Course, Rigger School, Combined Arms and Service Staff School, Inspector General Course, Logistics Executive Development Course, Petroleum Office Course, Motor Officer Course, Supply/Service Management Course, Command and General Staff College, and Support Operations Officer Course. His assignments in Air Defense Artillery (ADA) include Vulcan Platoon Leader for the 1st Cavalry Division, Fort Hood, Texas; and Brigade Liaison, Division ADA Operations Officer, Battery Executive Officer, and Battalion S4 and S1 for the 3/67 ADA Battalion, 3d Infantry Division in Germany. Quartermaster assignments include Supply Distribution Officer, Battalion S2/3 and Company Commander for the 530th Supply and Support (S&S) Battalion, 46th Support Group, 1st Corps Support Command (COSCOM); Deputy Inspector General for 1st COSCOM; Theater Readiness Officer for 19th Theater Army Area Command, Taegu, Korea; and Battalion and Division Support Command (DISCOM) Operations Officer, 3d FSB, DISCOM, 3d Infantry Division, Fort Stewart, Georgia.

Improving Mobility for Authorized Stockage Lists

MAJ Thomas E. Stackpole

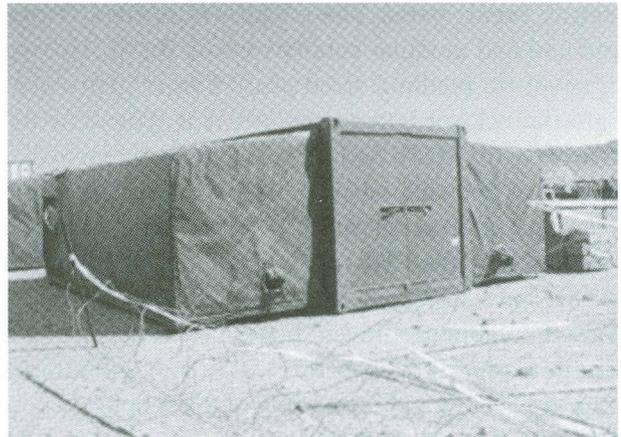
Several events during the past decade have had impacts on the size of the Army's authorized stockage lists (ASLs). An ASL consists of items kept on hand at a specific supply echelon.

The fielding of the Standard Army Retail Supply System (SARSS) caused a leveling of ASLs, resulting in larger ASLs at the forward support battalions (FSBs) and smaller ASLs in the main support battalions (MSBs). Declining budgets reduced the size of ASLs in general because units could not afford to keep larger ASLs. In many cases, an ASL dropped the more expensive items, which also tended to be larger items, and thus improved ASL mobility. The next step in the evolution of ASL mobility is the Army's shift to a distribution-based combat service support system (CSS).

Based on force projection requirements, the Army adopted the doctrine of Battlefield Distribution. Battlefield Distribution is a system of information exchanges, management procedures, functional designs and reengineered processes that enable US forces to properly request, receive, redirect, track, distribute, control and retrograde materiel, services, units and personnel within a single distribution system.

Doctrine Into Practice

Battlefield Distribution relies upon the Army tenets of unity of command, increased velocity, agile logistics structure and situational awareness. Some techniques for putting Battlefield Distribution doctrine into practice are increased automation and In-transit Visibility, maximized containerization, more standardized transportation and material handling equipment (MHE), and reduced handling requirements for storage and transportation transfer. In 1997, the Directorate of Combat Developments for Quartermaster (DCD-QM) held a video teleconference (VTC) to discuss these ASL issues at the direction of the US Army Combined Arms Support Command (CASCOM) commander. Representatives from a variety of units, stationed both in the continental United States (CONUS) and



Desert Trial for ASL Mobile Expandable Container (MEC)

overseas, suggested several ideas for improving ASL mobility. The VTC participants agreed that ASLs need a standardized mobility platform, for use in both tactical and garrison environments. Such a platform would have to make transporting modules easy and allow flexibility in task organization for strategic deployments. This platform also would have to interface well with both civilian and military transportation infrastructure and assets, so that a wide variety of assets could move ASLs.

With information from the VTC, DCD-QM submitted a Concept Experimentation Program (CEP) proposal for FY 98 to explore these issues. The CEP had two objectives. The first was to identify a common platform that meets the Army's needs in terms of strategic and tactical mobility for ASLs. The second CEP objective was to improve the platform for the automated systems so vital to the Army's evolving distribution system.

The Class IX (repair parts) section of the 4th FSB, 1st Brigade Combat Team, 4th Infantry Division (Mechanized) was the Experimental Force for this CEP. The Logistics Training Department (LTD) of the US Army Quartermaster Center and School (USAQMC&S) was a partner in developing the CEP configuration. Equipment from this CEP also went

to LTD's model direct support unit at Fort Lee, VA, so soldiers of all ranks training at the USAQMC&S could provide feedback on the system.

For the first objective of the ASL Mobility CEP, identifying a common platform, the 4th FSB put its Class IX ASL into three ANSI/ISO containers, essentially replacing the 6- and 12-ton vans currently storing repair parts. The containers opened at one end and had modular cabinets inside for the storage of small- to medium-sized parts. Larger items went onto flatracks or into a container that opened on the side. The 4th FSB's ASL fit into three containers that opened at one end, one container that opened on the side, and several flatracks. (Under Force XXI, the ASLs of both the FSB and division support battalion (DSB) have less than 1,000 lines of supply items.) Modular cabinets allowed better use of space and a smaller overall "footprint." The four containers improved the strategic mobility of the supply support activity for force projection.

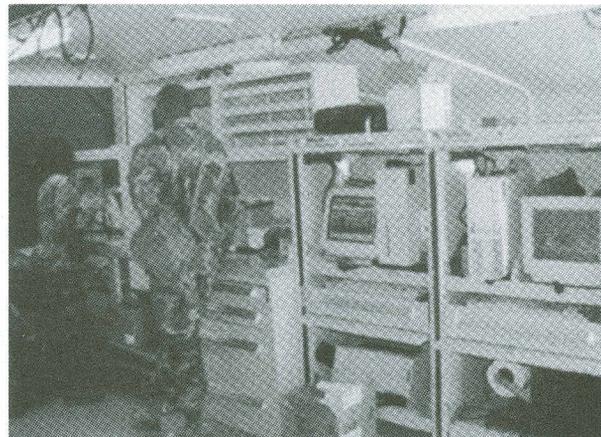
Battlefield Movement Different

However, by no means was this a new concept. The Army's SSAs have used containers and cabinets for years. What was different was how these containers were moved across the battlefield.

The prime mover for the containers in the ASL Mobility CEP is the Heavy Expanded Mobility Tactical Truck (HEMTT) equipped with a Load Handling System (LHS). The HEMTT-LHS is much like the Palletized Load System (PLS) truck, but carries a smaller payload of only 11 tons. The LHS uses a hydraulic arm to lift and pull flat racks up onto its bed. Equipped with a Container Handling Unit (CHU), the LHS can also pull up containers without using MHE. Depending upon the skill of the driver and the assisting personnel, this upload and download can be done in less than five minutes.

The HEMTT is not dedicated only to moving ASL containers. Once downloaded, the HEMTT can move other commodities. This approach better uses transportation assets and gives distribution missions more flexibility. However, the lack of a dedicated prime mover to quickly displace the SSA in case of attack is one disadvantage of using the HEMTT this way.

To achieve the CEP's second objective of improving the platform for the Army's automated systems, the 4th FSB set up stock control and receiving operations inside



Hardened workstations inside the MEC house automation equipment for garrison and battlefield.

Mobile Expandable Containers (MECs). A MEC has sides that fold down for three times the floor space of a regular container. Inside the MEC are hardened workstations, which house the SSA's automation equipment (SARSS, Automated Manifest System, and Material Release Order Controls). Soldiers can access these when the container is open or closed. Manufacturer's options for the MEC include electrical and communications packages. In the 4th FSB, the MEC will serve as offices next to the battalion's 10,000-square foot warehouse, thus eliminating the need for office inserts. With this configuration, the system that the unit uses in garrison is the same as the one in the field.

A success, the CEP achieved its dual objectives while also identifying areas that need adjustment or more analysis. The ASL mobility configuration is currently a candidate in the Army's Warfighting Rapid Acquisition Program (WRAP). Since many units already have either ISO or ISU 90 containers with modular cabinets, this configuration essentially standardizes equipment already in use in the field. Adding the MEC provides a place for the SSA's vital information processing functions. While better ASL packaging reduces the "footprint" and increases ASL mobility with containers and cabinets, the real ASL reductions and improved mobility will come from improved information flows and situational awareness.

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Logisticians Don't Always Wear Green - Contractors as Force Multipliers

MAJ M. Salah Ehab
CPT Lori L. DeLorme

CPT Dawn M. Cox
CPT Carolyn Y. Lanclos

Since the Army's beginnings, civilian contractors have supported the US military in theaters of operations. This noncombatant support supplements military resources in combat support (CS) and combat service support (CSS). Today's civilian contractors are available as needed during peacetime, military conflicts and also stability and support operations. While generally considered an advantage to the military, the use of civilian personnel in deployments brings up concerns about their security, availability and training.

Starting with the Revolutionary War and continuing with each major conflict, the US military has used noncombatant support throughout history. During the Vietnam War of the 1960s and early 1970s, civilian contractors were used extensively after President Lyndon B. Johnson's decision not to call up the US reserve forces. This heavy use of contractor support in Southwest Asia highlighted the need to develop a preplanned program for civilian contractors during deployments. Today's preplanning need has its basis in history, as well as the following factors derived from the emphasis on military "downsizing" in the late 1990s:

- Mandated reductions in force while still maintaining an effective military.
- Reduction of military funding and thereby reduction of resources.

- Force structure changes that place most of the Army's logistics support in the Reserve Component.

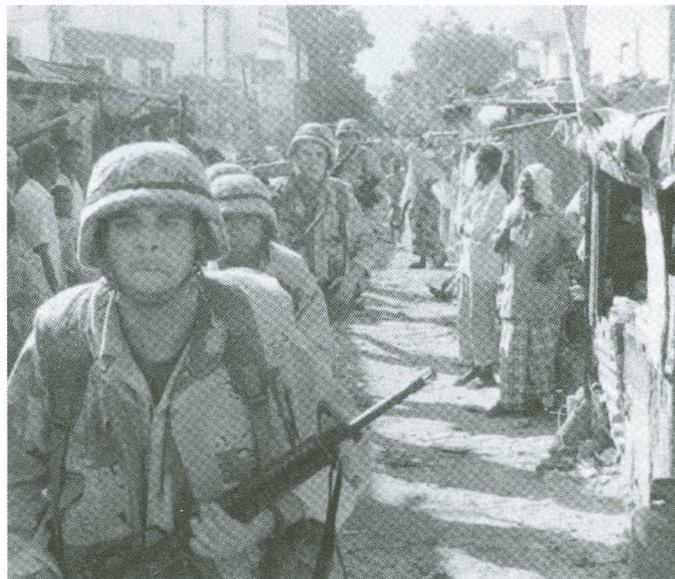
Current and future force structure means that logistics support can be severely hampered in any military operation where the Army National Guard and the US Army Reserve are not called up to augment full time soldiers. In 1985, the Army developed the concept of the Logistics Civilian Augmentation Program (LOGCAP) to meet these challenges in the "downsized" military.

The US Army Corps of Engineers (USACE) first used the LOGCAP in 1988. The USACE contracted

a management plan to build and maintain two petroleum pipelines in Southwest Asia. Although the plan was never implemented after preparation, the USACE used the contracting data to evaluate support capabilities of a civilian contractor.

A few years later in August 1992, the USACE contracted with Brown and Root Services Corporation to provide logistics support for engineering

and construction services worldwide for US military contingency operations. The contract was awarded for one year, with four one-year renewal options. Under the contract, Brown and Root provided support to the US military for *Operation Restore Hope* in Somalia, *Operation Support Hope* in Zaire, *Operation Vigilant Warrior* in Southwest Asia, *Operation Uphold Democracy* in Haiti, and



Operation Restore Hope in Somalia

Operation Joint Endeavor in Bosnia-Herzegovina. Brown and Root's results validated the LOGCAP's usefulness in current military operations.

Because of the enormous amount of logistical support that contractors were providing, the Deputy Chief of Staff for Logistics (DCSLOG), which is the Army proponent for the program, tasked the Army Materiel Command (AMC) with managing the LOGCAP. The AMC assumed control of LOGCAP on 1 Oct 96 and awarded the current support contract to DynCorp Aerospace Technology on 30 Jan 97.

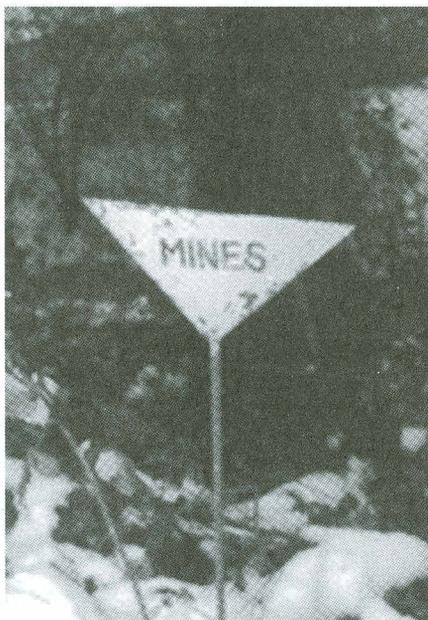
The LOGCAP was designed as an umbrella program to include contingency contracts for all preplanned logistics, engineering and construction, and weapons system sustainment, as well as peacetime contracts with contingency clauses. The LOGCAP was developed with certain goals, including the following:

- Planning during peacetime for the effective use of contractor support in a contingency or crisis.
- Leveraging global/regional corporate resources as facility and logistics services support multipliers.
- Providing an alternative augmentation capability to meet facility and logistics services shortfalls.
- Providing a quick reaction to contingency or crisis requirements.

To meet the LOGCAP goals, the contractor must develop a worldwide plan for providing logistics support and engineering and construction services for US forces, its allies and the host nation in case of a deployment for war or for stability and support operations. The contractor must have plans specific to countries in an area of conflict, which may expand to regional plans. Also, the plans must be able to support three major contingencies at the same time.

The civilian contractor's main focus is supplementing the organic military capability to construct and operate base camps and provide field services. The contract covers a wide range of support, including but not limited to the following:

- Supply Operations – provision of Classes I (rations), water, II (general supplies), III petroleum, oil and lubricants), IV (construction and barrier materiel), V (ammunition - to include ammunition point operations), VI (personal demand items), VII (major end items), VIII (medical supplies) and IX (repair parts) from requisition to issue.
- Field Services – clothing exchange and shower, laundry, clothing repair, food service, sanitation, billeting, postal operations, information management, and morale, welfare and recreation.
- Other Services – maintenance of tactical and automated data processing equipment, transportation, medical services, engineering/construction of facilities and infrastructure, and guard services.



Operation Joint Endeavor
in Bosnia-Herzegovina

The contractor must be prepared to deploy on 72-hour notice from the commander in charge of a particular operation. Fifteen days after notification, the contractor must be able to receive and provide support for up to 1,300 soldiers per day. The contractor's plan must include support for 25,000 personnel in 8 base camps for 180 days, with expansion capability up to 50,000 personnel for operations extending beyond the 180 days.

In addition, the contractor must indicate how the plan will work both in an undeveloped country with poor infrastructure and in a developed country with reasonable infrastructure in place.

Compensation under the contract consists of a two-part format. The contractor will receive a fixed fee for the planning phase. If a contingency occurs, the payment will change to a cost-plus-award fee with up to a 10 percent award fee. The estimated cost of the contract, in the event of contingencies, can fluctuate because of location and available infrastructure.

When the LOGCAP program goals are met, the military benefits in many ways, such as the following:

- **Expanded Lift Capability.** Civilian transportation assets can be used to the fullest

extent, allowing more efficient use of military transportation.

- **Flexibility.** Logistics assets can be added or subtracted as needed.
- **Cost Effectiveness.** The price paid the contractor is less than similar services would cost the military to provide.
- **Economy of Force.** Military manpower can be better used for combat and other critical tasks.

Although civilian contractors bring distinct advantages to deployments, other factors must be considered when determining probable success in a deployment. The Army has recognized three main areas of consideration and has developed controls to minimize the risks of using contractors.

Contractor Security

The first consideration is security. Contractor personnel may be (and in recent operations have been) subject to hostile actions. The status of civilian contractors is currently addressed in the Geneva Convention for international armed conflicts, but not for stability and support operations. Contractors also may not be specifically covered in the Status of Forces Agreement for the country of operation. Generally, the support contracts specify that the US military will protect the civilian contractor's personnel during all deployments covered by a contract, including stability and support operations. This requires proper planning by the operational commander and good communications between the military unit and the contractor.

Replacement of Contractor Personnel

Another consideration is replacement of contractor personnel as necessary. Accountability and replacement plans are critical for continuing support if contractor personnel shortages occur because of injury, death or legal actions. To minimize losses, the military may agree to provide medical and other services similar to those for Department of Defense



Operation Uphold Democracy in Haiti

civilian employees or require that the contractor use local support on a reimbursable basis. Contractor personnel usually must process through the military's point of embarkation/debarkation (POE/POD) to ensure proper accountability. Also, the operational unit will usually assist civilian contractors in the retrograde and replacement of contract personnel.

Training and Qualifications for Contractors

The area of training and qualifications is the final concern. Civilian contractors must not only be trained in their specific mission, but also in critical soldier tasks that ensure survivability. Applicable contracts require that civilian contractor personnel routinely train with units. This makes sure that contractor personnel will be flexible and able to routinely

provide effective and efficient support. Also, the contracts usually say that the military's contracting officer, at his discretion, may mobilize the contractor to support training exercises to validate the contingency plans. The military supports the contractor by providing any special clothing, equipment, weapons or training determined necessary by the commander.

Each deployment of civilian contractors to support the military has provided new challenges and lessons learned. The challenges have been satisfactorily resolved, and the lessons have been documented for the next deployment, thus multiplying the effectiveness of contractual support. Increased understanding of the capabilities of contractor support and combined training will enhance the relationship between the Army and the civilian contractors, guaranteeing quality CS and CSS support into the 21st Century.

The authors are Quartermaster graduates of Combined Logistics Officer Advanced Course 98-5 (now the Combined Logistics Captains Career Course) at Fort Lee, Virginia.



CAREER NEWS

Modernized Warrant Officer Advanced Course Meets Needs of Field Commanders

The US Army Quartermaster Center and School (USAQMC&S) has made great strides during the past 12 months in restructuring and tailoring the Warrant Officer Advanced Course (WOAC) to meet the needs of the field commands. The WOAC is a combination of common core and military occupational specialty (MOS) proponent training that prepares warrant officers to perform in CW3-level positions. The course is designed to recertify warrant officers selected for CW3 in military occupational specialty (MOS) 920A (Property Accounting Technician), 920B (Supply Systems Technician), 922A (Food Service Technician), and 921A (Air Drop System Technician). The WOAC certifies about 80 warrant officers annually in one Active and one Reserve Component session. Training is structured in these two phases:

- ✎ Phase I. This prerequisite study (ST-7000) is a high-quality nonresident course. It offers comprehensive training in the communicative arts and staff skill areas at a level well suited for junior warrant officers.
- ✎ Phase II. The proponent conducts this phase, and only warrant officers selected for CW3 attend. All warrant officers receive this training at their eight-year mark of warrant officer service.

Upon arrival at the USAQMC&S at Fort Lee, VA, students are processed into Company E, 244th Quartermaster Battalion, and the Warrant Officer Division, Logistics Training Department. The formal institutional training consists of five weeks of common core military subjects and five weeks of MOS-related logistics subjects (track phase). The class remains together throughout the common core phase. After the core phase, WOAC students are placed in their respective MOS tracks and report to their phase instructors.

Demanding assignments, a younger force, accelerated state-of-the-art technology, and a high operational tempo have increased the demands on warrant officers in all phases of their careers. The revamped WOAC provides advanced training, especially in cutting-edge technology, that directly impacts the students' impending duty assignments.

As worldwide missions become more diverse, an appropriate mix of institutional training will be the key to develop technically and tactically competent warrant officers. The design of the WOAC provides that mix of training to fully sustain the force. - CW3 Pablo A. Brown, WOAC Chief, Logistics Training Department, USAQMC&S, Fort Lee, VA

Only the 92Y (Unit Supply Specialist) Qualifies as a Unit Armorer

Question: *Is the 92Y soldier qualified to be a unit armorer after the Unit Supply Specialist Course during advanced individual training (AIT) at Fort Lee, VA?*

Answer: *Yes. Only one military occupational specialty (MOS) in the Army, the 92Y (Unit Supply Specialist), is trained for this job.*

The 92Y Division of the Logistics Training Department (LTD) at the US Army Quartermaster Center and School (USAQMC&S) answered this question during a briefing at the second annual Quartermaster Warrant Officer Conference last February at Fort Lee. These three areas were covered: Compact Disk-Read Only Memory (CD-ROM) Multimedia Unit Level Logistics System S4 (ULLS-S4), CD-ROM Multimedia Weapon Systems

and Display, and an overview of the 92Y Unit Supply Specialist Course. Quartermasters provide 79.5 hours of small arms instruction that consists of the following:

<u>Subject</u>	<u>Hours</u>
Armorer Duties and Responsibilities	1
Security and Administration of the Arms Room	10
Preventive Maintenance Checks and Services	7.5
Organizational Maintenance on the M60 7.62 Machine Gun	14
Organizational Maintenance on the M2 .50 Machine Gun	14
Organizational Maintenance on the M249 (SAW)	10
Organizational Maintenance on the MK19 40mm Machine Gun	9
Organizational Maintenance on the 9mm Pistol	4
Organizational Maintenance on the M16A2 Rifle	7
Examinations	3

Although the 92Y Division does not train AIT soldiers on all weapon systems, the 92Y Unit Supply Specialist Course provides training on the weapon systems commonly available in Army units. Soldiers are expected to receive training on more weapon systems in the future, such as the M240B Machine Gun, which has been added to the Program of Instruction (POI) for FY99. The M4 Carbine Rifle will also be added to the POI by the year 2000. The 92Y Division aims to provide soldiers with the skills for performing small arms procedures at the unit level. The course concentrates on maintenance and on procedures for reading and using technical manuals. Other courses also provide weapons training. However, the 92Y Division suggests that courses not instructed at the USAQMC&S cover only those weapons not in the 92Y Small Arms POI.

To better understand the Unit Supply Specialist requirements, review Army Regulation 611-201 (Military Occupational Specialty (MOS)). Army Regulation 611-201, the US Army Training and Doctrine Command School System's Quartermaster training requirements, and the small arms portion of the Unit Supply Specialist Course have the answer to the unit armorer question. - *SFC Yvonne Spurs, Team Chief, Small Arms, 92Y Course Division, LTD, USAQMC&S, Fort Lee, VA*

New Food Service Management Training for Noncommissioned Officers

The Army Center of Excellence, Subsistence (ACES) at the USAQMC&S initiated a new and exciting partnership with industry to offer civilian food management training to US Army Food Service NCOs. To date, two NCO food service instructors have completed the US Army Commercial Dining Services Management (CDSM) Training Program sponsored by Sodexo Marriott Services at James Madison University (JMU) in Harrisonburg, VA. The plan is for four NCOs per year to complete 30 days of intense, hands-on, mid-level management training.

CDSM was developed to upgrade food service instructor training and to augment professional development of unit dining facility management. The Army's partner, Sodexo Marriott Services, has more than 4,800 separate accounts that translate into preparing and serving more than 4 million meals per day. JMU was selected as the CDSM base because of the university's progressive campus dining services program and outstanding management team.

CDSM NCOs receive on-the-job training in every aspect of managing campus dining services, including retail (a la carte), in-house and national branding, offsite catering, vending, student board hall operations and sporting event concessions. CDSM NCOs learn about customer service, marketing, recipe and menu development, food safety, quality control, meal production, inventory and cost controls, personnel management and time

management. The NCOs work side-by-side with the Sodexo general manager and unit managers. The NCO's general manager throughout this training period personally mentors and monitors the NCO's performance in CDSM. All training is fully documented and goal-oriented with specific daily objectives. Sodexo Marriott Services recognizes CDSM NCOs with presentation of a Corporate Management Certification.

The program is off to a great start. In addition to training food service instructors, the program selected an a la carte dining facility manager at Fort Drum, NY, to train April-May. The long-range goal is to expand the CDSM throughout the continental US by using Sodexo Marriott Services accounts near major military installations. - CW4 Tom Mell, ACES, USAQMC&S, Fort Lee, VA, at (804) 734-3299 or DSN 687-3299 or E-mail to melltt@lee.army.mil. For more information on CDSM, also contact SFC Norman Carter at (804) 734-3376 or DSN 687-3376 or E-mail to cartern@lee.army.mil.

Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some new changes, developments and trends in the assignment and professional development areas. **For more information about officer and noncommissioned officer (NCO) issues, access the Quartermaster Home Page by typing <http://www.lee.army.mil/quartermaster> and then look up the appropriate Quartermaster Branch Newsletter from PERSCOM.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and phone number. Enlisted soldiers can get their pocket cards at their servicing personnel center.

Joint Duty Assignments for Quartermaster Officers

*LTC Robert T. Cheshire, Lieutenant Colonel Assignments Officer
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Joint duty is an exciting and rewarding assignment opportunity for our officer corps. Quartermaster officers can serve in a variety of Quartermaster, Multifunctional (FA90) and branch-immaterial joint duty positions. I will briefly review a few aspects of joint duty that should serve as a starting point for officers in their discussions with their assignment officers - whether considering joint duty or nearing completion of a joint duty assignment.

Joint duty assignments can be traced to congressional legislation commonly referred to as the Goldwater-Nichols Reorganization Act of 1986, commonly called Title 10 in personnel circles. Title 10 resulted in a comprehensive law that serves as the basis for Department of Defense (DOD) and Army joint assignment policies. Before highlighting a few rules of engagement that may be useful to officers in the field, let me define a few terms:

Joint Duty Assignment List (JDAL) - A listing of positions approved by the Secretary of Defense that Title 10 recognizes as giving joint duty credit. There are about 3,200 positions throughout DOD.

Joint Duty Assignment - Duty in one of the approved JDAL positions. (It is possible to be assigned to a joint command and not be assigned to a joint duty assignment list position - hence no joint duty credit).

Joint Specialty Officer (JSO) - Officers selected by a Department of the Army (DA) board based on completion of a full joint duty assignment and joint professional military education Level I and II, plus board selection for award of the Skill Identifier 3L.

Joint Professional Military Education (JPME II) - Joint military education program conducted at one of the three National Defense Universities (Industrial College of the Armed Forces (ICAF), the National Defense College or the Armed Forces Staff College).

Where are joint duty assignments?

Most joint duty assignments are in the major joint/unified commands, for example CENTCOM, SHAPE, US Forces Korea, ACOM, EUCOM, Office of the Secretary of Defense or on the Joint Staff. Each organization has a given number of positions coded by grade and specialty, which are allocated to the respective services as manning requirements. These requirements are then translated into assignment openings distributed to the appropriate branch for filling.

Quartermaster officers will fill Quartermaster positions and also compete for multifunctional positions. The joint arena has very few branch-immaterial positions, although Quartermasters have had success nominating officers for Functional Area 41 and 54 positions. (Those were exceptions.) Bottom Line: There is a fixed distribution of joint assignments, and the positions are grade and specialty specific.

Do I qualify for a joint duty position?

Joint duty is not for everyone. Joint assignments are nominative, and the gaining command must approve the officer for the specific position. Some positions have specific prerequisites such as language capability or security clearances and may not support Exceptional Family Member Program or joint domicile assignment considerations. The joint nomination process can take three to eight weeks to approve an officer for a position. As a general rule of thumb, officers who are branch qualified at their grade are eligible for joint duty assignment. However, it is important to recognize that most joint assignments are 36-month tours of duty, so not all branch-qualified officers are available to compete for that assignment opportunity. Quartermaster Branch typically targets officers at these three times during their careers:

1. Majors who are successfully branch qualified, are competitive for promotion to lieutenant colonel and battalion command selection, and have a two- to three-year window open before possible assumption of battalion command.
2. Lieutenant colonels upon graduation from Senior Service College (SSC) - all ICAF graduates must go joint - and with two years available before assuming brigade command. In selected instances, PERSCOM will target successful battalion commanders to serve joint duty before attending SSC. This is not the norm but may meet the professional development timelines of some battalion commanders.
3. Colonels who have completed successful brigade command that are not joint qualified.

When do I get credit for joint duty?

If serving in a mandated 36-month joint duty assignment, expect to serve the complete 36 months to get joint credit. Officers may get joint credit at the 22-month mark but require a Secretary of Defense waiver to receive this credit. That waiver is only granted in cases where officers are selected for command or school (SSC). Normally, assignment officers avoid placing officers into situations where they will need a waiver to get joint credit. However, if merited, waiver credit is normally granted. Officers assigned to a 24-month tour (Turkey and Korea, for example) should expect to serve the full 24 months but can be waived to 22 months if required for command or SSC. Officers who successfully complete these requirements will receive full joint credit and upon completion of their tour will be awarded the additional Skill Identifier 3A.

One-year joint duty positions are available, and serving in that capacity will count toward cumulative joint duty credit. Officers serving those positions will still need to serve another joint tour to get the full joint credit and receive the 3A designator.

Joint Specialty Officer (JSO)

An officer who completes a full joint tour and JPME II schooling is a candidate for JSO designation 3L. This is a board-awarded designation identifying highly qualified joint duty specialists for service in one of about 330 joint critical billets controlled by the Army. Officers selected for JSO normally have one full joint duty assignment to their credit and have completed JPME II.

Why a joint duty assignment?

The obvious answer is that joint duty assignments are important to the joint warfighting capability of the US military. Quartermaster officers represent the Army and Quartermaster Branch in unified command headquarters and field operating agencies, serving as subject matter experts on Army systems, capabilities and doctrine. These assignments can be challenging but are equally career-enhancing and professionally rewarding.

If you have any questions about joint duty assignments, check out the PERSCOM web page at www.perscom.army.mil/opmd/jpme, www.perscom.army.mil/opmd/myths or contact your assignment officer.

Quartermaster Battalion Command Selections, Degree Completion Program

CPT Benny L. Starks Jr., Future Readiness Officer

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The recent Lieutenant Colonel Command Selection Board results showed the Quartermaster Corps with 26 officers designated as principal command selectees. The Army's selection rate was 15 percent, while the Quartermaster Corps averaged 28.2 percent.

Degree Completion Program Has One Confusing Word

One of the most talked-about programs this year is the Degree Completion Program (DCP). For officers who do not have a bachelor's degree, Title 10 of the US Code clearly states: "No person may be appointed to a grade above the rank of first lieutenant in the Army reserve...unless that person has been awarded a baccalaureate degree by a qualifying educational institution."

Do not let the word **reserve** confuse you, this standard applies to everyone on active duty. You must start working toward a degree or make plans to enroll in the DCP. PERSCOM highly encourages you to develop a plan to ensure your success. Company grade officers pursuing baccalaureate degrees are encouraged to pursue degree completion at an accredited college or university in their currently assigned geographic area or in the Fort Lee, VA, area. This minimizes permanent change of station costs and complements attendance at the advanced course. For more information about DCP, contact your assignment officer or me.

Company Command Officer Evaluation Report (OER) Trends

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Recently, PERSCOM assignment officers have received questions about how the new OER system affects company command report cards in relation to competitiveness for future battalion command. The rumor in question: Branch assignment officers are telling officers with center of mass (COM) ratings as company commanders that they are out of the running for battalion commands because of these COM ratings. My response to this rumor from the field: The COM report in and of itself is okay in a command report, provided the word picture is strong.

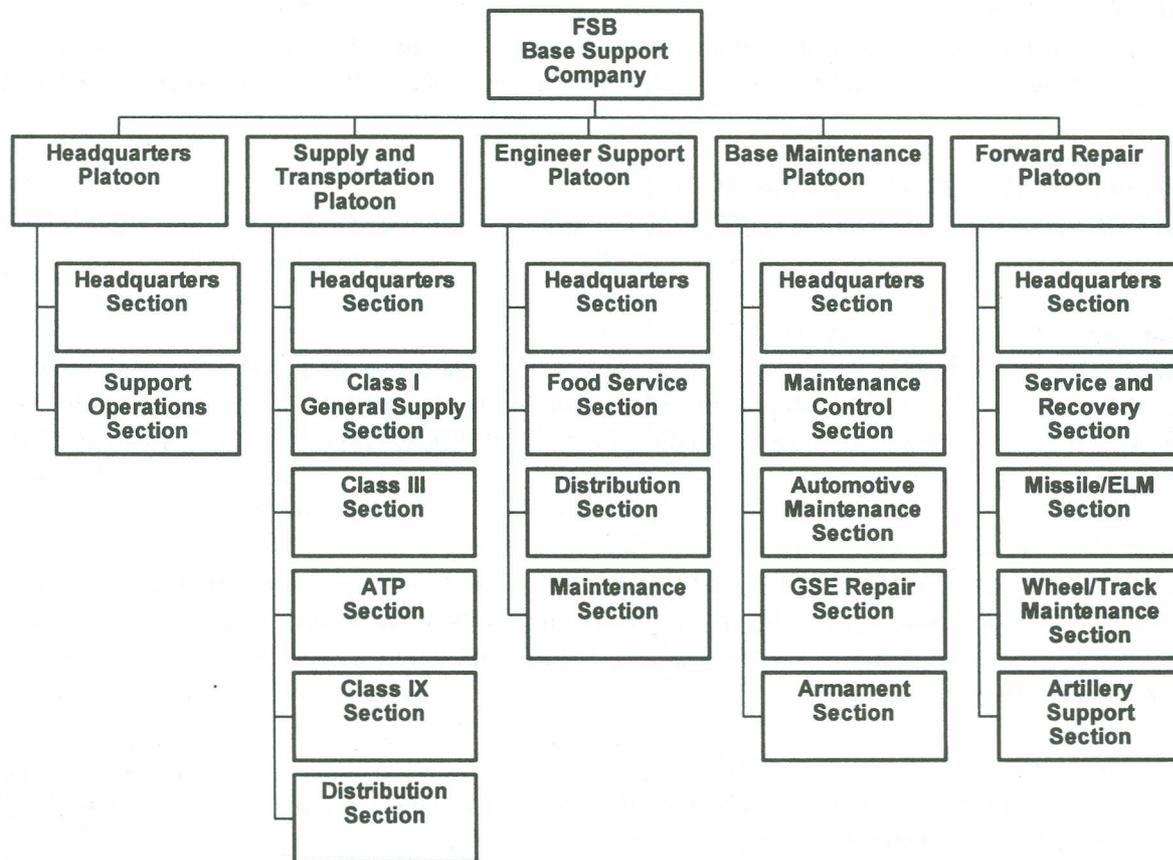
To date, beginning 971001 to 990310 (with more from the months of March and April to process in the OER section of PERSCOM) the Quartermaster statistics read this way: above center of mass (ACOM) = 58 or 27

percent, COM = 151 or 72 percent, and below center of mass (BCOM) = one percent. Command reports that are COM with weak words - yes, the officers may be at risk for selection to command a battalion. COM reports with strong words are competitive, I believe, in the long run as long as senior raters address the four major "Ps" (performance, peer evaluation, potential for school and potential for promotion) in the write-up. However, judging a captain's potential for a future battalion command by performance at the level of company command will be in the "wait and see" category for a few more years with the new OER system. It is far too early to be making such a prediction about something so important to a captain's career. The missing, critical pieces to the battalion command puzzle are the officer's performance as a major in branch-qualifying jobs. Bottom Line: PERSCOM statistics for command reports are in keeping with the new OER's design.

Second Company Commands Approved for Branch-Qualified Captains

Three base support company commands have officially been approved. There are 18 potential commands if all heavy divisions convert. This is the base support company's mission statement:

The base support company provides direct and habitual combat service support to a heavy brigade, area support to divisional units attached to the brigade, and direct support to forward support companies, to provide direct supply support to the following brigade/divisional units: HHC [headquarters and headquarters company] brigade, brigade RECON [reconnaissance], FSB [forward support battalion], three combined arms battalions, field artillery battalion, and engineer support platoon.



***FORCE XXI Division Concept for Combat Service Support Operations,
Chapter 2-11, 15 May 1998, FSB Base Support Company***

For more information on the structure and specific descriptions of the subordinate platoons, access http://www.cascom.army.mil/multi/New_Concepts/Force_XXI/Force_XXI_Division_Concept_for_CSS.doc

View the table of organization and equipment (TOE) at http://www.cascom.army.mil/multi/Force_Structure_Integration/Logistics_headquarters_documentation/Multifunctional_Tables_of_Organization_and_Equipment/.htm

To assist your assignment officer and keep your career timeline on track, PERSCOM requests that you work with your chain of command if selected for this second command opportunity to determine the following:

(1) The date of your projected change of command (first command), (2) date of projected assumption of second command, and (3) requested stabilization (STAB) date, as applicable (which would coincide with your future projected change of command date, approximately 12 additional months in a second command). Please keep in mind that the current Chief of Staff of the Army's policy on second commands limits "total" command time to 24 months (not to exceed).

Frequently Asked Questions: Captain Call to Active Duty Program

*MAJ Tony Teolis, Mobility Branch, Distribution Division, Overseas Account Manager
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Question. What will be my year group?

Answer. Your year group will stay the same when you return to active duty. However, it may be adjusted through your branch if there is a valid reason, but this action would occur after you are accessed back to active duty.

Question. Will my date of rank (DOR) be adjusted?

Answer. DOR is specific to the individual officer. If you want to verify your DOR or feel your DOR is incorrect, request a recalculation through your gaining command's personnel service battalion (PSB).

Question. Where do I get my physical?

Answer. You have three options: get a physical and use your insurance, pay for a physical on your own or enter the nearest military medical facility. Report in and say you are applying for the Captain Call to Active Duty Program. If verification is required, have the medical facility call PERSCOM toll free at 1-800-654-7298/3750 (Ms. Tharps or LTC Russell).

Question. What about my assignment/report date/schools?

Answer. Your branch manager will have answers to these questions. You can request three duty locations on your application form. Phone numbers and E-mail addresses are listed on PERSCOM's web site at www.perscom.army.mil under the Hot Topics link titled *Army Seeks Former Captains to Return to Active Duty*.

Question. How long will I be on active duty?

Answer. Approved applicants will be ordered to active duty in a voluntary indefinite (VI) status, with a three-year active duty service obligation (ADSO).

Question. How long does it take to process the application?

Answer. It can take 60-120 days from the day the packet is mailed until the day you enter active duty. This is decreased if you have all the paperwork completed correctly. However, once PERSCOM receives the packet, processing generally takes 4-6 weeks.

Question. When will I get Regular Army (RA) status?

Answer. You are accessed into active duty as a reserve officer and designated RA upon your promotion to major. This is true even if you were RA when you separated from active duty.

Question. Will my previous decision to leave the Army prohibit me from advancing in my career (command opportunities)? Will my decision to leave be held against me?

Answer. No. Your file is not marked in any way. You should coordinate with your branch for command opportunities. If you are non-branch qualified (NBQ), your branch will assist you in getting a branch-qualifying job.

Question. Will there be any reentry orientation?

Answer. You may receive reentry training, but this depends on your branch. Your level of previous experience and time away from active duty will influence your need for training. Therefore, coordinate this with your branch manager.

Question. What type of relocation assistance will I receive?

Answer. The Army will pay for your permanent change of station (PCS) move, but you do not receive dislocation allowance in your first and last PCS moves.

Question. Is there any way to delay reentry for a short period of time?

Answer. That depends on your branch. If your branch does not have an open position or a school date available for you, it may be possible to delay entering active duty for a short period of time. PERSCOM must allow a minimum of 30 days from the date that customer service in St. Louis, MO, receives the request for orders to the report date. Your application must be received no later than 30 Sep 99.

Question. Can I be on active duty with the US Army Reserve or Army National Guard until I am settled to return to active duty?

Answer. No.

Question. Will I have to go to my last duty station?

Answer. Not necessarily. You are accessed into the Army, and your assignment will be based on the needs of the Army and your preference statement in your application.

Question. How will my Officer Record Brief (ORB) look when I reenter active duty?

Answer. Your ORB will start fresh with your new duty position and assignment. However, your branch manager can help reconstruct your assignment history to show your previous positions.

Question. How do I recover missing files needed to complete my application and my permanent record?

Answer. You can replace your physical, security records and fingerprint cards by completing new ones. You may call customer service in St. Louis to verify storage of your record at 1-800-318-5298. If customer service has your record, that office will provide copies of missing documents. Once your packet is complete, you may submit it according to instructions provided in the Army message. The message is in your application packet and on the web at www.perscom.army.mil under the Hot Topics link titled *Army Seeks Former Captains to Return to Active Duty*.

Question. What about the new Army Physical Fitness Test (APFT) and height-weight standards?

Answer. See PERSCOM's fact sheet on the web site. You must meet the height-weight standards to apply. Once on active duty, you will be tested and must meet the new APFT standards.

Question. What is the current pay scale? Has Basic Allowance for Quarters (BAQ) changed?

Answer. BAQ has changed to basic allowance for housing (BAH). This is both BAH and VHA combined. Visit the Defense Finance and Accounting web site at <http://www.DFAS.mil> for more finance information.

Question. If I request a letter of recommendation from a general officer, to whom should I address the letter? Should the letter be included with the other paperwork?

Answer. Include the letter in your packet and process your application according to the Army message. Address the letter to:

Commander
U.S. Total Army Personnel Command
ATTN: TAPC-ZA
200 Stovall Street
Alexandria, VA 22332

Question. At what point in the process will I be notified of acceptance?

Answer. Your packet is staffed within the officer directorate to include your career division. You may call Mrs. Tharps at 1-800-654-7298/3750 to receive updates throughout the process. Once your packet has completed the staffing process, PERSCOM will notify you as soon as possible with the decision.

Question. My separation physical is less than 24 months old. Is that sufficient, or do I need to get a new one?

Answer. Your physical must be within 18 months of date of entry on active duty. You may apply and be accessed into active duty if your physical is not within the 18-month window. If this applies to you, you must get a complete physical within 90 days of entering active duty. If you are not fit for duty, you will be separated from the service.

Question. Will my Reserve Component time be counted for pay and retirement purposes?

Answer. The time you served in the Reserve Component counts toward pay. Your pay date will be adjusted, if applicable. Conduct this transaction through your gaining finance center. Your reserve time counts for retirement only when specific conditions are met. Your gaining PSB can assist you in calculating any adjustments that apply to you.

Question. Will my Reserve Component OERs be included in my new file with PERSCOM?

Answer. They will be included in your active duty records and on your microfiche.

Question. Do I have to pay back the money I received when I left the Army?

Answer. Yes. How you pay the money back is determined by which program you received the money. Specific rules apply. If you received the money under the Voluntary Separation Incentive (VSI) your repayments are made after retirement and based on a formula. For more information, call the VSI payment office in Cleveland, OH, at 1-800-435-3396, the retired pay office at 1-800-321-1080 or 1-216-552-5986 to address your specific questions.

Questions Asked by Lieutenants and Non-Branch Qualified Captains

***CPT Stephen V. Long, Non-Branch Qualified Company Grade Assignment Officer
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Here are answers to some questions frequently asked by officers in the field:

When can I leave this duty station?

Officers serving CONUS-based assignments are stabilized for 36 months from the time they sign in at that base. Officers serving OCONUS-based assignments in Germany, Hawaii, Alaska and Japan serve 36 months. Officers serving OCONUS “hardship” assignments in Korea, Honduras, Saudi Arabia and Egypt serve for 12 months.

When will I go to the advanced course?

You must be selected for promotion to the grade of captain and meet the stabilization requirements listed in the previous question. If you desire to attend an earlier class you must submit a DA Form 4187 requesting the class you wish to attend. Your DA Form 4187 should be routed through your battalion commander, brigade commander and your installation strength manager.

What are the class dates for Fiscal Year 2000?*

Class	Date	Seats
00-01	07 Nov 99 to 04 Apr 00	22
00-02	10 Jan 00 to 19 May 00	22
00-03	29 Feb 00 to 07 Jul 00	20
00-04	12 Apr 00 to 24 Aug 00	20
00-05	04 Jun 00 to 13 Oct 00	22
00-06	20 Jul 00 to 06 Dec 00	21
00-07	06 Sep 00 to 07 Feb 01	19

*Does not include Combined Arms and Services Staff School (CAS3) dates

Are lieutenants pinning on captain’s rank early?

No, second lieutenants now pin on first lieutenant at 18 months time in grade. On average, first lieutenants spend 24 months time in grade before pinning on captain’s bars. The total time in service before pinning on captain is 42 months, compared to the former requirement of 48 months time in service.

What jobs should I hold as a lieutenant?

All lieutenants need to serve a *minimum* of 12 months as a platoon leader. Excellent jobs after successfully leading a platoon are executive officer and battalion-level primary staff as the S1 or S4.

What is a branch-qualified captain?

A captain is defined as branch qualified when he has completed the advanced course, CAS3, and a minimum of 12 months as a successful company commander. Fifteen months or more as a company commander is preferred.

Three Special Army Programs for Families

CW4 James C. Tolbert, Career Manager for Quartermaster Warrant Officers

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Day to day, we report to work to manage the precious resources that fuel our Army: people, materials, equipment and processes. Too often, we do not allocate sufficient attention to our careers and the necessary actions that will ultimately affect future promotions, assignments and our families. I will highlight three Army programs that may impact, in some way, all officers at some point in their careers.

Married Army Couples Program (AR 614-100)

A significant number of service members are married to other service members, both officers and enlisted soldiers. AR 614-100 establishes assignment and management guidelines for married Army couples. Married Army couples desiring a joint assignment in order to establish and maintain a common (joint domicile) household must request such assignment. Assignments for married soldiers are not automatic. Joint domicile assignments are normally approved when there is a need for the military skills of both members in one area and the reassignment will not adversely affect the losing command. Also, the career progression for both family members must not be adversely affected. When these career conditions are met, the married Army couple is eligible for the joint assignment.

The Army will not normally approve joint domicile assignments when one spouse is assigned to an area where no positions exist for the other spouse. Also, approvals are not usually granted when one spouse is reassigned into a school account. Married couples must plan ahead and work closely with their PERSCOM Career Manager for a joint assignment. However, married Army couples must be prepared to meet their military obligations regardless of the assignment.

While the program does not apply to service members married to Department of the Army civilians and members of other military services, requests to join or accompany spouses of other US military services are considered. Married Army couples must remember that the married Army Couples Program is an *assignment consideration*. Army requirements and readiness goals are paramount when considering personnel for assignment. Also, the provisions of the Army Married Couples Program are superseded on declaration of general war or full mobilization.

Requests to join the Married Army Couples Program must be submitted on DA Form 4187. Each military member must submit the request to his and her respective PERSCOM Career Division.

Homebase and Advance Assignment Program

The Homebase/Advance Assignment Program (HAAP) is available to officers (warrant officer through lieutenant colonel). The intent of the program is to conserve permanent change of station (PCS) funds while minimizing family turbulence associated with the service member's move to a "short tour" (dependent-restricted) area. If approved, officers will be returned to the place of previous assignment (homebase) or programmed for an advanced assignment (sequential) to another duty location.

AR 614-100 establishes specific guidelines for movement of family members and their household goods when participating in the Homebase/Advanced Assignment Program. Officers should coordinate with their PERSCOM Career Managers for advice on potential (sequential) vacancies and the associated career implications.

Upon receipt of assignment instructions to a short tour (dependent-restricted) location, officers should submit a DA Form 4187 requesting either a homebase or sequential assignment. These requests must be submitted before departing for the short tour and are normally approved before the service member departs. The program

does not apply to officers proceeding to a traditional short tour location when command sponsorship has been approved. Also, the HAAP does not apply to OCONUS long tour areas whether the dependents accompany the officer or not.

Exceptional Family Member Program

The Exceptional Family Member Program (EFMP) is mandatory, with the goal of recognizing the special needs of the family members of soldiers. Officers with family members who are physically, emotionally or intellectually handicapped and require special medical treatment or educational facilities will request availability of required facilities as an assignment factor.

The Army's medical department identifies and codes the special educational and health needs of family members for Army personnel. Officers who have family members enrolled in the EFMP are considered eligible for worldwide assignment according to the Army's needs. However, after enrollment in the EFMP, PERSCOM will give special consideration to the availability of required medical or educational facilities when such members are assigned within CONUS or to an OCONUS area. An assignment consideration under the EFMP does not apply to an overseas dependent-restricted (unaccompanied short tour) assignment.

The Army's EFMP applies to family members who are eligible for both civilian health facilities and the medical program of the uniformed services. Officers must coordinate with their local medical treatment facility to determine qualifying conditions, duration of the condition, recommended type of care, and enrollment in the EFMP. Officers must ensure their DA Form 4037 (Officer Record Brief) is updated to identify a family member's enrollment in the EFMP. Also, officers must communicate with their PERSCOM Career Manager about their participation in the program and the associated career implications regarding assignments. Officers must understand that participation in the EFMP *does not* excuse them from worldwide assignment, although the EFMP is an assignment consideration. Soldiers should refer to AR 600-75 for detailed policy and procedural information on the EFMP or contact their local medical treatment facility.



Noncommissioned Officer Branch Notes

LTC R.D. Cox, Chief, Quartermaster Enlisted Personnel Management Branch

coxr0@hoffman.army.mil

As we close in on the millennium, Quartermaster soldiers will have many personnel opportunities. To keep abreast of new personnel programs, I encourage you to view the *PERSCOM ONLINE* web site at <http://www-perscom.army.mil> and also the Quartermaster Branch site at http://www-perscom.army.mil/EPqm/qmch_ltr.htm. At these web sites, or links from them, you will find career information on topics such as Retention Control Points (RCPs), enlisted bonuses, Selective Reenlistment Bonuses (SRBs) and promotion opportunities.

We continue to make a lot of assignments, often exceeding 1,400 a month. Several factors contribute to this. Deployments, a lower inventory of Quartermaster soldiers and readiness improvement initiatives are some examples. Our goal is ensuring that soldiers have ample time to prepare for new assignments. More than 85 per cent of soldiers receiving a new assignment have 150 days or more to prepare. Because the Army's needs come first, some soldiers always will receive less than a 150-day notification. We work hard to avoid this. If you are one of the soldiers receiving an assignment or are 8-12 months out from a new assignment, work with your chain of command, local Personnel Service Center (PSC) and PERSCOM to ensure that your preferences and the needs of the Army are balanced. The local PSCs are the resident field experts for personnel actions.

The Army has about 46,000 Quartermaster soldiers. Each of PERSCOM's assignment managers have two phone lines that ring on the desk. Often the assignment managers are working a difficult issue with one soldier and are unable to answer the other line, or both lines are busy for a long time. If you experience difficulties, please remember that you now can send electronic mail directly to the specific assignment managers and professional development NCOs who represent you by clicking on their underlined names once you enter *PERSCOM ONLINE*. E-mail is a great alternative to the telephone. Please make sure you include your name, social security number, phone number and E-mail address in the body of your note in case we need to communicate with you. E-mail is not a substitute for those personnel actions that require chain of command involvement. In some cases, the assignment manager will require you to follow up an E-mail discussion with a DA Form 4187. This ensures your chain of command fully supports your request.

What We COULD Have Promoted...

*CPT Jennifer C. Chronis, Deputy Branch Chief, Enlisted Personnel Management
chronisj@hoffman.army.mil*

As promotion lists and cutoff scores are published each month, most soldiers wait with anticipation to see if they were competitive enough to make the cut. The general, and most often accurate, perception is that many soldiers are competing for a few select positions at the next level of responsibility. What most soldiers do not know, however, is that a growing number of military occupational specialties (MOSs) actually do not have enough soldiers to promote each month, specifically to the rank of sergeant (SGT) and staff sergeant (SSG). These MOSs are called "STAR MOSs." STAR MOSs present a growing challenge to Army readiness. Simply defined, a STAR MOS is one that lacks a sufficient eligible population from which to promote soldiers to SGT and SSG. There are simply more positions available for SGTs and SSGs than there are soldiers available to fill these positions. Currently, 70 MOSs fall into this category Armywide at the SGT level and 13 MOSs at the SSG level. During May 1999, the Army could have promoted 3,323 more soldiers to SGT and 116 more soldiers to SSG than were available to promote! Could you have been one of those soldiers? If you are a (SPC) specialist with the MOS 77L (Petroleum Laboratory Specialist), 92G (Food Service Specialist), 92M (Mortuary Affairs Specialist) or 92Y (Unit Supply Specialist), chances are the answer is "yes." Within the Quartermaster Corps, shortfalls currently exist only at the SGT level and in these four MOSs: 77L, 92G, 92M and 92Y. For the four MOSs, the following table shows the number (#) of consecutive months each MOS has been a STAR MOS and the most recent number of May promotions possible if the eligible population been available to promote.

MOS	# Months as STAR MOS	# Soldiers Needed to Promote to SGT
77L	19	26
92G	18	92
92M	3	15
92Y	7 consecutive, 9 total	224

As you can see, Quartermaster Corps readiness is degraded because of authorizations for much-needed NCOs that simply cannot be filled.

Several reasons cause an MOS to become a STAR MOS. Constantly changing requirements for soldiers in the field based on newly emerging global situations drive changes in authorization documents. These requirements sometimes cause structural changes in the MOS. Often the MOS population is not available to support the changes and must therefore be "grown" over a period of years. Also, recent recruiting shortfalls have created

challenges in supporting both training and promotion needs. Finally, the STAR MOS problem worsens when commanders and first sergeants do not make sure all soldiers eligible for promotion to SGT appear before a promotion board and attend the Primary Leadership Development Course (PLDC) once eligible.

A great number of Quartermaster soldiers meet the requirements to appear before a promotion board but have not yet been – perhaps many more than you think. For all Quartermaster MOSs, the following table lists the number of specialists eligible to attend a promotion board without a waiver. Also, the table shows the number of soldiers who have met the cutoff score for promotion but have not yet been promoted because they lack PLDC.

MOS	# Eligible to be Boarded	# Met Cutoff - No PLDC
43M	38	4
57E	99	16
92A	1,903	208
92G	1,624	207
92M	42	8
92R	193	8
92Y	1,194	227
77F	1,145	80
77L	13	1
77W	109	12
TOTAL	6,360	771

As of 19 April 1999

As you can see, many soldiers could have had the opportunity to appear before a promotion board. Granted, not all of the 6,360 total are both ready and willing for increased responsibility, but a good percentage certainly are. The PLDC numbers also tell an interesting story. In the 92Y MOS, for example, if all 227 soldiers had attended PLDC, 224 would have been promoted in the month of May. Obviously, many reasons prevent a soldier from attending PLDC, including a scarcity of allocations at many installations. However, there are also many missed opportunities based on a command's perceived inability to lose a soldier for the length of PLDC. These are the situations to avoid.

Commanders, first sergeants and soldiers cannot do much about the structural and inventory problems that exist in Quartermaster MOSs. We at PERSCOM work daily to balance structure and ensure healthy lifecycles in Quartermaster MOSs. However, commanders and first sergeants can work to give soldiers both the opportunities to appear before promotion boards and to attend PLDC once eligible. Also, soldiers must be proactive and make their desires and their eligibility known to their chain of command. The readiness and mission success of our Army depend on it.

QUARTERMASTER

UPDATE

ROWPU Rodeo Championship Won by Hunter Army Airfield Team

The 205th Quartermaster Team, Hunter Army Airfield, GA, took first place in the ROWPU Rodeo finals at Fort Lee, VA, April 5-9, at the Petroleum and Water Department (PWD). Second place went to the 196th Quartermaster Company, Fort Campbell, KY, and third place to the 8th Engineer Support Battalion, Camp Lejeune, NC. The other three teams were Company A, 703D Main Support Battalion, Fort Stewart, GA; 186th Quartermaster Detachment, Fort Bragg, NC; and the 15th Quartermaster Detachment from Huntsville, TX.

The six teams competing in the Fort Lee championship were chosen from 32 teams in the first phase of the ROWPU Rodeo, held March 15-26, at Fort Stewart, GA. Competitors came from the Active Army, Active US Marine Corps, US Army National Guard and US Army Reserve.

The top six teams competed at Fort Lee for the newly established John C. Marigliano Tactical Water Award of Excellence. Teams competed in four lanes for both the 3,000-GPH ROWPU and the 600-GPH ROWPU. "ROWPU" stands for Reverse Osmosis Water Purification Unit. To ensure training as realistic as possible, at least one of the training lanes was conducted in full protective gear. Competition also included site selection and a written examination.

Points were awarded for each event, and each of the six teams won at least one lane. There was only a 2.1 per cent difference between the first and second place teams and only a .06 per cent difference between the second and third place finishers.



Photograph by SGT Sharon Mulligan

Soldiers in the 186th Quartermaster Detachment, Fort Bragg, NC, disassemble a part of their ROWPU during a competitive evaluation.

"This is a fantastic training exercise, as well as a competition," said retired SGM John C. Marigliano, for whom the grand prize is named. "We have a saying: 'The ultimate weapon runs on water.' Without your soldier or Marine having a reliable source of clean water, you can forget the rest of the supplies."

Roundup of 1999 Unit ROWPU Rodeo Winners

- 3,000-GPH ROWPU Inventory – 196th Quartermaster CO, Fort Campbell, KY
- 3,000-GPH ROWPU Configuration – A CO, 703D MSB, Fort Stewart, GA
- 3,000-GPH ROWPU PMCS – 8th Engineer SPT BN, Camp Lejeune, NC
- 3,000-GPH ROWPU Operation – 205th Quartermaster Team, Hunter Army Airfield, GA
- 600-GPH ROWPU Inventory – A CO, 703D MSB, Fort Stewart, GA
- 600-GPH ROWPU Configuration – 205th Quartermaster Team, Hunter Army Airfield, GA
- 600-GPH ROWPU PMCS – 15th Quartermaster DET, Huntsville, TX
- 600-GPH ROWPU Operation – 186th Quartermaster DET, Fort Bragg, NC
- Unit Site Reconnaissance - 8th Engineer Support BN, Camp LeJeune, NC

Consolidated SSA the Centerpiece Of Quartermaster Support Company

As part of the ongoing Revolution in Military Logistics, the US Army Quartermaster Center and School is streamlining battlefield distribution, centralizing logistics management, facilitating throughput distribution and reducing the costs of large logistics stockpiles.

The Consolidated Supply Support Activity (CSSA) is the centerpiece of the Force XXI Echelons Above Division Quartermaster Support Company. The CSSA provides distribution support for all classes of supply, except Class V (ammunition) and medical supplies. The central supply operator of a hub, the CSSA prepares configured loads (mission and unit) for forward distribution into divisional areas of resupply. The CSSA also can provide command and control for petroleum and water distribution when augmented.

One concern about the CSSA has been removal of Class IX (repair parts) ASLs from maintenance units. Assured transportation and timely delivery of repair parts must be priorities for readiness rates. The Quartermaster, Ordnance and Transportation Corps are continuing to polish the concept into an all-inclusive agreement.

ACES Develops Ethnic Menu For Kosovo Refugees in US

At US Army Forces Command's request, the Quality Assurance Division of Army Center of Excellence, Subsistence (ACES) provided an ethnic menu for feeding Kosovo refugees at Fort Dix, NJ. ACES, working closely with allies during the conflict in the former Soviet Union, developed a North Atlantic Treaty Organization (NATO) menu to support the wide variety of cultural and ethnic diversity within NATO.

Although designed for NATO forces, the various selections can also support most United Nations operations. Most menu items came from the Armed Forces Recipe Services. The rest were derived from recipes submitted by other NATO nations.



Natick Scientists Research CB Gear: The 'Brains Behind the Membranes'

Scientists at the US Army Soldier Systems Center in Natick, MA, are developing a new lightweight chemical and biological (CB) protective clothing. Protective clothing is now worn over the battle dress uniform (BDU). In the future, the BDU itself will be the protective garment, thus eliminating the need for an overgarment. The logistics burden - the weight and the cost of the clothing system - will lessen.

The advances are based on permeable membrane technology that reduce or eliminate the use of carbon in CB protective clothing. Since carbon adds weight and bulk, the protective overgarments in the new materials are dramatically lighter. The new overgarments weigh 51 percent less than the standard battle dress overgarments and 45 percent less than the Joint Service Lightweight Integrated Suit Technology overgarment. Also, the new garments are easier to launder and take up less package volume.

The materials provide protection against toxic compounds. The thin and flexible material system allows moisture vapor to pass through the clothing, providing relief from heat stress through evaporative cooling. The system is waterproof and will provide protection from wet weather. Soldiers who have assessed the new ensemble for comfort and durability in limited field tests have rated it highly.

Force Provider Company Field Manual on the Way

Fielding of FM 42-424 (Quartermaster Force Provider Company) is expected 30 Jul 99. The field manual, which went to print 1 May 99, addresses the mission, duties and responsibilities of all parties involved in Force Provider as well as the planning, operational concept and duties of the sections in the Force Provider Company.

Directory - Points of Contact

US Army Quartermaster Center and School

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Commercial prefixes: (804) 734-xxxx or (804) 765-xxxx

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Quartermaster Total Force Integration Office LTC H. Bryan I. Holtman holtmanh@lee.army.mil	(ATSM-ACR) 734-3574	Directorate of Combat Developments - QM COL Jack L. Weiss weissj@lee.army.mil	(ATCL-Q) 734-0020
Training Directorate - Quartermaster Rod Mustanski mustansr@lee.army.mil	(ATCL-AQ) 765-1425	Effective 1 Jan 99, the Fort Lee, VA, default E-mail address changed to userid@lee.army.mil (for example, wrightj@lee.army.mil). The former E-mail address will work until 30 Jun 99.	

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Submit articles in typewritten (or near letter quality), double-spaced drafts consisting of no more than 12 pages. Articles may also be submitted on

3 1/2-inch disk in most common word processing software (Microsoft Word for Windows preferred). Hard copy must be included. Please tape captions to any photographs or diagrams included. For editorial review, E-mail articles to kinesl@lee.army.mil

QUARTERMASTER HOTLINE:
The Quartermaster HOTLINE collects immediate feedback from the field on issues such as doctrine, training, personnel pronency, and Quartermaster equipment development with a 24-hour telephone answering service. The Office of the Quartermaster General records incoming calls after normal duty hours and responds to the caller the next duty day. DSN: 687-3767, Commercial: (804) 734-3767. Collect calls cannot be accepted.

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Quartermasters Online

Quartermasters have their own Home Page on the World Wide Web computer Internet. You can access the Home Page by typing: <http://www.lee.army.mil/quartermaster>
Every training department in the US Army Quartermaster Center and School at Fort Lee, VA - as well as the US Army Quartermaster Museum, *Quartermaster Professional Bulletin*, NCO Academy, 23d Quartermaster Brigade and the 49th Quartermaster Group - has web pages.

548th Quartermaster Battalion convoy moves through a German town enroute to a Ninth Army resupply point, March 1945



**Distinguished Unit of
the Regiment**

548th Support Battalion (Corps)



***Constituted 23 February 1943 in the Army of the United States as the
548th Quartermaster Service Battalion***

Activated 25 May 1943 at Camp Ellis, Illinois

Battalion broken up 20 September 1943 and its elements reorganized and redesignated as follows:

***Headquarters and Headquarters Detachment as Headquarters and
Headquarters Detachment, 548th Quartermaster Battalion***

***(Companies A, B, C, and D as the 3184th, 3185th, 3186th, and 3187th
Quartermaster Service Companies, respectively – hereafter separate lineage)***

***Headquarters and Headquarters Detachment, 548th Quartermaster Battalion,
inactivated 28 September 1945 at Camp Anza, California***

***Redesignated 10 January 1967 as Headquarters and Headquarters Company,
548th Supply and Services Battalion, and allotted to the Regular Army***

Activated 25 March 1967 at Fort McClellan, Alabama

***Reorganized and redesignated 16 November 1981 as Headquarters and
Headquarters Detachment, 548th Supply and Services Battalion***

*** NORTHERN FRANCE * RHINELAND * CENTRAL EUROPE *
* DEFENSE OF SAUDI ARABIA * LIBERATION AND DEFENSE OF KUWAIT *
* SOUTHWEST ASIA CEASE FIRE * OPERATION RESTORE HOPE ***

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Army Values “H” is for Honor

Thirty-five years ago, a former Chief of Staff of the Army talked to a group of West Point cadets at a lunch-time gathering. The speaker wore a dark suit. He was a small man. He looked a bit elderly and somewhat frail. He was highly decorated. He had earned the Medal of Honor, two Distinguished Service Crosses, seven Silver Stars, and two Purple Hearts. He had led soldiers in three different wars.

The man before them was General Douglas MacArthur.

All the cadets were eager to hear what he had to say. So they leaned forward in their chairs. It was so quiet in that hall you could have heard a pin drop. He talked about the profession of arms. He said: “Yours is the profession of arms – the will to win, the sure knowledge that in war there is no substitute for victory; that if you lose, the nation will be destroyed.” He concluded by reminding his young listeners that “the very obsession of your public service must be DUTY – HONOR – COUNTRY.”

What does honor mean? The signers of the Declaration of Independence said, “we mutually pledge to each other our Lives, our Fortunes, and our sacred HONOR.” Officially, in today’s military, honor is described as: “The complex set of all values that make up the public code for the Army.” - *Dr. Steven E. Anders, Quartermaster Corps Historian*

www.lee.army.mil/quartermaster