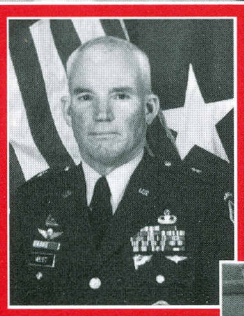
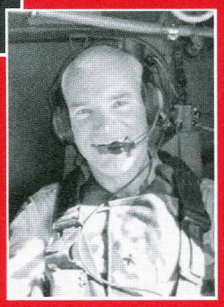
Quartermaster

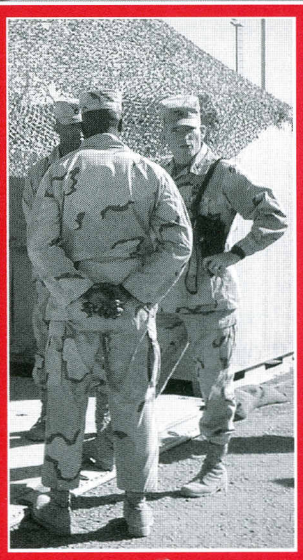
PROFESSIONAL BULLETIN

SUMMER 2004 *PB 10-04-2*

WARRIOR LOGISTICIANS





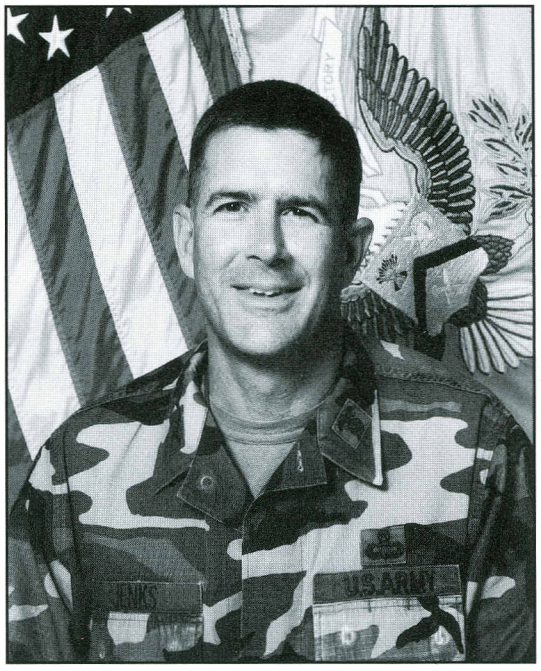


The Quartermaster General in Iraq -

2004 State of the Corps Message

From the Acting Quartermaster General

State of the Corps in 2004 From Iraq



Colonel William A. Jenks

I would like to report that Regimental Week 2004 was a success. Brigadier General Scott G. West, the 48th Quartermaster General, continues his mission in support of *Operation Iraqi Freedom* and was not able to be at Fort Lee, VA, in May; but he sent his regards and his State of the Corps message from the war zone of Baghdad, Iraq –

First, congratulations to all of the newest inductees into the Quartermaster Hall of Fame, the Distinguished Members of the Regiment, the Distinguished Units of the Regiment and Sergeant Major (Retired) John C. Marigliano, Ancient Order of Saint Martin inductee. You enrich our Corps, and we are honored by your continuing service. Congratulations also to Lieutenant General (Retired) John J. Cusick on becoming the Honorary Colonel of the Regiment. I wish to express my sincere thanks to our outgoing Colonel of the Regiment, Major General (Retired) Charles R. Henry and now, Colonel Emeritus of the Quartermaster Regiment. You touched the lives of many young Quartermasters, some who are experiencing the toughest thing they will ever do.

Let me tell you about the Soldiers of your Corps and their performance of duty as warriors on what may be the toughest battleground any Quartermaster has ever fought. This is the story of magnificent Soldiers engaged in battle and supporting battle, simultaneously. It is a story of dedicated young Americans who are smart enough and innovative enough to overcome the effects of an adaptive enemy, an enemy who has targeted logisticians specifically. It's about Quartermaster Soldiers who are proud of their service, proud of their units and proud of their country. Across this land, from Mosul to Umm Qasr and from Al Qa'im to Bahdra and in the mean streets of Baghdad, Najaf and Fallujah, Quartermasters are engaged in the business of warfighting and supporting combat with distinction.

All three Army components, Active, Reserve and National Guard, are well represented. Supported and supporting commanders alike tell me they cannot see the difference at the troop level. Although I have not been there, I'm told our Quartermasters are doing yeoman's service in Afghanistan. Our Quartermasters are in peril like never before, but they are acquitting themselves handily on this battlefield. Our leaders are well-trained and our Soldiers are well-led, but we must ensure we learn the lessons of this conflict, and we must retain good people.

We need to train you leaders in force protection, distribution and convoy defense. We need to train them to be offensive in the execution of their missions. Every one of them must have the spirit of a warrior. It isn't a bumper sticker or an extra dog tag. It must be their state of mind.

We can all be proud of the men and women who fill our ranks. These are the people who make up the newest 'Greatest Generation.' They are focused, they are proud, they are Quartermasters.

(Continued on Page 6)

Quartermaster
PROFESSIONAL BULLETIN

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The Quartermaster General
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Warrior Logisticians

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OUTSIDE FRONT COVER: BG Scott G. West, who became the 48th Quartermaster General in May 2003 during last year's Regimental Week at Fort Lee, VA, E-mailed his "2004 State of the Corps Message" from the war zone in Iraq, where he has been deployed since July 2003. Assigned as the J4 (Logistics) for Combined Joint Task Force Seven in Baghdad during *Operation Iraqi Freedom*, BG West has talked with Quartermasters wherever he has traveled during the global war on terrorism. He presided over a reenlistment ceremony (top photograph) for Soldiers from the 49th Quartermaster Group in one of Saddam Hussein's former palaces near Baghdad International Airport.

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

Leader Certification - A Training Strategy

Command Sergeant Major Jose L. Silva

The three pillars of leader development [are] institutional training, unit expertise, and self development.

1. The Noncommissioned Officer Education System that is now linked to promotions and our functional courses, such as the First Sergeant Course, serves as our institutional training.

2. The second pillar is our unit leader development. The most important place for a noncommissioned officer is in a unit - leading and training soldiers and being developed by unit leaders based on the commander's training plan.

3. The third pillar is individual study and self improvement. This includes staying current on new battle doctrine and enrolling in self-development training and education. – Former Sergeant Major of the Army (SMA) Julius W. Gates, "From the Top," *Army Trainer*, Fall 1989, page 4.

A lot has been said about leadership and leadership challenges, and volumes of books have been written on the subject. Studies are constantly ongoing to ensure our Army, as an institution, continues to provide leaders who can lead and win in combat. I will focus this article on the "second pillar" of leader development, unit leader development as defined by the former SMA Julius W. Gates.

The Army training publications that cover leader certification as a training strategy are FM 25-100 (Training the Force), FM 25-101 (Battle Focused Training) and their most recent updates, FM 7-0 and FM 7-1. The first two doctrinal references - by the way, FM 25-100 and FM 25-101 can still be used as references - cover leader development but not as deeply as FM 7-0 and FM 7-1. These two doctrinal updates highlight the importance of leader development and how such leadership training can impact the readiness of the unit. Appendix A in FM 7-1 gives an example of a leader development program. Appendix A is a very useful template and would fulfill expectations under the proper conditions. However, I believe the continuing rotations during the global war on terrorism and the implementation of lessons learned will cause some changes in leader certification programs. My purpose is not to rewrite Army doctrine but to provide my "two cents worth" of what I believe a Unit Leader Certification Program should encompass. To be responsive to today's challenges, a Unit Leader Certification Program does not need to delete training initiatives but to add to what the Army currently offers. Combat service support (CSS) units can greatly benefit from this type of leader certification, but CSS units need to be on the same "sheet of music" when making such a program a training strategy.

In my experience, most units with leader certification programs take a passive role in the certification process, limiting the program to a checklist of requirements that are a mirror image of a training record. Most of the recorded training was merely the unit's quarterly and yearly training requirements. Other Unit Leader Certification Programs that I have observed were clerical in nature, including such requirements as reading a book, writing 10-minute essays, improving writing skills, and giving briefings of all types (from counseling classes to retirement

benefits). My observations of the passive and the clerical types of programs and the execution of Sergeant's Time and field training exercises (FTXs) quickly told me that those Unit Leader Certification Programs needed a major tune-up.

Leadership is the overriding encompassing competency....This competency tightly meshes with FM 100-5 [Operations]. The most essential dynamic of combat power is competent and confident officer and noncommissioned officer leadership. Leaders inspire, direct, motivate, give cause to and provide the will to win in conflict, and this, too, is powerful stuff. - CSM Marcelino Malavet, "Regimental Command Sergeant Major," *Military Police*, January 1994, page 4.

Leader certification is an ongoing process. There is no universal checklist that painstakingly defines what a leader should have or what a leader should know. Factors that determine a Unit Leader Certification Program derive from the type of unit, type of mission and the critical tasks derived from the unit's mission essential task list (METL). Additional factors for tailoring a Unit Leader Certification Program can be external, such as applying lessons learned from a recent deployment, implementing a new unit standing operating procedure (SOP) based on a doctrinal change, or any other adjustment in training that needs immediate attention. Unit Leader Certification Programs are valuable tools that require the commander's direct involvement because the commander's intent is what drives the program.

As a first step, unit leader certification should begin by identifying who is a "leader." Of course, the Army definition is anyone in a leadership position: first-line leaders, junior officers, warrant officers, platoon sergeants, even company commanders and first sergeants. It is critical that the level of proficiency of leaders remain within the "band of excellence." A Unit Leader Certification Program causes personal performance on critical tasks to "peak" throughout the leadership, ensuring unity of effort, continuity and proficiency among all unit leaders. Best of all, all of this happens at the same time.

As a second step, units must state the purpose of leader certification. If well-defined, the purpose will have multiple goals: ensure first-line leaders who are qualified trainers, raise leaders who are competent warriors - technically and tactically proficient, and enhance the unit's combat readiness. Having all unit leaders certified will cause a positive "spillover" effect in other areas of training. These spillover areas of training include Sergeant's Time (which I believe is a great training multiplier but sometimes misunderstood), Command Team Development Programs (the ones in which the brigade commander and command sergeant major are the primary trainers), and FTXs (the type of event that can make or break the unit and the most visible indicator reflecting the final outcome of all unit leader development and training programs).

Length of Certification Training

As a third step, units should decide how long leader certification should last. I have conducted Unit Leader Certification Programs lasting from five to seven days, with each day a full day of training. It takes a couple of cycles - quarterly or twice a year, depending on the unit - to determine the exact amount of time for leader certification because some tasks will require more time than others. Be flexible and allow extra time in a unit's daily training schedule: allow a "fudge factor." Look at the unit's weaknesses, available assets and implementation of lessons learned. Then, "battle focus" priorities. The type of unit will greatly determine the necessary amount of time, especially when training leaders in new tasks in which they've never trained before or had limited exposure, such as a CSS unit training on Infantry tasks or tasks within the scope of Military Police functions.

As the Army rotates in and out of the different theatres of operation, Soldiers will find themselves performing tasks other than their primary military occupational specialty (MOS). This is nothing new: the writing has been on the wall for quite some time. Changing the way the Army fights changes the way Soldiers train. Unit leader certification is part of our training strategy, so let's use it wisely.

A good leader is like a good athlete. He must, first of all, have a love for the game. Then he must learn the fundamentals, practice them until he gains a degree of excellence and, finally,

(Contined on Page 5)

Future Changes Amid Army Transformation

Chief Warrant Officer Five James C. Tolbert

Greetings from Fort Lee and the "Home of the Quartermaster Corps." One recommendation of the Army Training and Leader Development Study will bear fruit on 9 Jul 04 when Quartermaster warrant officers will begin to wear the Quartermaster Branch insignia. This change to the branch insignia, of course, will replace the distinctive "Eagle Rising" insignia that has been a part of the Army warrant officer's uniform for more than 86 years. Additionally, all Army chief warrant officer fives (CW5s) will don the CW5 insignia of a silver bar with a black line in the center as approved by the Department of Defense (pictured at the top of this article). These two events mark the beginning of future warrant officer changes amid Army Transformation.

On the Quartermaster front, I am pleased to report this year's Quartermaster Warrant Officer Training Conference was a resounding success. The conference was held at Fort Lee, 16-19 Mar 04. This year's conference theme was "Quartermaster Warrant Officers Supporting Victory Today and into Army Transformation as Warrior Logisticians." The conference brought together 145 Quartermaster warrant officers of all ranks and from all components (Active Army, Army National Guard and US Army Reserve). The conference objectives were to update Quartermaster warrant officers on issues affecting warrant officer management and professional development while providing updates specific to military occupational specialty (MOS) initiatives in progress. Conference participants also had the opportunity to bring forth issues and concerns from the field for discussion and resolution. The conference was a combination of briefings, MOS work groups and hands-on workshops. Conference attendees also received information from a variety of briefers from the Army Logistics Management College (ALMC), Warrant Officer Advisor to the Army Chief of Staff, representatives from Army G1 (Personnel) and G4 (Logistics), US Army Human Resources Command, and the Defense Logistics Agency.

Specific information was presented to each MOS work group. Property Accounting Technicians received briefings on Lessons Learned from the Logistics Support Agency (LOGSA), Distribution Management, Logistics Tools on Army Knowledge Online (AKO), Army G4, and the Property Book Unit Supply-Enhanced (PBUS-E). Supply Systems Technicians received briefings on Distribution Management, Logistics Lessons Learned from *Operation Enduring Freedom* and *Operation Iraqi Freedom*, A Distribution Process Walk from the US Army Combined Arms Support Command (CASCOM), and New Developments and Striker Management Tools. Food Service Technicians received briefings on Contingency Operations, Third Army Area of Responsibility, and the Defense Supply Center, Philadelphia.

The MOS work groups brought forth unresolved issues and concerns from the field. Also, each MOS work group discussed recruiting Quartermaster warrant officers and offered a group recommendation to improve the recruiting program.

The work group of Property Accounting Technicians addressed concerns with wartime property accountability, specifically accounting procedures during split operations. The Supply Systems Technicians work group addressed future training requirements for Enterprise Resource Planning/Systems Approach and Products (ERP/SAP), as well as new training requirements associated with the Combat Service Support Automated Information Systems Interface (CAISI). Food Service Technicians analyzed the established precedence for contingency feeding operations under the Logistics Civil Augmentation Program (LOGCAP) and its impact on Army Food Service personnel and the Unitized Group Rations (UGR) menu.

Work groups briefed their issues before the close of the conference. These issues will be passed to students in the Quartermaster Warrant Officer Advanced Course for further research in the future. As the results of these work group initiatives are finalized, information will be posted on the AKO Collaboration site.

As the Army continues to transform to meet and defeat the enemy of the future, we must continually seek out and recruit outstanding noncommissioned officers to serve as future warrant officers. As one generation passes into retirement, a new generation in the Quartermaster Warrant Officer Corps will ascend to serve in the "modular" Army of the future.

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

(Contined from Page 3)

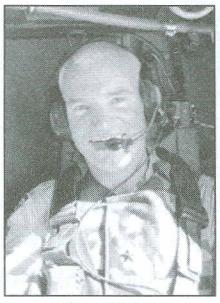
Leader Certification - A Training Strategy

continue to strive for higher proficiency for as long as he remains active in the sport. – Former SMA Silas L. Copeland, "Winding Down of War Calls for Top Leaders," *ARMY*, October 1971, page 27.

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

(Continued from Inside Front Cover)

From the Acting Quartermaster General



BG West

Brigadier General West is scheduled to redeploy to Fort Lee in July 2004. While celebrating 229 years of sustaining America's Forces, Quartermasters will not forget our fallen comrades who made the ultimate sacrifice in performing their duties. They are forever our heroes and heroines.

It has been an honor and a privilege to serve as the Acting Commander, US Army Quartermaster Center and School, for the last year during Brigadier General West's deployment to Iraq. As I prepare to retire in the next few weeks, I offer my sincere best wishes to each of you for happiness and good health. HOOAH!

COL William A. Jenks is serving as the acting Quartermaster General and Acting Commandant of the US Army Quartermaster Center and School, Fort Lee, Virginia, while Brigadier General Scott G. West, the 48th US Army Quartermaster General, is deployed during Operation Iraqi Freedom. Most recently, COL Jenks served as Commander of 23d Quartermaster Brigade at Fort Lee. His other past assignments include Firing Platoon Leader, Hawk Battery, 1-44th Air Defense Artillery Battalion, Kunsan, Korea; Platoon Leader, Company Executive Officer and Company Commander, 407th Supply and Service Battalion, 82d Airborne Division, Fort Bragg, North Carolina. He also had assignments as a Petroleum Officer, Logistics Staff Officer and Materiel Management Center Operations Officer, 2d Support Command, Nelligen, Germany; Assistant Inspector General for Training and Logistics, III Corps, Fort Hood, Texas; Deputy Director of Supply, Anniston Army Depot, Anniston, Alabama; Director of Logistics and Combat Support Squadron Executive Officer, 11th Armored Cavalry Regiment, Fulda, Germany; G4 (Logistics), US Army Special Operations Command, Fort Bragg; Logistics Staff Officer, J4, US Special Operations Command, MacDill Air Force Base, Florida; Commander, 262d Quartermaster Battalion, Fort Lee; and Chief, Office of the Quartermaster General, Fort Lee.

Quartermaster Values

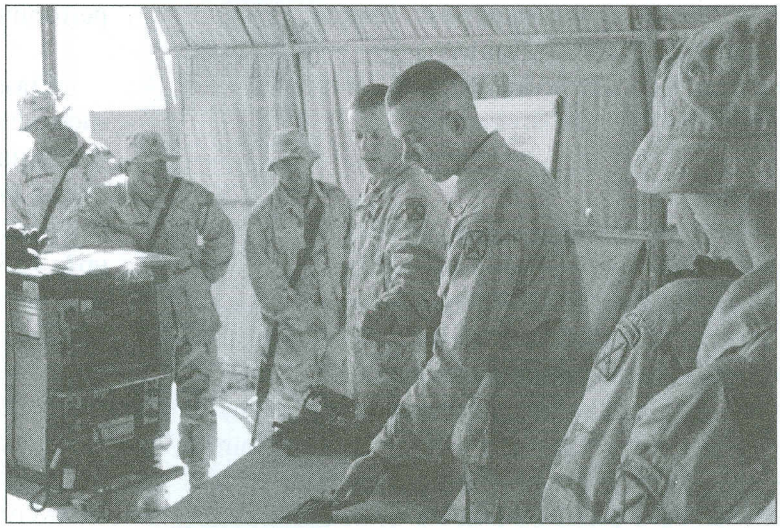
Values comprise the fundamental principles by which Quartermasters will live and treat others. It is part of our ethos - a way of life. In addition to championing the seven Army Values of loyalty, duty, respect, selfless service, honor, integrity and personal courage, we also embrace the following values:

- **Innovation - Creative, bold solutions; thinking "outside the box" to revolutionize logisitical support.**
- **Battle Focus - A commitment to always keep Soldiers' needs as our top priority. Providing the warfighter with right supplies, in the right quantities, at the right time and place to assure victory.**
- **Leadership - A commitment to lead, train, mentor and coach Quartermasters today and into the 21st Century. Leading by example today and building the bench for tomorrow.**
- **Teamwork - Committing the best talents of every team member to achieve the Quartermaster Corps' strategic goals without concern for who gets the credit for the outcome; selfless service; contributing to the legacy, tradition and mission of the Corps.**

10th Forward Support Battalion 'On Steroids' Supporting Full-Spectrum Combat Operations

LTC Rodney D. Edge

Putting together the right support package in southeastern Afghanistan to sustain a coalition task force consisting of more than 5,000 Soldiers responsible for an area the size of the state of Texas appeared to be a very daunting and arduous task on paper. The Army's FM 63-20 (Forward Support Battalion) in the combat service support series did not lend itself to being the proper blueprint to guarantee success from a doctrinal standpoint in this type of combat operation. Instead of the normal brigade support area (BSA) or field train support concept, mission success July 2003-May 2004 during *Operation Enduring Freedom IV* meant that Soldiers and junior leaders had to be proficient in requisite skill sets and basic core competencies at the collective and individual levels. Mission success was defined in terms of accomplishing everything required to meet the needs of the warfighters through nondoctrinal means.



Weapons Training in Afghanistan

Developing the right mix of sustainers and medical personnel for support was not easy during *Operation Enduring Freedom IV*. An even bigger challenge was deploying a light forward support battalion (FSB) into combat, in essence with all new senior leadership. The mission of the 10th FSB was to sustain full spectrum combat operations and humanitarian operations of the 1st Brigade Combat Team, 10th Mountain Division (Light Infantry). This was a coalition brigade task force that included French, Romanian, Afghanistan Militia Force (AMF) soldiers, Afghan troops and mostly US Army Soldiers as *Operation Enduring Freedom* continued. The 10th FSB mission also included area support to the US Air Force, US Marines, and the many contracted personnel and humanitarian organizations operating at or near Kandahar Army Airfield in Afghanistan.

The 10th FSB deployed to Afghanistan with a new battalion commander, executive officer, support operations officer, combat health services officer, battalion S3 (Operations Officer), battalion S4 (Logistics Officer), two new company commanders, two new first sergeants and several new lieutenants. Most had assumed command or positions of responsibility only 45 to 60 days before deployment from Fort Drum, NY. Everyone understood that any and all lags in training and leader synchronization had to be corrected in the 10th FSB's forward area of operation. The division support command (DISCOM) commander, previous battalion commander and staff's mission analysis determined that a light FSB of 188 Soldiers would not be able to fully achieve mission success without many enablers from the assigned corps support battalion and other DISCOM units such as the materiel management center, sister FSBs and main support battalions (MSBs). The 10th FSB's total strength grew to more than 450 Soldiers.

Tactics, techniques and procedures (TTPs) for *Operation Enduring Freedom IV* were learned at an extraordinary pace after arriving in Afghanistan and were incorporated into the 10th FSB's Relief in Place (RIP) and Transition of Authority (TOA) from the 307th FSB, 82d DISCOM, Fort Bragg, NC. Initially,

accelerating TTPs and acclimating Soldiers to altitude and extreme weather conditions were the catalysts for mission success. The FSB commander's intent was simple and relied on these three criteria: "Nothing fails due to logistics," "Risk analysis and safety will be incorporated into all we do," and "All missions will be thoroughly rehearsed before execution." Situations that would appear complex became relatively easy after all leaders understood the basic intent and then Soldier skill sets and core competencies were tailored for the environment.

Supply

Transportation and Movements. The geography of southeastern Afghanistan coupled with force protection issues - predominantly concerns about ambushes and improvised explosive devices (IEDs) of enemy Taliban forces and the anticoalition militias - were key factors in movement. It was virtually impossible to use the Army's FMTV/LMTV (family of medium tactical vehicles/light medium tactical vehicles) and platform loading system (PLS) for ground convoys to sustain 1st Brigade Combat Team elements operating out of forward operating bases (FOBs) throughout the coalition task force's area of responsibility. After considering the long distances, small mountainous trails, unimproved roads and altitudes ranging from 3,000 feet to more than 9,000 feet, the 10th FSB had to rely on local host nation trucks (nicknamed "Jingle Trucks") and drivers as the primary way to distribute commodities to support warfighters forward. The key to making "Jingle Trucks" work to the Army's advantage was to assign a congenial 88N (Transportation Movement Coordinator) known affectionately as the Army's "Jingle Man" to work with local nationals. Aerial delivery methods including "kicker pallets," Container Delivery System (CDS) and sling load were other alternatives for orchestrating routine and emergency resupply forward without putting Soldiers in convoys and exposing them to many unknown dangers. The use of "Jingle Trucks" provided more comfort and ensured that Soldiers' lives were saved. At the same time, "Jingle Trucks" reduced the reliance on air frames normally required to push supplies forward.

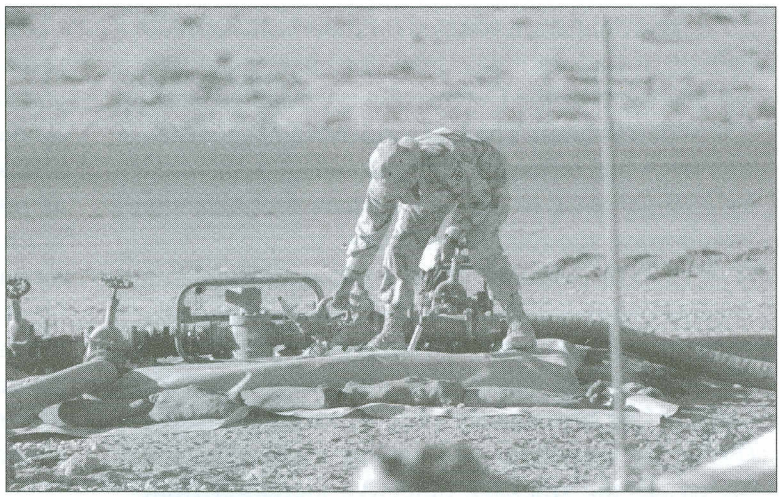
At Kandahar Army Airfield, the 10th FSB had operational control of a movement control team from the 330th Movements Control Battalion, 1st Corps Support Command (COSCOM), Fort Bragg, NC. The movement control team was assigned to the Joint Logistics Command in Bagram, Afghanistan. These officers and Soldiers who performed airfield departure/arrival group functions were assisted by Soldiers from the 710th MSB and 10th DISCOM Movements Control who had the responsibility of performing container release point tasks.

Class I. Modern doctrine states that light FSBs should have no more than two days of supply on hand to sustain combat operations. During *Operation Enduring Freedom IV*, the 10th FSB operated what was, in effect, a troop issue support activity staffed with up to 40 Soldiers with the 92A (Automated Logistical Specialist) military occupational specialty. On average, the 10th FSB had 30 days of Unitized Group Rations-A/B (UGRs-A/B), specialty meals, and Meals, Ready To Eat (MREs) on hand with supplements such as fresh fruits, vegetables, juice and sodas. This was indeed indicative of an FSB conducting a MSB/corps support battalion mission.

All Class I (rations) and food items that arrived in Afghanistan for *Operation Enduring Freedom IV* were coordinated through the Joint Logistics Command in Bagram by the food service technician assigned to the 10th FSB. Requisitions were sent to the prime vendor in Bahrain and arrived about six weeks later. All items traveled across the Arabian Sea to the port of Karachi, Pakistan, and then went forward via "Jingle Truck" to Kandahar because there was no reinforcing US Army unit available for this task. Fresh fruits and vegetables were normally delivered twice a week by chartered aircraft to reduce food spoilage. The Class I section would then conduct a ration break for Soldiers stationed in Kandahar and those positioned forward at various fire bases. After five months of operation, government contractors augmented the 10th FSB. The Class I mission then was staffed by government contract personnel, allowing the 10th FSB to focus more on its tactical mission.

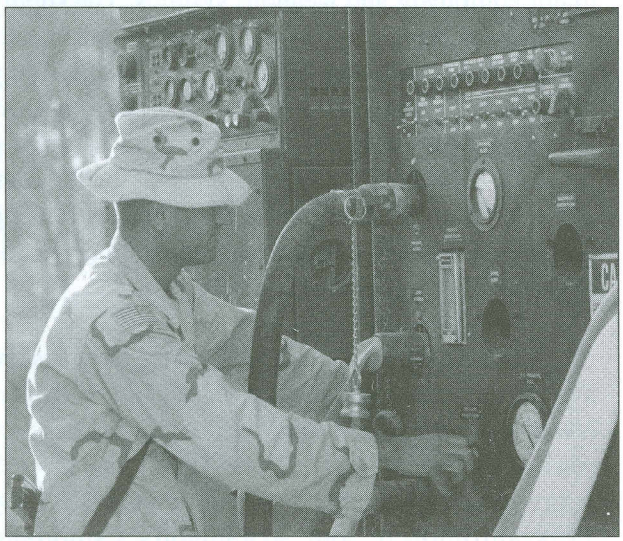
Water. The 10th FSB deployed with four Reverse Osmosis Water Purification Units (ROWPUs) and an augmentation of 92W (Water Treatment Specialist) Quartermasters and leaders from the MSB. Of these four ROWPUs, two remained in Kandahar

and two were deployed forward to support operations away from the main area of concentration. Water consumption was very high. Water from the ROWPUs primarily was used in the showers of the Force Provider tent cities and in cooking and commercial laundry facilities. Procured by contract, bottled water was the greatest of all force multipliers during *Enduring Freedom IV*. Water procured regionally was purchased only if it met specific guidelines and requirements established by the Department of the Army. All water used during *Operation Enduring Freedom IV* by US military, coalition forces and contractors, regardless of distribution method, was tested routinely by Task Force Preventive Medical personnel.



Inspecting Bulk POL Equipment

Supply Support Activity (SSA), Multicommodity Warehouse Operations for Supply Classes II (general supplies), IV (construction and barrier materiel), VII (major end items) and IX (repair parts). The SSA was the largest and busiest operation for the 10th FSB. During an average week, the 92A Quartermasters received and processed more than 99 pallets of various classes of durable, expendable, nonexpendable supplies and repair parts and also handled all incoming contract air shipments from direct vendor purchases. This operation performed wholesale and retail logistics operations, and all accountable officer functions associated with making the operations efficient. Document processing time was reduced to hours instead of days. By the end of the 10th FSB's deployment to *Operation Enduring Freedom IV*, this warehouse met and exceeded all Department of the Army standards for receipt processing, line item number (LINs) zero balances, and LIN zero balances with due-outs.



Operating a 600-GPH ROWPU

Through Dollar Cost Banding, the Soldiers and leaders who ran this operation saved millions of dollars by retrograding thousands of items back into the Army supply system. These Soldiers handled all incoming supplies for all agencies operating forward to include the US Air Force, US Marines, US Army and US Special Forces. In total, the 10th FSB's Soldiers in the SSA accounted for more than 3,800 LINs of various commodities on a daily basis.

Bulk Class III (petroleum, oils and lubricants or POL). This was another area that was a nondoctrinal mission for a light FSB. Maybe the better way to sum up the mission with bulk Class III is to say that this was another area requiring some adjustment and immediate training to ensure success. The 10th FSB was augmented once again by the MSB to handle a massive bulk Class III mission. The 10th FSB also was augmented with Soldiers in the US Army Reserve (USAR) from the 877th Quartermaster Company (POL), El Paso, TX. This augmentation included several 92F (Petroleum Supply Specialist) and 92L (Petroleum Laboratory Specialist) Soldiers in addition to Soldiers from the 10th Mountain DISCOM.

These Soldiers accounted for more than 800,000 gallons of fuel each day. Fuel used in Afghanistan was managed by the Defense Energy Supply Center (DESC) in Bahrain. The fuel received in Afghanistan was Jet-A fuel refined in Pakistan and then delivered by contract truck to Kandahar where fuel handlers would inject the required additives to convert it to JP-8 fuel. In February 2004, a change of vendors resulted in direct delivery of JP-8 to Kandahar Army Airfield and thus eliminated the need for further fuel conversion. This change was a result of using the Defense Logistics Agency's Fuel Automation System (FAS). As operations and airflow simultaneously increased, the stockage objective increased from 800,000 gallons of JP-8 to more than one million gallons per day.

Class V (ammunition). The 10th FSB mission began and ended with operating a joint ammunition supply point (ASP) and ammunition holding area (AHA) on an old Soviet-era aircraft storage facility. Doctrine would lead all to believe that FSBs operate ammunition transfer points (ATPs). However, because the 10th FSB was operating from a fixed base, once again its mission became nondoctrinal for any type of FSB. All ammunition for *Operation Enduring Freedom IV* at Kandahar Army Airfield was shipped by air and then managed, handled and stored by Soldiers from the 10th FSB and a platoon from the 395th Ordnance Company, a USAR unit from Wisconsin, and an ammunition officer attached from 1st COSCOM, Fort Bragg, NC. Ammunition throughout *Operation Enduring Freedom IV* was in limited supply for certain Department of Defense Identification Codes (DODICs). However, no mission suffered from the inability to properly manage and handle coalition task force ammunition.

Field Services

Mortuary Affairs. The 10th FSB Support Operations Section is authorized a staff sergeant, a 92M (Mortuary Affairs Specialist), to manage and coordinate mortuary affairs for the brigade coalition task force. The 10th FSB deployed with a 92M Quartermaster in the rank of E4 who managed mortuary affairs for the task force. The 10th FSB also was augmented with three Soldiers from the 54th Quartermaster Company, Fort Lee, VA, who actually operated the 10th FSB mortuary affairs site.

Many supported units did not understand their responsibilities for properly handling human remains and inventorying the personal effects of deceased Soldiers. Within three weeks of deployment, the 10th FSB successfully trained all key supply personnel in all task force units on basic unit responsibilities for mortuary affairs. Training included making sure that all units had the updated Army and Combined Joint Operating Area (CJOA) policies for handling deceased Soldiers. During *Operation Enduring Freedom IV*, 92M Soldiers with the 10th FSB processed the remains of several US Soldiers and civilian contractors, including Afghan nationals.

Aerial Delivery. All rigging of the CDS for Combined Task Force Warrior (1st Brigade Combat Team) and US Special Forces was handled by a platoon of riggers from the 647th Aerial Delivery Company, Fort Bragg, NC, 1st COSCOM. Although most supplies were delivered via "Jingle Truck" and sling load, the riggers served as the most valuable asset to meet task force contingency and emergency resupply needs throughout the most austere locations in southeastern Afghanistan. The riggers also built hundreds of "kicker pallets" for the delivery of vital supplies by using low-altitude parachute drops from CH-47 helicopters.

Maintenance. Operational readiness for the 10th FSB never fell below 95 percent throughout *Operation Enduring Freedom IV.* For the brigade coalition task force, it never fell below 94 percent for major equipment and weapons systems. The supply system was the victory of the 10th FSB mechanics maintaining, meeting and exceeding US Army standards for organization and direct support maintenance. Order Ship Time (OST) during *Operation Enduring Freedom IV* was better than any that most Soldiers had experienced with using the Standard Army Retail Supply System (SARSS) in a tactical or field environment.

Although Afghanistan represents the most austere tactical environment imaginable, the 10th FSB was resourced with supply and maintenance Logistics Assistance Representatives (LARs) from the US Army Materiel Command (AMC) and the US Army Tank-automotive and Armaments Command (TACOM). The 10th FSB also had the luxury of open

access to contacting vendors and commodity managers by using direct dial-up telephone connections to speed up the requisition process. Because of this, Customer Wait Time (CWT) for repair parts ranged between 15 and 22 calendar days from request by customer unit to issue for the duration of the operation. The standard Class IX requisitioning process in Afghanistan for *Operation Enduring Freedom IV* was the Unit Level Logistics System (ULLS) to SARSS "blasting" to 321st Corps, Theater Automatic Data Processing (ADP) Service Center Forward (CTAS FWD) in Kuwait to 321st CTAS in Baton Rouge, LA. The 10th FSB also had the ability to use item managers from the Joint Logistics Command (JLC), an organization consisting of mostly 10th Mountain DISCOM staff and materiel management personnel who ran split operations in Kandahar and Bagram, Afghanistan, to call in high-priority requests for pacing items and other critical combat systems.

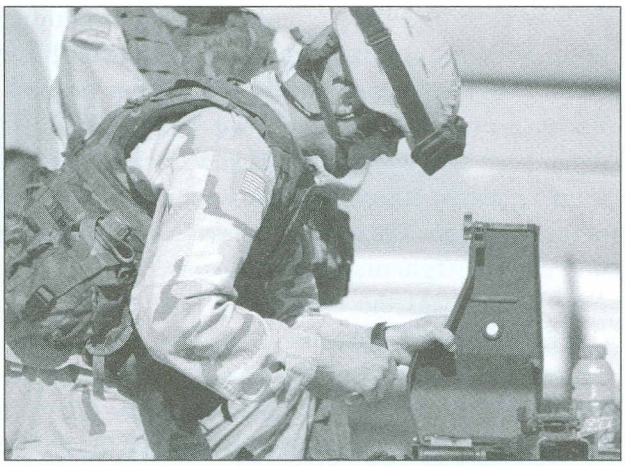
Medical. The 10th FSB Medical Company was augmented with personnel from the MSB, the 44th Medical Brigade and the 911th Forward Surgical Team. In essence, "Charlie Med" was masquerading as a combat support hospital forward more so than an FSB's forward medical company. This medical unit was equipped with every function imaginable, and this was directly responsible for saving the lives of many US Soldiers and local civilians.

Fuel, water and ammunition were the most valued commodities to sustain combat operations in southeastern Afghanistan during *Operation Enduring Freedom IV*. Without a steady and seamless flow of these highly critical resources, the global war on terrorism in this region of the world cannot be won. The following lists provide a "snapshot" of what 10th FSB Soldiers accomplished during the first eight months of *Operation Enduring Freedom IV:*

Commodity	Weekly Total	Cumulative Total
Class I Issued		
MREs	3,782 Cases	49,098 Cases
UGRs	1,172 Cases	297,704 Cases
Water Issued		
Bottled		1,258,332 Liters
Bulk	121,870	4,019,388 Gallons
Movements		
US Army Trucks	162 Trucks	1,741 Trucks
'Jingle Trucks'	93 Trucks	1,859 Trucks
Container Release Point	625 Pieces	12,496 Pieces
Classes II, III (bulk) IV, VII and IX		
Air Lines of Communications	99 Pallets	1,083 Pallets
Retrograde	3 Pallets	295 Pallets
Maintenance		
Work Order Received	150	2,878
Work Order Completed	137	2,828
Production Index	0.91	0.98
Medical Patients		
Human		20,062
Animals		3,248
Mortuary Affairs		50 Human Remains

When most senior leaders would visit and ask about the 10th FSB's organization, I would state that I really did not know what kind of battalion the 10th FSB was in Afghanistan - but one thing I knew for sure was that we were not the Army's light FSB. Because the 10th FSB mission was so untraditional, I called the 10th an "FSB on steroids." The greatest lesson learned during this deployment was that training is a never-ending process, especially when personnel are being integrated from many different units to form one multifunctional logistics team.

FM 3 (Combat Operations) and FM 4 (Logistics Management) stress what logisticians have to do to help the Soldier achieve success in full spectrum combat operations. These field manuals also discuss situational understanding through having a common operational picture (COP) between the logistics and combat commander in the area of operation and responsibility. All 10th FSB Soldiers and leaders, regardless of rank, found the need for a COP true while supporting combat operations in Afghanistan. Although many junior Soldiers and leaders may not express the Army's new logistics doctrine in these terms, what they did communicate indeed points to the Army's intent in new combat service support (CSS) and operations doctrine.



Training on MK-19 Grenade Machine Gun

The 10th FSB redeployed to Fort Drum without reducing the CSS footprint and without working toward being more distribution-based in Afghanistan. However, the military structure, geographical makeup of Afghanistan and force protection measures of this war on terrorism in Southwest Asia did not allow the 10th FSB to do so. The most important truth I will take away from this *Operation Enduring Freedom IV* is that "Nothing failed due to logistics." The logisticians of the 10th FSB are the epitome of the Quartermaster Ethos "...Soldiers first, technicians second to none; battle focused..."

LTC Rodney D. Edge is currently Commander, 10th Forward Support Battalion (FSB), 10th Infantry Division Support Command (DISCOM), in southeastern Afghanistan in support of Operation Enduring Freedom. His previous duty positions and assignments include Chief, Logistics Branch, Senior Logistics Support Battalion Advisor and Inspector General, Saudi Arabia National Guard Modernization Program; Battalion Executive Officer and Support Operations Officer, 129th Corps Support Battalion, Fort Campbell, Kentucky; Chief, Materiel Readiness, 101st Airborne Division, Fort Campbell; Commander, Joliet Recruiting Company, US Army Recruiting Battalion, Chicago, Illinois; Commander, Headquarters and Headquarters Company, 34th Support Group, Yongsan, Korea; Field Services Officer, Camp Humphreys, Korea; Brigade S4 (Logistics Officer), 18th Field Artillery Brigade, and Assistant G4 (Logistics), XVIII Airborne Corps Artillery, Fort Bragg, North Carolina; Commander, Headquarters/ Company A, 702d Main Support Battalion, 2d Infantry Division, S3 (Operations Officer), 2d Infantry DISCOM, battalion staff and platoon leader positions, 1st and 105th FSBs, 5th Infantry Division (Mechanized), Fort Polk, Louisiana. He is a graduate of the US Army Command and General Staff College, the Combined Arms Staff College and the Quartermaster Officer Basic and Advanced Courses. He has a bachelor of science degree in industrial technology from Northwest Missouri State University and a master of science degree from Central Michigan University.

RFID Initiatives – The Race Against Time and Technology

MAJ John Fontana *Steve Jennings*

The race for radio frequency identification (RFID) and tracking methods is "on" because many of today's technological, supply chain and logistical leaders see RFID as this decade's version of the Internet once the technology's standard and price competitiveness can be developed. Leading the charge for the initiative are the Department of Defense (DOD) and the retail giant Wal-Mart, both convinced that RFID in their internal and external supply chains could save billions of dollars. The DOD will use RFID technology to become more fluid and efficient in its logistical challenges to deploy troops, equipment and supplies quickly to all areas of the globe in times of crisis.

Both the DOD and Wal-Mart have initiated mandates to their top suppliers to be prepared to become RFID-active by January 2005. These mandates drew mixed reactions from their suppliers who have to contemplate their investment in the technology and resources necessary to comply with the RFID initiatives that remain in the infancy stage and are unproven in return on investment capabilities.

Alternatively, the push from both the DOD and Wal-Mart has generated great interest from the technology sector. Many of the "high-tech heavyweights" such as IBM, Microsoft, Texas Instruments, Oracle, Cisco Systems and Alien Technologies along with a huge conglomerate of start-up companies have taken on partnership roles in the research, development and support of RFID. Early April 2004, the DOD announced contracting with IBM to consult on the RFID technology for the next three years. Microsoft has also recently formed its own RFID group that will be providing a platform on which its partners can create RFID-based products and services. Similarly, Sears Logistics has also partnered with IBM, Symbol Technologies and Zebra Technologies for development of further RFID technologies that will be directed at strategic planning and support of direct delivery and logistics systems.

Although RFID technology is in its early stages with many hurdles to overcome such as standardization and cost-efficiency issues, most of the interested private businesses agree that the benefits of RFID, once harnessed, will allow major improvements throughout their entire supply chains and logistical processes. In fact, Eric Michielsen, a senior analyst with ABI Research who covers the RFID market states that "the technology is going to be around for a long time and when the pieces click together – and they'll do that soon – it will explode."

RFID Technology

The basics of RFID consist of a tiny microchip (or tag) and a small, ribbon-like antenna. The RFID microchip and antenna can be put in almost any form, such as placing them between cardboard layers in a carton or layering them on a piece of tape or label. The RFID tag would store a unique identification code from which RFID scanners, ranging from handheld units to fixed readers sometimes identified as "interrogators," transmit radio signals to turn on the tag that sends back the identification number to the reader.

The DOD is proposing to standardize an Electric Product Code (EPC) that would be used as the product's identification code. Once the code is read from the tag, the EPC can be linked to look up data bases that can provide detailed information about the item including the manufacturer, characteristics, lot numbers and expiration dates if applicable. The tags can also be programmed to store additional data. Unlike bar codes, the EPCs can be read simultaneously as opposed to one at a time. Also, the EPCs do not require a direct line of sight for the data to be read.

The overall benefits of RFID technology would include a real-time offering of the locations, contents and characteristics of all products within pallets, crates and containers. The increased information

would allow for substantial cost savings from the prevention of out-of-stock items, excess inventory and shrinkage as products and materials are shipped from warehouse to warehouse and to final destination. The collection of the EPC data would eliminate the costly loss of time and money that became a logistical nightmare during *Operation Desert Storm* in the early 1990s in Southwest Asia, for example. During *Operation Desert Storm*, much of the content of supplies and equipment shipped in containers to the area of operation (AOR) could not be identified and found in what was considered an acceptable and timely manner.

In the face of RFID's potential for saving millions of dollars throughout all types of supply chains, much work and development remains to ensure the proper efficiencies and cost justifications. The need for creating a standard product code for the technology remains a top priority in the systems development. The Uniform Code Council (UCC) is urging retailers to develop EPCs, which would be compatible with all readers and devices.

Another main issue hindering a speedier RFID acceptance is the cost of the tags themselves. The tags currently cost an average of 25 to 30 cents apiece. Using Wal-Mart's 100 top suppliers as examples, Wal-Mart estimates that tagging only Wal-Mart's pallets would require about one billion of the RFID microchips. Other issues include concerns about the durability of the microchips in a warehouse and transit environment where the tags are vulnerable to damage from warehouse equipment, the problems with the ability to read the tags through metals and water, and consumer concerns of potential privacy issues with use of the technology.

However, the DOD is committed to its 2005 deadline mandating that top suppliers begin delivering their pallets and cases of products to the DOD with RFID installed on them. The DOD is expected to issue finalized requirements by September 2004.

Suppliers of the DOD have many of the same concerns regarding RFID as suppliers in the commercial sector, mainly the initial costs of investing in a technology that remains new in nature. Many of the smaller suppliers will simply not have the resources to make that initial investment, but many believe that the technology will take what economists describe as the "network effect." Such a network effect occurs as more suppliers use a physical network, the more valuable that the network becomes. As the cycle continues, the growth of the network expands exponentially until it becomes commonplace. Such a phenomenon would be similar to that of computer networks such as the Internet during the past 15 years. Once a network grows, the prices of software, hardware and microchips fall to a more attractive level.

RFID in Global Conflict

In addition to the fixed RFID systems initiative, the DOD is also developing and utilizing alternative technologies for use of a third generation RFID in the next major global conflict. The third generation technologies will use satellite communications as the primary means of communication to effectively track DOD assets. This satellite tracking enhances DOD's In-Transit Visibility capabilities.

Need for Change

Although *Operation Desert Storm* in the early 1990s was a successful military objective, the "push" theory of logistics was definitely in effect because of the lack of synchronized asset tracking and management. Thousands of containers did not reach their ultimate destinations or were lost in the sea of containers populating the Kuwaiti and Saudi Arabian deserts. One observer recalled many Soldiers, "diving" into various containers to find radios, batteries, food and other valuable supplies needed during wartime.

A General Accounting Office study of September 1992 reported that accountability and asset visibility were lost during *Operation Desert Storm* because of a lack of container documentation and an inadequate transportation system for supply distribution. Soldiers were instructed to inventory all items being loaded in a container. Unfortunately, this manual process proved highly unreliable once units were in theater, especially when a critical need for resupply occurred.

The Shift

Advanced technology in asset tracking allowed a paradigm shift in logistics, of sorts, using more

advanced asset-tracking technology. The Army implemented asset-tracking methods using "fixed infrastructure components," larger readers and RFID antennas left in one place. In addition to the individual RFID tags with their microchips and ribbon-like antennas, such fixed infrastructure components included an "interrogator" as the reader and a fixed RFID antenna. In peacetime, such fixed infrastructure systems are usually adequate for transmitting cargo data, depending upon host nation support. However, the challenge in contingency or operational areas becomes apparent when cargo passes through a country where the appropriate RFID interrogators and antennas cannot effectively be installed before the cargo passes through.

During the ongoing *Operation Enduring Freedom* in Afghanistan, for example, the US and coalition forces have had to transport supplies through countries where the RFID interrogators had not been installed. This led to major confusion and significant delays. In some countries, customs representatives became suspicious of the RFID interrogators and antennas that will read the individual RFID tags on supply containers. The US military RFID equipment is sometimes suspected of being a monitoring device prohibited by a foreign government or even a demolition device. Several foreign customs inspectors demanded the removal of any asset-tracking equipment before admitting cargo into their countries.

Of the $28.1 billion the DOD had obligated for the ongoing *Operation Iraqi Freedom*, $14.2 billion was allocated for operation support costs. An additional $4.9 billion was budgeted for transportation costs. Congress asked the General Accounting Office to perform a study on the logistics support and the accountability and control of the supplies needed to support the war effort. (*Defense Logistics: Preliminary Observations on the Effectiveness of Logistics Activities During Operation Iraqi Freedom,* General Accounting Office, GAO-04-305R, 18 Dec 03) The study acknowledged the military successes during combat operations, but identified substantial logistics support issues in theater. These logistics issues included the following:

- Inadequate asset visibility based on the backlog of hundreds of containers.
- A $1.2 billion gap between the amount of material shipped to the theater of operations, and the amount of material acknowledged upon receipt of shipment.
- Potential loss of millions of dollars in late fees on leased or replaced containers for the DOD, as a result of distribution backlogs or losses.
- Compromised readiness issues because of a lack of parts inventory, or parts that could not be located due to inadequate asset visibility.
- Duplication of requisitions, again due to the lack of asset visibility of parts previously ordered by the support units.

The DOD's current RFID network infrastructure relies upon a fixed RFID interrogator at all points in a military transportation route to ensure proper asset-tracking capabilities. Although vast improvements have been made for *Operation Iraqi Freedom* in Southwest Asia, the disadvantages with the current fixed infrastructure limit DOD's capabilities.

RFID's Future at Department of Defense

The future integration of RFID and satellite communications offers many advantages that may resolve problems with the current fixed systems. The first, and most obvious, is the global coverage capability offered by the satellite technology. The Polar Regions are covered, and there are no gaps in areas over the earth's oceans. Other advantages of integrating RFID and satellite communications, according to the Logistics Transformation Agency (LTA), include the following: independence from foreign/local infrastructure, larger data capability, worldwide frequency approval, encryption, single point connectivity with the Defense Information System Network, protection of sensitive information such as location and user identity, DOD-controlled access, and an electronic intercept system for further data protection.

However, the LTA cited the following challenges associated with integrating RFID and satellite communications: need to improve RFID devices for satellite communications, need to update RFID technology already in use, and need to shift RFID requirements to a more mobile design to match combatant commander requirements in the area of operation. Also the LTA noted the continuous need to research, analyze and evaluate commercially

proven satellite communications technology and RFID integration, as well as issues of interoperability, cost, global coverage, technical constraints, In-Transit Visibility connectivity, and satellite providers.

Challenges identified during an interview in December 2003 with air and ground movement officers who served during *Operation Enduring Freedom* in Afghanistan were based on the old saying, "trash in-trash out." The movement officers said they could not rely upon the data embedded in the RFID tags because of the lack of standardization for data input at the operator level. A container's inventory lists were often not electronically loaded and often not associated with the container's RFID tag, which makes asset tracking unreliable.

The technologies for integration of RFID and satellite communications currently exist. The DOD's push for improved asset visibility will continue until global success is achieved. The DOD issued a policy in October 2003, directing the use of RFID technology as a standard business practice across DOD to address the visibility issues experienced through the years. The challenge will be to train logistics personnel on how they impact the DOD's Total Asset Visibility and In-Transit Visibility capabilities.

RFID is in position to become the technology that can truly change how government organizations and businesses interact with their suppliers for the movement and management of products. The overall promise of RFID and its potential cost savings are why RFID has become one of the hottest technological trends in logistics and supply chain management. The ability to track and manage product movement at all points throughout the distribution channels will enable increased efficiencies. With DOD and private businesses the size of Wal-Mart leading the charge, RFID could change the entire landscape of supply chain management and logistics forever.

MAJ John Fontana, currently assigned to the Strategic Missile Defense Command/US Army Strategic Command, and Steve Jennings, a small business owner who lives in Texas, originated this article while graduate students at Texas A&M University, College Station. Each co-author graduated in May 2004 with a master of industrial distribution degree.

Army Initiatives To Improve Training the Force and Growing Leaders

The Task Force on Leader Development and Education recognized today's "world-class Army and world-class leaders" but recommended training initiatives to prepare for the unknown. Leader development and education is one of 17 focus areas that Army Chief of Staff General Peter J. Schoomaker directed the Army to examine closely for recommendations to channel efforts to win the global war on terrorism and increase the Army's readiness.

As part of its charter, the task force reviewed the findings from the officer, warrant officer, noncommissioned officer and civilian Army Training and Leader Development Panel surveys conducted during the past few years. The task force validated most of those findings and then made the following broad recommendations:

Lifelong Learning. Some form of formal, standards-based assessment and feedback mechanism must be in place to determine if the Army's lifelong learning goals are being met and to adapt to the changing needs for learning in the face of emerging technologies. Although the Army has long endorsed a culture of lifelong learning in leaders at all levels, accountability has not been well defined.

High-payoff Initiatives. Army schoolhouses should move toward a common scenario based on today's asymmetrical threat. Working off a common scenario may allow training centers for different career fields to build synergies in conducting joint exercises via linked simulators and computer networks.

Education System. After review of content delivery and timing of training, the task force recommends training in joint operations at a lower level than most Army school curriculums, likely at the basic qualification course. Also, not all institutional training need be at the schoolhouse because off-the-shelf technology allows for more distance education than available 10 years ago.

Single Education Proponent. The task force recommends a single education proponent for all Soldier and Department of the Army civilian training, a single organization managing training of both the military and civilian workforces. For civilian leaders, the Army should establish a specific civilian leader-development program.

Quartermaster Commentary

Deploying - The View From the Property Book Officer's Foxhole

CW3 Joel Lockhart

At the brigade adjutant's annual Christmas party, the brigade commander answers his ringing cell phone to find the brigade staff duty officer (SDO) calling. The SDO nervously states that a deployment order (DEPORD) has just arrived over secure channels. The party is instantly over. All key staff officers quickly follow the commander as he walks out the front door. He slowly turns around and quietly says, 'Gentlemen, take your families home and meet me at the EOC [emergency operations center]. Contact the rest of the team who isn't here. Tell no one. Remember, this is classified data.' And, it begins. You walk away asking yourself, 'Are we ready?'

During my deployment to Kuwait and Iraq in 2003 for *Operation Enduring Freedom* and *Operation Iraqi Freedom* in Southwest Asia, I served as the brigade property book officer (PBO) for the 108th Air Defense Artillery (ADA) Brigade, XVIII Airborne Corps, Fort Bliss, TX. The 108th ADA Brigade fought with the 1st Marine Expeditionary Force. As the brigade commander stated shortly after taking command in June 2002, "We must be ready to deploy now, not when the order arrives." His words would ring hauntingly true in no less than six months. In essence, my reason for writing this article is to share the brigade commander's advice with other Quartermasters, logisticians and, especially, my fellow PBOs. I will add a little of my own advice, a few suggestions and a handful of comments that I sincerely hope will help other PBOs to do a better job deploying for war than I did this time.

If you have ever deployed into combat, you can understand how busy, confusing and stressful the entire process can be. In my opinion, the deployment process maybe more difficult for PBOs (a narrow view, I realize). The PBO and his team must be ready to deploy well in advance because they will be completely focused on deploying the rest of the brigade. I have suggestions for the PBO. (Please note that the PBO should perform these actions now and not wait for a deployment order because it may be too late at that point.)

An echelon above corps (EAC) separate brigade is normally supported logistically on the battlefield by a corps support battalion within a corps support group-forward. Moreover, the 108th ADA Brigade's historic mission of supporting a maneuvering force (a first for a Patriot missile system brigade) and plugging into a Marine Corps Expeditionary Force's logistical footprint caused the 108th to "think out-of-the-box" about logistics. Many "lessons learned" are directly attributed to these two facts about our support mission, but many are not.

This article will be divided into two major sections in "bullet" format. The first major section titled **Long before you ever deploy you may want to....** lists suggestions for preparing unit supply, staff, commanders and PBOs for future combat operations. The second section titled **Predeployment...you have received a DEPORD and you may want to....** discusses implementing suggestions in the first section and preparing for deployment and then suggests how to choose a functional advance operational node (ADVON). This article concludes with these two sections: **Deployment...now what?** and **Redeployment....going home.**

Long before you ever deploy you may want to....

- Work directly for the brigade executive officer (XO). (This is my opinion.) The brigade PBO must be considered special staff such as the chaplain, lawyer and surgeon and not under the S4 (Logistics Officer). In other words, the PBO must have "trigger authority." The PBO will need it.

- Work closely with battalion XOs to capture true and current mission-essential equipment shortages and begin working to attain them now. Include computer equipment and common table of allowances (CTA) equipment such as tents, iridium telephones, cots, body armor, chemical defense equipment, special climatic equipment, components, tools and additional authorized items.

- Provide input to the brigade commander's staff call and relate it to readiness. For example, speak about topics such as the Top Five Brigade Critical Equipment Shortages and lateral transfers.

- Review, revise, create, rehearse and validate a PBO pre-combat inspection (PCI) checklist, vehicle load plan and a 15-day "Combat PBO Prescribed Load List (PLL)." (See the sample 15-day list with this article.)

- Review, revise, create, rehearse and validate the PBO's portion of the standing operating procedures for readiness (RSOP), tactical (TACSOP), field (FSOP) and external PBO actions. Internally define the PBO's tactical role to include work area, life support, briefing requirements, reporting requirements, NIPR/SIPR (Not Classified Internet Protocol Router/Secret Internet Protocol Router) needs and battlefield location. This may be a work in progress. I strongly encourage the PBO and his team to take part in every battalion and brigade field training exercise (FTX). Take advantage of these opportunities to grow and learn how to best support the organization.

- Define accountability deployment actions and requirements at the unit, battalion and brigade levels. Place them in an "N & X hour" sequence format. Be prepared to staff them through the battalion XO, brigade XO and brigade S3 (Operations Officer).

Sample 15-Day Property Book Officer (PBO) Combat Prescribed Load List (PLL)

Description	UI	Qty	Description	UI	Qty
Pen, Mechanical (Black)	DZ	8	Power Strip	EA	5
Paper, Copier (Letter)	BX	3	Stapler	EA	5
Paper, Carbon Tabulating	BX	5	Daily/Monthly Planner	EA	3
Hi Liter (Yellow)	BX	4	Footlocker	EA	3
Note Pad (Legal)	DZ	6	Scissors	EA	4
Pencil, Mechanical	DZ	3	5200 Series Lock	EA	12
Dry Erase Board w/Easel	EA	1	Canned Air	EA	20
Dry Erase Markers (Fine)	SE	3	Computer Mouse	EA	3
Dry Erase Markers (Fat)	SE	3	Coffee Maker	EA	1
Cartridge, Ink	EA	3	Thermos, Coffee	EA	3
Lantern, Battery Operated	EA	2	Post-It Notes, Yellow	PG	10
D Cell Batteries	PG	10	Chair, Folding, w/Back	EA	4
Staples, Standard	PG	4	File Cabinet, 2 Drawer	EA	4
Paper Clips	PG	2	Field Desk	EA	2
Binder, Black 4"	EA	20	Manila Folder, Right Tabbed	PG	6
Binder, White 1"	EA	10	Label, Folder	BX	3
Accordion Style Case? (For Files)	EA	4	Diskettes, 3-1/2, DS/HD	PG	50
Binder, Flipping Front	EA	20	Compact Disks RW	PG	2
Binder Clip (Medium)	PG	4	Ruler 12"	EA	5
Monthly Divider, Tabbed	PG	20	Bubble Wrap	EA	5
Document Protector	BX	3	Plastic Wrap	EA	3
Calculator	EA	4	Uninterrupted Power Source (UPS)	EA	3
Folders w/Pockets (Blue)	PG	4	Extension Cord, 25'	EA	5
Folders w/Pockets (Green)	PG	4	Extension Cord, 50'	EA	3
3 Hole Punch	EA	2	Foreign Power Adapter	EA	4
Shredder, Document	EA	3	Duct Tape	RO	10

- Strongly recommend the PBO personally "huddle" with the brigade S4, XO and S3 to synchronize and establish a "validation process." Clearly outline the PBO's role and incorporate key accountability actions (such as derivative unit identification codes (UICs), rear detachment inventories, sensitive item inventories and storage) in the battalion and brigade N & X hour deployment sequences.

Soldiers sit in a bunker during a SCUD launch early warning drill in Central Kuwait in 2003.

- Work closely with the XO and S3 to synchronize key deployment tasks. (Chances are they are unfamiliar with the PBO requirements.) Synchronization of events is critical and fluid until "wheels up." Railhead operations, loading of CONEX containers, rear and forward commander inventories, attaining critical equipment shortages, drawing TAT (to accompany troops) ammunition, new DODAAC (Department of Defense Activity Address Code) loading into STAMIS (Standard Army Management Information System), sensitive item issue/storage procedures (deploying and nondeploying), mandatory deployment training, range qualifications, motor pool assembly operations, and unplugging the supply support activity (SSA), are just a few examples of key events that take place during the same period of time.

- Once approved, encourage the brigade S3 to "validate" the N & X hour sequence on the next battalion/brigade FTX. Try to replicate the stress and confusion caused by the deployment "synchronization process." Incorporate "staggered" deployment serials and orders. This may unknowingly split a unit, the staff and the higher headquarters, leaving a unit element or more to deploy itself.

- Ensure that sensitive accountability procedures are addressed in the TACSOP or FSOP. Take this opportunity to review and revise Class II (general supplies) and nonexpendable Class VII (major end items) battle loss reporting procedures, requisition flow and other issues.

- During initial and receptive and integration counseling, ensure discussion of the deployment process. Clearly outline responsibilities of the noncommissioned officer in charge (NCOIC). Develop a "road map" to achieve the goal of being prepared for a combat mission. Understand that this process takes time and commitment. Ensure your team does too.

- If key staff members do not have laptop computers with two hard drives, I recommend the immediate purchase of laptops with docking stations (so keyboards and monitors can be used and left in garrison operations). All staff members will need NIPR and SIPR access in a "true" tactical environment. Be prepared to purchase "float" laptops with internal compact disk burners, printers (recommend an all-in-one copier-scanner-printer), and "flash disks" (excellent for staff officers to move data from one central processing unit (CPU) to another CPU or from one tactical operation center (TOC) to another TOC). The desert will destroy a laptop computer and printer. Purchase static-free plastic bags with tight seals to store laptops when not in use.

- Migrate *ALL* STAMIS systems to laptops and consider them as TAT equipment during a deployment and redeployment. Actually request the S3 to publish this in the brigade operation order/fragmentary order (OPORD/FRAGO). Again, I recommend two computer hard drives: one with Microsoft Windows and one with Disk Operating System (DOS) for the STAMIS. For the PBO team, each member needs a laptop with

two hard drives, compact disk burners for backups, and an all-in-one copier-scanner-printer. On the battlefield, the 108th found scanning documents and sending via E-mail was very useful, when E-mail was available. E-mail included transmitting back to the continental United States (CONUS) and higher headquarters (lateral transfers, for example). Be sure to include software for the Unit Level Logistics System-Ground (ULLS-G), ULLS-S4, Standard Army Retail Supply System (SARSS) and Standard Army Maintenance System-Level 1 (SAMS-1).

- Remain actively involved in the preventive maintenance checks and services (PMCS) of all PBO equipment, especially the vehicle. No "lip service." Look closely at Soldiers' nuclear, biological, chemical (NBC) equipment and weapons. Will your vehicle pass deployment inspection requirements? If not, make it so. Work with the battalion or brigade Ordnance chief warrant officer (battalion maintenance team). Do you have a crew-served weapon? Global positioning system? Communication system? Do you and your crew know how to work them and are qualified on them? Does your load plan include cots? Class I (rations) and Class V (ammunition)? Bottled water? Rehearse PMCS of PBO equipment until it works. Again, during the deployment, it may be too late to figure this out.

- Work with the Logistics Support Agency (LOGSA) to acquire derivative unit identification codes (DUICs) now, both forward and rear, for all your current UICs. This will save you valuable time during a real deployment because DUICs directly affect your timeline for inventory for deployment and the "unplugging" from the garrison SSA. Do not expect DODAACs until you get an actual DEPORD. Then, expect the derivative DODAAC process to take at least 24 to 72 hours. Do not take the first "no" that you get from the LOGSA. Be persistent.

- Ensure unit supply personnel are trained on ULLS-S4, specifically unit in-and-out procedures (key for loading new DUIC/DODAAC). Make training battle-focused. Work with the XO and the S3 to force "logistics play" to include ammunition draw and battle loses down to the unit supply level. Create an ULLS-S4 "Gunnery Exercise." The PBO may be the right one to "validate" this tactical training (unprecedented for a Quartermaster warrant officer to validate unit training?). Pay special attention to the unit supply level tactical setup, power generation, utilization, and life support systems.

- Seek funding for STAMIS training and develop a local "certification process" for Quartermasters new to the 92Y (Unit Supply Specialist) military occupational specialty (MOS). (The implied task is to track this data.) Work closely with the XO and S3 to ensure all "training" is placed on the training schedule to avoid informal training distracters. For example, Forces Command, Army (FORSCOM) funded $11,000 worth of ULLS-S4 training for 108th ADA Brigade. A contractor from North Carolina was hired and flew to Fort Bliss, TX. Coincidentally, the contractor had "certified" 22 Soldiers with the 92Y MOS on ULLS-S4 three months before we deployed.

- Teach the "deployment process" to officers and enlisted soldiers. Work with the XO and S3 regarding officers and the command sergeant major (CSM) regarding enlisted soldiers. Place all training on the training schedule. Be aggressive.

- Inspect unit basic loads, 15-day supplies, and ensure Class I and Class V issue documents are on file with suspense document files. Ensure the ammunition supply point (ASP) and troop issue subsistence activity (TISA) have the same issue documents, current DA Forms 1687 (Notice of Delegation of Authority – Receipt for Supplies) and appointment orders on file for your organization. I recommend incorporating this into the current Command Supply Discipline Program (CSDP). Bottom Line: you must check.

- Work with the S4, XO and S3 to identify the logistical ADVON personnel by position. Ensure the PBO has representation on the logistical ADVON. Recommend the PBO NCOIC. Be advised, the PBO NCOIC must be logistics-savvy, experienced, knowledgeable, aggressive and team-oriented. Anyone else is a waste of time.
- Develop the command policy regarding rear detachment accountability procedures. Identify who will manage property book accounts, pick up supplies from the SSA, conduct sensitive item inventories, send equipment forward, and issue new equipment to incoming personnel. I recommend consolidating all nondeploying sensitive items, chemical defense equipment, and operational load ammunition via a lateral transfer to the headquarters company or battery. This establishes a "choke point" for the issue to future inbound personnel sent forward to the combat zone. At some point, the garrison command will take over this operation. However, until then the commander will want all inbound personnel to have a weapon, protective mask, protective suit and bayonet at a minimum. Accountability must be maintained. A copy of the lateral transfer (from rear DUIC to the forward UIC) must be scanned and E-mailed to the forward PBO with a copy hand-carried by each Soldier who is issued equipment. We found equipment could be sent forward from home station by a private carrier such as FEDEX. I recommend that the rear detachment commander, a field grade officer, authorize a private carrier only when requested by the forward PBO, XO or commander. No one else.

- Create a local "Survival Deployment Packet" for unit supply and S4 personnel. Keep it simple. Clearly identify the local points of contact for all unit basic load (UBL) issues. Extract N & X logistical sequence actions and a sample PBO pre-combat inspection (PCI). Highlight unit in/out ULLS-S4 transactions, deployment inventory procedures, and an open invitation to contact the PBO for assistance when in doubt.

Predeployment....you have received a DEPORD and you may want to....

Now, the unit has received the DEPORD. Hopefully, the unit had also received a warning order (WARNO) before that. Regardless, at this point, the PBO is an active and vital member of the brigade staff and will be immediately contacted by the brigade XO upon receipt of the DEPORD. I recommend the following PBO actions:

- Completely read the WARNO or DEPORD and extract all logistical data. Highlight all accountability procedures and guidance. Expect guidance regarding STAMIS DODAACs, a project code for ordering shortages, unplugging SSA procedures, and type address code (TAC) address at a minimum [Per AR 725-50 (Requisition, Receipt, and Issue System): TAC 1 = unit mailing address, TAC 2 = freight shipping address, TAC 3 = billing address].

- As needed, draft requests for information (RFI) to clarify anything unclear or omitted in the order. A common area lacking guidance is TAT/NTAT (to accompany troops/not to accompany troops) draw and shipping procedures. Basically, what are the "four W's" regarding the NTAT? Who, what, when and where? Brief the XO on all RFIs and route them through the battle captain.

- War-game the order. Establish courses of action (COAs) and assumptions regarding any PBO issues. Brief the XO and brigade commander in a battle update brief (BUB) format. I realize that the Quartermaster Warrant Officer Education System (WOES) does not address the military decision-making process (MDMP) in the "order process." Therefore, I recommend talking laterally with tactically savvy and proven Quartermaster chief warrant officers who have already figured this out. I know of several Quartermaster warrant officers who could easily serve as outstanding brigade or battalion S4s without any formal staff training. I am forever in their debt.

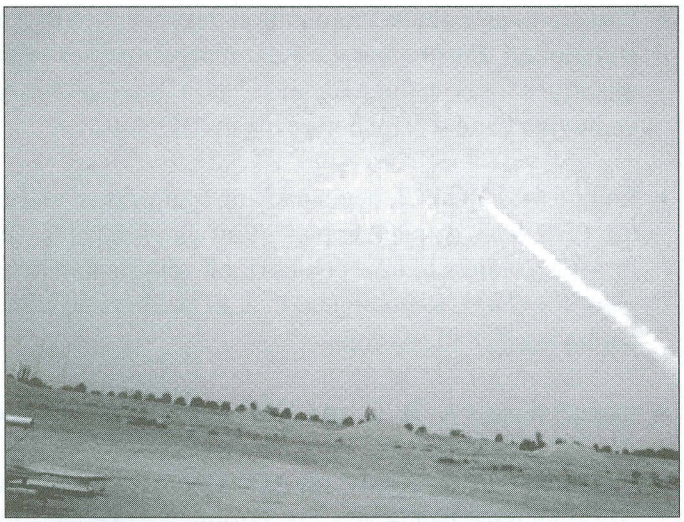
- If currently conducting a change of command inventory, seek immediate guidance regarding the brigade commander's intent. Continue, expedite or stop?
- Immediately request derivative UICs (skip this if you already acquired your DUICs from the LOGSA as I previously suggested) and DODAACs through the installation DODAAC coordinator. Remember, the order is classified. You may have to route your request through your post EOC to maintain proper security. Follow up on your request daily.
- Ensure the deploying SSA accountable officer (if in your unit) and the senior Ordnance chief warrant officer are aware that you have requested DUICs/DODAACs for all STAMIS to include ULLS-G.
- Follow your N & X hour procedures as outlined in your *validated* RSOP.
- Brief the brigade commander daily on inventory and key PBO tasks during the BUB.
- Immediately validate all mission-essential equipment shortages with battalion XOs as part of the RSOP. Do not forget special equipment or critical CTA items.
- Once a DEPORD is received, instruct the S4 to terminate all International Merchants Purchase Authorization Cards (IMPACs) below the battalion S4 level. If not, units will justify unauthorized IMPAC credit card purchases because "Soldiers needed it for the war." Units will forget the authorization approval process. I strongly recommend that all credit card and contractual purchases be routed through the PBO for review *BEFORE* the purchase, both in peace and wartime. However, for a combat deployment, I recommend that all major purchases, including all contracts, be approved by the brigade XO and brigade commander. In the end, the brigade commander should have no surprises regarding equipment and services purchased for use on the battlefield. Only purchase equipment that meets military specifications.
- Validate all chemical defense equipment shortages with the brigade chemical officer (CHEMO). Focus on Joint Service Lightweight Integrated Suit Technology (JSLIST for the new chemical protective suits), M17 decontaminating apparatus, odd-sized protective masks, oversize JSLIST requirements (no current national stock number for height of 76 inches and taller), and a third generation of JSLISTs after first two are used.
- Be advised that the new JSLIST national stock numbers are separate by size for the tops and for the trousers. The sizes are the same as the battle dress uniform, for example, small-short and medium-long. Work closely with the CHEMO to capture the by-size requirement for each UIC. Then, once received, I recommend adding each UIC to the property book even though the current accounting requirement code is expendable. Oversize JSLISTs must be handled as out-of-cycle requests. A DD Form 1348-6 (Single Item Requisition System Document, DOD (Manual-Long Form)) must be sent by FAX to the item manager along with some sizing requirements. Hopefully, the Army has addressed and corrected the sizing discrepancy and you will simply order the size by national stock number or receive a total package fielding (TPF) issue. I suspect that the JSLIST quantity on hand and associated expiration dates will more than likely be tracked by the CHEMO in the air lines of communication/tactical operations center (ALOC/TOC) and be a brigade commander's point-of-interest.
- Ensure any recent non-mission capable (NMC) equipment, to include crew-served weapons, are immediately brought to your attention during the BUB so that you can request replacements as needed.
- Prepare to aggressively work all equipment shortages with item managers, the major command (MACOM), and the Department of the Army as needed. Use the project code from the DEPORD. Do not take "no" for

an answer because lives may depend on this equipment. Ask for all equipment to be delivered by private carrier such as FEDEX overnight. Remember, if the equipment arrives after the rail, ship or flight no-earlier-than date, the Soldier will not have the equipment for the fight. Also, you cannot depend on forwarding equipment to an immature theater unless you have boots on the ground to receive it. Prepare for a mass influx of equipment.

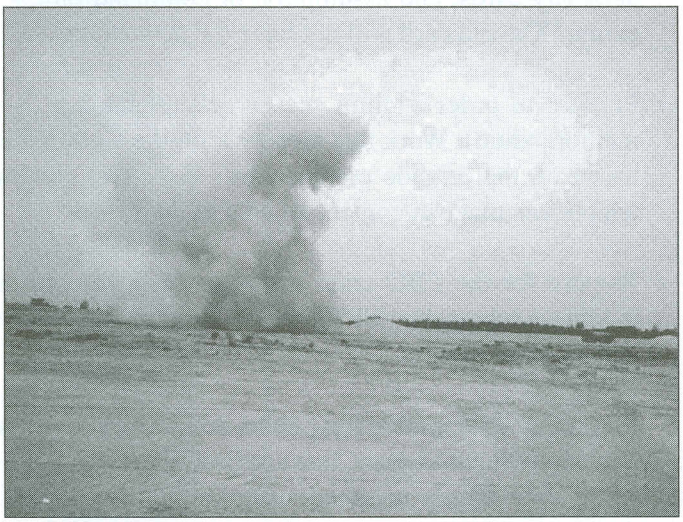
- Prepare for civilian companies to possibly pack up the barracks, orderly rooms, arms rooms, supply rooms and motor pools. Unit commanders must complete their deployment inventories and lateral transfers for the rear detachment commander before packing out and final loading of the deploying CONEX containers. Be careful. Do not let a sensitive item accidentally get packed up by a local moving company.

- Ensure all deploying CONEX containers pass the overseas certification inspection. If not, some XO may call you asking for a miracle delivery of a new CONEX in less than 24 hours.

- Ensure all body armor; sun, wind and dust goggles; and ballistic- and laser-protective sunglasses are on hand. Often, this protective gear is overlooked until the last minute. Remember, the black ballistic plates for the new body armor must be purchased separately. These plates do not come with the standard body armor.



Patriot missile launched by a unit in the 108th Air Defense Artillery Brigade takes out an Iraqi SCUD missile near Camp Doha, Kuwait, in March 2003.



- Identify special climatic equipment needs, such as cold weather gear. Work with the S4 and central issue facility (CIF) PBO as needed. For the worst case scenario, prepare to order what is needed, receive it and issue it on your organizational clothing and individual equipment (OCIE) property book account.

- Prepare to send multiple-shortage PowerPoint slides with information to your higher headquarters. Do not expect any help attaining the shortages though.

- Expedite external lateral transfers or immediately request cancellation with the applicable higher headquarters.

- Identify new internal lateral transfer requirements based on the DEPORD, critical shortages, and the commander's guidance. You may have to cross-level current on-hand quantities to the first Soldier who is out the door to buy time to get more equipment for the next group.

- Insist that all STAMIS systems be considered TAT. Most supply personnel will need them up to the last minute.

- Prepare to coordinate ammunition basic load (ABL) and Class I unit basic load (UBL) draws. Track until completion. Ensure that the PBO receives copies of the issue document listing lot number and lot number quantities for both the ABL and Class I issues on the day of the draw. The PBO must post both issues to the deploying hand receipt before the unit deploys.

- Initiate the PBO PCI, begin packing footlockers, and establish the deploying hand receipt booklets. Instruct the PBO team to pack copies of all hand receipts, sensitive items, and the past two years of files. Also, instruct Soldiers to take copies of all administrative career data for future promotion boards or promotion packet updates. Recommend that all Soldiers take an official Department of the Army photograph before deploying if at all possible.

- Inspect team's A, B, C, and NBC bags. Ensure all are marked "IAW DEPORD."

- Prepare the PBO NCOIC for ADVON. If possible, give him some time with his family. The PBO NCOIC ADVON must hand-carry DA Forms 581 (Request for Issue and Turn-in of Ammunition) for NTAT with suspense document numbers for the deploying UIC and new derivative DODAAC. Additionally, he must carry signed DA Forms 1687 (Notice of Delegation of Authority – Receipt of Supplies), delegation of authority cards, and assumption of command orders for all deploying units. Do not take "old DA 1687 cards." The old card will not have the new DODAAC, and it may have non-deploying soldiers listed on it.

- Prepare to order iridium secure cell telephones. A general officer must initiate the request (sign the memorandum). Work this closely with the Communication Staff Officer (S6). Ensure the distribution is based on the brigade commander's directive. Iridium secure cell phones are basically portable, secure telephones that can contact anyone in the world.

- Prepare for the PBO team members (and you) to participate in mandatory DEPORD training, soldier readiness processing (SRP), the preparation of vehicles for rail loading, the loading of shipping containers, and weapon ranges.

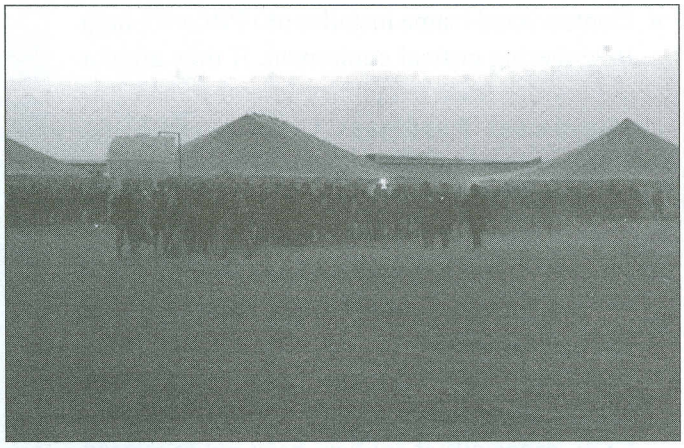
Remind your team that long hours are in store for them with little time off. As deploying subordinate units meet all deployment triggers, these units will get time off. However, the PBO team probably will not. Your team as well as their family members must know this up front. You must prepare them mentally, emotionally and physically for this long process. They are starting a marathon and not a two-mile race.

- Contact your local Division of Logistics (DOL) or Division of Public Works and Logistics (DPWL). These personnel may need to work overtime to accept deliveries. You may have to work this through your XO because many DOLs and DPWLs are now contractors.

- Ensure all contracts list the PBO's address as the ship-to address. Before deploying, the PBO must ensure property book accountability for all equipment received and issued.

Unit commanders must record the rear detachment lateral transfer on a DA Form 3161 (Request for Issue or Turn-In) from the current UIC to the rear derivative UIC (RDUIC). Be advised, the subsequent lateral transfers in the Standard Property Book System-Redesign (SPBS-R) are very time-consuming. The PBO must build authorizations before executing any lateral transfers in the computer. Be advised, this process takes a lot of time. I recommend forcing supply personnel to ensure that the DA 3161 data matches the SPBS-R Hand Receipt (PCN: ALV-151), exactly. Accept nothing less.

Expect numerous versions before going "final." You will have lateral transfer issues up to the last minute. Unit commanders must be prepared to reconcile this document DA Form 3161 used as a lateral transfer against the SPBS-R hand receipt several times until correct. Anything less may come back to haunt them. In a sustained combat environment, that commander may perform a change of command inventory. We did four changes of command inventory while in Iraq.



Soldiers line up to enter a dining facility during a sandstorm at Camp Virginia, Kuwait, in 2003.

Once "final," I recommend producing a SPBS-R Sensitive Item Inventory Listing (form number: ALV-441) for all UICs, forward and rear. Also, instruct both the deploying and rear detachment commanders to conduct a sensitive items inventory. Remember, you should have already posted all TAT and Class I UBL. The TAT and Class I UBL will appear on the deploying commander's sensitive items inventories and hand receipts. Once both commanders are ready to sign, treat this as a change of command inventory. You will need original copies of the hand receipts, sensitive items inventories, appointment orders, and a new DA Form 1687 card(s). I realize that some may accuse me of "PBO overkill" with the sensitive items inventory. However, if a sensitive item turns up missing in your future area of responsibility (AOR), your deployment accountability procedures will be under an AR 15-6 (Procedures for Investigating Officers and Boards of Officers) investigating officer's "microscope."

- After receiving all new derivative DODAACs, ensure they are properly aligned with the applicable UIC as directed in the DEPORD. I recommend using the Logistics Integrated Database (LIDB) to verify the new DODAAC information for accuracy and activation. Author a new memorandum for record that cites the new UIC/DODAAC configuration for all STAMIS and their new serials. Pass this information to the SSA accountable officer, the S4 at all levels, the senior Ordnance chief warrant officer in support operations, and all unit supply personnel. Ensure the Standard Army Retail Supply System (SARSS) DODAACs receive new routing identification codes (RICs) as well.

- Work closely with the SSA accountable officer regarding unplugging procedures. Ensure all STAMIS users are informed and prepared.

I strongly recommend that all ULLS-S4 laptop computers be brought to your office for loading of the new UIC/DODAAC (unit in/out process). You must ensure they are ready to maintain accountability and order equipment in the new AOR. No exceptions.

- Pass all deployment requisition data, including contractual data, to the S4 for budget overview. Anticipate an audit of all local purchases upon redeployment.

- As units rail load their deploying equipment [military vans (MILVANs) and rolling stock], prepare for life support requirements such as warm-up tents. As units pack up, the organization will have less equipment to internally provide such assets. I recommend pursuing a request for nondeploying units to provide this support to deploying units instead of providing life support requirements internally.
- As deploying organic transportation equipment is loaded onto the railroad cars, you may still need transportation to pick up supplies. I recommend attaining a five-ton General Services Administration (GSA) vehicle for temporary use.

- Contact local (same installation) PBOs for help in gathering critical equipment. If they are not deploying, seek temporary lateral transfer of Equipment Readiness Code A (ERC A) shortages and railhead life support equipment, if applicable.

A dust storm coated military vehicles and telephone equipment in Southern Iraq in March 2003.

- Prepare to acquire more MILVANs for Class IV (construction and barrier material) and chemical defense equipment (CDE) requirements. The unit may need more MILVANs to carry Class IV and the additional CDE, especially if soldiers have not rehearsed this or had the stock on hand to rehearse. Normally, Class IV barrier material is in abundance in maturing theaters. I recommend sending an RFI regarding in-country stockage for Class IV barrier material and CDE [specifically ask about JSLISTs availability in the AOR]. Be advised that some units will take additional Class IV in order to build latrines. This could also affect your initial transportation estimates. Battalion XOs and S4 must remember that they will have to carry that lumber from their MILVANs to the battlefield. Do they have that capability?

After completing all deployment tasks and briefing the brigade commander, collapse the PBO operation. Be flexible and spend as much time as possible with your loved ones or doing what you most enjoy.

Advance Party....you may want to...

Before exploring the deployment phase in the new AOR, I want to add some thoughts on the PBO ADVON. I believe the ADVON is key in the future logistical performance success of the deploying unit. If not, I would not suggest the sacrifice of your NCOIC. My thoughts:

- Work closely with the XO, S3 and S4 in choosing a by-name list for the ADVON.

- Ensure the right ranks and skills are represented. Recommend a field grade officer, a senior warrant officer and a sergeant major, at a minimum. Recommend the battalion S4 send a representative also.

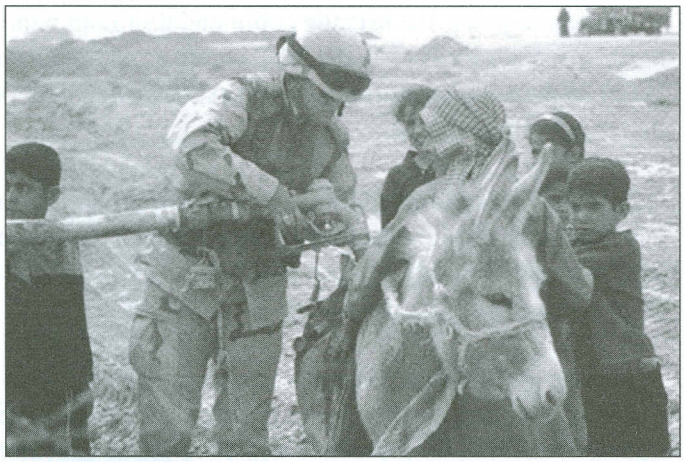
The PBO NCOIC must hand-carry his laptop computer with two hard drives, one with Microsoft Word for Windows and one loaded with SPBS-R. He should take all TAT and NTAT paperwork, manual supply forms, and lots of confidence.

The PBO ADVON must work with the S4 representative in establishing accountability for local cell phones, nontactical vehicles, and local "real" property leased or purchased. The PBO ADVON must prepare to coordinate reception, staging, onward movement and integration (RSO&I), tents, generators, life support needs, quarters and other necessities. The PBO ADVON must prepare to identify "plug-in" procedures to the new SSA and establish accounts with the supporting ASP (maybe more than one depending on type of ammunition being issued).

- Identify turn-in procedures for Class II (general supplies) and Class VII (major end items) to include unserviceable computers and tentage. Include possible forward areas of support.

- Request copies of the higher headquarters' TACSOP or FSOP. Learn their reporting procedures and begin tailoring your reports at the brigade and not the battalion level to meet theirs.

The PBO ADVON reviews all IMPAC credit card purchases and contracts before the purchases to determine accountability requirements.



A Soldier fills water bags on a donkey for Iraqi children in Central Iraq in April 2003.

- Explore chemical defense equipment replenishment avenues within the AOR. Focus on decontaminating apparatus, components, and JSLISTs.

- Assist the S4 in identifying Class IV sources within theater.

- Identify Class II office supply sources.

- Synchronize efforts with the S4 ADVON for future logistics package (LOGPAC) needs. Focus on transportation requirements, security, communication, and movement control request procedures.

- The PBO ADVON researches possible prepositioned equipment stocks in the AOR, such as Army Prepositioned Set (APS) and Combat Equipment Groups. During *Operation Iraqi Freedom*, we drew vehicles from Combat Equipment Group – Kuwait (CEG-KU) and the Army Materiel Command (AMC) when we realized that the theater support command could not meet our LOGPAC transportation and security needs. We temporarily drew what we needed and created an internal "Red Ball Express."

- Maintain communication with the PBO via E-mail or voice until the PBO arrives in the AOR.

Deployment....now what?

Well, the main body has arrived as well as the first shipload of equipment. Personnel are downloading vehicles at the sea port of debarkation (SPOD). The real deployment has begun. The TOC is being set up. War seems imminent. At this point as the PBO, you have acquired as much as possible for the Soldier. Now, you must continue to account for these supplies, and, unfortunately, prepare your team for the upcoming battle. Some more thoughts:

Receive a brief from the PBO ADVON and S4 ADVON. Immediately police up all ADVON accountability issues. Establish PBO operations in the ALOC and/or TOC. Establish accountability for any new equipment purchased. Review all contracts and IMPAC purchases. Work closely with the S4s at all levels to ensure you are aware of all equipment purchases, including the leasing of equipment. Follow up all new accounts. In person, visit all issue and turn-in points. Meet the officer in charge. Remind all units to perform a 100 percent inventory of equipment as the ship is downloaded.

Prepare for some equipment not to arrive or have the basic issue items (BII) stolen. At one point, we had to create what I called a "Frankenstein Battery" from assets within our brigade, outside the brigade, and Army Prepositioned Stock. The battle simply would not wait for the equipment to show up. Ultimately, the unit's equipment arrived and we moved it all back via lateral transfers.

Attend all BUBs and brief all applicable Class II, VII and V supply issues. Visit all subordinate ALOCs and unit supply operations as soon as possible. Ask them what they need or how you can help. Then, do it.

At some point, the brigade commander or command sergeant major will visit the units. I realize that I may have been the only PBO in the AOR riding around with the brigade commander while he visited units, but it gave me a chance to talk to commanders, first sergeants, S4s, XOs, battalion commanders, and unit supply Soldiers in their area of operations.

Prepare to write all equipment-related fragmentary orders (FRAGOs), such as NTAT draw, lateral transfers, and sensitive item inventories. I realize that we have received no formal WOES training in this area. My advice is to learn quickly. My brigade XO patiently assisted me until we got it right. After one successful FRAGO, we cranked them out like clockwork.

Based on mission, enemy, terrain, troops and time available (METT-T) and the flow of the battle, start sensitive item inventories using the sensitive items inventory listing produced by the SPBS-R. SPBS-R form number ALV-141 is the actual sensitive items inventory generated from the SPBS-R computer. Publish a FRAGO.

Utilize SIPR to transmit data across the digital battlefield and to CONUS when applicable. Scan supply documents and send via SIPR E-mail when necessary. This works great when E-mail works. We passed requisitions when the SARRS box would not work. If not, revert to the "old shotgun envelope" method with information passed by drivers during the LOGPAC runs.

Follow up on Class II Military Standard Requisitioning and Issuing Procedures (MILSTRIP) transactions when you visit unit supply operations. Ensure that components are being ordered when applicable.

Be prepared to conduct change of command inventories. I recommend going to the battalion ALOC and setting up shop until complete. I believe in the PBO roaming the battlefield and going where most needed. Obviously, this movement is driven by METT-T and depends on where we are in the battle. Battalion or brigade ALOC is the ideal location. Request approval by the battalion XO and commander first.

Take care of your team, your weapons, NBC gear, and your vehicle all the time. Work closely with the battalion XOs. The XOs that I worked with were simply great.

Redeployment....going home

Finally, the unit has received the redeployment order. Basically, the PBO will execute everything done for the deployment but in reverse order. However, this time the unit will have to clean all the returning equipment to the US Customs Service's standards before loading the ship. I recommend that you review my predeployment notes. Here are a few additional thoughts:

- Review the redeployment DEPORD closely. Extract all logistical data.
- Prepare to order all shortages. However, if the supplementary address or TAC 2 (type address code 2 = freight shipping address) address is not updated at the right time, this may be an exercise in futility.
- Unplug from the AOR SSA.
- Prepare to account for all equipment purchased in the AOR. Moreover, prepare to laterally transfer it or turn it in.
- Close out all open reports of survey.

- Instruct the S4 to have all billing officials certify all IMPAC credit card accounts before redeploying.

- Conduct 100 percent inventory of all equipment before loading. Update hand receipts and conduct a sensitive items inventory. Publish a FRAGO.

- Prepare to collapse the PBO operations in the ALOC. At some point, you will lose power, E-mail and computer work capabilities.

- Prepare to begin working critical shortages as soon as possible when you return to CONUS. Under the Army's new Rapid Regeneration Program, the unit must be ready to deploy within 180 days.

- Hand-carry all STAMIS systems (recommend publishing an order designating them as TAT).

- Ensure your team is properly and formally recognized for their contributions in combat, both in awards and NCO Evaluation Reports.

Once back at home station, begin the reversal of your DODAAC, UIC, and plug-in procedures. Prepare rear detachment commanders for the inventory with the returning commanders. Ask the S3 to block inventory time for this and the eventual returning equipment inventories. Set your PBO office back up and get ready for the next fight.

In conclusion, I have attempted to highlight some key areas in which I believe that a PBO can better prepare himself, his team and his organization for deployment. Although I do not consider this an all-encompassing or all-knowing article, I hope the information will assist someone in a future combat deployment. Better yet, I hope you never have to use it. Regardless, remember the advice of the 108th Air Defense Artillery Brigade's commander in June 2002: "We must be ready to deploy now, not when the order arrives."

CW3 Joel Lockhart is currently deployed for one year as the Property Book Officer (PBO), Joint Logistics Command, Combined Joint Task Force 76, Kandahar Airfield, in support of Operation Enduring Freedom in Afghanistan. He previously deployed in 2003 to Kuwait and Iraq as the Brigade PBO with the 108th Air Defense Artillery Brigade for both Operation Enduring Freedom and Operation Iraqi Freedom. He assumed his current position 21 July 2003 as Division Property Book Team Chief, 25th Infantry Division (Light), Schofield Barracks, Hawaii.

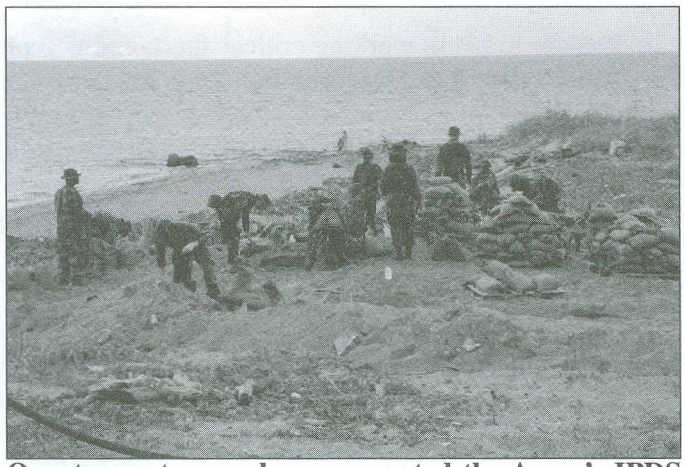
After joining the Army in August 1987, he completed basic training (honor graduate) and advanced individual training (distinguished honor graduate) in military occupational specialty 76Y (Unit Supply Specialist) at Fort Jackson, South Carolina. In his first assignment, he was the Unit Supply Clerk, Company B, 2-14 Infantry Battalion, 10th Mountain Division (Light), Fort Benning, Georgia. He was appointed a Quartermaster Warrant Officer in April 1996 after the Warrant Officer Candidate School at Fort Rucker, Alabama. Since then, his assignments have included Division Property Book Team Chief, 2d Infantry Division, Camp Casey, Korea; Battalion PBO, 2-5 Field Artillery Battalion (Paladin Missile), Fort Sill, Oklahoma; Group PBO, Combat Equipment Group – Europe, Kerkrade, Netherlands; Garrison S4 (Logistics) Officer and PBO, US Army Fort Bliss Garrison Command, Fort Bliss, Texas; and Brigade PBO, 108th Air Defense Artillery Brigade (Patriot Missile), XVIII Airborne Corps, Fort Bliss.

CW3 Lockhart deployed with Headquarters and Services Company, 43d Engineer Battalion, to Panama in 1989 in support of Operation Camino De La Paz. He deployed with B Battery, 3-18 Field Artillery Battalion, to Saudi Arabia and Iraq from 1990 to1991 for Operations Desert Shield/Storm. He served on Presidential Support Duty at the White House Communications Agency, Washington, DC, from 1993 until his appointment to Warrant Officer One (WO1) in 1996. He was graduated with honors from Excelsior College, Albany, New York, with a bachelor of science degree in liberal arts.

267th Quartermaster Company At a Joint Forces Exercise in Honduras

LT Steven L. Moon

Fuel storage and distribution through the Army's Inland Petroleum Distribution System (IPDS) was the 267th Quartermaster Company's mission for the Joint Logistics Over-The-Shore (JLOTS) exercise in February 2004 in Puerto Castilla, Honduras. The ability to exercise the nation's strategic diversity reoccurs yearly in the joint and sometimes combined operation called JLOTS. The US Navy and Army accomplished their respective JLOTS missions in 2004 by establishing the connection between the Navy's Offshore Petroleum Distribution System (OPDS) and the Army's IPDS onshore.



Quartermasters onshore connected the Army's IPDS with the Navy's OPDS, the existing fuel source.

The 143d TRANSCOM, an Army Transportation Command, is in charge of establishing operations involving sealift, airlift and land lines of communication (LOCs) in a developed or undeveloped theater. The 143d TRANSCOM was the higher headquarters that coordinated and conducted the massive JLOTS operation in 2004 – New Horizons JLOTS 04 - with joint and coalition forces. The annual JLOTS exercise has this training principle: "Train as a Combined Arms and Service Team." JLOTS components include the US Army, Navy and Air Force.

The major elements task-organized under 143d TRANSCOM in 2004 were the Navy's Amphibious Construction Battalion-Two (ACB-2) based in Little Creek, VA, and the Army's 6th Transportation Battalion, Fort Eustis, VA. ACB-2 was the command authority for wet operations or WET OPS, which consisted of all transportation of equipment and material from Navy vessels to the shore, camp construction, and the OPDS and the IPDS. The 6th Transportation Battalion managed dry operations or DRY OPS, which was the movement of equipment and material upon release from naval control.

ACB-2 is a Naval Engineer Battalion, also known as the SEABEEs. This diverse force consists of three companies and other units. One of these units for JLOTS was the 267th Quartermaster Company (Petroleum Pipeline and Terminal Operations (PPTO)), 240th Quartermaster Battalion, Fort Lee, VA. The 267th was responsible for installing and operating the IPDS for JLOTS in 2004.

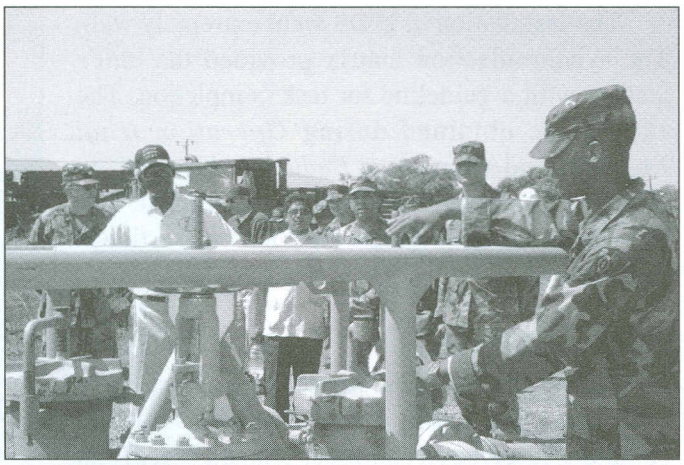
267th Quartermaster Company

Soldiers in the 267th Quartermaster Company operate the IPDS as an operational project stock that belongs to the Army Materiel Command (AMC). The system includes five-mile pipeline sets, pump station components, fuel tank farm assemblies called tactical petroleum terminals (TPTs), a contaminated fuel module, and transfer hose line. The 267th has a mission to operate a TPT that doctrinally has a receipt and storage capacity of 3.78 million gallons of petroleum. The 267th also can operate up to 6 pump stations along 90 miles of pipeline.

The IPDS is a lightweight, containerized, deployable pipeline and terminal system. The system interfaces with an existing fuel source such as a refinery or with the Navy's OPDS. During *Operation Iraqi Freedom*, the petroleum supply has originated from a refinery and entered the Army's IPDS through commercial pipeline in Southwest Asia. Most underdeveloped countries in which the US Army

might operate do not have refineries. Therefore, the Navy's OPDS originated and defined its necessity. Offshore, the Navy is responsible for distributing petroleum from a tanker to a beach termination unit (BTU) interface. Onshore, the Army assumes responsibility of receipt, storage and onward distribution of petroleum product pumped from a fuel-hauling tanker.

During the JLOTS in 2004, the 267th Quartermaster Company's mission was to receive 1.2 million gallons of product from the Navy's Military Sealift Command (MSC) vessel, *Mount Washington* anchored 1.2 miles off the shore of Puerto Castilla. The 267th then had to store up to 420,000 gallons of fuel and distribute it through 1.3 miles of IPDS pipeline into two permanent petroleum tanks in the host nation of Honduras.



The IPDS contractor advised leadership on a five-day field training exercise before deployment.

Predeployment Planning Phase

Planning. The 267th Quartermaster Company began planning for New Horizons JLOTS 04 in August 2003 shortly after return from *Operation Iraqi Freedom.* The 267th commander arranged a meeting to determine requirements with the proponent contracted by Forces Command, Army (FORSCOM). The contractor provides expertise in IPDS and maintains the Joint Training Exercise (JTX) IPDS equipment. During this meeting, the 267th created an IPDS equipment list and coordinated the JLOTS training. Also, 143d TRANSCOM held three planning conferences in Orlando, FL, that allowed staff from the 49th Quartermaster Group (Petroleum and Water) at Fort Lee to provide JLOTS input. The 267th operations section prepared a ROCK Drill, complete with a terrain model, and created a flexible synchronization matrix that outlined key tasks for all phases of operations. Leaders conducted daily JLOTS meetings to monitor the progress.

Because the 267th had recently redeployed to Fort Lee from *Operation Iraqi Freedom,* maintenance was vital to the JLOTS success. The maintenance section worked extremely hard to ensure equipment was reconstituted and mission-capable before deployment to Honduras. The Family Readiness Group (FRG) also played a vital role during this phase of operations. The 267th scheduled FRG meetings to establish relationships between rear-detachment personnel, FRG leaders and family members of deploying Quartermasters.

Training. The 267th coordinated two days of classroom instruction at the US Army Quartermaster Center and School, Fort Lee, and a five-day refresher field training exercise (FTX) at Fort Pickett, VA, before JLOTS. During the FTX, the IPDS contractor supervised and advised unit leadership.

Although the 267th had just returned from the desert conducting IPDS operations, the training familiarized new soldiers with pump station design and pipeline construction procedures. The JLOTS mission in 2004 tasked Quartermasters with constructing the IPDS pipeline from the pump station to the host nation tanks. Because of the short distance, the 267th easily accomplished this mission. Since the unit was thoroughly versed in all aspects of its Mission Essential Task List (METL), pipeline construction was the training highlight because doctrine calls for an Engineer pipeline construction company to execute.

Execution Phase

Deployment. The 267th advance party (ADVON) left Fort Lee for Honduras on 9 Feb 04. The main body of 109 Soldiers departed on 12 Feb 04 and arrived at LeCeiba Airfield, Honduras, on 14 Feb 04 thanks to the help of the Air Mobility Command of the US Transportation Command. After a day's layover at LeCeiba, the 267th moved by bus to the final destination of Puerto Castilla. The ADVON briefed the commander on daily requirements and other essential information.

The installation of IPDS went extremely well. The synchronization matrix provided the unit's leaders with a guideline for task completion. The experience obtained during *Operation Iraqi Freedom* and *Operation Enduring Freedom* in Southwest Asia enabled the 267th to complete TPT construction in 48 hours and pipeline construction in 72 hours.

Major JLOTS Issues

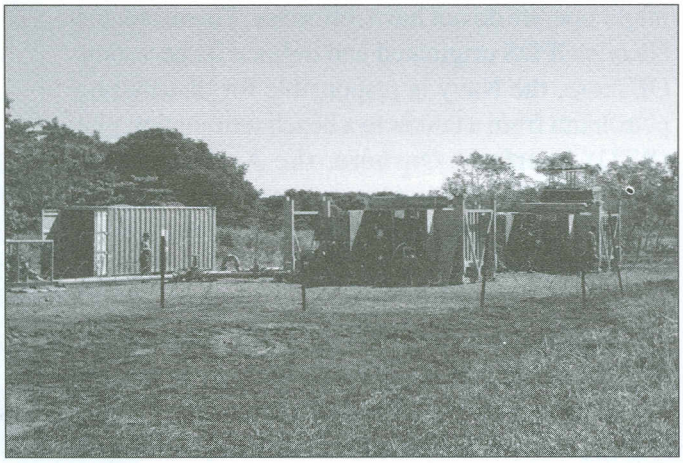
During the JLOTS exercise, units faced many concerns. The main issue was the weather. Honduras received an enormous amount of rain that affected the exercise in several ways. First, the life support area (LSA) flooded, which caused an exercise delay. Next, the centralized staging area for all containers flooded and presented some major problems with the maneuverability of container handling equipment. The weather and the water conditions offshore complicated the installation of the OPDS conduit, a submersible hose used to discharge petroleum product from the OPDS ship, causing a 36-hour delay. The conditions at sea also hindered sinking of the Single Anchor Leg Mooring (SALM) system, the component used for subsequent OPDS ships to anchor and then discharge fuel cargoes.

Redeployment Phase

Upon mission completion, Soldiers of the 267th were eager to disassemble the site. Safety was the number-one priority. The TPT was totally recovered and packed in 48 hours. The pump station and pipeline were completed in 36 hours. The 6th Transportation Battalion provided the guidelines for the wash rack and agriculture inspections of all containers and rolling stock. The 267th continued 24-hour operations to ensure all equipment was washed and staged, awaiting agriculture inspection, in the sterile lot for redeployment. After inspection, the IPDS equipment was loaded on the *Cape Trinity*. The 6th Transportation Battalion spearheaded the uploading and logistically supported the operation with necessary material handling equipment. The *Cape Trinity* was completely uploaded in 36 hours for the vessel's five-day sail to Norfolk, VA.

Strategic Diversity

The ability to exercise the nation's strategic diversity was thoroughly executed during JLOTS 04. ACB-2 exercised its assets by performing Engineer tasks. The 143d TRANSCOM was the command and control over both WET OPS and DRY OPS. The Navy and the Army accomplished their respective missions by establishing the connection between OPDS and IPDS – joint operations vital to the overall success of any JLOTS mission.



Pump Station 1 in Honduras had a guard tower (right) and surrounding concertina wire.

The capability of exercising joint operations with other military services is critical to the success of the US armed forces. The "melting pot" concept of joint Navy/Army exercises is one that has not been implemented enough. With joint operations such as JLOTS, the opportunity to "Train as a Combined Arms and Service Team" is put into action. The 267th Quartermasters received valuable training, and unit leadership had an opportunity to train METL tasks as well as assess strengths and weaknesses for future planned training.

LT Steven L. Moon is currently assigned as Terminal Platoon Leader, 267th Quartermaster Company, Fort Lee, Virginia. He has an associate of arts degree from St. Leo University and is completing a bachelor of science degree in psychology at Virginia State University. Before receiving his commission through Officer Candidate School in September 2002, LT Moon, then a Staff Sergeant, was the Mortuary Affairs Noncommissioned Officer in Charge for Third Corps Support Command, Wiesbaden, Germany.

Tips for Convoy Planning and Operations

CPT Christopher M. Neal

During *Operation Iraqi Freedom in 2003*, offensive operations took the 26th Forward Support Battalion (FSB), 2d Brigade Combat Team, 3d Infantry Division over 750 kilometers of hostile enemy territory from Camp Virginia in Kuwait, to Baghdad International Airport in Iraq, and to the final destination of Fallujah, Iraq. From my vantage point as assistant S3 (Operations Officer)/battle captain, I will discuss the key preparations of our convoys before "crossing the berm," precombat checks/precombat inspections (PCC/PCI), coordination with the Field Artillery and brigade tactical operations center (TOC), and our actions at our final destination.

Recommendations From Experience

What the 26th FSB learned in Iraq can assist future support officers and noncommissioned officers (NCOs) planning for convoy operations, as well as convoy defense. In no way are any of the topics I discuss an absolute or a standing operating procedure (SOP). I hope that whoever reads this article will learn something to add to the unit's SOP or implement in the unit. Most of my experience was during offensive operations. I further hope that individuals/units will implement information from this article into the current stability and support operations (SASO) in Iraq.

Fortunately, the 26th FSB had six months of training time in Kuwait before the start of offensive operations in Iraq. In Kuwait, Soldiers trained on areas beneficial during the offense. (*Operation Iraqi Freedom* began 29 Mar 03 with coalition air strikes, and President George W. Bush declared an end to combat operations on 1 May 03.)

First, I will emphasize the importance of map reading and the use of a satellite Global Positioning System (GPS). It is crucial that everyone knows how to use a GPS, as well as how to read a map, when moving over extended lines of communications (LOCs). If your unit is short on this military equipment – as was the 26th FSB - have your battalion S4 (Logistics Officer) coordinate for the purchase of civilian GPSs. In the desert, these devices will prevent your units from getting lost, aid in medical evacuation (MEDEVAC) operations, as well as aid in reporting breakdowns and giving general situation reports (SITREPs). If your unit is short on maps, ensure that each vehicle in your convoy has a strip map to your next destination with grid coordinates for each checkpoint. I was surprised by comments about GPSs when one of the FSBs from 1st Armored Division relieved us. Soldiers said they were told not to use civilian GPSs because they were afraid that the satellites would not function while they were traveling from Kuwait to Baghdad. They could have greatly benefited from the use of GPSs, according to their battalion commander.

Emphasize Convoy Defense

Secondly, I want to emphasize convoy defense, as well as convoy operations at night. It is crucial that Soldiers train on "react to ambush" before offensive and SASO operations. I propose that support units at any Army training center (National Training Center, Joint Readiness Training Center or Combat Maneuver Training Center) not only conduct a brigade support area (BSA) live fire exercise (LFX), but also include a convoy LFX. It is my understanding that these training centers are implementing this LFX into their rotations. A convoy LFX would train soldiers how to fight while in a convoy and how to maneuver quickly out of the kill zone. This LFX training would enhance the survivability of support units and also give units the confidence of knowing what to do in case of convoy ambush.

I also suggest that when any convoy moves out – at a minimum – the Soldiers need at least two crew-served weapons or squad automatic weapons (SAWs) with each convoy. Convoys need these crew-served weapons both for shock value (making an enemy think twice about attacking a convoy) and for adequate firepower against an attacking enemy. Crew-served weapons training (M2, MK19) and even M249 training and qualification should be increased and trained heavily before deployment to Southwest Asia.

Also, units should have an SOP for Soldiers in moving convoys to orient their weapons outside their respective windows (with the exception of the driver). Again, this SOP makes convoys less susceptible to ambush and shows confidence - Soldiers ready for action if the need arises. Moving at night is one of the toughest tasks for a convoy traveling over hostile terrain during offensive operations.

Night Travel Suggestions

All personnel in a convoy should have night vision goggles, at least the driver and any passenger in the front seat. Training at home station, as well as at any Army training center, should emphasize and train vigorously on the use of night vision goggles when preparing for offensive operations. Another suggestion for night travel by convoys: ensure that your battalion S4 or brigade S4 orders head harnesses for night vision goggles in order to free up hands during movement. When we finally arrived at our final destination at Baghdad International Airport, I took a walk to our supply company's makeshift motor pool. When I looked at all of our 5,000-gallon fuel tankers, I noticed that all our M818 (prime movers) for these fuel tankers had smashed front grills or broken windshields or missing side rearview mirrors. I concluded that some of this damage happened because of driver fatigue, but I also suspect that this was because the exhausted Soldiers were not wearing their night vision goggles but instead were trying to drive by looking at the vehicles in front of their vehicles' blackout drive lights. Soldiers must be trained at night to feel comfortable driving with their night vision goggles.

Before each convoy moves out, the convoy commander must conduct a safety briefing along with PCC/PCI. The following list of the minimum requirements before vehicles move by convoy to a new location is not all-inclusive, just some recommendations to add to the unit's convoy SOP for both offensive and SASO operations:

- Strip maps with checkpoints issued to all vehicles (with six-digit grids as a minimum)
- Battle book check by key leaders, operations orders, maps and/or an all source analysis system (ASAS) light printout of the area
- Enforced intervals between all vehicles
- Adequate fuel on hand for all vehicles
- Adequate recovery equipment for each vehicle, such as tow bars, chains, wreckers, cables and shovels to get out of sand
- GPS for each vehicle (military or civilian GPS devices), minimum front and rear
- "Air guards" to observe bridges overhead, watch out for chokepoints, watch out for improvised explosive devices (IEDs), mines and potential ambush sites
- Night vision goggles with head/helmet harnesses on hand for each vehicle
- Vehicles with crew-served weapons in the convoy
- Vehicles with FM communications in the convoy
- Preventive Maintenance Checks and Services (PMCS) before operations
- Standard safety briefing
- Actions to take if a vehicle breaks down
- Rehearsal of reactions to ambushes, IEDs and land mines, and to sniper and artillery/mortar attacks
- Casualty evacuation (CASEVAC)/MEDEVAC rehearsal
- A check with battalion S2 (Intelligence Officer) on possible enemy locations, threats and actions within the past 24-48 hours
- Avoidance of chokepoints, if at all possible.
- A sensitive items check
- Hardening of vehicles by using items such as sandbags and makeshift fabrication of armor

I recommend that potential convoy commanders/NCOs in charge (NCOICs) have a checklist readily available to them so they can see whether or not their convoy is ready to go. It is critical that NCOs conduct PCC for all their soldiers in the convoy before movement and that the convoy commander with the NCOIC of the convoy conduct the PCI before all movements. I know that during war everyone is tired and stressed out, but these checks are critical to the survival of Soldiers in a convoy. Conduct PCC/PCI, and enforce PCC/PCI.

One way to improve survivability of convoys while moving in the offense is to realize what the Field Artillery and most brigade TOCs have to offer. The standard Field Artillery battalion has Q36 radar. The Q36 radar can track enemy artillery and mortar fire from the exact location where the enemy fired and, in essence, provide counter-battery fire to destroy

the enemy's artillery/mortar. Support battalions must coordinate with the Field Artillery battalion S3 for additional Q36 radar coverage for a convoy's movement, if possible. During *Operation Iraqi Freedom* in 2003, this Q36 coverage was tremendously helpful in covering the brigade movement through a chokepoint. The enemy was using mortars to disrupt the brigade's movement, but the Q36 radar tracked the location of the enemy's mortars and provided counter-battery fire to destroy them. This enabled the brigade to get through this chokepoint. This action can be applied to convoy operations. The battalion S3s ensure that adequate Q36 radar coverage is available and provided.

Urban Counter-Battery Fire

However, during SASO counter-battery fire could cause issues in an urban environment in a city such as Baghdad because the firing could cause civilian casualties. Additionally, Field Artillery units may designate certain areas as "No Fire Areas." This is worth checking into because of reports of enemy combatants using mortars to attack friendly positions throughout Iraq.

Also, most brigade TOCs will have the vehicle tracking system called JSTARS (Joint Surveillance Target Attack Radar System). This JSTARS can track the location of large concentrations of vehicles. During offensive operations in Iraq, the brigade used FM communications to inform us of large amounts of "JSTARS Hits" or the locations of heavy concentrations of vehicles. The brigade distributed grid coordinates of the possible locations of large enemy concentrations. This is critical information for leaders and convoy commanders who make decisions about changing plans for convoy movement and establishing safe routes for the convoy. Coordination by battalion S3s with the brigade S3 is critical to convoy route planning. Also, the respective S3s may have information not relevant to their needs, but highly critical information that a convoy commander needs to know. Battle captains must be proactive in gathering information so that the commander or the convoy commander can make the right decisions, and make adjustments to potential locations as necessary.

When we finally reached Baghdad International Airport, "major hostilities" of the war had concluded. Thus, offensive operations officially were over in Iraq. We started to conduct SASO, but Soldier support requirements remained as well as the use of convoys. I want to emphasize that some of my suggestions are derived from my experiences at this time. These suggestions should be enforced whenever an element or convoy leaves base camp.

I want to emphasize that each convoy commander or NCOIC needs to check in - in person - with the battalion TOC. While there, the battle captain or NCOIC should brief the convoy commander on events within the last 24-48 hours including potential ambush sites and previous IED locations, when to expect the convoy back, and the route the convoy plans to take. This also is the time to see if crew-served weapons are available, find out friendly locations, and conduct a communications check with the battalion TOC. This may seem like micromanagement, but - trust me - this is critical to the survivability of the convoy when the vehicles leave the base camp.

Keep Convoys to a Minimum

Convoys must be kept to a minimum, if at all possible. While driving in an urban environment, a convoy should move out with at least two crew-served weapons vehicles, no matter how small the convoy. As a matter of fact, the crew-served weapons became so critical in the 26th FSB that the battalion S3 personnel tracked all vehicle-mounted, crew-served weapons and crews and also assigned them to convoys that were moving out. Needless to say, coordination before movement with the support operations officer who tasked most of the convoys was critical.

Even with the advent of Force XXI and Objective Force technology, the Army will always need convoy commanders who have the leadership ability to do the right things necessary for survival of their Soldiers. Officers and NCOs who are convoy commanders must train their Soldiers how to survive and accomplish the mission in a hostile environment. Convoys coming under attack in Iraq are continually in the news. The convoy is the most vulnerable part of Army operations in a hostile environment. In this age of worldwide deployments during the war on terrorism, units must train intently on convoy

operations and recognize the importance of convoys in mission completion while always protecting Soldiers – be proactive instead of reactive.

CPT Christopher M. Neal, currently S4 (Logistics Officer) for the 78th Signal Battalion at Camp Zama, Japan, is a former Armor officer who was branch-detailed to the Quartermaster Corps. He served three years in the 3d Infantry Division as a Tank Platoon Leader and Assistant Battalion S3 (Operations Officer). He also has been to the National Training Center and the Joint Readiness Training Center, deployed to Kosovo, and served in Kuwait and Iraq. He is a graduate of the Armor Basic Officer Course, Supply and Service Management Officer Course, Combined Logistics Captains Career Course, and Combined Arms Services Staff School.

Soldier's Creed

I am an American Soldier.

I am a warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.
I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.
I am an American Soldier.

WARRIOR ETHOS

289th Quartermaster Company's Volunteer Sling Load/Air Assault Operation

CPT John C. Powe

EDITOR'S NOTE: This article originated as an information paper when the author was a student in Phase II of the Combined Logistics Captains Course at Fort Lee, VA. The author and a fellow Quartermaster were second lieutenants when they decided to use the sling load training they received at Fort Lee to train Soldiers in their 289th Quartermaster Company (General Support). Both officers were graduates of the Sling Load Inspector Certification Course (SLICC).

With approval of battalion and company commanders, we planned a specific air assault/sling load operation at Fort Hood, TX, with the 289th Quartermaster Company, 13th Corps Support Command (COSCOM) and 2-227 Aviation Battalion, 1st Cavalry Division. We both were graduates of the Sling Load Inspector Certification Course (SLICC). The two-day operation, 01-02 July 2000, moved three pieces of equipment and 23 Soldiers about 90 miles round trip.

Quartermasters maintain communications as Soldiers prepare to mount the Blackhawk helicopters.

We had 22 personnel volunteer for this operation. Anyone could go. Two sergeants from the 157th Field Service Company, who had written SLICC instruction at Fort Lee, were recruited as subject matter experts to help with the sling load training. Also, coordination with the Aviation supporting unit was very simple: the brother of my fellow Quartermaster was the battalion operations officer. The Aviation battalion needed training on sling load operations and already had been planning for an air assault mission, so this worked out for both units.

Two Weeks To Train

We had two weeks to train Soldiers and rig equipment: one M998 High Mobility Multipurpose Wheeled Vehicle (HMMWV), one M105 trailer and one refrigeration unit. While one of the subject matter experts and his crew were training the 22 volunteers, we went to the air mission briefings at the 2-227 Aviation Battalion hangar. The SLICC equipment would be hooked up at Landing Strip 31 at the southern tip of Fort Hood, TX, and be released at North Fort Hood, a total distance of 45 miles one-way. An air traffic control unit from Fort Bragg, NC, would conduct the traffic control at the landing strip. One pilot told us that the airstrip was an unpaved, dirt landing strip that we should find with no problem. Everything was in order. The equipment was rigged, the manifest was turned in, and we were ready for this fast-paced mission.

However, one question that went through our minds was, "Which route do we take to get the equipment to the landing strip?" Another question was, "How are we going to get the refrigeration unit to the landing strip?" The refrigeration unit would be downloaded from the back of the trailer with a 4,000-pound forklift/rough terrain.

Around 1500 on the Friday before Monday's mission, we and a volunteer staff sergeant went on a reconnaissance to find the best route and locate the

landing strip. We were searching for a dirt landing strip in a 25-square-mile training area. Looking on the map, we came straight to what we thought was the strip about 30 minutes of travel time from the hanger. When we came to a cleared field with knee-high grass, we kept looking for the airstrip by staying on the tank trail. With only a map and a sense of direction, reconnaissance was getting kind of hectic. Four hours later after driving all over this training area, we discovered that the area had creeks, winding hills and trees galore instead of flatland. We finally decided that the cleared field was the best place for helicopters to land. That cleared field – with no visible dirt - was Landing Strip 31.

NCO from the 289th gives the hover command before hook-up of M998 HMMWV.

No sling loading was in the plan for day one, just picking up Soldiers at Landing Strip 31 and executing false insertions and tactical dismounts in North Fort Hood - about four hours of flying time. Day two was the sling loading part.

On day one, we organizers flew out with the Aviation battalion from the airfield to pick up the rest of the Soldiers at the landing strip. All was going well. We landed at the strip and disconnected our seat belts to get out and make sure our Soldiers got on the helicopters, but the crew chief told us to stay put. We stayed idling for about five minutes. Our Soldiers were not getting on the helicopters. So, four UH-60 Blackhawk helicopters took off with no Soldiers. We saw our Soldiers just looking up at us from the ground with a "What's going on?" expression on their faces.

Blackhawk comes in for a false insertion at North Fort Hood, Texas.

After we flew to North Fort Hood and back to the landing strip, I finally talked to the pilot in command of the operation. The pilots were under the assumption that we knew how to get ready to mount a "hot" helicopter. We were under the assumption that they were going to let us off the helicopter to make sure all the volunteers were in place and had seats for the flight.

Not knowing that the pilots had been flying tactically since departure from the airfield was a lack of communication on our part. After we got that procedure straight, our Soldiers knew to await the arrival of the helicopters in the prone position. Once the Blackhawks landed, the Soldiers jumped up, ran tactically to the aircraft and buckled up. Flying at treetop level at a high rate of speed was very energizing. We had false insertions and full rolling dismounts at North Fort Hood. Once we dismounted, we had radio contact with the aircraft to get ready to board the helicopters. We flew back and forth about six times and called it a day.

Day two was the sling load part, and we were ready. The equipment was at the landing strip extra early to conduct some "dry" drills for the operation. We inspected the loads onsite. Then we drove to the airfield to fly out with the helicopters to the landing strip. We were supposed to move out at 0900, but had a slight delay because of a typical situation at our motor pool. A set of keys to one of the helicopters could not be found. So, at 1000 hours

we left with three aircraft instead of four. Three aircraft were supposed to carry the sling loads and one aircraft carry the hook-up team.

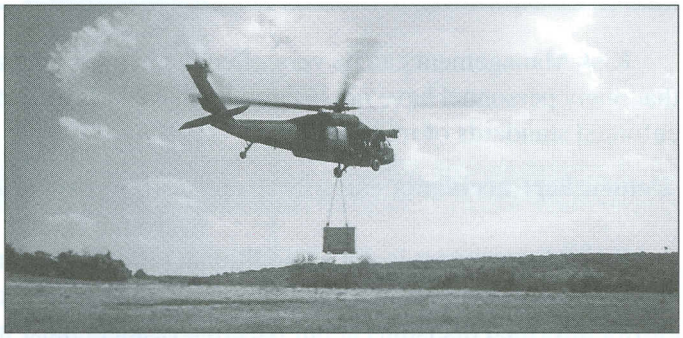
We coordinated with the pilots to drop off one subject matter expert, me and my fellow officer and then fly back to pick up the loads for sling. We had two teams: one at North Fort Hood that was dropped off early by aircraft and one at Landing Strip 31. Both teams rotated from the landing strip to North Fort Hood to hook up and dismount. The operation went smoothly. Our Soldiers had all the drills down and used the correct hand and arm signals for ground-guiding the aircraft. The static probe that I built was used to ground the aircraft. There were no injuries to the volunteers and no damage to any equipment. This was very good because we were sling loading my HMMWV.

We flew a nap-of-the-earth pattern on the way back from North Fort Hood on the return trip. At one point of the flight, the pilot was flying really fast at treetop level. Facing toward the front of the aircraft, I only could see this huge wall from a hill in front of us. We are flying straight for it from the bottom of the valley. Then, suddenly at the last possible minute, the pilot shot the nose of the aircraft straight up toward the sky. As we came over the top of the hill, the pilot darted the aircraft's nose toward the ground on the other side of the hill and then leveled out at the treetops, all of this super fast. My adrenaline was pumping. We were actually weightless for about five seconds going over the top of the hill.

After the mission was over, I got a chance to talk with the pilot. He was a chief warrant officer four (CW4) who deployed with the 160th Special Operations Aviation Regiment (SOAR). Some volunteers actually became air sick on that flight. They sat out the flying and just hooked up the equipment for sling load. Originally, the mission was planned as a three-day operation with one night operation. However, the night operation and the third day were cancelled when the 2-227 Aviation Battalion was called up to fight fires in Montana.

The highlight of this realistic training was teaching the fundamentals of sling load operations to Soldiers who never had a chance to get under a helicopter and hook up a piece of equipment. Getting "out there" and putting to use the courses I completed at the US

Hooking Up Refrigeration Unit



Taking Off With Quartermasters' Sling Load

Army Quartermaster Center and School was an opportunity that I can use in the future. If my fellow officer and I were not SLICC-qualified, we probably would not have set up this operation. All of the Soldiers involved were thrilled with this sling load operation. Some Soldiers even decided to stay in the Army longer to be a part of more exciting missions like this one. This training was a morale booster for the unit.

CPT John C. Powe is currently Commander, Headquarters and Headquarters Detachment, 203d Personal Services Battalion, assigned to Fort Wainwright, AK, for his second tour. He is an Officer Candidate School graduate of Tarleton State University at Fort Hood, TX, with a bachelor of science degree. Also, he is a graduate of the Combined Logistics Captains Career Course (CLC3), Combined Arms and Services Staff School (CAS3), Support Operations Officer Course and the Petroleum Officer Course. His previous military assignments include Supply Platoon Leader, 289th Quartermaster Company, Fort Hood, TX; POL (petroleum, oils and lubricants) Section Sergeant, Support Platoon, 1/11th Armored Cavalry Regiment (Opposing Forces), Fort Irwin, CA; and Aircraft Refuel Handler, 6th Combat Aviation Brigade, 6th Infantry Division, Fort Wainwright.

Integration of Risk Management into Training for Combat Readiness

Michael L. Davis
Safety Specialist Assigned to the US Army Quartermaster Center and School, Fort Lee, VA

Risk Management can be very effective in preparing a unit for combat. However, accident evidence shows that many personnel have not been trained, hazards have not been integrated into training, and leaders have not enforced standards of training.

Remember: accidents can affect not only individuals, but also equipment and the mission.

Risk Management is not an additional task. Risk Management is a process that must be incorporated into everything Soldiers do - on and off duty. Risk Management provides for successful task accomplishment and allows informed decisions about hazards. Leaders must influence personnel to accomplish tasks by providing purpose, direction, training and motivation. Only training and practice can make Soldiers and their units proficient in tasks and missions. Leaders need to identify specific actions to accomplish, name the personnel responsible for specific tasks, and establish milestones. Also, the leader must identify and develop options for training personnel and integrate information about hazards that will be faced into all training events. This reinforcement of hazards and standards is important in the reduction of accidents.

During *Operation Iraqi Freedom* through March 2004, the 150-plus reported cases of accidents with weapons are good examples of what can occur if leaders do not integrate Risk Management procedures into training and enforce standards. Combat service support personnel are in a high-risk environment, especially since they do not handle weapons every day during peacetime.

Accidental discharges during operations in Iraq show that 10 per cent of all fatalities preceded by accidents with weapons occurred during the pre-hostilities phase. About 18 per cent of the accidental fatalities occurred during the hostilities phase, and 11 per cent of accidental fatalities have occurred during post-hostilities phase. (*Operation Iraqi Freedom* began 29 Mar 03 with coalition air strikes, and President George W. Bush declared an end to combat operations on 1 May 03.)

Leaders must outline their plan of action, develop specific training for tasks based on Risk Management elements, identify requirements and individuals that will be part of the mission, and prioritize activities. Leaders at all levels must be committed to integration of the Risk Management process into training, the execution of the plan, reinforcement, and the correction of problems identified. Finally, leaders must assess their efforts; evaluate the training effectiveness, individual needs, unit requirements and mission requirements; and revise training as needed.

The integration of Risk Management into the planning and execution of every mission is a leader's responsibility. The process is not a science and will not provide leaders with a precise course of action. However, Risk Management is an important tool that must be fully integrated into training to save individuals, equipment and the unit's mission.

CAREER NEWS

Professional Development

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

Active Duty Service Obligations, Nontraditional Assignments, and Officer Resignations

LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management
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Quartermaster officers must continue to be flexible because current operational requirements sometimes change on a daily basis. The Army will experience a period of instability before establishing the last units of action (UAs) in 2007. With the right amount of flexibility and determination, we will get through this and our Army will be stronger for it.

Quartermasters continue "Supporting Victory" around the globe and have earned everyone's respect and admiration. Continue to keep the reputation of the Quartermaster Corps strong and know that we at the US Army Human Resources Command (HRC) are here to support you and to meet Army requirements. I will be serving for a third year as the Quartermaster Branch chief for officers. Setting the Army for "The Way Ahead" and supporting current operations are in the best interest of officers and the Quartermaster Corps. Current "hot topics" at the HRC for Quartermaster officers include the following:

Active Duty Service Obligations (ADSOs)

All who come on active duty incur an ADSO, an obligation to serve in the Army for a specified period of time. Typically, accessions from the Reserve Officers' Training Corps (ROTC) and Officer Candidate School (OCS) incur a four-year obligation, while United States Military Academy accessions incur a five-year obligation. Also, each time an officer makes a permanent change of station (PCS) in the continental United States (CONUS), there is a one-year obligation. When officers PCS outside the continental United States (OCONUS), they must complete 5/6th of their tours of duty for full overseas credit. Furthermore, when officers attend PCS schools, civilian schools and Army programs such as Training With Industry, there is a utilization ADSO associated with completing the special training.

During the Army's drawdown period and before becoming an Army at war in Southwest Asia, ADSOs were waived liberally. I will tell you that times have changed. If an officer has an ADSO, he should plan on fulfilling this obligation before submitting paper work for release from active duty or retirement. Additionally, with the use of tuition assistance, each officer signs a contract that clearly states the obligation to serve two years in the Army after course completion. Repaying the tuition assistance money does not relieve an officer of ADSO responsibilities to the Army. Education centers at each installation can verify any tuition assistance used and the ADSO incurred.

Some waivers are still being granted, but each request is reviewed on a case-by-case basis. Generally, the only ADSO waivers involve extreme hardship. When submitting a hardship waiver, fully document your case in writing and include all supporting documentation from the appropriate professionals such as doctors, chaplains and lawyers.

Assignments for Non-Branch Qualified Captains

The HRC will be making some very nontraditional assignments for officers coming out of the advanced course, the Combined Logistics Captains Career Course (CLC3). These CLC3 graduates will be assigned to Third Army Headquarters, Active Component/Reserve Component (AC/RC) positions and possibly the US Army Recruiting Command (USAREC) before they command a company. All non-branch qualified captain assignments to Third Army are for 12 months, so officers can return to installations and units with ample command opportunity. Officers assigned to AC/RC will go on 24-month assignments and then be sent to installations that can support the company command requirements. Also, the HRC has tried to align all AC/RC positions near or with an installation that can support company command to minimize the impact of moving on Soldiers and families. There may be additional requirements for Quartermaster captains in USAREC as well. For USAREC, the guidelines will be the same as current AC/RC guidelines where applicable (24-month tours and close to a major installation where possible).

Resignations From the Active Army

The Quartermaster Branch has seen a slight increase in officers thinking about starting new careers outside of the Active Army. I think this is great, if for the right reasons. I ask all officers considering a different career path to seek advice from their leadership or to call any of us at HRC. It is very important to make an educated decision for the right reasons. Too often I have watched officers make rash decisions without seeking advice. In hindsight, those officers regret those decisions. We are available to help, so please do not hesitate to ask.

FY05 Professor of Military Science Board, Pre-Command Course, FY04 Lieutenant Colonel Battalion Command Board, Cohort Year Groups, Official Military Personnel File (OMPF) Online

LTC Timothy D. Brown, Lieutenant Colonel Assignments Officer
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FY05 Professor of Military Science Board

This selection board will convene 16-18 Aug 04. Officers must first obtain permission to compete from their assignment officer at Quartermaster Branch, which will forward each officer's name to the US Army Cadet Command. Officers must meet the minimum requirements. Once approved to compete, officers must submit the following items to their assignment officer at Quartermaster Branch and the interview sheet to Cadet Command.

Minimum Requirements for Competition for Professor of Military Science:

- Rank of lieutenant colonel/major at Military Education Level (MEL) 4
- Master's degree or higher (earned by 30 Jul 04, no exceptions)
- Branch-qualified with recent troop-leading experience, last one or two assignments recommended
- Moral attributes and personal traits for prestigious position in an academic community
- Available for permanent change of station (PCS) in FY05
- Available for three-year tour
- Available to report by 30 Jul 05
- Mandatory release date (MRD) not earlier than June 2008

Submit to Quartermaster Branch at Human Resources Command:

- Name, rank, branch, work telephone number, home telephone number, cell telephone number (optional), work E-mail address and home E-mail address
- A signed board Officer Record Brief (ORB)
- Completed and signed Professor of Military Science (PMS) Preference Sheet
- Official undergraduate and graduate degree transcripts

Submit to Cadet Command:

Complete the Cadet Command's Interview Sheet at www.Rotc.Monroe.Army.Mil/Pmsboard/Is. The Cadet Command's Interview Sheet must be forwarded to Cadet Command at patricia.harp@monroe.army.mil or marilyn.keener@monroe.army.mil no later than 30 Jun 04.

Links to the MILPER message and the Cadet Command web site:

The MILPER message is at http://perscomnd04.army.mil/MILPERmsgs.nsf/All+Documents/04-107?OpenDocument. Access the Cadet Command's web site at http://www.rotc.monroe.army.mil/pmsboard. The MILPER message, PMS Preference Sheet and projected vacancies are attached. Check the Cadet Command web site for an updated list of vacancies.

Pre-Command Course (PCC)

All FY05 battalion commanders have been contacted about PCC dates. Some additional guidance about PCC includes this direction: be realistic. Not everyone will get to attend PCC at the time most convenient for them and their families. The most popular dates for PCC at Fort Leavenworth, KS, are around the Thanksgiving and Christmas holidays. With only two to three slots per class, getting class dates during the holidays that cause the least disruption to families is not likely. Being overseas counts, but that may not be enough. Quartermaster Branch tries to line up courses for officers who are overseas in succession so that they do not make repeated trips to the United States. Do not ask for courses that you do not require. For example, every year someone asks for the Senior Officer Legal Orientation Course. This course is specifically designated for Court-Martial Convening Authorities (06 Commanders). Quartermaster Branch will not request an allocation for this course unless the gaining command will fund the temporary duty (TDY) costs and unless slots are available. Let Quartermaster Branch know of extenuating circumstances. We will do everything we can to support your wishes.

Timeline for PCC Course Date Notification (Tentative):

- Command slate released: 19 Jun 04
- Quartermaster Branch E-mails School Preference Sheets on 11 Jul 04
- Officers submit Preference Sheets to Quartermaster Branch no later than 6 Aug 04
- Human Resources Command's Schools Division releases allocations in late August 2004
- Combat Service Support (CSS) Division releases allocations to branches in late August/September
- Officers notified of course dates in mid- to late September

For background on the procedures for allocations to PCC and the requirements for each command category, go to www.atrrs.army.mil. This online site includes the Brigade and Battalion Pre-Command Course at Fort Leavenworth, KS; Tactical Commander's Development Course at Fort Leavenworth; Commander's Safety Course taught through Distance Learning via the Internet at https://www.aimsrdl.atsc.army.mil/secured/accp_top.htm; Combat Service Support Pre-Command Course at Fort Lee and Fort Eustis, VA; Logistics Pre-Command Course at Fort Lee and Fort Eustis, VA; US Army Training and Doctrine Command (TRADOC) Pre-Command Course at Fort Jackson, SC; and the US Army Recruiting Command (USAREC) Pre-Command Course at Fort Jackson, SC, and Fort Knox, KY.

FY04 Lieutenant Colonel Battalion Command Board

This board will convene on or about 30 Sep 04. Battalion command is extremely competitive. In an average year, about 70 to 75 percent of the officers in the primary zone are selected for lieutenant colonel. Of the 70 to 75 percent who are promoted, only 16 to 17 percent are selected for battalion command. An officer can get six looks for command. Year Group 88 officers will be up for their first look, with most of those selected coming from this year group.

Review your Official Military Personnel File (OMPF) now and make sure your file is accurate. To also help answer some of your questions, I have added a link to the Battalion Command Slate web site at http://perscomnd04.army.mil/CmdSlateInfo.nsf/. Access this link by using your Army Knowledge Online (AKO) log-in and password. You will see the battalion command slates for Quartermaster Branch, the 90A multifunctional commands, and other branches. You will normally see two slates in each of the categories. One will be for an even-numbered fiscal year (such as FY04) and one will be for an odd-numbered fiscal year (such as FY03 or FY05). If your cohort year group has an even number such as 1988, then you will compete for commands in the even-numbered fiscal year. The same applies to odd-numbered cohort year groups and fiscal years. By reviewing the lists you will be able to see what battalions are potentially available when you are eligible for battalion command. The CSS Battalion Command board meets in October of each year and selects officers for commands available the next fiscal year. For example, the battalion command board meeting this October (FY05) is for change of command dates in Summer 2006 (FY05). The following is a list of those battalion command categories:

Battalion Command Categories	Area of Concentration
6E-Supply Units Tactical	92B, 92A
6ER-Supply Units Training and Strategic Support	92B, 92A
6G-POL (petroleum, oils and lubricants) Units Tactical	92F
6GR-POL Units Training and Strategic Support	92F
6S-Multifunctional Support Battalion Tactical	15D,67,88,90,91,92
6SR-Multifunctional Support Battalion Training and Strategic Support	15D,67,88,90,91,92
6X-Institutional (Garrison/Brigade Support Battalion)	AS DISTRIBUTED
6Y-Institutional (USAREC)	AS DISTRIBUTED

Cohort Year Group

Several officers have noticed that the Year Group shown on their ORB in the Basic Year Group (BYG) block has changed. This has caused confusion among some officers and commands. Earlier this year a software update to the database software in the Total Officer Personnel Management Information System (TOPMIS) II changed the year shown from Cohort Year Group to Basic Year Group. For many officers, these two year groups are the same, but for other officers the year groups are quite different. The BYG block on your ORB now shows the fiscal year (FY) that you first started active duty. This is not necessarily your Cohort Year Group that determines when you are eligible for boards and that commands use as one criterion for slating majors to branch-qualifying jobs. Your Cohort Year Group is determined by your date of rank.

Assignment officers at the Human Resources Command have asked for the Cohort Year Group to be added to the ORB. Their recommendation is under review.

Official Military Personnel File (OMPF) Online

It is important to maintain your OMPF. The documents shown in the Performance, Commendatory Data, and Training & Education Data sections of your OMPF are exactly what selection and promotion boards see. If you do not keep your OMPF updated, you potentially put yourself at a disadvantage when going before a board.

This could cause you not to be selected for schools or promotions because you did not maintain your OMPF. Just as civilians update their resumes before competing for the next job or promotion, officers must also update their OMPFs. Officers should review their entire OMPF once per year. Updating your ORB and your OMPF are simpler than ever before.

Officers can access their OMPF online at https://ompf.hoffman.army.mil/. Access your OMPF using your AKO log-in and password. You will be able to view the Performance Data, Commendatory Data, Training & Education Data, and Restricted Data portions of your OMPF. You can quickly determine which documents and information, if any, are missing. OMPF Online is available 7 days a week, 24 hours a day.

You can update your OMPF three ways: submit missing documents through your personnel serving battalion, send them directly to Officer Records or, as a last resort, send them to Quartermaster Branch. Your social security number (SSN) must appear on the document. If your SSN isn't shown (such as in Award Citation), write your SSN in the upper right corner of the document.

The quickest method is to send your documents to Officer Records using one of the three methods of E-mail, FAX or surface mail. The fastest method of those three is to E-mail your documents to Officer Records at offrcds@hoffman.army.mil. You must scan the document in a "JPEG" format. You can send the document as a standalone JPEG image or paste it onto a Microsoft Word, PowerPoint or Adobe document. The second method is to FAX your document to Officer Records at (703) 325-5204 or DSN 221-5204. Be sure to use a good quality FAX machine and the original document. The third method is to mail photocopies of your documents to Officer Records at Commander, Human Resources Command, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, VA 22332-0444.

Contact Officer Records by E-mailing to offrcds@hoffman.army.mil. Documents submitted to Officer Records should have your SSN in the upper right corner. I strongly encourage you to check OMPF online three to four months before any board. If you have never checked online before, look at each Officer Evaluation Report (OER) front and back as well as all other documents shown to verify that they are yours. If documents are missing, submit them to Officer Records for inclusion. Documents submitted within 60 days of a board date are held for inclusion in your board file and may not appear on your OMPF until several months later after the board results are released. If a document appears in your OMPF online, it will appear before the board - except for items shown in the restricted portion of your OMPF.

Unit Deployments, Army Transformation and Force Stabilization

MAJ Darren Werner, Major Assignments Officer
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Personnel management continues to support unit deployments for *Operation Enduring Freedom* in Afghanistan and *Operation Iraqi Freedom* while also supporting Army Transformation initiatives. During the past few months, many Soldiers have rotated into and out of Iraq with the transition of authority (TOA) between *Operation Iraqi Freedom 1* and *Operation Iraqi Freedom 2*. In the next few months, others will rotate into and out of Afghanistan with the TOA between *Operation Enduring Freedom 4* and *Operation Enduring Freedom 5*. The operating tempo (OPTEMPO) for combat service support (CSS) units is high and unlikely to change with ongoing operations. While there is not a short-term solution, the Army Chief of Staff is implementing a restructuring of the Army from a Cold War task organization to a Modular Army. This restructuring combined with the Army Chief of Staff's initiatives for force stabilization for the Army and unit-focused stabilization will reset the Army to meet future operational requirements. What follows are brief descriptions of these initiatives in an effort to answer some of your questions on how future operational requirements will affect you.

Army Transformation

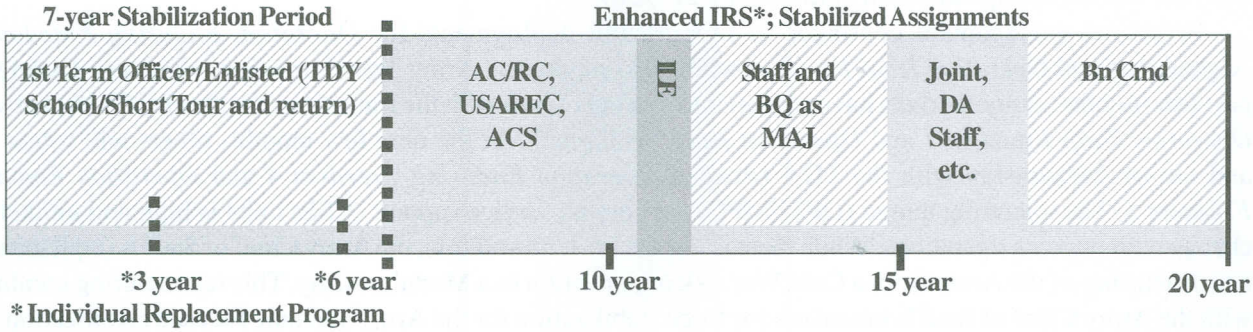
Army Transformation is all about building Army capabilities to meet the nation's future operational requirements and to better meet the requirements of regional combatant commanders. I will explain the basic elements and how they relate to the two initiatives of Unit Focused Stabilization and Life Cycle Management. The basic elements of Army Transformation include creating a modular Army, restructuring the force and stabilizing the force.

Creating a Modular Army and Restructuring the Force. The goal is a responsive brigade-centered force that enables joint and expeditionary capabilities. The Army began restructuring the 3d Infantry Division's Basic Combat Teams (BCTs) to Units of Action (UAs) upon the BCTs return from *Operation Iraqi Freedom*. The 10th Mountain Division and the 101st Air Assault Division will begin converting to UAs in FY05. The basic building block for the Modular Army will be a UA similar in structure to today's BCT. The Army will transition from eight different types of BCTs to three types of UAs: Infantry, Armor, and Stryker UAs. At the division level, the Army will transition from seven types of divisions to a Unit of Employment X (UEX) that can serve as the Joint Force Land Component Commander. Under the current template, a UEX will nominally consist of four UAs plus a Strike UA, an Aviation UA and a Sustainment UA (formerly a division support command or DISCOM). The corps and higher-level organizations will transform from corps and Army headquarters to Unit of Echelon Y (UEY). UEY organizations assume theater operational and strategic functions currently performed by corps headquarters and Army service component commands, such as Third Army.

The UA, UEX and the UEY designs are not yet final and will continue to evolve. The US Army Training and Doctrine Command (TRADOC) is the lead for developing these organizations. To complement UA development, the Army Chief of Staff directed the 3d Infantry Division to reorganize independently while TRADOC develops the Army solution to UA structures. The 3d Infantry redesign is independent of the TRADOC development efforts, is not necessarily permanent, and focuses on spiral development of capabilities and identification of issues for transition to UAs and UEX. For additional information on potential designs, go to the Force Stabilization web page at https://www.stabilization.army.mil/ .

Stabilizing the Force, The Home Base Initiative Model. Stabilization supports Army Transformation through increasing unit readiness and Soldier cohesion by providing increased predictability for Soldiers, their families and their units. For the individual officer, force stabilization produces depth of experience versus breadth of experience. Initial term officers can expect to serve their first six to seven years at the same location. The force stabilization initiative reassigns officers based on meeting professional development requirements and not on a set time on station. The following diagram shows a potential career timeline:

The Home Base Initiative Model



To illustrate The Home Base Initiative Model, a new lieutenant arrives at Fort Bragg, NC, and serves as a platoon leader, executive officer and battalion staff officer. Once selected for promotion to captain, the officer is scheduled for the Combined Logistics Captains Career Course (CLC3) and then returns to Fort Bragg to pursue

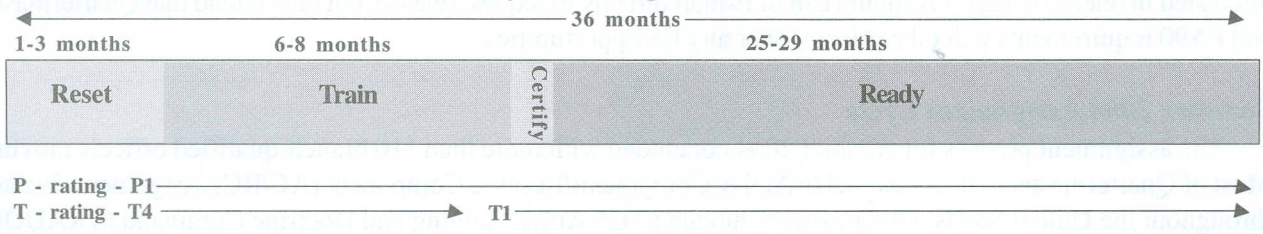
a company command and become branch-qualified. Once the officer is a branch-qualified captain, he becomes available for reassignment to one of the many Army requirements such as the US Army Recruiting Command (USAREC) and the Training With Industry (TWI) program. Upon selection to major, the officer will attend the resident Intermediate Level Education (ILE, also known as Command and General Staff College or CGSC) at Fort Leavenworth, KS, and receive Military Education Level 4 upon CGSC completion. After completion of ILE, the officer will return to the location (Fort Bragg in this example) where he served as a lieutenant and captain to branch-qualify as a major. Upon completing the branch qualification requirements as a major, the officer will go to an assignment for branch-qualified majors, such as Department of the Army staff or other nominative assignment. After promotion to major, the officer will compete for battalion command. If selected for battalion command, the officer will most likely return to the same location (Fort Bragg in this example) where he served as a lieutenant, captain and major. The same concept will apply if selected for promotion to colonel and brigade/DISCOM command. This illustrates how a career focuses on an officer's depth of experience rather than breadth of experience.

Unfortunately, not every officer will be able to return to the same location. At each promotion point, the personnel authorizations are fewer than the previous grade. This situation resembles a pyramid with lieutenants at the bottom (most authorizations) of the pyramid and colonels at the top (least authorizations). The goal is to have at least 50 percent of officers return to their previous duty location at each promotion point. The remaining officers will go to other types of assignments or be lost due to attrition. The other types of assignments may range from short tours with a follow-on to the previous duty location, Active Component/Reserve Component (AC/RC), TRADOC or other institutional Army assignments.

Stabilizing the Force, Unit Focused Stabilization. Unit Focused Stability (UFS) is the second personnel initiative that supports Army Transformation. UFS synchronizes individual tours of duty with a unit's operational lifecycle. The UFS goal is to increase combat effectiveness by building better trained and cohesive units while increasing deployability of a unit. UFS will apply to all UAs (BCTs) and other modification table of organization and equipment (MTOE) units where cohesion is critical. UFS will consist of two methods. One is Life Cycle Management and the second is Cyclic Management.

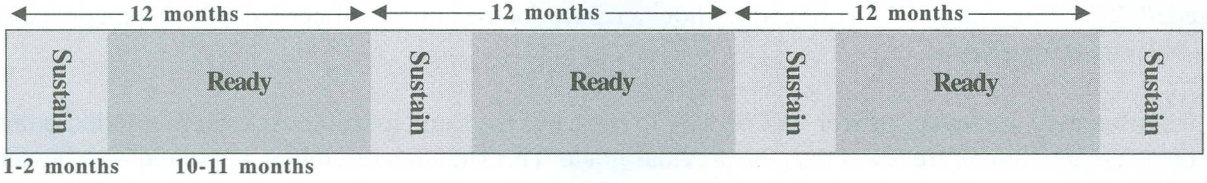
Life Cycle Management will apply to all UAs. Life Cycle Management is a 36-month cycle during which a UA will go through Reset, Train, and Ready Phases. The Reset Phase lasts from one to three months, during which the unit is brought to full strength and receives new equipment. The Train Phase lasts from six to eight months, during which the UA conducts training from the individual to the collective level. The Train Phase culminates in a certification exercise that is either a combat training center (CTC) rotation at the National Training Center, Joint Readiness Training Center or the Combat Maneuver Training Center or is a major readiness exercise. The Ready Phase consists of the remaining 25-29 months in the life cycle during which the UA is available for employment. Employment may range from a deployment ready brigade (DRB), contingency operations, unit rotation overseas or other missions. A UA can expect two 6-month employments or a 12-month employment during this phase. At the end of the life cycle, the process starts over as the UA transitions to the Reset Phase. The chart below illustrates the Life Cycle Management.

Life Cycle Management Model



Cyclic Management will apply to selected MTOE units not in a UA. Cyclic Management focuses on the command and control (C2) elements of non-Life Cycle Management units and low density/high OPTEMPO where continuity of operations is critical. In the CSS area, these are the corps support battalions, Quartermaster battalions and corps support groups. Cyclic Management ranges from a 9-month to a 24-month cycle, but the goal is a 12-month cycle. Cyclic Management includes two phases: the Sustain Phase and the Ready Phase.The Sustain Phase lasts one to two months, during which programmed packages of new personnel arrive. These replacements are synchronized to replace the 15 percent to 30 percent of personnel who leave during the one- to two-month period. The Ready Phase lasts 10-11 months, during which the new personnel are integrated into the unit and readied for employment. The following chart illustrates Cyclic Management using a 12-month cycle.

Cyclic Management Model



EDITORS' NOTE: LTC Keith Sledd wrote the preceding article during his tour of duty as the Quartermaster Major Assignments Officers at HRC.

The Assignment Process

CPT Frowene Harvey, Branch-Qualified Captain Assignments Officer
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The Quartermaster Branch now manages more than 430 branch-qualified captains. The assignment process for the report period October 2004-January 2005 is beginning, and the Army's assignment process that we have all grown to know is changing. Be flexible. Expect changes to continue during the next two years as the Army updates business practices to support leadership's intent for manning the force in the continuing war on terrorism.

The usual process for determining the movable population for the next cycle is expected to be unlike past practices. Time on station, date eligible to return from overseas (DEROS), year-month available data, matter of performance and personnel preferences still will be considered. However, Army requirements will be paramount when determining if and where the officer is to move. For example, if an officer is stationed at a post destined to deploy, that officer will most likely remain on station regardless of the officer's time on station. Each case will be managed individually. Rest assured we will always keep the officer's professional development needs in mind. The precise methodology for the next cycle is yet to be determined. Please refer to the HRC web pages for updated assignment process information.

Each cycle, many officers ask to work in their Functional Area (FA). Looking at the number of Army requirements and the available inventory of officers, it is safe to say that most basic branches (especially Quartermaster) will be hard-pressed to release *ANY OFFICERS* for at least the next two cycles. The global war on terrorism and Army Transformation initiatives are driving up Quartermaster and FA90 requirements. Officers interested in release to their FA should call or E-mail directly to request release, but understand that Quartermaster and FA90 requirements will take priority over any FA opportunities.

Summer 2004 Assignment Cycle

The assignment process for summer 2004 concluded with more than 110 branch-qualified officers moving. Most of Quartermaster officers moved to Active Component/Reserve Component (AC/RC) assignments located throughout the United States. Other officers moved to US Army Training and Doctrine Command (TRADOC) assignments at Fort Lee, VA, Fort Polk, LA, Fort Knox, KY, and elsewhere to share their combat experiences

at the schoolhouses and training centers. Six recruiting command assignments were filled, and all special operations command support requirements were met. Only four Forces Command, Army (FORSCOM) assignments were assigned for fill. This cycle information represents how most branch-qualified officers are distributed. Very few officers will go back to divisional or corps support assignments after completing company command. Finally, several officers were selected for professional development nominative assignments including four Training With Industry program assignments, one United States Military Academy instructor appointment, three advanced civil schooling graduate degree programs, and five assignments to the Logistics Executive Development Course/ Florida Institute of Technology (LEDC/FIT) program.

The Air Force Institute of Technology (AFIT) now offers a one-year master's degree program in logistics management, beginning each year in early summer. The HRC Combat Service Support Division has coordinated with AFIT for five slots each year for combat service support (CSS) officers. AFIT is located at Wright-Patterson Air Force Base near Dayton, OH. This summer, two Quartermaster officers will attend. For further information, visit the AFIT website at www.afit.edu or call your assignment officer.

2004 Promotion Board

The 2004 majors board preparation process went well this year. In total, Quartermaster Branch had 219 captains considered for promotion to major. Most officers had relatively few changes needed to prepare their file. However, some had to send in many documents to update their files during the final days before the board. Begin preparing your file now for your next promotion board to save you distress and the cost of overnight shipping. The following are some lessons learned:

Officer Record Brief (ORB). Make sure your ORB is up to date. Focus on the duty descriptions in the duty history portion. Get rid of "Incoming Personnel" or "Known Loss." Make sure your latest official photograph date, physical or "PULHES" date and your security clearance information section are current and correct. Your ORB is your resume to the board. It is also used extensively during the assignment process to determine your experiences. Visit your local personnel servicing battalion or call your assignment officer if you have any questions.

Official Department of the Army Photograph. Many official photographs were out of date in 2004. Your photograph should be less than two years old to go before the majors board. Deployments prevented several officers from getting new photographs. To prevent the same from happening to you, I recommend taking your photograph two years before the majors board.

Official Military Personnel File (OMPF). For future OMPF updates, please scan and E-mail your documents directly to Officer Records here at the HRC. The E-mail address is offrcds@hoffman.army.mil. Make sure to provide your social security number on all documents. The process worked well for this year's board as the OMPF Section sent officers a return E-mail notifying them that their files were updated with the new documents. Please use this system because E-mail to Officer Records is much more efficient than sending your documents by FAX to Quartermaster Branch.

EDITOR'S NOTE: MAJ Todd S. Bertulis wrote the preceding article during his tour of duty as the Quartermaster Branch-Qualified Captain Assignments Officer at HRC.

Force Stabilization Highlights From the Officer Personnel Management Directorate

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Stabilization increases stability and predictability because Soldiers spend longer tours at continental United States (CONUS) installations and move only to meet the Army's needs, fulfill leader development requirements

and satisfy individual preferences. Army stabilization initiatives minimize personnel turbulence by providing "deeper roots" for enlisted Soldiers who can reenlist "Present Duty" or "Needs of the Army" and for all Soldiers who will be encouraged to return to the same post repetitively during their careers. Further stability and predictability are supported by incentives for Soldiers to extend in short tour areas, by a rotation-based Army of the future and by a regional approach for future assignments.

The initiatives for Unit Focused Stability synchronize with Unit Operational Cycles; minimize Soldier losses for deployed units; provide combat-ready, agile, cohesive units; and use Life Cycle Management and Cyclic Management models for manning the Army. Under the Individual Replacement System (IRS), the Army's current system does not completely go away. IRS will be used for most units outside CONUS until return to CONUS and for the "institutional Army" at locations such as the US Army Doctrine and Training Command, for example.

Deployments will improve by increasing high-demand skills, creating a larger rotation pool, improving deployment predictability and involving 25 percent to 32 percent more combat units. More stability in the force will reduce PCS moves, stabilize individual Soldiers and leaders, synchronize Soldier tours of duty with unit deployments, focus training around replacement cycles and mean fewer moves with longer tours of duty. Improved flexibility allows the Army to standardize unit design, organize by task, create interchangeable units, center on brigades versus large divisions, and best use common Active Component/Reserve Component unit design.

Bottom Line: The entire Army will be more cohesive, agile, combat-ready and stable with a predictable lifestyle for Soldiers and families. The Army does face some instability during the next 18 months. However, we all are Soldiers first, business is NOT as usual and we are changing rapidly.

EDITOR'S NOTE: CPT Manu L. Yasuda wrote the preceding article during her tour of duty as Lieutenant/Non-Branch Qualified Captain Assignments Officer at HRC.

Olmstead Scholarship and Several Fellowships Open

Future Readiness Officer, DSN 221-5281

In the summer, the HRC likes to remind available, high-performing Quartermaster officers of scholarship and fellowship programs for the upcoming fiscal year (FY). These include the Olmstead Scholarship, Congressional Fellowship, White House Fellowship, Arroyo Center Fellowship, Asia-Pacific Center Fellowship, George C. Marshall European Center for Security Studies Fellowship, and the Strategic Policy Planning Fellowship. For further details, access the Advanced Civil Schooling Homepage at https://www.perscomonline.army.mil/OPfamacs/FELLOWS01.htm or E-mail to Joel.Strout@hoffman.army.mil.

FY05 Olmstead Scholarship (open to branch-qualified captains)

Annually, the HRC Olmstead Scholarship Selection Board convenes to select about seven Army captains to represent the Army at the Olmstead Foundation's Board of Directors Selection Board. The HRC board will convene 16 Nov 04, and the Olmstead Foundation Board will make the final selection of scholars in April 2005. Officers selected for this program will come into contact with citizens and military leaders of many nations. The Olmstead Scholarship program encompasses the vision of military officers and their families immersing themselves in a foreign culture of choice while the officer studies in a foreign language in a field of his choice.

FY06 Congressional Fellowship (open to majors and lieutenant colonels)

This program will begin August 2005 and end at the conclusion of the Second Session of the 110th US Congress (about October/November 2006). Selected officers begin the fellowship with a Headquarters, Department of the Army orientation from August 2005 to December 2005. Military fellows will be temporarily assigned to the Army Secretariat or Staff in support of the legislative affairs function. Immediately following the fellowship,

military officers will be assigned to a position requiring expert knowledge of the operations of Congress for a two-year utilization tour. For questions about this fellowship, access the Office, Chief Legislative Liaison web site at http://www.hqda.army.mil/ocll or refer to AR 1-202 (Army Congressional Fellowship Program). The Army Selection Board will convene on 19-21 Oct 04 to select fellows.

FY05 White House Fellowship (open to branch-qualified captains, majors and lieutenant colonels)

The President's Commission on White House Fellows annually selects exceptionally promising individuals from all sectors of American life to serve as White House Fellows. Fellows write speeches, help review and draft proposed legislation, answer congressional inquiries, chair meetings, conduct briefings, and otherwise assist high-level government officials. They are assigned to work with senior White House officials, Cabinet Secretaries, or other deputies. The last day for nominations is 14 Jan 05. Personnel selected for this program will move to the Washington, DC, area.

FY05/FY06 Arroyo Center Fellowship (open to majors and lieutenant colonels)

The Arroyo Center is the Department of the Army's federally funded research and development center for studies and policy analyses. A division of the Rand Corporation center for supporting the US Army, the Arroyo Center is an independent, nonprofit organization devoted to research in the interest of national security and the welfare of the United States. This program provides Army officers the opportunity to study and work on critical Army policy issues. Fellows serve as team members on one or more research projects, under the direction of the program director and project leader. This fellowship is for one year (July/August to July/August). Fellows are assigned to the Student Detachment with duty at the Rand Arroyo Center, Santa Monica, CA. For more information, refer to AR 5-21 (Army Policies and Responsibilities for the Arroyo Center).

FY05/FY06 Asia-Pacific Center Fellowship (open to lieutenant colonels)

The Asia-Pacific Center (APC) for Security Studies provides a focal point where national officials, decision-makers and military officers can gather to exchange ideas, explore pressing issues and achieve greater understanding of the challenges that shape the regional security environment. The center primarily focuses upon exploring ways to cope with the increasingly complex interrelationships of the military, economic, political and diplomatic policies relevant to regional security issues. The fellows will attend the APC 12-week security studies program. Duty for this program is in Honolulu, HI.

FY05/FY06 George C. Marshall European Center for Security Studies Fellowship

The Marshall Center supports the US commitment to support newly democratic nations transitioning into free-market economies. By providing defense education for Eastern and Central Europe's senior policy makers, and sponsoring activities that promote defense cooperation, the center aims to help lay the groundwork for closer military ties and greater openness between the armed forces of the North Atlantic Treaty Organization (NATO) and its cooperation partners. During the fellowship year, the selected officers will spend the first 5 months participating in a 15-week course in the Defense and Securities Studies Program. The balance of the year will be spent as a faculty member, conducting research or participating in other activities related to the mission of the Marshall Center. Selected officers will have duty in Garmish, Germany.

FY05/FY06 Strategic Policy Planning Fellowship (open to lieutenant colonels)

Officers selected for this fellowship serve on the staff of the Office of Special Programs within the School of Professional and Area Studies of the Foreign Service Institute in Arlington, VA. Fellows participate with senior US government officials, Foreign Service Institute students, and private sector representatives in interagency exercises and roundtables on strategic-level security, political, economic and environmental issues. Activities are held with the Department of State, policy planning staff, regional and functional bureaus. This fellowship further exposes future leaders to a broad array of global policy issues from the Department of State's point of view to enable an interagency approach between the Department of Defense and Department of State.

EDITOR'S NOTE: CPT Frowene S. Harvey wrote the preceding article during her tour of duty as the Future Readiness Officer at HRC.

Warrant Officers To Wear Branch Insignia

As of July 9, all warrant officers will replace the historical "eagle rising" insignia on their left collar with their appropriate branch insignia. Regular commissioned officers have always worn their branch insignia on their left collar, and this uniform change is a step toward the full integration into the branch-based systems of the larger Army officer corps. The insignia will have to be purchased: it will not be issued.

Warrant officers make up less than 2 percent of the Army and less than 14 percent of the officer corps. As the technical experts, the role of Army warrant officers will increase dramatically as technology drives the battlefield.

Retiring the "eagle rising" insignia resulted from the Army Training and Leadership Panel (ATLP)-Warrant Officer Study, the third phase of a four-phase, Armywide self-assessment directed by General (Retired) Eric Shinseki, former Army Chief of Staff. The Warrant Officer Study produced 45 initiatives that also included the change of the chief warrant officer five (CW5) rank to a silver-colored bar with a black line in the center of the bar. The rank is currently worn by senior warrant officers in the Navy and Marine Corps and was first approved in 1973. (See page 5 of this edition for *Future Changes Amid Army Transformation* by CW5 James C. Tolbert.)

Homebase/Advanced Assignment Program (HAAP) for Enlisted Quartermasters

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The Homebase/Advanced Assignment Program (HAAP) regulatory guidance is in AR 614-200 (Enlisted Assignments and Utilization Management). The HAAP is designed to reduce permanent change of station (PCS) costs and the number of PCS moves by Soldiers and their families. The HAAP has two types of assignments. First, a homebase assignment has the enlisted Soldier return to the same installation upon completion of a 12-month, dependent-restricted, short tour. Secondly, an advanced assignment has the enlisted Soldier assigned to a new duty station upon completion of a 12-month, dependent-restricted, short tour.

Soldiers in the ranks of specialist/corporal and below and master sergeants (promotable) and above are not eligible for the HAAP. A specialist (promotable)/corporal (promotable) promoted before departure from the losing duty station is eligible for a homebase or an advanced assignment. The personnel servicing battalion/military personnel division (PSB/MPD) must submit a written request to Quartermaster Branch at the Human Resources Command (HRC). However, a Soldier promoted to sergeant after arrival in the short tour area is not eligible for a homebase or an advanced assignment.

Participation in the HAAP is optional, but a HAAP assignment is an implied contract between HRC and the Soldier. Soldiers participating in the HAAP are notified of their homebase or their advanced assignment before departing their duty station. Soldiers who do not want to participate in the HAAP will have their PCS orders annotated and will be assigned according to the Army's needs upon return from the short tour area. The PSB/MPD will forward a copy of the PCS orders to HRC. Keep in mind that once the Soldier has designated a HAAP location, changes can only be made if the Soldier changes his continental United States (CONUS) assignment preferences online in ASK (the Assignment Satisfaction Key on the HRC Enlisted Branch's web site) or if the director of Enlisted Personnel Management has approved the change because the Soldier's HAAP assignment could not be made to the Soldier's indicated preferences.

Family members who relocate to the advanced assignment duty station are not authorized placement on the waiting list for government quarters on post. Placement will be authorized when the Soldier completes the dependent-restricted short tour and signs in at the new duty station. When Soldiers extend a foreign service tour, the HAAP assignment will be canceled. When soldiers are selected to attend the Sergeants Major Course upon return to CONUS, the original HAAP assignment no longer applies.

Although the Army attempts to honor all enlisted HAAP assignments, changes in assignments are sometimes necessary to meet the needs of the Army. Changes in HAAP assignments are most often caused by the change in authorizations at the gaining command. When this occurs, the HRC offers the enlisted Soldier three available locations from which to select.

If the Soldier desires a change in HAAP location, the Soldier should contact Quartermaster Branch within 90 days of the transmittal date in the enlisted distribution assignment system cycle that contained his assignment instructions. The Soldier requesting a HAAP change will be asked for three assignment preferences where his military occupational specialty (MOS) and grade are authorized.

Army Approves Recognition of Professional Logistician Certification

Army officers and warrant officers who have been awarded the designation "Certified Professional Logistician" (CPL) by The International Society of Logistics (SOLE) are authorized to add their CPL certification to their Officer Record Brief (ORB) and Official Military Personnel Folder (OMPF), effective 15 Apr 04. This change to AR 600-8-104 (Military Personnel Information Management/Records) authorizes the inclusion of the CPL certificate in the OMPF.

The CPL designation joins, among others, the Certified Professional Engineer (CPE), the Certified Professional Accountant (CPA) and the Certified Professional Contract Manager (CPCM) as civilian-granted professional certifications authorized for documentation and recognition as specialized education and training. The CPL certification will be reflected in "Section X - Remarks" on the lower left portion of the ORB. Army National Guard (ARNG) CPLs can submit their documentation now to their State Military Personnel Offices. All Active Army and US Army Reserve CPLs can submit their documentation following one of the procedures below:

For the Active Army, submit a notarized copy of the SOLE CPL certificate to your assignment officer at this address: Commander, US Army Human Resources Command, ATTN: AHRC-OPC (your branch), 200 Stovall Street, Alexandria, VA 22332.

For the US Army Reserve, submit a notarized copy of the SOLE CPL certificate to your assignment officer at Commander, US Army Human Resources Command, ATTN: ARPC-ARO-R (for AGR; or ARPC-CIS-PV for IRR/TPU/IMA), 1 Reserve Way, St. Louis, MO 63132-5200.

For all procedures, include your name and social security number on the side corner of the copy of the CPL certificate. Also include a note indicating your name and social security number and that you want it added to your OMPF. Your assignment officer will update your ORB, then send the CPL certificate to the Personnel Electronic Records Management System (PERMS) to add it to your OMPF.

For questions about the Active/Reserve ORB/OMPF procedures, telephone MAJ James Kennedy at (703) 325-5262 or E-mail to kennedj0@hoffman.army.mil. Questions from ARNG personnel should be directed to the respective State Military Personnel Office. For assistance in replacement CPL certificates or questions about the CPL program, contact SOLE Headquarters at (301) 459-8446 or solehq@erols.com.

Can I get college credit for taking that course at the Quartermaster School on Fort Lee?

The answer in most cases is "yes." The US Army Quartermaster Center and School (QMC&S), Fort Lee, VA, currently has more than 68 courses being taught this fiscal year. These courses range from 1 to more than 14 weeks in length. Students enrolled in these courses include Soldiers in the Active Army, United States Army Reserve and Army National Guard; Marine, Coast Guard, Air Force and Navy personnel; international students and civilians. Many students have little or no formal education beyond high school, but most have the potential to continue their education at vocational/technical schools, two-year community colleges, four-year colleges or universities and beyond.

One way to find out is to go either to your post education center or to the admissions office of the school you are attending or that you plan to enroll in. Both should have the Guide to the Educational Experiences in the Armed Services by the American Council on Education (ACE) in Washington, DC. The guide's listing includes all formal courses taught by Army schools by title, military course number, location, exhibit dates, length, learning outcomes, a description of instruction, related occupations, evaluation date, and credit recommendations. Each course also has an ACE identification number to help locate courses by using the school course number, course title, training related to a military occupational specialty (MOS) or even by using a series of key words associated with the course.

The ACE home page can also be accessed online at http://www.acenet.edu. The ACE military programs section can be accessed at http://www.acenet.edu/clll/military/index.cfm. If you know what course you took and when, you will probably find a listing for that course in the current ACE guide along with an important Credit Equivalency Recommendation. Credit recommendations fall into four broad categories: Vocational Certificate, Lower-Division Baccalaureate/Associate Degree, Upper-Division Baccalaureate, and Graduate Degree.

If you think one of your courses should be recognized for credit and you cannot find a listing, have the education center personnel or your school of enrollment send a Request for Course Recommendation form (found in the back of the ACE guide book) to ACE. ACE will tell them if the course qualifies for credit.

One final item for consideration. These credit hour listings are **recommendations** to the school, college or university where you are currently enrolled or plan to enroll. You need to see a counselor, admissions director or the registrar to apply for this credit. The educational institutions accept or reject the ACE recommendation based on their rules and on their course or degree requirements. They can apply this credit in a number of ways, such as in a specific subject area instead of required courses, or for general elective credit. Often, the credits will not be applied or show up on a transcript until you finish the other required subjects or complete the overall degree requirements.

If at all possible, ask the counselor or admissions director to prepare a list of degree requirements in writing along with how many credits the institution will accept and also where the credits will fit into your program. It may help them to know that the QMC&S has been accredited since 1975, initially under the Southern Association of Colleges and Schools (SACS) and currently under the Accrediting Commission of the Council on Occupational Education (COE). This means that the QMC&S met all the standards required for accreditation and that your training was presented in a highly professional and documented manner.

QUARTERMASTER UPDATE

2004 Hall of Fame, Distinguished Members and Units of the Regiment

BG Scott G. West, who became the 48th Quartermaster General during last year's Regimental Week at Fort Lee, VA, sent his 2004 "State of the Corps" message from the war zone in Iraq. He has been deployed to Iraq since July 2003 as the J4 for Combined Joint Task Force Seven in Baghdad during *Operating Iraqi Freedom.*

The theme for the 2004 Regimental Week at Fort Lee, 12-15 May 04, was "Quartermasters, Relevant and Ready: Supporting Victory Now and in the Future." Quartermasters came from around the globe to induct six new members into the Hall of Fame, which annually recognizes military personnel of all ranks who are retired and civilians who have made lasting contributions to the Corps. Five units became Distinguished Units of the Regiment, and 35 individuals became Distinguished Members of the Regiment.

LTG (Retired) John J. Cusick, one of the six 2004 Hall of Fame inductees, became the new Honorary Colonel of the Regiment. CW5 (Retired) William C. Mullins, a 1998 Hall of Fame inductee, took the place of his best friend, the late CW5 (Retired) John F. Zimmerman who died in January 2004, as the Honorary Warrant Officer of the Regiment. CSM (Retired) Julius Small Jr., also a 2004 hall of Fame inductee, became the Honorary Sergeant Major of the Regiment as part of the Regimental Review.

The weeklong celebration of 229 years of Corps heritage included opening the Fort Lee Gallery at the US Army Quartermaster Museum, which marks the completion of a series of exhibit renovations that began in 1997. In honor of General (Retired) Richard H. Thompson, the first Quartermaster officer in corps history to hold the rank of full General while still on active duty, a corridor was dedicated in the Logistics Training Department's Building 4225. Displays of cutting-edge logistics technology for Quartermasters of the future included field feeding, aerial delivery, field services, petroleum, water purification and distribution management.

2004 Quartermaster Hall of Fame

LTG (Retired) John J. Cusick, COL (Retired) Francis B. "Barry" Holland, COL (Deceased) Roland A. Isker, COL (Retired) W. Mark Hendon, LTC (Retired) William E. Wall and CSM (Retired) Julius Small Jr.

2004 Distinguished Members of the Regiment

MG Ronald G. Stokes, Thomas J. Edwards, Sue L. Baker, BG Edward J. Ballard, BG Stephen F. Villacorta, Niels P. Biamon, Modell Plummer, COL Joseph L. Walden, COL Glenn W. Walker, COL (Retired) Jack E. Holsey, COL (Retired) Albert B. Lanier Jr., COL (Retired) John C. Kulp Jr., COL (Retired) Kenneth E. Lewis, Tommy D. Bourlier, LTC (Retired) Elmer H. Puchta, LTC (Retired) Douglas B. Byther, Douglas L. Howard, John T. "Tim" O'Gorman, CW5 William A. Hendry III, CW5 Dennis F. Glasser, CW5 Allen Sims Jr., CW5 Michael O. Gillis, CW5 Leslie M. Carroll, CW4 Carlos N. Keith, CW4 (Retired) Cornelius B. Williams, CSM John T. Leonard Jr., CSM Major Frank A. Lever III, CSM W. Kenny Hill Sr., CSM John M. Sanders, CSM Darryl L. Cohen, CSM Jose L. Silva, SGM Luis A. Cruz-Torres, SGM Wilfredo Quiles, First Sergeant (Retired) Delma A. Weitman and First Sergeant (Retired) Troy Oates.

2004 Distinguished Units of the Regiment

62d Quartermaster Company, 64th Corps Support Group, 13th Corps Support Command (COSCOM); Company A, 204th Forward Support Battalion; 228th Supply and Service Company (Direct Support); 3360th Quartermaster Truck Company; and Defense Distribution Depot – San Joaquin.

ROWPU Competitions Cancelled for 2004

Because of the Army's deployments during the global war on terrorism and current world events, the John C. Marigliano Award of Excellence competitions were cancelled in June 2004 for teams of Quartermasters trained in water purification. The preliminary round at Fort Eustis, VA, and the championship at Fort Lee, VA, would have comprised the seventh annual competition formerly known as the "ROWPU Rodeo."

Commands assess the capability and readiness of their water purification teams during the two-phase competition for all Active and Reserve Component units. Categories include the 600-gallon per hour (GPH) ROWPU, 3,000-GPH ROWPU, Water and Storage Distribution, and Water Reconnaissance. In 2003, the dates for Quartermasters to compete had been changed from June to September during the global war on terrorism and deployments to Iraq. Then, during the championship, Soldiers went on an accelerated schedule at the Petroleum and Water Department's sites at the US Army Quartermaster Center and School to finish competing before the arrival of Hurricane Isabel and Fort Lee's closure 18-19 Sep 03. (ROWPU is the acronym for Reverse Osmosis Water Purification Unit.)

Army Deployment Excellence Award Open to All Units and Installations

The competition period for the Army's Deployment Excellence Award (DEA) program in 2005 is 1 Dec 03 to 30 Nov 04. The DEA annually recognizes Active Army, Army National Guard and United States Army Reserve units and installations for outstanding deployments and deployment support. After onsite evaluations worldwide to validate nomination packets, the DEA awards ceremony will be 4 Jun 05.

The DEA program is open to any unit or installation that has deployed or has supported a training or contingency deployment during the competition year (1 Dec 03-30 Nov 04). The five categories are large unit (battalion and above), small unit (company and below), supporting unit, installation, and operational deployment. For all categories except operational deployment, eligible units and installations submit self-nomination packets to their major command (MACOM). MACOMs forward their top unit packets to an Army-level evaluation board that determines semifinalists. MACOM nomination packets are due to the DEA board 31 Jan 05. For more information, access the Deployment Process Modernization Office web page at http://www.deploy.eustis.army.mil/DEA/default.htm for the awards evaluation criteria, checklists and a sample nomination packet. Point of contact is Henry Johnson, DEA Program Manager, at DSN 826-1833 or (757) 878-1833.

SOLE 2004 – 'Future Logistics: The Integrated Enterprise'

BG Scott G. West, the 48th Quartermaster General, will host the 39th Annual International Conference and Exhibition of the International Society of Logistics (SOLE), 28 Aug-2 Sep 04, in Norfolk, VA. The SOLE conference theme is "Future Logistics: The Integrated Enterprise." BG West has been deployed to Iraq since July 2003 as the J4 for Combined Joint Task Force Seven in Baghdad during *Operation Iraqi Freedom.* Joining him as the industry chairman is Clayton M. Jones, Chairman, President and Chief Executive Officer of Rockwell Collins, selected in 2004 by *Forbes* magazine as the "best managed aerospace and defense company in America."

The three-day symposium will explore the integration, expansion and connection of logistics from tactical to strategic and from present to future. The six major topics are Organization for Optimization, Defense/Industry/Commercial/Academic Alliances and Integration, Life Cycle Systems Design, Life Cycle Systems Support, Logistics Chain Management, and Logistics Enterprise Resource Optimization.

SOLE is a nonprofit, international professional society of individuals organized to enhance logistics technology, education and management. SOLE is in no way sponsored by any group, company or other association. SOLE was founded in 1966 as the Society of Logistics Engineers. For more information, visit SOLE's website at www.sole.org/conference.asp or contact SOLE Headquarters at solehq@erols.com or telephone (301) 459-8446. *(See the Career News section of this edition for Army approval of official recognition for SOLE's professional logistician certification for officers and warrant officers.)*

Training Materials for Force Provider Mission Also Available From DOD Imagery Web Site

Since *Operation Desert Storm* in the early 1990s in Southwest Asia, Force Provider modules have been deployed all over the world for supporting humanitarian missions and for their primary mission of giving troops a brief rest from combat conditions. Force Provider modules provide Soldiers with heated and air-conditioned shelters, containerized latrines, containerized showers with adjustable hot and cold running water, laundry capabilities and hot meals. The Soldiers responsible for setting up and operating Force Provider modules make up a Quartermaster Force Provider Company. Currently, the Army has six Force Provider Companies: one Active Army and five reserve units. In addition to the training module at Fort Polk, LA, the following CD-ROM and Army correspondence course have been developed by the Quartermaster Training Division of the US Army Combined Arms Support Command (CASCOM) Training Directorate:

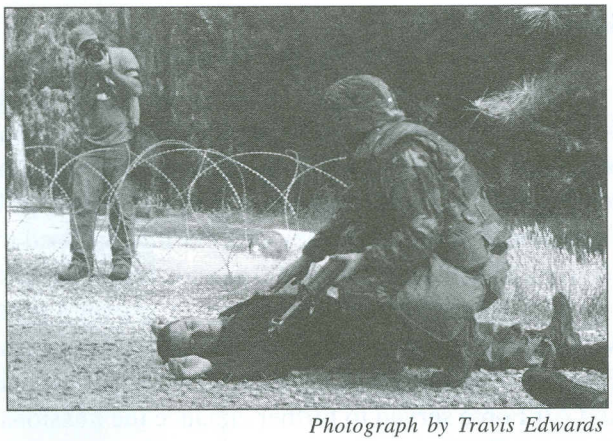
Interactive multimedia (IMI) computer-based training (CD-ROM):

CDR 10-01 Power Generation Subsystem Operations
CDR 10-02 Bulk Fuel Storage and Distribution Subsystem Operations
CDR 10-03 Potable Water Distribution and Storage Subsystem Operations
CD 101-12 Force Provider System Overview
CD 101-53 Containerized Batch Laundry (CBL) Operations
CD 101-55 Portable Floodlight Set Operations
CD 101-57 Containerized Latrine (CL) Operations

Army correspondence course:

ACCP QM 0424, Introduction to Force Provider and the Quartermaster Force Provider Company

Order additional copies of IMI products from the Department of Defense (DOD) Imagery web site at http://dodimagery.afis.osd.mil/davis. View the ACCP QM 0424 by going to the General Dennis J. Reimer Digital Library at http://155.217.58.58/atdls.htm or enroll in the Army correspondence program at www.atsc.army.mil.



Photograph by Travis Edwards

Freelance Photojournalist Covers Aftermath of 'Brief Battle' at Training Exercise

Embedded 'Logistics Warrior' Reporter A First in Combat Service Support

A freelance photojournalist from Iowa, the first fully embedded reporter in a combat service support training exercise, witnessed traditionally "support" Soldiers successfully take on combat roles and repel the enemy during a Logistics Warrior Exercise at Fort Lee, VA. Nathan Kreuter spent most of his time last spring with one squad in the four-day unit maneuver exercise.

Allowing him to move around unescorted, said Kreuter, helped the Soldiers become accustomed to his presence as if they were deployed together. Many of the Quartermasters had been in the Army only a few months. The Logistics Warrior Exercise is a critical portion of training cycles for initial entry Soldiers, junior and senior noncommissioned officers and commissioned officers who work together as they would in the field. Quartermasters receive hands-on training and realism with military occupational specialty training (MOS), blank ammunition, artillery simulators, smoke grenades and actual opposition forces. Soldiers moved to, operated and protected a forward logistical base during Kreuter's coverage of the Logistics Warrior Exercise.

"I gained a lot of respect for the Quartermaster Corps, the corps that carries the load, but receives little coverage from the outside" said Kreuter, "I hope I can help to change that someday soon. I always ask the same three questions from Soldiers I meet. Where are you from? Why did you join the Army? What is your MOS and why did you choose it? I've never had the same answers from anyone, ever." – *Information from Travis Edwards, Fort Lee Public Affairs Office*

DROPPING
Into Rigger History

Riggers from the Aerial Delivery and Field Services Department (ADFSD), US Army Quartermaster Center and School, made history in April 2004, with the help of loadmasters and aircrew from the 315th Air Wing, US Air Force Reserve when they successfully dropped four loads totaling more than 22,000 pounds from the back of a C-17 Globemaster III. This heavy drop over a central Virginia airfield was a first for the ADFSD riggers at Fort Lee. The joint training exercise between the Army and Air Force served to further enhance the missions of the two military services.

Photograph by Tim Hale

Army and Air Force Personnel Securing Extraction Parachute to Ramp in C-17 Aircraft Globemaster III

In all, the riggers successfully dropped a 9,900-pound HMMWV ambulance, a 3/4-ton trailer, and mass supply load and two Containerized Delivery Systems from an altitude of nearly 1,100 feet above ground level. A senior ADFSD instructor said the riggers will take lessons learned from the exercise to future students so they can "gain the knowledge of rigging C-17 packages because the aircraft is here to stay." – *Information from Tim Hale, Fort Lee Public Affairs Office*

First Students in Airborne and Field Services Facility Expected in September

A new Aerial Delivery and Field Services (ADFSD) building will become one of the Army's largest and most modern training facilities in 2004. Phase I of the $15.5 million, 112,000-square-foot facility will be completed in September at the US Army Quartermaster Center and School, Fort Lee, VA.

Rendering of New ADFSD Facility

The two-story structure that features 14 classrooms and several offices will consolidate about 10 buildings into one location. The new facility will replace dilapidated buildings on post that house the current parachute rigger training, air drop load inspection, and other specialized aerial training for the joint military services and allied nations. A new parachute-drying tower will allow 100 parachutes to dry simultaneously. During Phase II of construction, the total square footage of training area will increase to 204,000 square feet of space. The final construction will consolidate all airborne and field services departments into one centrally building located on A Avenue adjacent to the existing hanger.

"Since 1951, the Quartermaster Center and School has been the home of and the location where parachute riggers, airdrop and sling load inspectors and laundry and textile specialists are trained," said CW5 Arthur Waldo, ADFSD senior airdrop system technician. "With the new building coming online, the Quartermaster Center and School can boast about being able to train all branches of the military and other countries under one very big roof.

"We will train parachute riggers the way we have always trained them, to the standard," he added. "The new training facility will not change the way we train...but will allow us more flexibility with our classes and give us more breathing room with each of the classes. It will make our lives a lot better and will also allow the students to learn in an atmosphere that will be as roomy as the aircraft they will one day jump from." – *Information from SPC Jason B. Cutshaw, Fort Lee Public Affairs Office*

Returning Soldiers Shaping Army Training - Students Share Firsthand Combat Experience

As Soldiers complete their overseas deployments and rotate back through the training centers, Army leaders recognize that many students will have more combat experience than their instructors. Cadre at the Army schoolhouses - traditional source of knowledge about tactics, techniques and procedures - will begin serving more as facilitators, rather than straight instructors, as students share their firsthand combat experiences.

The nature of today's military service – where combat has become expected rather than simply anticipated – is ushering in sweeping changes in the way the Army trains Soldiers. Leaders at the US Army Training and Doctrine Command (TRADOC) at Fort Monroe, VA, told reporters June 1 that the new nature of the threat, the pace of operations and, most importantly, the certainty of war are having a direct impact on military training. The Army no longer can give Soldiers the fundamentals at the schoolhouse and expect Soldiers to receive their final training after reaching their units. Today, some 300,000 Soldiers are deployed around the world, including 138,000 in Iraq and 11,000 in Afghanistan. The basics of soldiering are critical because the modern battlefield has no clear distinctions between the front lines and the rear, secured areas.

New situations are placing new demands on the Army's training programs. From a Soldier's initial entry into the military at basic training, Soldiers are getting more rigorous training with more emphasis on basic Soldier skills. In addition, Soldiers are being psychologically prepared in training as soon as possible for the mission ahead. At more senior levels, Army training focuses on teaching leaders to think on their feet and adapt to changes on the battlefield. In addition to confronting an unpredictable adversary, today's leaders must be able to operate fully in a wartime environment that incorporates members of other military services, other government agencies and other nations' military forces.

To keep pace with these changes, the Army's schoolhouses and combat training centers are duplicating conditions in Iraq and Afghanistan in training scenarios. Schoolhouses teach tactics, techniques and procedures, demonstrating their value in Southwest Asia. The training centers feature realistic villages and urban environments, as well as tunnels and cave complexes. One TRADOC general, for example, said that within a week after US forces found Saddam Hussein hiding in a "spider hole" in Iraq, the Army combat training centers had introduced similar holes at their facilities.

Similarly, training scenarios introduce the complex nature of the battlefield with the myriad of participants involved. For example, the National Training Center at Fort Irwin, CA, incorporates up to 1,700 civilians to play roles in its combat scenarios. The Joint Readiness Training Center at Fort Polk, LA, has introduced up to 200 Arab speakers to increase the realism of its training.

Meanwhile, Soldiers at the training centers encounter one of the biggest complexities of the ongoing global war on terrorism: overlapping phases of operations, particularly combat and stabilization missions. LTG William Wallace, Commander of the Combined Arms Center at Fort Leavenworth, KS, said the current training helps Soldiers prepare for the simultaneous operations he experienced firsthand in Iraq. "One day you'll be kicking down doors, and the next day handing out Band-Aids," said LTG Wallace, who commanded the Army's V Corps as it led the Army forces during major combat in *Operation Iraqi Freedom*. "And some days you'll be kicking down doors and handing out Band-Aids on the other side."

Army leaders predict the wartime footing that is shaping Army training will result in one of the best-trained, most-experienced forces in Army history. The goal of quickly incorporating lessons learned on the battlefield into training programs is to ensure skilled Soldier warriors, adaptable leaders and dominant ground forces. - *Information from Donna Miles, American Forces Press Service, June 3, 2004, and TRADOC News Service, June 7, 2004*

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Trucks from one of the Quartermaster Light Truck Companies, 4th Quartermaster Battalion, move supplies and personnel off Utah Beach, Normandy, France, 7 June 1944

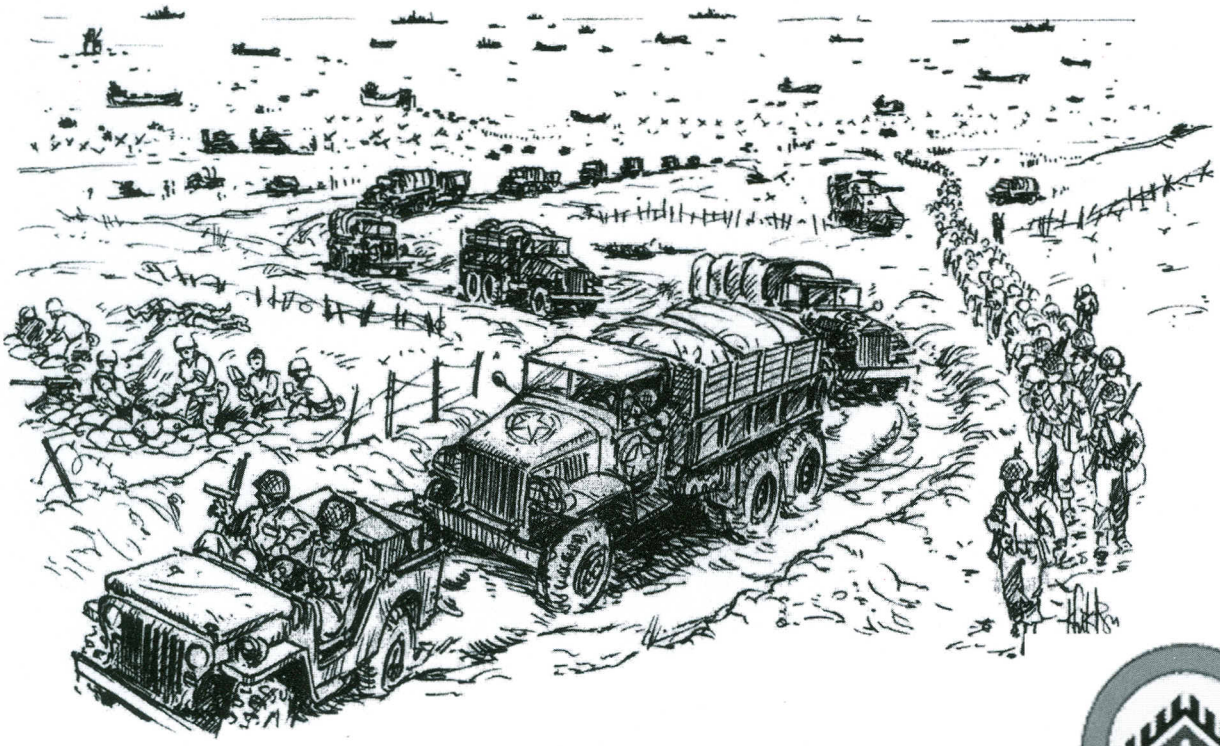

Illustration and Lineage by Keith Fukumitsu

44th Corps Support Battalion

Activated 3 May 1943 at Camp Young, California, as the 4th Quartermaster Troop Transport Battalion.

Redesignated 1 August 1943 as Headquarters and Headquarters Detachment, 4th Quartermaster Battalion.

Inactivated in March 1946 and reactivated in Okinawa on June 1949.

Inactivated June 1950 and reactivated and redesignated 20 November 1950 as the 4th Transportation Battalion at Fort Eustis, Virginia, and assigned to the Regular Army.

Redesignated 16 October 1992 at Fort Lewis, Washington, as the 44th Corps Support Battalion.

*** NORMANDY * NORTHERN FRANCE * ARDENNES-ALSACE * RHINELAND ***
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