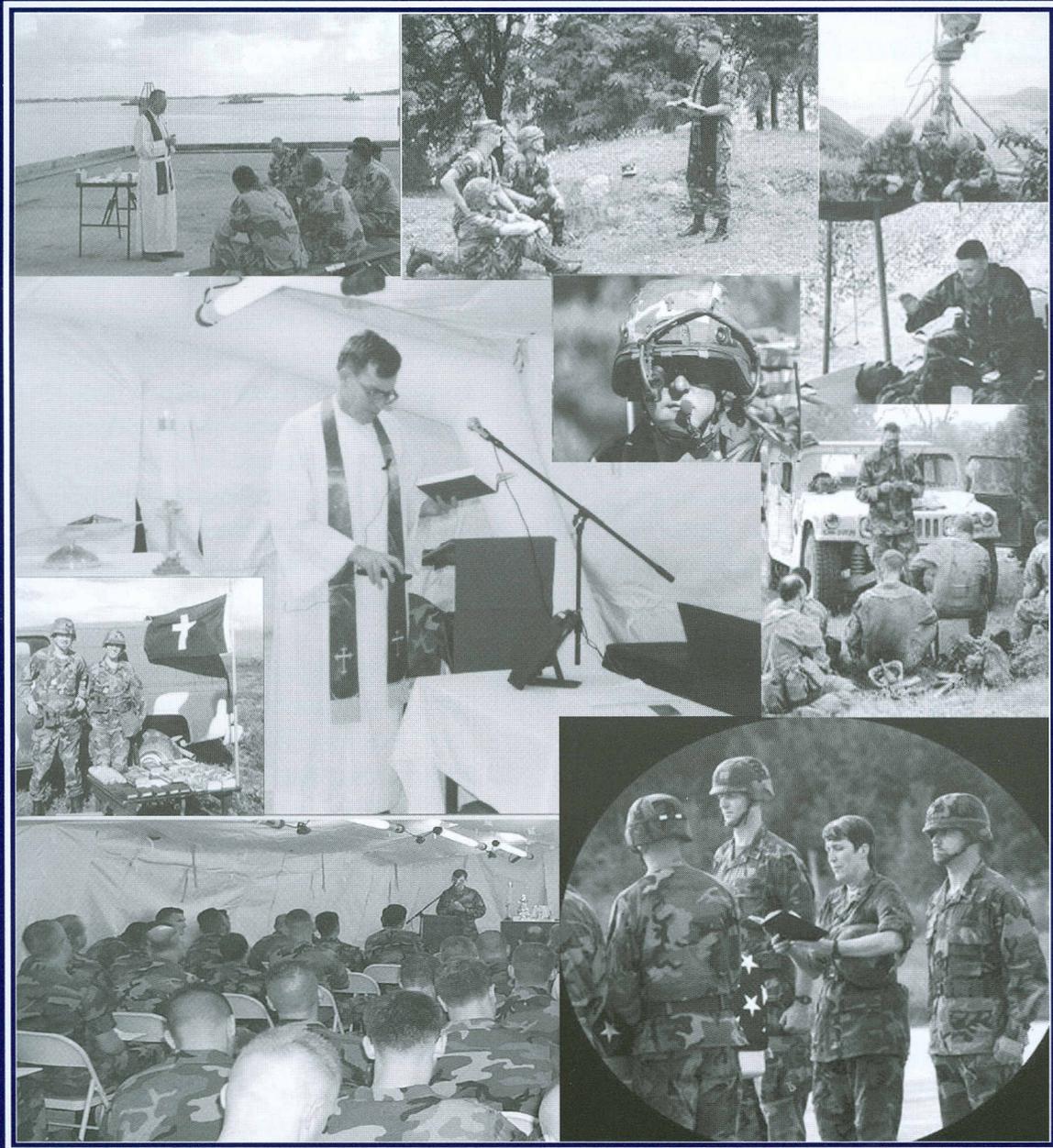
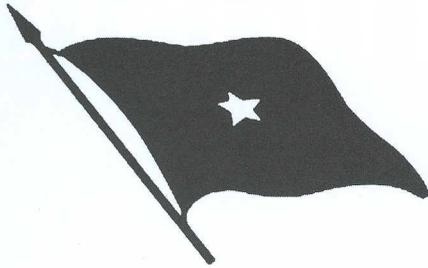


Quartermaster

PROFESSIONAL BULLETIN
SUMMER 2005
PB 10-05-1
WARRIOR LOGISTICIANS



Supporting the Supporters: Providing Ministry to Warrior Logisticians



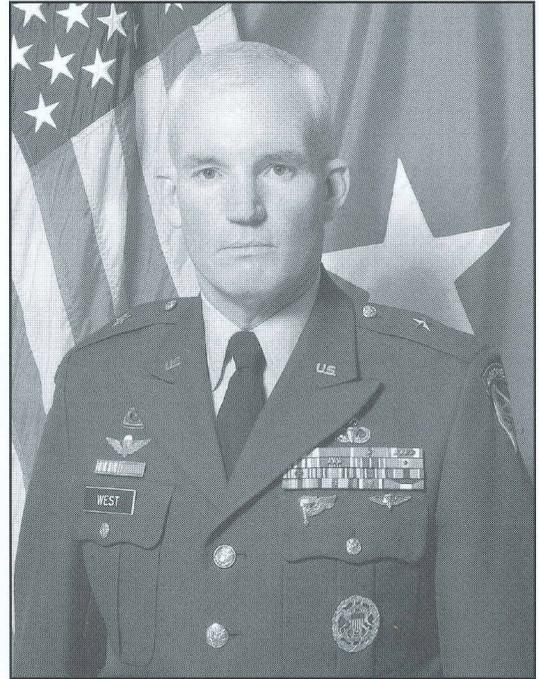
From The Quartermaster General

I will soon depart as the 48th Quartermaster General and I want to take a few moments to recap some of our Quartermaster Corps' accomplishments over the last couple of years.

Our top priority has been and continues to be supporting the Global War on Terrorism. It is reflected in the assets we have placed into the theater of war, and it permeates our training.

The US Army Quartermaster Center and School (QMC&S) is transforming the way we train our Soldiers. As a result, they are leaving Fort Lee as Soldiers embracing the Warrior Ethos. They have the ability, confidence, and teamwork to do the close, dirty, combat work of "riflemen" when required.

Our leader-development efforts are focused on producing leaders who do not merely react to the enemy; instead, they know how to make the enemy react to them. This war is unlike any other war we have ever fought. Our enemy very quickly adapts his tactics, techniques and procedures to ours. For that reason, our leaders at all levels must be more agile than the enemy. Agility is more than being fast and mobile; it is the ability to make decisions and take actions that cause the enemy to react. We must continue to train adaptive leaders who can gather, sort and filter information quickly and make reliable decisions rapidly.



Brigadier General Scott G. West

In today's environment, combat units and combat service support (CSS) units share the same battlespace, and the distinction between the two is blurred. In Iraq, combat operations are typically small-unit operations. Our logistics efforts are very similar. Our combat logistics patrols and convoys are small-unit operations, and they depend on agile, adaptive leadership not only to survive but also to succeed in our CSS missions.

The highlight of my tour was the opportunity to spend a year serving in *Operation Iraqi Freedom* after becoming The Quartermaster General. Over the course of that year, I had the opportunity to see our troops upclose and personal. Our Quartermasters are doing very well in this tough environment. You can all be justifiably proud of the work they are doing.

Patti and I will be leaving Fort Lee in mid-August after 3 great years at the QMC&S. I want to express my sincere thanks to the staff and faculty of the QMC&S and to the Quartermaster Corps officers, warrant officers, noncommissioned officers, Soldiers, and civilians for their outstanding support and performance during my tenure here. I want to thank Colonel Lindy Buckman for the outstanding job she has done as Commander of the 23d Quartermaster Brigade and to acknowledge her critical role in the successful transformation of the

(Continued on Page 5)

Quartermaster

PROFESSIONAL BULLETIN

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The Quartermaster General

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Distribution: Special

Warrior Logisticians

2 Filling the White Spaces

Command Sergeant Major Jose L. Silva

4 New Quartermaster Regimental Chief Warrant Officer

Chief Warrant Officer Five Michael E. Toter

6 Supporting the Supporters:

Providing Ministry to Warrior Logisticians

Chaplain (CPT) Christopher W. Degn



11 Quartermaster Commentary

Lessons Learned From Convoy Operations in Iraq

CPT Rolando Perez



14 Redeployment From Iraq -

Lessons Learned About Shipping Vehicles Home

CPT Denis J. Fajardo

21 Forward Operating Base Operations Lessons Learned

CPT Kwang C. Fricke



25 Setting Up an Area of Operations

CPT Bridget C. Hayes

27 Re-establishing Class IX Supply Support Activity

CPT Latrina D. Lee

29 Water Training Division

Charges into the Future

MSG Douglas R. Line



32 Safety Saves Soldiers

34 Career News

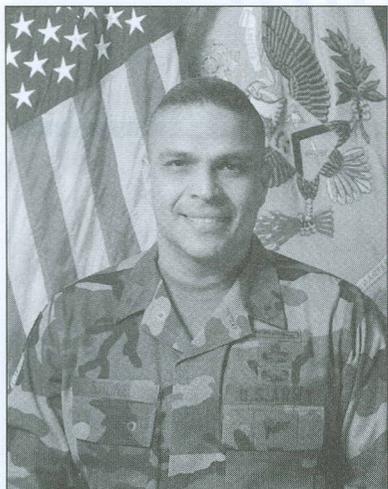
49 UPDATE

52 Directory

OUTSIDE FRONT COVER: Designed by George Dunn, Editor of the Quartermaster Professional Bulletin. Photos provided by the Army Chaplain Corps.

OUTSIDE BACK COVER: Designed by George Dunn, Editor of the Quartermaster Professional Bulletin.

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



FILLING THE WHITE SPACES

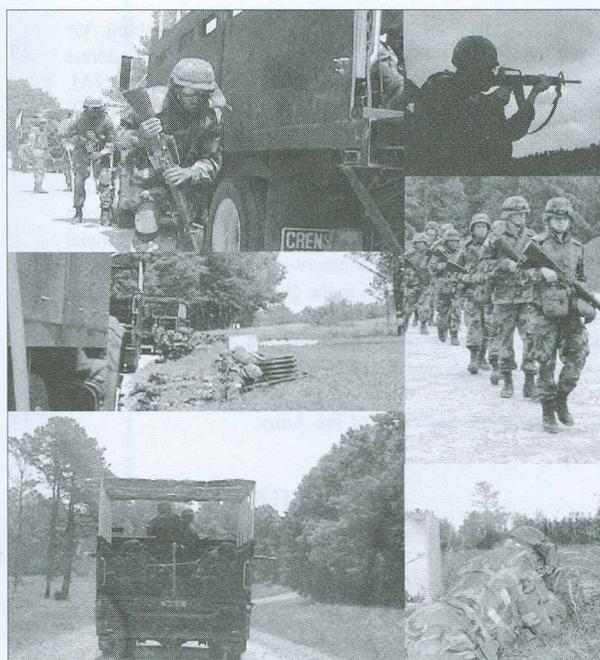


COMMAND SERGEANT MAJOR JOSE L. SILVA

Another graduation day at Fort Lee, Virginia and another convoy of buses heads out the gate full of Soldiers eager to report to their gaining unit and ready to make an immediate positive impact on their very first day at their new command. Not only have they trained in their individual specialty but they have become Warriors as well, ready to engage when action is required.

They know what it takes to become a combat team member; they have been working at it since day one. They are past the stage of group dynamics, having learned their Warrior Tasks and Drills, initially as individuals, then as team members. The step by step learning process has done its job. First the talk through, then the walk through, followed by rehearsals (some longer than others) always with the clear understanding of the importance of getting the task done right. As with any training, learning does not always go smoothly at first. There is the bumpy start, followed by the crawl, walk, run phases all repeated until training has met the standard. For the young Soldiers at Fort Lee, once they have learned their tasks and to consistently meet the standard and have it “down pat”, they also learn, sometimes contrary to their expectations, that the training and tasks become more complex. There is no longer time to “dry run” but they must execute and react to the training situation at hand at full speed showing what their team can accomplish as a fighting machine.

Each tactical task was trained to the standard, day in and day out. They learned many important lessons like never taking anything for granted while manning the access control point and to always expect the unexpected. If something does not look right, always plan for the worst scenario. Tackling the Military Operations on Urban Terrain (MOUT), clearing the rooms, and taking down the targets taught them about muzzle awareness, searching techniques and covering “your six”.



Quartermaster Convoy Live Fire Training

Immediately after the four-day day training exercise they zeroed and qualified on their M16A2s honing their marksmanship skills for the next important event. They now learn how to engage an enemy target from a moving truck during their first Convoy Live Fire Exercise. Mounting, dismounting, engaging (the enemy) while on the move, providing 360 degree security, and engaging from different firing positions are all part of the Convoy Live Fire Training that is teaching these Soldiers how to react as riflemen/combat ready warriors.

These Soldiers have done it all. They are proud of who they are and what they represent as they have become embedded in Warrior Ethos and Army Values. They look forward to making a difference. They are knocking at your door wanting to find out everything their new assignment has to offer. Are you ready for them?

Changing the way we fight has brought about some very interesting challenges in the training arena. Mastery of tactical proficiency is now universal, that is the only choice and there is no question about it. This is the way of the future and we all need to be on the same sheet, regardless of military occupational specialty or skill level. The knowledge that is required to assure success in the battlefield needs to be readily available and implemented in every unit, at every echelon.

The Institutional Training Base is carrying the brunt of this responsibility, ensuring that recruits are trained in a manner that prepares them to face the challenges of a new operational environment, along with all the changes in tactics, techniques and procedures required to do so. It also does the same for our noncommissioned officers in the Noncommissioned Officer Education System, and our officers are tagging right along, preparing themselves to face and conquer what used to be non-doctrinal leadership roles.

A potential problem we now face as trainers is actually having Soldiers reporting to units just to run

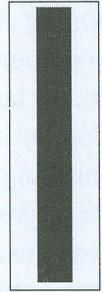
into a “white space”, where their level of expertise might be ahead of more senior personnel who have not had the new concept training. This could lead to situations where the seniors who have not had the updated training may be checking on tasks of newer unit members who have. At the least, this could cause frustration within the unit so it is important that everyone understands how training is evolving for our young Soldiers.

Leaders must take a good snapshot of their unit and assess the training proficiency of their officers and noncommissioned officers to ensure their tactical skills are at par with current doctrine and reflective of the contemporary operational environment. Leader certification programs within the command must be developed or fine-tuned. The outcome of these programs should produce adaptive leaders, capable of thinking and planning strategically; they are the foundation of the unit’s readiness and will fill the white spaces. And lastly, extreme caution must be taken in making sure senior trainers and leaders at all levels are properly engaged, trained, current and ready to follow though with the training of this new generation of Warriors. Remember, you cannot train what you do not know, let alone fix what is broken.

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



NEW QUARtermaster REGIMENTAL CHIEF WARRANT OFFICER



CHIEF WARRANT OFFICER FIVE MICHAEL E. TOTER

Hello, I am CW5 Michael E. Toter and I am honored to have been selected by Brigadier General West to serve as the Regimental Chief Warrant Officer of the Quartermaster Corps. I will do my best to take the Quartermaster Warrant Officer Corps into the future. I am here to represent you and I will do all I can to keep our Corps strong and continue to access only the “best qualified” Soldiers to serve as future Quartermaster Warrant Officers. We must remember that we are first Soldiers then officers all focused on adding value to the decision making process of our commanders.

I would like to take a moment to thank CW5 James C. Tolbert, and his family, for 32 years of devoted service to the Corps. CW5 Tolbert is and will continue to be a dear friend. Thank you for all your hard work, diligence, and professionalism. You have taught me much. You have done many things and labored tirelessly on issues many of us will never fully know about in support of the Warrant Officer Corps. On behalf of the entire Corps, thanks Jim, and enjoy your retirement.

Accession and Retention

As the Army continues to transform while fighting the Global War on Terrorism, we will continue to face a multitude of issues. Two of the most challenging issues continue to center on accessions and retention. We all must continue to seek out those outstanding noncommissioned officers who show the potential

for becoming the “best qualified” to join the Warrant Officer Corps. We also need to retain our highly professional Quartermaster warrant officers. There are proposals on the table to try and compete with civilian businesses, I ask you at this time to take a step back and see how much this great army and nation needs you.

There are many issues now being presented to the Chief of Staff of the Army that will effect us all. In this publication I will present these to you. In the past, initiatives were being driven by a diesel run freight train, I can assure you that this train of change is now turbo charged.

We will incorporate *Operation Enduring Freedom* and *Operation Iraqi Freedom* lessons learned into every level of our education system. This will also mean bringing in those “best qualified” warrant officers to serve as instructors to teach and enable our young warrant officers to feel confident that they can do what is needed to deploy and perform in a combat zone.

Currently over 75 percent of the Soldiers wear a combat patch. It is very likely many of our new warrant officers attending the Warrant Officer Basic Course (WOBC) will head off to a combat zone. It is also very possible they have already served in a combat zone. Either way, they have not deployed as a warrant officer with much added responsibilities

and were not being depended upon by the command in that capacity. As the Army transforms to modular organizations, we are going from 10 divisions to 48 large self sustaining brigades. It has become more likely our young warrant officers will be out on his/her own without that senior mentor at arms reach. We owe it to them and to our commanders to have the best prepared warrant officer possible coming out of WOBC. There are many other issues being worked as I am writing this article. We will delink warrant officer training with promotions, and our Warrant Officer Education System is under review for combining with certain common core subjects of the Officer Education System. These initiatives and others I will discuss in detail in future articles.

Thanks again for giving me this opportunity to serve this great Corps.

CW5 Michael E. Toter is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Regimental Chief Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of assignments worldwide. These include Logistics Operations Officer, North American Aerospace Command/US Northern Command, Peterson Air Force Base, Colorado; and S4, Joint Prisoners of War/Missing in Action Accounting Command, Hickam Air Force Base, Hiawii. Also, he served as Division Property Book Officer, 10th Mountain Division, Fort Drum, New York; Brigade Property Book Officer, 194th Armored Brigade, Fort Knox, Kentucky; Instructor, QMC&S, Fort Lee; and Senior Evaluator, Supply Excellence Award Program, Fort Lee. He has completed every level of the Warrant Officer Education System and holds a baccalaureate degree from the University of Maryland.

(Continued from Inside Front Cover)

From The Quartermaster General

training we do here. My thanks to Chief Warrant Officer Five Jim Tolbert for the outstanding job he did as Regimental Warrant Officer. I wish him the best of luck in his retirement. I want to extend a warm welcome to Colonel Paul Fortune as new Commander of the 23d Brigade and to Chief Warrant Officer Five Michael Toter, the new Regimental Warrant Officer. A special thanks to my battle buddy, Command Sergeant Major Jose Silva for his great leadership, and to my deputy, Mr. Larry Toler, the guy who has led our transformation efforts.

Finally, I want to extend a special welcome to Brigadier General Mark Bellini as the 49th Quartermaster General of the Army. I have known Mark for 20 years, and I don't think the Army could have selected a more qualified officer. I could not have handpicked a better leader to take the transformation of the QMC&S to the next level. He and his wife, Carol, and their children will serve the men and women of the Quartermaster Corps very well.

Until we meet again may God bless you, our Army, and this great Nation.

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

SUPPORTING THE SUPPORTERS: PROVIDING MINISTRY TO WARRIOR LOGISTICIANS

CHAPLAIN (CPT) CHRISTOPHER W. DEGN

The typical US Army battalion chaplain serves in a battalion for 18-24 months and then usually moves on to a new and different type of unit. Due to the high optempo and stabilization procedures that have resulted from the Global War on Terrorism (GWOT), I have had the rare opportunity of being a chaplain in the same battalion, the 264th Combat Support Battalion (CSB) (Airborne) for four years and two deployments. Since this is my first assignment as a chaplain and I have served no other units, I consider myself truly a logistics chaplain. My battalion, based out of 1st Corps Support Command (COSCOM) at Fort Bragg, NC, is comprised of a headquarters detachment, a field service company, a supply and services company, a maintenance company, and two rigger companies. I have seen my Soldiers "Supporting for Victory!" (Our unit crest's motto) in garrison missions, in a national training center rotation, and in two wartime deployments: *Operation Enduring Freedom* (Bagram, Afghanistan) and *Operation Iraqi Freedom* (Baghdad, Iraq). A logistics chaplain faces some unique and/or serious challenges on the battlefield, ranging from the diversity of the mission and makeup of the task force to command and control issues faced by the leadership in communication and distance between subordinate



elements. For the sake of other chaplains supporting logistics warriors in the GWOT (and their leaders who benefit from their ministry), I provide a brief description of some of the challenges and some suggestions for dealing with them.

Link Between Quartermasters and Chaplains

The Quartermaster Corps and the Chaplain Corps of the Army have a bond or link that many Quartermasters are unaware of. The fraternal order of the Quartermaster Corps is the "Order of Saint Martin." Saint Martin of Tours, a Roman knight, is famous for his generosity and his support to those in need. The story of his slicing his own cape or *cappa* in two with his sword and providing half of it to a beggar provides the artwork for one side of the medal given to those inducted into the Order. That *cappa* forms the basis for the word *cappella* or chapel and the word, *cappellanus* or chaplain. In the true spirit of the deed performed by Saint Martin to that beggar, chaplains make great servants or "supporters" of Quartermasters that support the Army. The Chaplain Corps has a saying regarding the duty of providing support to troops, "Provide or Perform." The Soldiers of my battalion "provide" supplies and "perform" maintenance on a daily basis for their customers. And I do likewise for my Soldiers.

Unit Ministry Team, a Combat Multiplier

"The importance and influence of the chaplain and his assistant, which make up the Unit Ministry Team (UMT), to the moral health of the unit and in spiritual matters, have been valued throughout the history of the Army. Today's commander recognizes the value of the chaplain, both in combat and in garrison." (AR 165-1, p.1) Logistics commanders should use their UMTs as combat multipliers. They need to know the threefold mission of the Chaplain

Corps: 1) Nurture the Living, 2) Care for the Wounded, and 3) Honor the Dead. They also need to understand the role of the chaplain and his assistant to “advise the commander on Soldier problems, religious support, indigenous religions, battle fatigue ministry, and pastoral counseling” (RB 16-100, p. 2-1). The chaplain does more than conduct worship services. Most chaplains are experienced counselors and are quite skilled at helping Soldiers and their families deal with the stresses of deployment. In other words, as a true staff officer, the chaplain (and his assistant) can and do make life easier for the chain of command by taking many distracting issues off their plate. The staff is there to support the chain and the UMT does that well.

Chaplains should be used and they should be resourced properly to do their job. They need an office out of the limelight of the command where Soldiers can go for a private chat with their chaplain. They need computer support with Nonsecure Internet Protocol Routing (and Secured Internet Routing on deployment) lines to have the connectivity with other chaplains, Family Readiness Group leaders, medical, and rear detachment personnel necessary to provide the support they do so well. They absolutely need a vehicle to help them get out to their troops spread throughout the battlefield. A good UMT is not locked up in their office or chapel all day. They go to the Soldiers as much as possible. Their vehicle should be up-armored since only the chaplain assistant is a combatant, thus cutting firepower in half. The chaplain drives his vehicle (yes, this is official doctrine) so that his assistant can provide security with his/her weapon. It is best to place their vehicle in the middle of convoys to protect them. And, it is always a good idea to have both members of the UMT trained as combat life savers (CLS). Any chaplain would tell you, “It’s better to save a life than to pray over a body.”

Commanders also need to know that while the chaplain’s top priority of support is to the unit to which he is assigned, he may also be called upon to provide support or “coverage” to the area

(throughout more than one forward operating base (FOB)) and to his denomination. Denominational support can become a bigger issue if the chaplain comes from a faith group with a limited number of chaplains (e.g., Roman Catholic priests), thus necessitating an occasional mission of denominational support elsewhere.

Unique Support Challenges

The logistics warrior sees a lot of combat time. Their deployments are typically longer than those of the “shooters” found in combat units. And they deploy more often. In the four years I have been in the 264th CSB, some of my fellow Soldiers have deployed three or four times. Many of us have deployed twice, and just about all of us have deployed at least once since September 11, 2001. Being part of the 1st COSCOM and the XVIII Airborne Corps requires that we be ready always to deploy. This involves a sacrifice and a hardship for many of our Soldiers who have not had much face-to-face time with families back home in the past few years. This operational tempo presents the logistics chaplain with challenges.

Unlike chaplains in more homogeneous units, the varied makeup of a support battalion presents a steep learning curve for the logistics chaplain. If I were in an infantry unit, for example, the makeup of my battalion would be more homogeneous (a majority of the Soldiers would be 11Bs or infantrymen and entirely male). As a logistics chaplain, I have many military occupational specialties (MOSs) to deal with and males and females working together. The language of the Quartermaster world, with its many MOSs, classes of supply, vehicles, and equipment is practically a foreign language to newcomers. It is easy to learn the language of one’s own branch or MOS, like when I was a young Infantry officer in a National Guard Infantry unit. And it’s not too difficult to join a homogeneous unit of a new branch, as when I branch transferred to a Finance Reserve unit and became a Finance officer. Things do get a little more difficult once you join a heterogeneous unit as a chaplain in an MOS-diverse logistics battalion. My

first few command and staff meetings had my head spinning with new terminology and a laundry list of strange new acronyms. I can remember telling the staff once about the first cup of water I had from a reverse osmosis water purification unit (ROWPU), pronouncing it "Row poo" instead of "Row pew," which showed how green I was to the logistics world and provided laughs for some time.

The logistics world is a multi-cultural one. There is a much more balanced set of demographics in support battalions, especially in terms of gender, than one would find in combat arms battalions. Female Soldiers bring female issues more to bear for the chain of command in support units. I saw a lot of babies born in garrison, many of whom were delivered not by the spouses of my Soldiers, but by the Soldiers themselves. In garrison, I averaged two to six visits per week to the post hospital for baby births. The logistics chaplain has to be a true family-oriented chaplain. I found that marriage enrichment training and marriage counseling played a vital part of my ministry. Diversity of MOS and culture is the norm in a logistics unit.

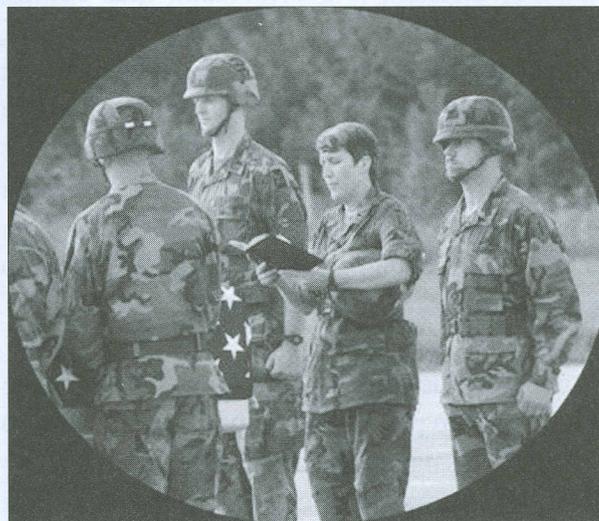
The logistics task force is spread throughout the area of operation/interest, moving almost as fluidly across the battlefield as combat arms units. In order to provide support, our troops are scattered about in various FOBs, providing the fuel, water, food, laundry, showers, supplies, maintenance, etc., meeting the needs of service members where and when they have them. In *Operation Enduring Freedom*, Logistics Task Force (LTF) 264 was more stationary, playing more of an "in the rear with the gear" role at Bagram Air Base. Some of our Soldiers were found in places like Kandahar, but most stayed in a single location for the duration of our deployment there. In *Operation Iraqi Freedom*, however, the Victory Battalion has found itself strategically scattered, sending its teams out to the FOBs to take care of coalition forces. Our Soldiers travel more too, which means that the convoy is the logistics lifeblood of the battlefield. What this all means for the logistics chaplain is that he needs to travel. If he can-

not take his own up-armored vehicle in the convoy, than he can always hitch a ride, thus enjoying a rich opportunity for ministry. Convoy ministry can involve prayers of safety and protection as part of the convoy briefing. It also includes moments with troops for one-on-one counseling and just bonding with them. They know you are one of them if you are out on the road where the bad guys are. And the convoys give the logistics chaplain the opportunity to coordinate with FOB chaplains of other units, and sometimes other branches of service (Air Force, Navy chaplains) to ensure good pastoral care is provided for his troops at those FOBs he visits.

Tips for Deployment Success

Use Your Family Readiness Groups (FRGs).

Given the fact that most chaplains have considerable experience working with families and their issues, they make great advisors to the FRG leaders. The UMT can establish frequent contact with the FRG leaders via e-mail, morale calls, etc. to provide a link to and support for the families back home. Problem solving is the goal, but problem prevention can also be encouraged through dissemination of timely and necessary information (operational security and Privacy Act permitting, of course) through FRG newsletters and web sites. These proved very useful to the chain of command in both *Operation Enduring Freedom* and *Operation Iraqi Freedom* and prevented many headaches.

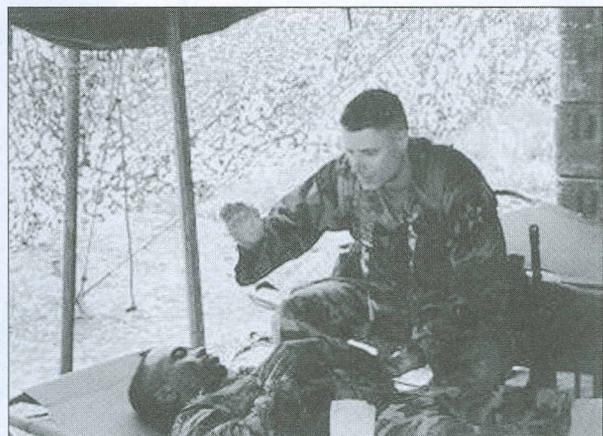


Suicide Prevention. Any peacetime or garrison unit that is honest in its reporting would be hard-pressed to show higher than a 70 percent completion rate in suicide prevention training due to the many other training requirements, meetings, details, and other distractions that take Soldiers and leaders away from such training. In the combat zone, suicidal ideation, gestures, and attempts (which we saw in *Operation Enduring Freedom* and *Operation Iraqi Freedom*) occur more frequently. Therefore, we have gone to great lengths to get 100 percent attendance at this most important training. Thorough screening at the Soldier Readiness Center should be performed in pre-deployment so that Soldiers new to the unit who are high risk do not “slip through the cracks”. It is better to be safe than to have a “lody doddy everybody deploys attitude.” Applied Suicide Intervention Skills Training (ASIST) for the junior leaders, who have the most one-on-one contact with the Soldiers in any unit, can be conducted pre-deployment and during deployment to give the chaplain and the chain of command some eyes and ears in the unit, and thus, stop suicide at the early ideation phase. Also, ASIST can also be used for redeployment over-watch of the Soldiers. In our *Operation Iraqi Freedom* redeployment, LTF 264 conducted an in-house ASIST class and trained 15 caregivers (at least 2 per company) who could then function as the eyes and ears of the chaplain and the chain of command for at-risk Soldiers and provide them invaluable suicide first aid. Statistics conclusively show that a trained ASIST caregiver is more likely to use his/her ASIST training during a deployment than a CLS trained first responder is to use his/her CLS training.

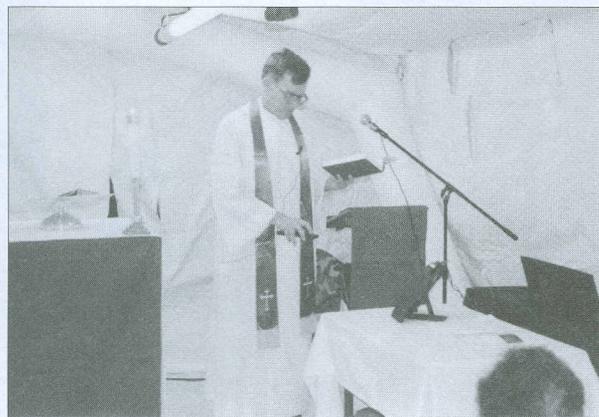
Distinctive Faith Group Leaders. In the combat zone, you cannot always rely on area chapels that are “always” available to all the Soldiers. Sometimes, you are going to be spread out or locked into an area where Soldiers cannot travel and have to worship in their FOB. That leaves a couple of options. One is to get chaplains to travel, which can be difficult to do on the insurgent battlefield that requires dangerous travel by convoy. Another is to recruit

Distinctive Faith Group Leaders (DFGLs), volunteer lay leaders who know their faith requirements and are authorized by their churches to minister (albeit in a limited capacity) to others of their faith. Chaplains come from various denominations, and cannot be “everything to everybody,” so DFGLs can be a great asset to the UMT and to their unit. The logistics chaplain can begin recruiting them prior to deployment so that they can get the proper paperwork from their garrison pastors (e.g., letter of ordination as a deacon, etc.) and bring it with them. Once they are on the ground in their base of operations, the DFGLs, with the help of their unit chaplain, can get certified by the chaplain chain to begin providing services. LTF 264 had three gospel and two contemporary protestant DFGL co-pastors who preached, prayed, sang, taught, and many other things to help the chaplain provide worship opportunities to the logistics warrior. As a reward for their service during a deployment, the battalion commander can present a certificate of appreciation or other appropriate gift. In a peacetime scenario where the congregation consists of civilians and military members, the battalion commander has approval authority to present the volunteer DFGL with the Military Outstanding Volunteer Service Medal.

Memorial Ceremonies. An unfortunate reality of the GWOT is that a logistics battalion is likely to have casualties. Once a Soldier is killed in action, by whatever means, it becomes the logistics chaplain priority to honor the dead. All other activities take a backseat to paying appropriate tribute to the



Soldier(s) who have paid freedom's ultimate price. As my battalion commander put it when we lost our first Soldier, "Chaplain, this memorial ceremony is your Army Readiness Training and Evaluation Program." He could not have been more right, because our Soldiers deserve the unit's best efforts. Most chaplains are true subject matters experts on honoring the dead prior to combat because it's a real-world mission for them in garrison too. Commanders can make very good use of their chaplains at what is a vulnerable time for the battalion. The chaplain can guide all the key players in the ceremony and after the ceremony he provides a healing ministry in the form of critical incident stress debriefings for those who were attacked, one-on-one counseling sessions for the hardest hit (emotionally speaking) battle buddies of the deceased, prayers for the unit, and what the Chaplain Corps refers to as "ministry of presence" (getting out and being with the troops). Our task force got the chaplain together with the entire staff to put together a casualty handling standing operation procedures with a timeline and checklist for all key players, sample memorial ceremony bulletin and emcee speaker notes, and other miscellaneous documents that take all the guesswork out of and reduce the stress over the ceremony and other aspects of casualty handling. The chaplain can hit the ground running by working with a nearby sister battalion as we did to arrange facilities and match up experienced counterparts for a right-seat ride through the process.



Conclusion

I will be ever grateful that I cut my teeth as a new Army chaplain on a logistics battalion. Trigger pullers need the fuelers, maintainers, parachute riggers, suppliers, transporters, etc. as part of the team in order to complete their mission. The four years I have had in the 264th CSB have been a joy working with true logistics professionals who have taught me so much about the Army, logistics, parachuting, and friendship. The Roman army had Saint Martin with his *cappa*. Your logistics battalion has its *capellanus* or chaplain with his unique skills, years of education and ministry, and a boundless love for logistics warriors. Make him a combat multiplier for your support battalion as he supports the supporters. *Victory Shepherd, Out.*

Chaplain (CPT) Christopher W. Degn is currently serving as Task Force chaplain, Logistics Task Force 264 (Airborne) in Iraq. He is a 1989 graduate of the Army Infantry Officer Basic Course (IOBC) who began his career as a 92B (Medical Laboratory Technician) in 1981 serving in the 328th General Hospital (USAR), Fort Douglas, Salt Lake City, Utah. After completing IOBC, he served as an Assistant Team leader, B Company, 1st Battalion, 19th Special Force Group (Airborne), Utah National Guard and branch-transferred to the Finance Corps in 1993. His subsequent Army Reserve assignments include Cash Control Officer and Detachment Commander, 395th Finance Battalion in Salt Lake City, Assistant S3 for the 4153d USARF School, Albuquerque, New Mexico, Assistant Brigade S1, 5th Brigade, 91st Training Division (Exercise), Salt Lake City, and Division Webmaster, 91st Training Division (Exercise), Fort Baker, San Francisco, California. In 2001, he entered active duty as an Army chaplain upon completion of the Chaplain Officer Basic Course, Fort Jackson, South Carolina and then came to the 264th Corps Support Battalion (Airborne).

QUARTERMASTER COMMENTARY

LESSONS LEARNED FROM CONVOY OPERATIONS IN IRAQ

CPT ROLANDO PEREZ

Convoy operations are combat operations for combat service support (CSS) units currently deployed to Iraq. During *Operation Iraqi Freedom*, CSS units quickly found out that logistics package (LOGPAC) convoys became primary targets for attack. Leaders must be ready to react to any possible threat. To ensure the success of a convoy mission, leaders need to follow all the established basic procedures, pay attention to details and learn from mistakes.

From the beginning of April 2003 to the end of July 2004, LOGPAC convoys were going out of the gate in every direction. The Regimental Support Squadron was supporting more than 5,000 Soldiers in Iraq, including the 2d Armored Cavalry Regiment and its attached units. Spread over a complex area of operations, the Regimental Support Squadron mission started in the city of Baghdad and later moved to a wider area that included the cities of Al Kut, Ad Diwaniyah, An Najaf and their surroundings.

The Regimental Support Squadron's direct support (DS) mission included picking up all classes of supply, transporting these supplies to the processing centers and then redistributing them to the different forward operating bases supporting the combat efforts of the maneuver elements. Managing



this DS mission required coordination in great detail and extensive preparation to ensure the safety of Soldiers. Successful mission accomplishment required the participation of every leader at all levels of the chain of command.

Before the fight, Soldiers and equipment must be ready for battle. The readiness process begins with following basic procedures, most already established in standing operating procedures or developed as a result of combat lessons learned on a day-to-day basis.

Pre-convoy Procedures

Before a mission, all Soldiers need to report to the vehicle staging area at least two hours before the convoy departs. The Regimental Support Squadron found that two hours gave enough time to react to any personnel, maintenance and communication shortfalls. It also allowed time for conducting roll call and accountability for sensitive items during this time.

The convoy's noncommissioned officer in charge (NCOIC) checked for current vehicle dispatches, ensured performance of preventive maintenance checks and services (PMCS), conducted communication checks (Frequency Modulation and Military Tracking System) within the convoy's vehicles and with the tactical operations center (TOC), and also made sure of enough recovery assets. The convoy itself must be able to recover any disabled vehicles. Remember, every convoy that can "self-recover" does not need to be stuck on the side of the road exposed to the enemy while waiting for a wrecker.

Another recommendation is for the convoy to take spare tires and additional tools to save time in the recovery of broken vehicles. It is strongly recommend taking a hydraulic jack instead of the time-consuming type of jack that is standard issue with the high-mobility multipurpose wheeled vehicle. Be aware that time can either be the convoy's ally or worst enemy once out of the gate. Fast recovery of disabled vehicles will keep Soldiers safe. This recommendation also gets Soldiers to their destination and off the roads as soon as possible.

The convoy commander prepares a plan, receives the intelligence brief of the route from the S2 (Intelligence Officer) and then conducts a convoy briefing. The commander's convoy briefing must include the mission objective, the primary and alternate routes, the enemy situation and, more important, rehearsals. Do not take convoy rehearsals lightly; rehearsals must become routine. Remember,

reduced reaction time because of rehearsals will make the difference between an accident on the road and smooth convoy travel to and from the destination. It is advised to rehearse leaving the front gate, actions on contact, vehicle breakdown procedures, actions on blocked routes and, more important, the nearest locations for casualty evacuation.

Convoy Operations

The security of the convoy and the ability to destroy any threat relies on the convoy's "gun trucks." When the Regimental Support Squadron first started conducting operations, two gun trucks were used for each convoy. As the number of improvised explosive devices (IEDs) in Iraq and attacks on convoys increased, the number of gun trucks was increased to four. Using four gun trucks allowed better command and control of the convoy and more flexibility. This flexibility allowed better performance in a convoy and generated new battle drills, such as the "Block and Run."

The "Block and Run" battle drill is used to screen for IEDs on the road and to deal with traffic. With four gun trucks, two designated as "jump trucks" screened 300 to 400 meters ahead for IEDs while clearing traffic for the convoy. The other two gun trucks remained with the convoy, one in the front and one in the rear to secure the convoy formation.

When blocking traffic, the "jump trucks" must be synchronized with each key point along the convoy's route. As each "jump truck" approaches an off-ramp, an intersection or a choke point, the truck commander (passenger in the front seat with the driver) dismounted and used arm signals to hold up traffic. At the same time, the gunner protects the truck commander by pointing a crew-served weapon toward the traffic. The driver of the "jump truck" maintains communication with the convoy's lead vehicle, specifying the situation at the "jump truck's" location and also waiting for instructions on when to move to the next choke point or traffic intersection.

The “jump trucks” also clears traffic for the convoy and provide leaders with warnings to slow down the convoy, while they clear a lane through the civilian traffic on Iraq’s roadways. Drivers have to use every possible signal - from beeping a vehicle’s horn to yelling and giving hand and arm signals to local nationals to move aside. As a last resort, gun trucks guide civilian vehicles off the road if necessary. After “jump trucks” begin clearing traffic, close the distance between them and the lead vehicle to avoid civilian vehicles taking up any open space and getting mixed with military convoy vehicles. The goal is to allow a fluid movement of the convoy and never to stop. A stopped convoy is immediately vulnerable to an attack. With time, the crews on gun trucks become experienced and efficient with blocking traffic for the convoy.

Post-convoy Procedures

After return to the convoy’s compound, the convoy commander is required to go to the TOC and close out the mission with the S3 (Operations Officer). The commander also is debriefed by the S2 and provides the S2 with any new information observed about the enemy while traveling in the convoy. The convoy commander reports to the materiel management center (MMC) and the support operations officer (SPO). Both the MMC and the SPO need information about any commodities brought back and any logistical information found out during the mission. The convoy commander then returns to his unit to brief the unit commander and conducts an after action review. This information flow among the convoy commander, S3, S2, MMC, SPO and unit commander allows establishing new convoy procedures based on the lessons learned that day.

The convoy NCOIC ensures after-action PMCS of the convoy vehicles. The NCOIC also ensures that Soldiers conduct maintenance of all weapons, especially the crew-served weapons. The Iraqi desert environment will damage weapons with

sand, dust and heat. This was learned the hard way by having weapons malfunction. The problem was solved by making sure that all crew-served weapons on the convoy were cleaned, PMCS was performed and all functions were checked before storing weapons in the arms room.

Crew-served weapons on gun trucks provide force protection to the convoy. More important, crew-served weapons serve as a show of force to deter possible attackers. Remember, convoy protection is all about perception. If the enemy perceives that a convoy is capable of defeating an ambush, the enemy will be less likely to attack the convoy.

In conclusion, the enemy during *Operation Iraqi Freedom* can be unpredictable. However, following these procedures for convoy operations can eliminate some of the controllable variables on the road. Eliminating these controllable variables gives convoys an edge in defeating the enemy, safeguarding Soldiers and accomplishing the CSS mission. Reinforcement of basic procedures allows convoy commanders to be aggressive leaders, able to react at any situation without hesitation.

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REDEPLOYMENT FROM IRAQ - LESSONS LEARNED ABOUT SHIPPING VEHICLES HOME

CPT DENIS J. FAJARDO

When deployed with a division that had not deployed as a whole since combat in Vietnam in the 1970s, many situations were a process of discovery during *Operation Iraqi Freedom*. All three brigades and “separates” of the 4th Infantry Division (ID) (Mechanized) were planning redeployment in late 2003 from the Iraqi theater of operations through Kuwait to home station at Fort Hood, Texas. I was a branch-detailed Quartermaster who had just come from the 2d Battalion, 8th Infantry Regiment, 2d Brigade Combat Team (BCT), when I was assigned as the assistant S4 (Logistics) for the 2d Brigade, 4th ID, during redeployment operations. I had to quickly learn a different and challenging job.

By December 2003, the 4th Infantry Division’s redeployment plans were well underway. After I had been working almost three months as the assistant S4 at Forward Operating Base (FOB) Warhorse in Iraq, the 2d Brigade’s executive officer (XO) informed the S4 that I would be going to Kuwait with the retrograde equipment for area reconnaissance and operations with the command and communications cell (C2). I will discuss my experience and some of the lessons learned from a four-day convoy reconnaissance that turned into more than three months of redeployment operations for the 2d BCT, 4th ID.

I will present some recommendations that may save time and confusion during a redeployment process. Some of the issues I dealt with included the following: retrograde of non-mission essential equipment, vehicle inspections, staging areas in Kuwait, and the “four corners” (the drop-off yard for extra, unneeded supplies in vehicles), billeting, wash rack operations, communication and transportation, the sterile yard (where inspected and certified for deployment vehicles go), and the call forward to the port (where you take your equipment to send it home).

Retrograde

The first part of the redeployment process was the retrograde of non-mission essential vehicles as early as three months before the main body traveled south to Kuwait from Iraq. At first, as a heavy mechanized brigade, Soldiers thought there was no such thing as a non-mission essential vehicle. However, it became very important to send as much non-rolling equipment as possible south before the entire division-plus tried to move the remaining equipment in the main bodies to Kuwait. With fewer vehicles to plan for, the focus can shift to vehicles that will need extra resources to move or to vehicles that are non-mission capable (NMC). This is a good time to get the vehicles of the attached units, such as Army National Guard units, to Kuwait and process them through to the sterile yards. These Reserve Component units will not be returning to the same state or region as the Active Army’s division, and therefore will need to leave for Kuwait early and together.

Compile a complete listing of retrograde vehicles including vehicle type, quantity, unit and, most importantly, mission capable status. All NMC vehicles will need to be paired up with similar or heavier vehicles. This will allow the unit to load them onto the trailers or the heavy equipment transporters (HETs) without external lift assets. In my experience, many of the HETs did not have working winches. Also, specifying a vehicle’s condition is very important. For example, a NMC Bradley Fighting Vehicle is much easier to load onto a HET than a NMC Bradley that has only the hull and no track. The complete listing of vehicles and their locations will allow the administrative and logistical operations center to coordinate with the transportation company for an accurate number of transport vehicles and capability requirements.

Call the support operations office and coordinate for lift assets to help load equipment such as water

trailers and M101 3/4-ton utility trailers. Four of these could go on each of our 40-foot trailers, maximizing trailer space for transport to Kuwait. With the trailers left over from maximizing assets, we loaded extra cargo originally planned for later loads. Think about getting rid of some heavy engineer equipment that the unit will not need if completing a battle handover of the FOB. Vehicles for the colonel, the S3 (Operations Officer) and the XO can be sent early. Think about retrograding anything not used on a daily basis or not needed in order to leave the FOB.

The last phase of the retrograde process has two parts before leaving the FOB. One, ensure that every piece of equipment is annotated and recorded, not just once but with several different personnel and sources. Someone will be looking for that piece of equipment when it is time to move the main body. Two, ensure that the transportation officer in charge (OIC) is conducting thorough preventive maintenance checks and services (PMCS), precombat checks (PCCs), precombat inspections (PCIs), and a convoy briefing. Ensure that your security force, if you are sending one, attends the convoy briefing and all Soldiers know their route and their battle drills. Have an understanding with the convoy commander about what route you are taking, where you will stop, what you will do if attacked, what to do if traffic halts your convoy for long periods of time, and what to do if your convoy breaks apart during travel with civilian traffic. Often, multi-unit convoys failed to synchronize all convoy actions properly. For example, instead of having all personnel at the convoy briefings, some convoy commanders would just have the drivers. Instead of making sure every person knew where the convoy was headed and how it would get there, only the navigator or a few of the drivers knew what the route would be. If we had lost any of these personnel, the convoy probably would have been lost.

Vehicle Inspections

Vehicles must be inspected before they leave the FOB and at every station after that, literally, until the vehicles are on the ship for return to home station. A number of rules, regulations, policies and procedures dictate what can and cannot be inside vehicles loaded on a ship. In general, check to make sure of

no secondary loads, such as duffle bags, office material, vehicle parts or additions built onto vehicles while in theater. Also, look for hidden contraband, such as weapons, on vehicles to be shipped. At some point in time, contraband will be found. Not only will there be legal repercussions for individual Soldiers, but also embarrassment to the unit and the Army.

We went to Camp Arifjan for our inspections in Kuwait. The inspections there included clearing all weapons and removing any weapon system not permanently attached to a vehicle, such as the .50-caliber machine guns and the 40-millimeter grenade machine guns. Remove all ammunition and any debris from the convoy vehicles. If vehicles need maintenance after convoying from Iraq to Kuwait, let the C2 node know to coordinate for maintenance assets. Remember, even though the unit is returning after overseas deployment, take care of equipment in theater if possible because there may not be any money at home station to care of it.

Staging Area in Kuwait

Arriving at Camp Arifjan was a relief to me in the sense that I was no longer in Iraq. The hardest work of redeployment started in Arifjan. There was no coordination with the C2 node in Kuwait before we arrived. At every stop along the way in Iraq, we notified everyone of our convoy's size and personnel strength. No word was ever passed to the C2 node in Arifjan. Therefore, no one was expecting us. When I arrived for the first time, I found an open area large enough to park the HETs and found a phone to call the C2 node. I needed to notify C2 in Kuwait of our arrival and find out where to stage all the equipment. I had 19 HETs with 37 pieces of equipment and 13 security personnel and drivers for the equipment.

The convoy commander decided that he wanted to get his drivers to their parking area to rest for the night. He dropped all my equipment from the HETs in the lot where we had stopped in Arifjan. In the 20 minutes it took me to get in contact with the C2 node and get someone to come out to let us know where to stage the equipment, almost all the equipment had been downloaded from the HETs, and they left us on our own. That would have been good, if that had

been the right location. Now, without the HETs, my 13 security personnel and drivers had to drive, drag and push all 37 pieces of equipment to the correct staging yard. Because of this miscommunication, my Soldiers worked through the night to move all that equipment little by little. If there were four Bradley Fighting Vehicles and only one was fully mission capable (FMC), for example, then that one FMC Bradley made three trips towing the other NMC Bradleys into the staging yard. The same was the case with the tanks and the wheeled vehicles.

No wrecker assets were available for us either. At Camp Arifjan, HET assets are available from a civilian contractor, but those had to be coordinated in advance. Also, those HET assets are allocated only for specific time frames.

The other major hurdle at the staging area in Arifjan continued throughout the rest of the redeployment process. We lacked qualified mechanics and operators for the vehicles we had. For instance, we had only one Bradley driver and no operators or mechanics for the M113 series of vehicles. With an initial push of Infantry vehicles, having enough operators and mechanics for all types of vehicles is important. Just because a Soldier knows how to drive a Bradley does not mean he can drive a tank or even get it started. We should have cross-referenced driver and mechanic qualifications when choosing security personnel and drivers.

'Four Corners' Operations

Once in the camp where your Soldiers will be working to redeploy from Kuwait, you will need to go through "four corners." Four corners is the yard where there is a chance to leave behind most classes of supply that might still be in the vehicles. Four corners has lanes for wheeled and tracked vehicles to drive down and drop off Class I (rations), Class III (petroleum, oils and lubricants), packaged Class III, Class IV (construction and barrier materials) and Class IX (repair parts). Vehicles usually have many supplies and extra items from travel in the convoy. Any kind of fabricated door or protective armor added in Southwest Asia must be removed at four corners as well. Make sure to bring the tools needed to remove these additions to the vehicles,

and do not count on anyone in the camp having what you need. Four corners is the last place to drop off anything unauthorized for vehicles and personnel on the ship to home station.

It is important to follow all the posted signs at four corners. The personnel at four corners will give all the drivers a briefing before entering the lanes. At this time, four corners personnel will specify what can be on the vehicles at the wash rack and on the ship. This is very important because Soldiers will not want to depart with the fancy canopy roof they put on their vehicle, for example, or the extra storage rack the engineers welded onto their Bradley. Remember that the Army has a standard size and weight for every vehicle with no secondary loads, and that is the standard taken into account to make room for the vehicle on the ship.

Any authorized secondary loads, such as generators and five-gallon fuel cans, must also meet shipping requirements. Five-gallon fuel cans, for example, cannot contain any fuel. This is a good time to remove all secondary or removable weapon systems from vehicles. After inspection at four corners, the vehicles will go to the staging area until called forward for wash rack operations. Check the vehicles to ensure that all the requirements to get through four corners have been met. The personnel who work there may seem great because they are relaxed, but any oversights will only be a problem when vehicles get to the wash rack. In addition, after Soldiers have gone through four corners and driven all vehicles to the staging area, establish a guard force to secure vehicles at the staging area.

Remember that the vehicles and personnel from five to seven divisions might be going through this same process at the same time. While we hold Army Values in the highest regard, at times it seems they can be forgotten for a simple shackle for a Bradley. All vehicles should be staged together. If not, continue to shuffle vehicles around every day until they are together. They will be easier to secure and track. I saw units that found their vehicles missing tires, basic issue items (BII), doors, roofs and, most commonly, the shackles. If a vehicle gets to the ship's port without shackles, the vehicle will not be loaded

until the unit replaces them. It is best to remove shackles and secure them inside each vehicle or even buy replacements of all sizes.

When finally out of four corners and the staging area, you and your Soldiers have probably been at Camp Arifjan for about 15 hours. At the time you coordinate with the C2 node about the vehicles that you have brought in the convoy, let them know about the personnel: how many will be staying and who needs to go back, if anyone. It will take you and them that long to find billeting, especially if they did not know you were coming. Most important is to keep all Soldiers housed in the same bays or tents. This will facilitate your C2.

If you end up in a camp such as Camp Victory, you will more than likely have a tent with air conditioning (A/C), but the A/C units operate only by remote control and all remote controls are missing. There were no manual A/C controls. If you are housed in Arifjan, you will probably be staying in bays with hundreds of other Soldiers. There may not be any A/C or heat in the bays, so come prepared to dress your bunks and yourselves if it is winter.

Soldiers will not be allowed to carry their weapons around most camps in Kuwait and are not authorized to enter a dining facility with them. This will create an immediate need for an arms room or weapons guard force. Any Soldier with any ammunition left after drop-off at four corners can put it in the amnesty box located near the bays. There is no personal space or storage space in the bays. If Soldiers brought everything they own with them from Iraq to Kuwait, this is the time to go to the post office to mail home items. These personal possessions cannot stay in billeting and cannot go on the ship or airplane home with the Soldiers.

As the person talking with the C2 node at Arifjan and billeting, it was very important for me to forecast future convoys from Iraq. Vehicles and personnel strengths will need to be updated every day. If an accurate number of incoming personnel is not forecast, billeting will assume you have no more need for space in the bays. The issue to avoid is sending your Soldiers to another part of Arifjan or even

another camp, because of lack of space together in the bays. We had to send Soldiers to two separate camps, and this made communicating and synchronizing events very difficult. If you have to split your personnel, you will need to split all your other resources as well. You have to provide the separate elements with their own communication and transportation assets.

Wash Rack Operations

This is it: the light at the end of the tunnel. When you get your vehicles through the wash rack, you are on your way to the ship home. The C2 node will dictate how many vehicles you can take and what times you can take them to the wash rack. Wash rack operations in Arifjan continued 24 hours a day, except for a few hours on Saturday and Sunday for maintenance. There is an upper wash rack, primarily for wheeled vehicles, and a lower wash rack, primarily for tracked vehicles. The different units going through Arifjan for redeployment divide both upper and lower slots. For example, the 101st may have 29 slots, the 3d ID may have 10 slots, and the 4th ID may have 19 slots. From those 19 slots, 8 may be upper slots that must be used for wheeled vehicles. The other 11 slots are the lower rack, and I could use them for tracked vehicles.

You can also do what was called “opportunity washing.” That means you have vehicles and Soldiers standing by, waiting for a slot to open that is allocated to someone else who is not using it. If a unit does not put a vehicle in a slot and continue to the wash rack, we would and you should. This was common during the late hours. I usually got an additional four tracks and six to ten wheeled vehicles washed during the overnight hours by using “opportunity washing.”

The wash rack personnel will give all new personnel a mandatory safety brief at the start of every shift. You will need to have eye protection, wet weather gear, protective Kevlar equipment and gloves. This was difficult at first because we were not made aware of the requirements for wash rack operations. Neither did we anticipate the need for cold or wet weather gear. The biggest issue with the uniform on the wash rack was that the boots of Soldiers without overshoes would get soaked in the

chemical water and not be dry for the next shift. Soldiers deployed with their Joint Service Lightweight Integrated Suit Technology (JSLIST) issue and left the wet weather boots for training at home station. Before redeploying, Soldiers were asked to turn in all JSLIST, and this left them without wet weather boots. Cleaning materials such as scrub brushes and sponges also are needed to clean the vehicles correctly. The tanks and the Bradleys need to have the hulls and the turrets vacuumed. Vacuum cleaners are a must: we could not operate at the wash racks without them. Then, we had a problem with electrical power after we purchased some vacuum cleaners locally. The generators for light sets at the wash racks only had 110-volt outlets, and the vacuums required 220-volt outlets. Battery-operated, handheld vacuums did not work well either. Even with such battery-operated, full-sized vacuums, each Bradley took about four hours to clean the turrets and about two hours for the hulls.

The C2 node may also tell you that you do not have any wash rack slots at Arifjan, but you can take 20 wheeled slots at the Kuwaiti Naval Base wash rack. However, this creates the problem of getting the vehicles to the wash rack and having them staged at a separate sterile yard once they finish washing. All wash racks have their own sterile yard. The cleaning standards at the wash rack are also higher at the Kuwaiti Naval Base than anything most Soldiers ever have imagined. Most vehicles coming off that wash rack looked as good as the day they came off an assembly line. Leadership must ensure that the standards are upheld with regard to the cleaning standards, and equally important, safety standards at the Kuwaiti Naval Base wash rack.

The biggest and earliest hurdle at wash racks was the lack of mechanics. We only had two mechanics who had even seen an M113 engine before, and that was in advanced individual training. The wash rack has contractors who are advertised as experts on every piece of equipment. Well, if that civilian was a tank mechanic in the 1980s, the contractor probably does not even know how to even start today's M1A2SEP Abrams Tank. We overcame this hurdle by providing other brigades and "separates" help with their tank engines in return for some

of their mechanic's help with the M113. It takes a lot of coordination and bending over backwards to help others in order to get through this process. Any unit trying to complete wash rack operations without the help of the other brigades or even divisions will find that they do not have the resources or personnel to do it alone.

As with the other stages of redeployment, it's very important to maintain accountability of all vehicles and personnel. You will need to know how many vehicles in the staging area are prepped for the wash rack; how many vehicles are right outside the wash rack with operators ready to roll in; how many vehicles, types and bumper numbers are in the wash rack now; and how many vehicles, types and bumper numbers have cleared the wash rack and are in the sterile yard. In the sterile yard, you must know the vehicles maintenance status, which sterile yard they are in and where inside the yard; whether all trailers and NMC vehicles have a prime mover attached to them; and whether all secondary loads are accounted for as pieces of equipment.

Communication and Transportation

As with most of the aspects of the redeployment process, the C2 node controlled our communication and transportation assets. Each brigade team in the division received a telephone and vehicle package, which included buses. The problem was that the number of telephones and vehicles was not enough. There was a phone and vehicle for key personnel only, such as the colonel, brigade XO, and battalion commanders and XOs. As we all know, as helpful as a brigade XO is at the wash rack, this was not the Soldier who tracked the vehicles and personnel or who transported them from staging area to wash rack to sterile yard. Additional phones and vehicles for noncommissioned officers (NCOs) and other personnel on the ground would have helped operations immensely.

The C2 node may also tell you to take a convoy of 37 vehicles to Umm Quasar wash rack, which is 25 miles north of Arifjan. They may also allot a 14-vehicle window of opportunity to use the wash rack at the Kuwaiti Naval Base. This presents several problems. Licensed drivers are needed and also a

passenger (truck commander (TC)) in the front seat with the driver for each of those vehicles going to the two separate locations. Drivers and TCs will need transportation back when finished with the wash rack. Also, personnel will need to shuttle back and forth if wash rack operations require more than one shift to finish all the vehicles. Other problems include arranging to feed all personnel, sending the C2 node status reports that include the time on and off the wash rack for all vehicles three times a day, planning for recovery assets, planning for weapons to accompany every convoy, and securing a larger ratio of NCOs to Soldiers because they will be operating at remote locations.

In a situation where your Soldiers are split between wash racks, you need at least two additional phones, a bus and a privately owned vehicle (POV) in order to accompany their convoys to different locations. At Camp Arifjan, the noncommissioned officer in charge (NCOIC) at the Arifjan wash rack and the NCOs in the bay must have communication capability for changes in shifts and updates to vehicle status. If a vehicle is getting inspected to come off the wash rack, for example, the NCOIC of the unit must be able to contact someone to get another vehicle ready to come take the slot immediately. Otherwise, someone who is waiting at the gate will take the "opportunity slot." There also must be coordination with the OIC and the brigade XO to make sure the vehicles meet the commander's intent for dealing with vehicle priorities.

One way we overcame a potential communications problem was to buy cell telephones from a vendor we knew in Iraq who had good prices. From this vendor, we purchased the cell phones, the phone cards, vacuums, extension cords, a printer, and some cigars once in country in Kuwait. For transportation, we worked with the other brigades and "separates." If 1st or 3d Brigade was going on a convoy at 1500 and I had one at 1630, for example, 1st or 3d Brigade would take my bus, drop off their personnel and return with my bus. Once I finished dropping off my personnel, I would go pick up theirs. The teamwork and professional consideration got us through issues with transportation.

Keep in mind that all buses and POV operators in the state of Kuwait must have a valid Kuwaiti license. The transportation motor pool at Arifjan will give the licensing class and test to anyone who needs a civilian Kuwaiti drivers license.

The Sterile Yard

After wash rack operations, vehicles go to the sterile yard at the redeployment camp, base or port. All four wash racks in Kuwait have their own sterile yards. However, at this point in redeployment, vehicles are not consolidated in one area. They will be in several locations. Remember that the vehicles need to be started periodically to maintain the batteries, and this need creates additional trips for some drivers. Although many vehicles may operate well enough to run and load on a HET and then onto a ship, these same vehicles may try to go on the road for a 25-mile trip and make it only one way.

Once in the sterile yard, make sure vehicles have the transportation control numbers (TCNs) on the doors. Write down the Department of Defense Activity Address Code, unit identification number and bumper number on paper and tape the paper to the inside of the windshield of all vehicles. After washing and inspection of BIIs, make sure to lock the BII box. If possible, put lock nuts on the shackles too. Surprisingly enough, shackles tend to disappear from the sterile yard where the vehicles are "secured." You may take trailers to the wash rack on their own because they can possibly double up to save time and space, but all trailers need a prime mover before they get to the sterile yard. The prime movers have to be the correct ones for the trailers because regardless of where the vehicles are, they all have to travel on the highway to get to the port.

Knowing the location of your vehicles in the sterile yard is crucial. This is when a vehicle could be left behind, for example, because the bumper number was washed off at the wash rack and nobody in the division knows to whom it belongs. When all the vehicles are out of the wash rack and into the sterile yards, you just have to wait for a ship to take it all home.

Call Forward to Port

As with other aspects of redeployment, the C2 node will let you know how many vehicles, when and from where you can take vehicles to the ship's port. The tracked vehicles were much easier to transport to the port than the wheeled vehicles. The division transportation officer coordinated for HET assets to take the tracks to the port. Since moving the division's tracks meant such big visibility and required such precise timing, the port was more lenient with taking the tracked vehicles. Not a whole lot of time could be wasted with the HETs. The HETs needed to get done so they could go north to Iraq and bring more units to Kuwait for redeployment.

We were given a time and a number of vehicles by type that we could take to the port. This is not such a big deal with a little backwards planning, but the number of personnel remaining in Iraq that we could use to assist us was going down drastically every day. There was a big push to get Soldiers home. We were tasked with providing a port detail team of 32 personnel who could drive all of our brigade's equipment. These Soldiers were not going home until the last vehicle in the division was loaded on a ship. The need for licensed operators causes the leadership to make some hard decisions at this time. There are the mechanics and operators who have been there since day one washing all the vehicles so that most of the brigade could redeploy from Iraq without convoying to Kuwait. At this point, leaders need a team of Soldiers who not only will redeploy after their unit, but also stay with other vehicles until the entire division has left the port.

Staging the vehicles at the port is the last time the vehicles will be in the hands of the unit. Be careful with scanning the vehicles at the entrance to the port. When we went through, Navy personnel were scanning vehicles at the gate. Not familiar with the Army's bumper number identification system, Navy personnel often would not check their scanners to verify registration of the correct TCN. The last thing you want is for one of your vehicles to get into the port and then into the sea of vehicles from all over the Army without being scanned and annotated as

being there. When you figure out that you are missing that vehicle from the sterile yard, you will assume that vehicle went to the port. If the port has no record of the unscanned vehicle, you could spend days walking through the rows of vehicles in the port looking for your equipment.

If you can, go to the port for a manifest copy of the list of vehicles checked in every day. Verify that all the vehicles you took are on the list and add any vehicles that were missed. This completes the vehicle process of redeployment. The port detail will take care of the rest inside the port.

When talking to us about redeployment, the Assistant Division Commander for Support said that in the end people would only remember how we got there and what we did there by how we left there. The 2d BCT, 4th ID retrograded more than 400 pieces of equipment and redeployed more than 2,000 pieces ahead of the projected time frame. The redeployment process was a very important piece of overall deployment, and I was fortunate to have been in the middle of an entire division's redeployment. If you are ever faced with the option of going home or staying in country a couple more months to redeploy a unit, take the challenge because the experience is priceless.

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FORWARD OPERATING BASE OPERATIONS

LESSONS LEARNED

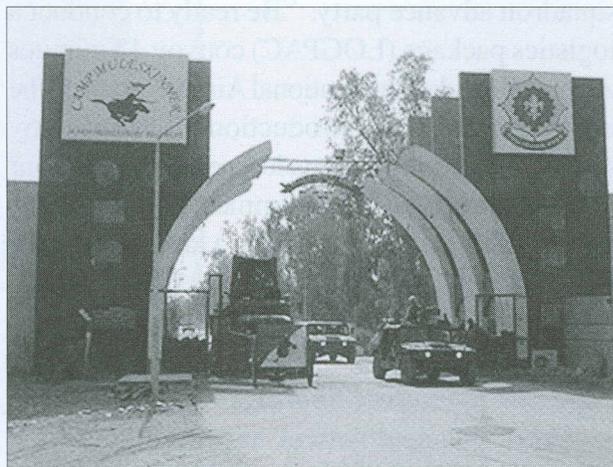
CPT KWANG C. FRICKE

It was May 13, 2003 and the 2d Armored Cavalry Regiment (ACR) of the XVIII Airborne Corps advanced north from the Kuwaiti seaports into the Southeast region of Baghdad. I was a platoon leader of the 34-Soldier petroleum, oils and lubricants (POL) and water platoon assigned to the Supply and Transport Troop, which was organic to the Regimental Service Support Squadron of the 2d ACR. As we crossed the border and headed into the unknown of the combat area, I reflected on what I had learned so far as a platoon leader.

This article provides a lessons learned perspective pertaining to forward operating base (FOB) operations and how combat service support leaders and Soldiers can apply them to their FOBs in an active theater of operations as well as incorporating them into training plans for future deployments.

Use Your Pre-Deployment Time Wisely

The two-week staging queue at various bases in Kuwait was time when Soldiers as well as leaders had expectations and concerns about what the next day might bring. Those days were filled with common task training and briefings concerning rules of engagement, field sanitation, local policies/customs, local hazards, and the latest intelligence. This was the perfect time to catch up on critical training that we did not have time to do prior to departing home station. Every moment we had was packed with training, which not only helped us prepare for the task ahead, but also kept everyone focused on the mission rather than their individual concerns. Everyone was just waiting for the day clearance was given to advance north. When the order finally came, our tactical road marches were planned and conducted as they had been trained. The training prior to departure was good, but we learned that maintenance recovery plans, which had appeared



sound during training, failed to anticipate how much recovery we would actually do during the road marches. We did not allocate enough recovery assets to accommodate the diverse vehicle tonnages and types.

Be Prepared To Hit the Ground Running

We arrived safely at our destination, the Ar Rustamiyah compound in eastern Baghdad. The compound was known as Iraq's version of West Point because of Rustumia College (Ar Rustamiyah), known as Baghdad Military Academy, which was also the location of the Iraqi War College (Global). The compound included everything you would normally expect to find in a military academy, including weapons ranges and even a grenade throwing area. Many of the amenities were damaged but fortunately not beyond repair. The compound's streets were still cluttered with debris and heavily pock-marked from mortar-fire and bombing the SEABEES used when they took the compound. The surrounding 12-foot-high walls were thinly bricked, and were good only for show. This outwardly imposing facade did not help us with perimeter defense because shortly after we conducted our battle-handover from the Marines, insurgent guerilla forces attacked the

compound and continued to hit us nearly every other day with mortar fire and perimeter breaches.

Within hours of arriving at the compound, I shook hands with CPT Travis James, who had been on the compound days before as part of the squadron advance party. "Be ready to conduct a logistics package (LOGPAC) convoy 45 minutes away at Baghdad International Airport (BIAP)," he ordered by way of introduction. That was my second operations lessons learned: arrive at your objective prepared to start immediate operations. Four hours later I participated in a leaders' recon to BIAP, and eight hours later I led my first LOGPAC convoy of the deployment.

Plan For Personnel Shortages

From pre-deployment and throughout the deployment, I lost soldiers for every administrative reason imaginable. Personnel shortages plagued us to the last days of redeployment. We lost personnel returning to the US for everything from administrative reasons to injuries. Fortunately, the POL and water platoon did not have any Soldiers killed; instead we lost Soldiers for mid-tour leaves, Red Cross notifications, etc. Half-way through the deployment the division initiated mid-tour leave and rest and recreation initiatives to give soldiers a rest period. This usually resulted in two to three Soldiers being unavailable for missions for the rest period. During emergency leaves it was not uncommon for the Soldier to be unable to return within two weeks because of flight packaging requirements or a delay due to approvals for leave extensions.

Prior deployment processing of the POL and water platoon's Soldier Readiness Processing (SRP) packets went relatively easy as the squadron conducted SRP updates frequently. Of the seven non-deployable Soldiers we had, pregnancies accounted for two; lack of a family care plan accounted for one; a P-3 profile, one; and recent completion of hardship tour/recent redeployment from theater of operations accounted for three. Once there, one Soldier was redeployed early due to finger damage

incurred after scoring a touchdown in the last minute of a football game during organized unit sports competition. This is a dilemma for discussion; do you allow a "sports day" for morale improvement and risk loss of work days/Soldier availability from disqualifying injuries?

When we did not lose a Soldier for convoys due to redeployment, we would often lose them pending legal proceedings. A discovery of illegal substances or devices often suspended a Soldier from FOB/convoy mission operations until legal action could be resolved. Occasionally, health and welfare inspections would surface contraband; drugs, alcohol, and unauthorized weapons/souvenirs. Leaders who failed to emplace preventative measures for contraband doomed themselves to more mission compromising problems.

The value/necessity of perimeter security was so great that almost immediately the Troop had to permanently give up one-third of its Soldiers to a quick reaction and tower guard force. Units also lost Soldiers to duties as contract worker escorts, clearing barrel monitors, dining facility door guards, convoy truck commander requirements, and gun truck operations. From my perspective, on any given day, a troop only had 50 percent of its personnel to conduct its actual military occupational specialty missions.

Understand and Be Prepared to Deal with Contractor and Vendor Management

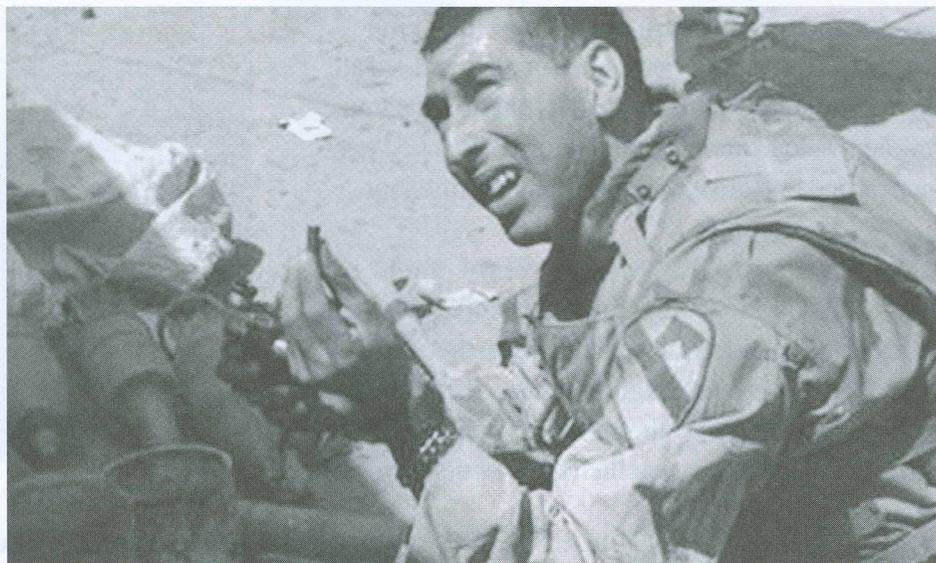
This is now a necessity for our time. The demand for a fast and inexpensive FOB buildup led to the answer of utilizing local assistance and contracting. Though subject to insurgent intimidation and retaliation, many local citizens offered their services to help build the FOB, and conducted electrical, plumbing, window replacement, air conditioning, and general repairs. Danger was always present. In one incident, it was discovered that a reliable local who had managed the FOB power generation plant for months had been found with traces of explosives on his body. A further investigation of his house

uncovered countless weapons, explosives and artillery casings. He was suspected of being directly involved in rout ambushes and attacks on the FOB itself.

Over time, apathy can set in when guarding local workers. Because of all the pressing mission requirements, contract worker guard duty was often undermanned. Guards would at times be required to watch and escort up to 15 workers. The routine of the duty eventually led to apathetic enforcement of force protection rules. Fostering a climate of friendliness with the workers was productive, but when Soldiers became too familiar with the workers, it often led to the exchange of personal items, the purchase of contraband, and the breach of the no weapons within arms-reach proximity rule. Morning briefs to the guard shifts were effective in reminding Soldiers to not get too familiar with contract employees. The briefs also informed the Soldiers all the escort details of the job to be conducted as well as when and who they were to be replaced by should the duty last longer than a half day. Leaders must conduct battlefield circulation to maintain morale and ensure guards maintain standoff distances.

Leaders Must Always Have Their Fingers on the Pulse of Morale

Reluctance and outright resistance from Soldiers to go on convoy missions became common over time. The patience and silence of the Soldiers grew shorter as the length of the deployment increased. I spoke often with other convoy leaders and we realized a pattern of behavior had emerged. I was forced to address cases where Soldiers became so overwhelmed with thoughts of injury and death lurking in missions that they would stop the progress of the mission within minutes of the departure time.



Sometimes the Soldiers just needed to vent and at other times they just skipped the mission and sought the chaplain. Prosecution was a tough and individual call, because in all cases the Soldiers returned to participate in subsequent missions. Soldiers often had too much time to think about their service status; in our platoon alone, four Soldiers were denied end term of service (ETS) or permanent change of station (PCS) due to “Stop-Loss” and ordered to deploy with the unit with no definitive tour length. And that void of information is where rumor stepped in, “We’re going to be deployed for six, nine, or full twelve months” was the normal refrain.

About six months into the deployment, stop-loss was lifted and the floodgates were opened for Soldiers who were already scheduled to leave the unit. The burden to meet mission temporarily increased on the leaders and Soldiers who were left until the replacements eventually started trickling in. Other Soldiers waiting to PCS/ETS eagerly anticipated the scheduled redeployment in April 2004. Twenty-four hours out from initiating the road march South, we received a bombshell as potent as any the enemy threw at us: “unit redeployments are on twenty-four hour hold.” Twenty-four hours became thirty-six, and eventually became three months with a move South to reestablish new FOBs. Second, ACR’s orders were to occupy, and in some

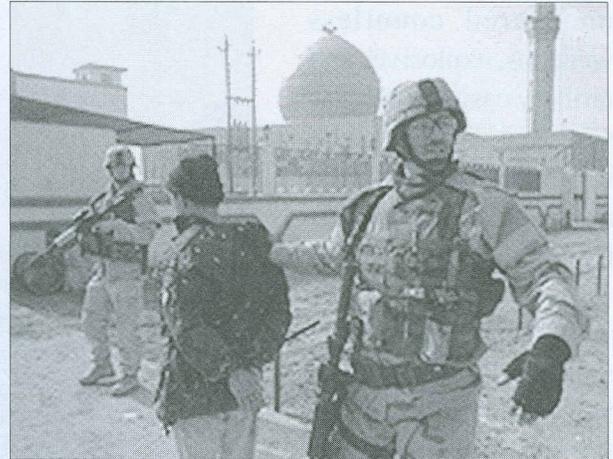
cases stand up from scratch, Camp Muleskinner/Cuervo. The requirements once again included all the work required to establish a functional camp. Soldiers held from scheduled returns often became cynical and impatient with the impulsive missions.

As we approached July 2004 and our anticipated new redeployment date, smiles showed on most faces. Concern weighed down the Soldiers scheduled to ETS though, because through the national news they saw the partial reactivation of the Inactive Ready Reserve which they would soon be a part of.

The heat affected every Soldier and leader. It often made the simplest of things miserable. Eight-hour convoys at 40 miles per hour gave us forced air, albeit hot air, to keep us “cool.” After arriving at the logistic bases to load and unload, the wait was absolutely disheartening. Even if everything worked out as scheduled, the waiting often lasted hours, and was miserable because of the searing temperature. Even getting rapid eye movement sleep during the rest periods was little help as you would wake after four hours with a migraine headache due to dehydration.

Safety and a Common Standard is the Key

With the numerous unit types, designations, responsibilities, and personalities, it is vital to order and safety that one standard is established and that everybody is aware of it. Noise/light procedures, FOB access procedures, weapons behavior, uniform (sleeves up/down), guard tower operations, sectors of coverage, restricted sites, mortar attack procedures, standards in siren use, perimeter breach procedures are a few of the standard procedures Soldiers need to know upon arrival at the FOB. I recall one morning, around 0630, when reports from the squadron tactical operations center notified subsequent command posts that the perimeter had



been compromised from the NW corner of the camp. Our standard operating procedure required full accountability and notification to subordinate commands. As I sat on top of the troop command post building with binoculars in hand, I observed a Soldier in physical training uniform, by himself and with no weapon, running near the location of breach. Within an hour the search was called off, but it taught us the value of notification to the collateral units within the FOB. Unfortunately, not until toward the end of our deployment, were we authorized a base alert system. Had the base had a siren or public announcement system, that Soldier and every Soldier on the base would have been notified of the incident and what to do. Leaders must move between their company sites, visiting their Soldiers, checking on equipment and managing needs, morale and discipline. It is vital for leaders to see and be seen.

CPT Kwang C. Fricke is currently serving as Logistics Advisor to the new Iraqi Army, Qayyarah, Iraq. His previous assignments include enlisted Infantry with the 82d Airborne Division and the Texas National Guard. He was commissioned Air Defense Artillery then transferred to the Quartermaster Corps. CPT Fricke is a graduate of Stephen F. Austin State University, Nacogdoches, Texas.

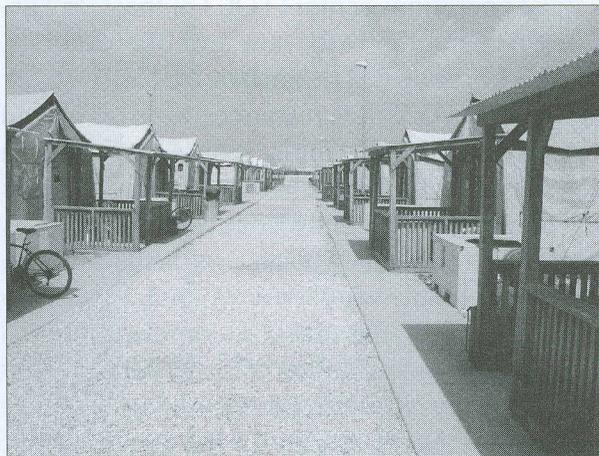
SETTING UP AN AREA OF OPERATIONS

CPT BRIDGET C. HAYES

This article will inform you of lessons learned from *Operation Enduring Freedom* and *Operation Iraqi Freedom* during 2002-2003. My position was as the S4, 21st Theater Support Battalion, 21st Theater Support Command (TSC), Kaiserslautern, Germany. I was a Reservist called to active duty from December 2002 to November 2003.

The 21st TSC is a multicomponent unit, which has a significant portion of the unit designated from the US Army Reserve component stationed in Indianapolis, Indiana. When the reserve component mobilizes to active duty, they join the active duty component in Germany and integrate their resources into the mission in Europe. During my deployment in support of *Operation Enduring Freedom*, the 21st TSC received deployment orders to move a headquarters element from Germany to Turkey in order to provide theater level logistical support for *Operation Iraqi Freedom*. During this deployment, many lessons were learned in conjunction with setting up an area of operations that are shared here with my fellow Quartermaster officers so future leaders do not make the same mistakes.

Setting up an area of operations (AO) is a common task that appears in most mission essential task lists for Army units. Most of my experience in training to perform this task included deploying to a field environment, which simulated an undeveloped area with higher and lower units set up. In this deployment, the 21st TSC went to Incirlik, Turkey. Incirlik is a Turkish Air Base where the US Air Force 39th Air Wing is stationed. They rent the buildings and real estate they occupy from the Turkish Army. There are no current Army units stationed there. So in our case, we were a theater level headquarters unit deployed to a semi-developed area and had to conduct immediate joint coordination with the Air Force and the Turkish Army to execute basic life



support and to begin theater level support for the first time in a new area of operations.

To prepare for this mission, the 21st TSC developed an early entry module (EEM). The EEM designated the personnel and equipment necessary to deploy a slice of the 21st TSC to a new AO. Equipment designated as critical was flown in to the theater and all other equipment traveled by ship.

Deploy a unit level supply person with the first element in order to maintain proper accountability. The first problem encountered in theater was a lack of unit level weapons accountability. When the EEM deployed, we deployed in six slices. I and my noncommissioned officer (NCO) were on the last chalk, Chalk 6. This was a mistake. The Air Force directed the first five chalks to secure their weapons in three different locations. Due to this fact, we had to conduct aggressive research activities to find all the weapons from Chalk 1 through Chalk 5. After finding, securing and consolidating all the weapons, we established an arms room in an empty connex. We designated 24-hour armed guards on a rotating schedule. I recommend a unit level supply person deploy with the first element to receive all future

elements in order to maintain proper accountability, especially when your unit travels in slices.

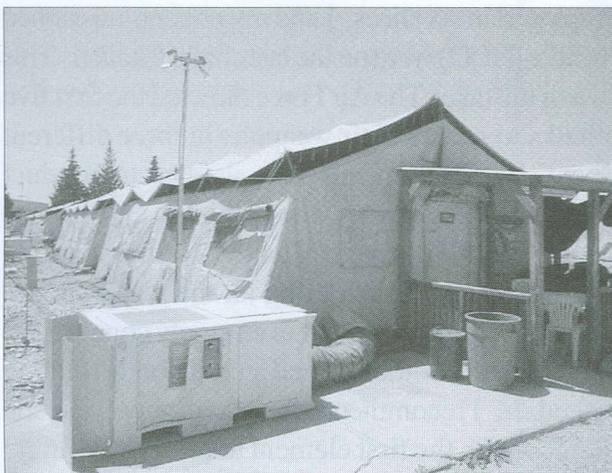
Plan for Your Own Resources. The second problem I faced was a lack of office supplies for the tactical operations center (TOC) of the 21st TSC to begin operations in the new area of operations. As the S4, I conducted research on the base to figure out what the Air Force resources were that could support my unit's demands. After I established a working relationship with the 39th Air Wing logistics cell, they became my knowledge base for resources available on post. They pointed me in the direction of the base supply warehouse where I was able to acquire most of the essential supplies. I also coordinated with the Director of Contracting to enroll myself and my NCO into the Approving Authority and Class A Agent classes for the theater. After training, we drew cash to purchase those items not available through the base supply. Finding these two resources was essential in accomplishing the mission of acquiring necessary Class II (clothing and individual equipment) items for the TSC to set up the TOC and begin operations.

Pre-Deployment Checks are Crucial. Another problem encountered was a lack of replacement organizational clothing and equipment. The problem existed on many levels: some soldiers did not have the correct equipment, their leaders did not conduct the proper equipment checks, and the Air Force did not have identical replacement equipment in stock at their equipment warehouse. Due to the lack of a developed Army theater,

shortages in personal equipment had to be overcome in less than optimal ways. One Soldier drew a Kevlar helmet from the Air Force but did not draw a helmet cover. He had the basic proper equipment, but he was not in the proper uniform according to Army standards. Some Soldiers had packed their sleeping bags in the duffle bag that was loaded on the ship. Those Soldiers had to share sleeping bags with their buddies. Due to the modular sleep system containing two sleeping bags, the Soldiers were able to share their sleep systems. I recommend that leaders pay more attention to pre-combat checks of all personnel, regardless of rank. We are all Soldiers first and logisticians second.

In summary, although most units train to set up a new AO, many units still do not prepare for different and sometimes difficult scenarios. My lessons learned as the S4 for the 21st TSC include: accountability when the unit moves in several slice elements, correct Class II planning to set up TOC operations in a headquarters unit, and proper pre-combat checks from all leaders for all Soldiers, regardless of rank.

My hope is that my lessons learned and mistakes made will not be repeated by future logistics leaders. Expect the unexpected and plan for it.



CPT Bridget C. Hayes, a recent graduate of the Combined Logistics Captains Career Course at Fort Lee, Virginia, is currently the Supply Management Officer, S4 with the 300th Military Police Brigade, Inkster, Michigan. Previous assignments include S4, Troop Support Battalion, 21st Support Command, Indianapolis, Indiana and Kaiserslautern, Germany; Support Operations Supply and Services Officer, 703d Main Support Battalion, 3d Infantry Division (ID) (Mechanized) (M), Fort Stewart Georgia; and Class IX Platoon Leader, Company E, and POL and Water Platoon Leader, Company A, 724th Main Support Battalion, 24th ID(M), Fort Stewart. CPT Hayes has a Bachelor of Arts degree in criminal justice and journalism from Indiana University where she was commissioned through the Reserve Officers' Training Corps.

RE-ESTABLISHING CLASS IX SUPPLY SUPPORT ACTIVITY

CPT LATRINA D. LEE

With the rapid deployment to and from theater, the importance of garrison missions tends to get overlooked and underestimated. However, how effective a unit is at establishing their garrison mission upon redeployment to home station can have a direct effect on the readiness of customer units. Class IX, repair parts, are must have items that keep units' equipment mission-capable. Therefore, re-establishing your supply support activity (SSA) Class IX is essential to maintaining combat readiness. As the supply and services officer in the support operations, I encountered several problems while re-establishing the battalion's Class IX SSA, and as a result I derived several helpful hints that can be used as a checklist.

My battalion was a transportation battalion within a corps support group and on July 3, 2004 was given a maintenance company and a general support Quartermaster company. The maintenance company supported two very important missions of the battalion, direct support shop office and the Class IX SSA. Both companies were going through recovery from deployment and my very first task as the supply and services officer was to assist the unit with re-establishing the Class IX SSA.

Set up of the SSA

When I think of setting up the SSA, the first thing that comes to mind is putting sections into place and putting items on the shelf. All of these things are important and will have to happen, but there are several key things that must happen first before you can begin to set up the facility. The first steps that need to happen are determining your customer base and the items to be carried on the authorized stockage list (ASL). The material management center (MMC) will determine what customers you will

support, therefore, you will need to meet with the MMC and outline your intent. Make sure they understand your suspense dates, such as ordering of ASL, transferring of customers, and opening of doors for service. Ensure that you have a suitable facility to accommodate your warehouse sections and storage space. Also, you have to find a facility that is equipped to run the Standard Army Retail Supply System - Level 1 and workstations. You must have active phone and local area network capabilities. The S4 and property book officer can assist you with finding available facilities. Once the ASL is ordered, it will start to come as quick as 3-5 days, so ensure you have the facility and the manpower ready to receive the items.

Communication

Once the MMC has identified your customers, you need to establish a good customer contact roster. You should be able to get an accurate roster from the SSA that is supporting the customers. Contact the units and visit with the maintenance technicians and motor officers. This will allow you to put a face with the e-mails and phone calls, and they will be more receptive to following directions and participating in your customer support meetings. Poor communication is detrimental to the success of meeting your suspense dates. As the supply and services officer, you must act as the liaison between the unit, customers and the MMC. Coordinate with the supply and services officer that is currently providing the customers service. Attend their customer support meetings and put out key dates and important information. All key personnel involved need to understand the intent. Begin to conduct customer support meetings at least 30 days out from the time you intend to begin providing services. Meet all your suspense dates as this will

build rapport and confidence with your customers. The initial impression you give your customers will be a lasting impression.

Customers Transfers

Customer transfers is a very important process. It needs to be designed to be simple and convenient for the customer. The customer should be able to safely transfer from one SSA to another while maintaining all requisitions on order. However, this process can be a nightmare if the units are not trained and experienced with conducting customer transfers. Do not assume that your supply technician has experience with customer transfers. Our MMC had oversight over all requisitions, and they were able to see that a lot of our customers had high priority items and small arms parts on order. Our major concern was focused primarily on the units that were still preparing for deployment. Guidance was put out, and only specific units were told to transfer. Poor communication and lack of proper supervision resulted in the SSA losing a customer who conducted an unauthorized transfer, the 263d Maintenance Company shop office. The clerk that conducted the transfer was not experienced with the procedure and his inexperience caused losses to thousands of his units' supported customers' parts on order. All of the customers' parts had to be reordered and this one mistake affected an entire brigade's readiness. Only the accountable officer and noncommissioned officer in charge of the SSA should have access to conduct customer transfers. As the administrator, you should ensure that customers have experience with customer transfers and understand the system logic and what needs to happen when the system gives you an error screen. Make sure the customer gets a reconciliation prior to conducting the transfer

from the losing SSA. Upon transfer to the gaining SSA, the unit should get a recon within 48 hours to ensure the transfer was successful. This simple process can make or break the success of your mission; however, it can be very smooth if good coordination is done with the losing and gaining SSA.

Effective Communication and Training

The importance of communication and effective training cannot be stressed enough. It is the key to success. As a result of mistakes made, I think these steps are key and will be a helpful checklist to establishing a Class IX SSA in a forward-deployed garrison: determine customer base and ASL; find a suitable facility; order ASL and ensure you have the manpower available to receive the ASL; set up the sections in the warehouse and ensure systems are operational; conduct customer transfers; conduct day-to-day activities per standard operating procedures; and conduct and submit after actions review.

CPT Latrina D. Lee is currently serving as the S4, Heavy Brigade Combat Team, 2d Infantry Division, Camp Case, Korea. Her previous assignments include Supply Platoon Leader, 289th Quartermaster Company, Special Troops Battalion, Fort Hood, Texas; Accountable Officer, 602d Quartermaster Company, Fort Hood, with participation in Operation Iraqi Freedom; and Supply and Services Officer, Support Operation Section, 180th Transportation Battalion, Fort Hood. CPT Lee is a graduate of the University of Southern Mississippi, Hattiesburg, Mississippi with a Bachelor of Science degree. She was commissioned into the Quartermaster Corps upon completion of the Reserve Officer Training Corps.

WATER TRAINING DIVISION CHARGES INTO THE FUTURE

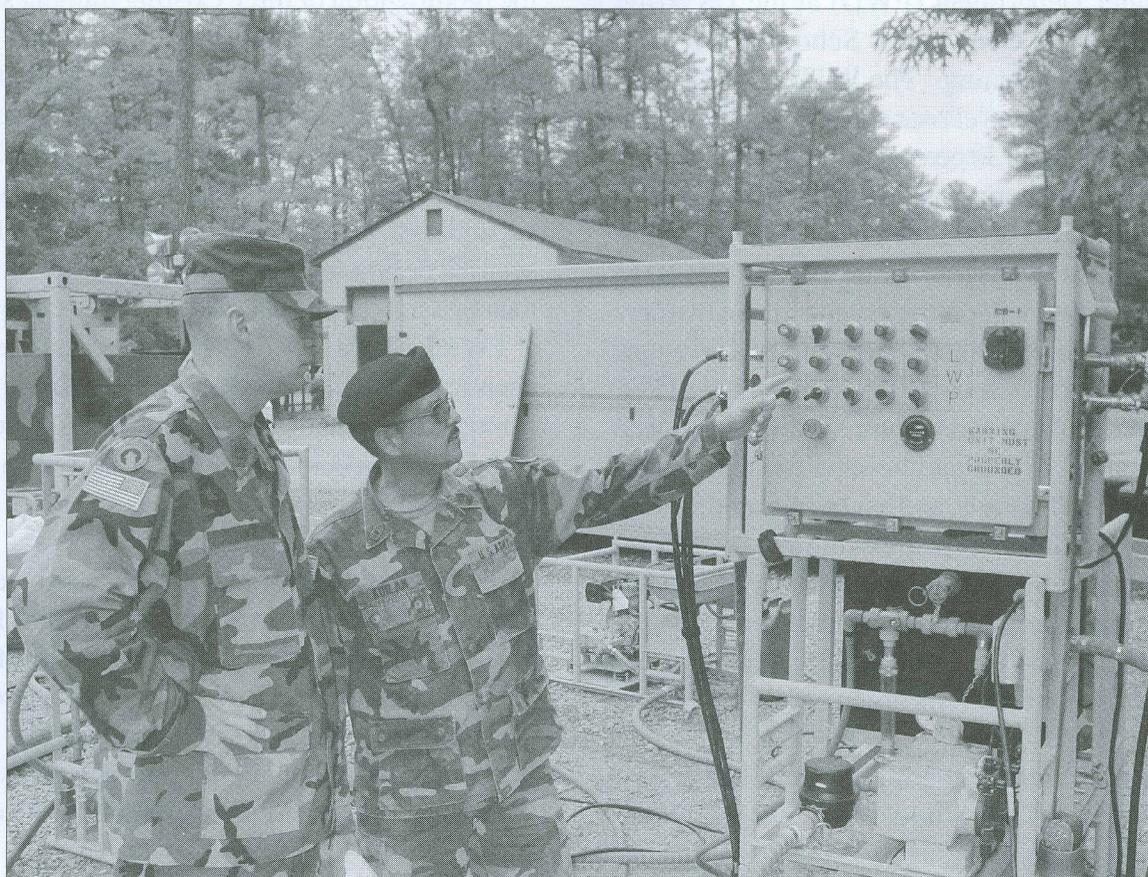
MSG DOUGLAS R. LINE

“He hit the nail on the head!” That was the first thought that came to my mind when I read CSM Silva’s article, “Doing More with Less- Coming Back to Haunt Us?” Published in the Spring 2005 *Quartermaster Professional Bulletin*. December 2004 began the culmination of 4 years of planning, testing, evaluating, and discussing the fielding of the Army’s new Tactical Water Purification System (TWPS) and the Lightweight Water Purifier (LWP).

The TWPS is a next generation water purification system. The system is capable of supplying 1,500 gallons per hour (GPH) of potable water in supporting units of action (UA) and units of employment during ground, amphibious, airmobile,

and airborne operations. The TWPS can provide water for civilian agencies during disaster relief, humanitarian and peacekeeping missions. The TWPS has a state of the art micro filtration system that purifies water from any source including fresh water, seawater and brackish water. The TWPS is capable of multiple operational deployment modes, including skid, truck, and Heavy Expanded Mobility Tactical Truck (HEMTT) Load Handling System (LHS)

The LWP is another new lightweight, next generation water purification system. The LWP uses state of the art micro filtration and reverse osmosis technology to produce 125 GPH of potable water



from fresh water sources or 75 GPH of water from brackish and saltwater sources. The LWP provides potable water for a wide range of military operations and is deployed with small units, Special Operation Forces, and for use in temporary medical facilities. Consisting of nine modules, including a 3-kilowatt tactical quiet generator, the LWP is airdroppable. Each module can be hand carried in the field by four soldiers. The system requires no material handling equipment to assemble and at less than 2,000 pounds, the LWP is the world's lightest, most capable water purifier.



Continuing with CSM Silva's analogy of multiple spinning plates, I will describe some of the plates that the Water Training Division (WTD), Petroleum and Water Department (PWD) at the US Army Quartermaster Center and School (QMC&S) currently has spinning. The WTD currently has double the number of classes normally on the ground. Each class is about 30 percent larger than the normal size. We are preparing for an accreditation that is to be conducted in FY 2005 in the midst of modifying several existing program of instructions (POI) to ensure quality training is conducted on these two new pieces of water equipment. Our latest POI revisions considered modifications to the Warrior Tactical POI time. With these new water systems came the additional task to generate the initial training support package (TSP.) This is, and has been, paramount in the minds of the entire cadre of the WTD: Mission first — train the load! We have a great set of noncommissioned officers, contracted instructors, and civilian support staff that are all working together to meet mission requirements on a daily basis.

As WTD was preparing the TSP and lesson plans for the TWPS and LWP classes, WTD

leadership was concurrently planning to modify existing training facilities to support operating requirements of the new equipment. The WTD ascertained that the new equipment would require the modification of three existing training sites to accommodate the TWPS and LWP. The WTD worked with the post engineers, designers, and environmental offices to ensure that the expansion of the three training sites would meet its new training requirements. On one of the training sites, we are expanding to include a new water source pool and a secured perimeter by adding a fence. On another training site, we will build a facility sufficient to house a TWPS and a LWP, a new storage area for chemicals, and the necessary piping to move water from our TWPS and LWP location up to our holding tank for testing before being released back in to the river.

In December 2004, the PWD began receiving the vehicles identified to be the prime movers for the TWPS, the HEMTT-LHS. With the receipt of these vehicles came the requirement for training, storage, maintenance, and security. Once again, prior planning paid off dividends: storage plans were scrutinized, briefed and discussed during September

and October, and finalized in November 2004. The WTD deprocessed and received two HEMTT-LHS, eight Light Medium Tactical Vehicles (LMTV) 5-ton vehicles, and six LMTV tractor trucks. In December 2004, as part of the fielding of the new equipment, PWD master drivers received training on the new HEMTT-LHS, and in return, those certified instructors trained 90 percent of the WTD instructors on all of our LMTV vehicles by January 2005, and 70 percent were licensed on the HEMTT- LHS by March 2005.

The WTD sent instructors to the systems building facilities to train and become certified. The WTD looked at the projected student load, knowing well that it would be impossible to send all its instructors concurrently to become certified on the new systems. The WTD began devising a series of train-the-trainer sessions to get as much training down to every instructor it could. This approach paid off when it came time to start doing the two systems new equipment training (NET) on 16 May 2005.

The rubber met the road in May 2005. The WTD took receipt of the new TWPS units, the fielding team deprocessed them, and simultaneously, during the last week of the TWPS NET operator trained 20 instructors. May 31st marked the running of WTD's first Initial Entry Training (IET) class through the entire TWPS training. The second week of June, WTD received a one week LWP NET operator training session to certify 20 of its instructors. Keep in mind that highly motivated instructors put in an entire day of teaching, reported for an additional four hours per day including weekend training of the TWPS and LWP. The WTD is very fortunate to have dedicated NCOs who are willing to go that extra mile and sacrifice personal time and time with their families to ensure that quality training continues!

In the summer of 2005, the WTD should see the first ground broken for the site improvements to 41st Street, Bailey's Dam, and the Appomattox River site, three of WTD water training sites. All

construction is slated to be run concurrently, so there will be logistical challenges to renovating sites while still training on those same sites. Safety measures are being put in place to ensure that all of these spinning plates do not fall and break. Rerouting of student movement as well as proper risk management and site safety plans have been institutionalized to ensure safety during the facilities improvement.

In summation, change is good, change is difficult, but change is inevitable. Given the current climate and the ongoing Global War on Terrorism, we must change and evolve. The TWPS and LWP water purification systems do just that for the Water Dawgs! This example of the Quartermaster Corps making appropriate realignments to support our evolving military needs just further reaffirms my belief that we have strong visionary leaders in place, and highly motivated NCOs who understand the importance of our current endeavors. Airborne Water Dawgs Lead the Way! HOOAH!

MSG Douglas R. Line Army Reservist on active duty and is currently serving as Team Chief in the Water Training Division, Petroleum and Water Department, US Army Quartermaster Center and School, Fort Lee, Virginia. MSG Line enlisted in the Active Army in 1985 as an Infantryman in the 4/9 Airborne Infantry Battalion, Fort Wainwright, Alaska. He became a Water Treatment Specialist in 1990. His previous assignments include Course Manager and Instructor, 92F (Petroleum Specialist) Advance Noncommissioned Officer Course, 92W (Water Specialist) Basic Noncommissioned Officer Course, and Water Treatment Specialist Instructor for 9/84th TASS Battalion, Whitehall, Ohio. He also served as Platoon Sergeant, Section Sergeant, and Team Member for the 79th Quartermaster Company from January 1989 – April 2005. He served as a team member and team leader during Operation Desert Shield and Desert Storm, while assigned to the 79th Quartermaster Company, Marion, Ohio.



SAFETY SAVES SOLDIERS



Fatal and Permanent/Partial Disability Accident Data for Fiscal Years 01-04

Michael L. Davis

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

The following information was compiled from all recordable fatal, permanent total disability, and permanent partial disability accidents involving Quartermaster Corps personnel during Fiscal Year (FY) 01 through FY04. The tables in this report are designed to show general accident trends while still identifying possible specific problem areas.

Skill Level 10/20 Soldiers accounted for the majority of all deaths, permanent total, and permanent partial disabilities. Privately owned vehicles (POV) and Army motorized vehicles (AMV) remain the top areas for number of fatalities. Fatalities have continued to rise for the last couple of years and are approaching levels of earlier times of the late eighties and early nineties. Military occupational specialties (MOS) accidents (those directly related to the requirement of the MOS job) are rare and no MOS event caused either a death or disability during these four fiscal years. Considering the general high risk areas our personnel can be placed in, these are four very good overall fiscal year reports.

Listed below are general definitions of the accident categories:

POV – Accident occurring in Privately Owned Vehicle. **AMV** – Accident occurring in Army Motorized Vehicle (May include Forklift accidents). **COMBAT SOLDIER** – Accident occurring during a Combat Soldiering Task, includes actions involved in Physical Training, Confidence Course/Rappel Tower, Parachuting, Human Locomotion during an operation, weapon accidents, and Set up and operation of equipment, etc. **MAT HDLG** – Accident occurring during the movement of equipment or supplies. **HUM LOC** – An accident occurring during Human Locomotion (usually a fall by an individual which is not related to an operation). **SPORTS** – Any accident occurring during a sporting event that the individual was involved in that caused an injury. **OTHER** – Any other accident which was not related to an Army operation.

In FY 2001, there were 15 deaths and 19 total incidents. Of the 19 individuals involved in all categories (deaths, permanent total disability, and permanent partial disability), 84 percent included personnel in levels 10 and 20, while 16 percent included personnel in level 30 and above. Speed to fast for road conditions accounted for 78 percent of all POV accidents that caused a death. Another driver on the road accounted for 22 percent of the POV accidents that resulted in a death. The AMV accidents that caused a death and a permanent partial disability were caused by speed to fast for the road conditions by the operator. The combat soldiering deaths were caused by a weapon wrongly being discharged and a fire from commercial purchased equipment. HUM LOC (slip trip and falls) caused the one death (individual fell from second story while hanging Christmas lights – individual had been drinking) and the one Permanent Partial Disability occurred when a Soldier fell down a barracks stairs. The only permanent partial disability occurred when a Soldier cut his hand while working on a remote control car (hobby).

In FY 2002, there were 18 deaths and 23 total incidents. The 23 individuals included 18 deaths and 8 permanent partial disabilities. About 90 percent included both 10/20 level personnel, while only 10 percent involved personnel in level 30 and above. Twelve deaths (five 92G10, two 77F20, one 92Y10, one 92Y20, one 43M10, one 92A20, and one 92G30) and five permanent partial disabilities (two 92S10, one 92Y20, one 77W10, and one 77F10) occurred in POVs due to speed to fast for the road conditions, not using seat belts and alcohol. Five of these deaths and one permanent partial disability involved motorcycles. Note that 95 percent of all fatal and permanent partial disabilities in POVs involved either 10/20 level Soldiers. Two deaths (one 92G10 and one 43M10) occurred in POVs and were due to the other driver on the road. Two deaths (one 92Y10 and one

77F10) by drowning occurred. One during a hunting trip and the second (the Soldier was a poor swimmer and his friend was not trained to save someone in trouble) occurred after entering a pool without a lifeguard being present. One death (92Y40) occurred when the individual choked to death during a meal with his family. Only one death (92A20) occurred in an AMV during this fiscal year and was caused by speed too fast for the road conditions. Not wearing a seat belt contributed to the injuries that caused the death.

In FY 2003, there were 13 deaths and 20 incidents. The 20 individuals included 13 deaths and 7 permanent partial disabilities. About 75 percent included both 10/20 level personnel, while only 25 percent involved 30/40 level personnel. Seven deaths (two 92Y10, one 77F10, one 92R10, one 92A10, one 92G40, and one 92Y40) and one permanent partial disability (one 92A10) occurred in POVs due to speed too fast for the road conditions, not using seat belts, fatigue, and alcohol. Only one of the fatal accidents involved a motorcycle. One death occurred in an AMV during this fiscal year. It involved a 92A10 and was caused by speed too fast for the road conditions and not wearing a seat belt. The death occurred when the AMV rolled over. The three Combat Soldiering deaths and three permanent partial disabilities included: two heat injury deaths during PT of one 92A30 and one 92Y30, one death of a 92G10 and one permanent partial disability of a 92G20 due to an accidental weapon discharge, one permanent partial disability due to a middle air collision during an airborne jump of a 92G10, and one permanent partial disability of a 77F10 due to improper handling of explosives. The two deaths of one 77F20 and a 92A20 occurred during the replacement of multi-rimmed tires on an AMV. They did not use a tire cage. During the operation the tire exploded in each of the two separate accidents killing a Soldier. The two Material Handling accidents occurred while moving supplies. One 92A20 was permanently partially disabled when his hand was seriously cut. The second Soldier, a 92A10 was permanently partially disabled when he fell off a load and was received serious injuries to his legs, back, and neck. The only Human Locomotion occurred when a 92Y30 Soldier was horse playing around and fell causing a permanent partial disability due to leg and back injuries.

In FY 2004, there were 16 deaths and 21 incidents. The 21 individuals involved 16 deaths and 5 permanent/partial disabilities. About 87 percent included both 10/20 level personnel, while only 13 percent involved 30 level personnel. Eighty-nine percent of the deaths involved 10/20 level Soldiers while 80 percent of the permanent partial disabilities involved 10/20 level Soldiers. Nine deaths (one 92A10, one 92A20, two 92G10, one 92G20, one 92Y10, one 92Y20, one 92Y30, and one 92A30) and two permanent partial disabilities (one 92G10 and one 92F30) occurred in POVs due to speed too fast for the road conditions, not using seat belts, fatigue, and alcohol. Eight deaths (two 92A10, two 92G10, two 92A20, one 92Y20, and one 92Y10) and two permanent partial disabilities (one 92A10 and one 92G10) occurred in AMVs during this fiscal year. They were caused by speed too fast for the road conditions, fatigue, and not wearing a seat belt. Four of the deaths occurred when the AMV rolled over. The one sports related death was a drowning. It occurred when a group of Soldiers went swimming in the ocean. One Soldier was swept away from the group by an under current. Now one was prepared or knew what to do to help. The one permanent disability occurred when a young Soldier was going too fast for the terrain conditions on an ATV and flipped the ATV causing serious injuries to the rider.

The causes of combat soldiering accidents can be split between poor training of the individual, human error, and lack of supervision. POV accidents (which include both cars and motorcycles) were related to poor training, speed too fast for road conditions, fatigue, and alcohol. Not using seat belts also contributed to many deaths and permanent partial disabilities. AMV accidents were directly related to training, lack of enforcement of standards, speed too fast for road conditions and fatigue. Not using seat belts also contributed to many deaths and permanent partial disabilities, especially if the AMV rolled over. Ground guide training (or a lack of it) appears to be a continuing problem. Both the POV and AMV accidents appear to have a related problem of personnel not having enough experience and training to handle the situation the soldiers were placed in. Defensive driving training needs to be provided. All of the Soldiers that drowned are directly related to individual Soldiers or groups of Soldiers not obeying posted safety rules or taking actions to avoid being in a situation where help from others can be provided. Human error seems to have been the leading cause of all of these accidents. Seat belts whether in a POV or AMV save lives, but only if they are used. A best estimate is that 90 percent of all accidents are due to human error with a lack of poor supervision strongly hinted at. Lack of supervision by leaders and other Soldiers during operations resulted in serious injuries.



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.

Branch Chief Notes

LTC Tracy Cleaver, Chief, Quartermaster Officer Personnel Management

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

After almost three years as your Branch Chief, it's time to go. I want to thank you all for your support and your dedication to our Corps and the Army. We have all been asked to accomplish a lot for our country the past three years and you have answered the call with distinction.

I ask you to remember that those that serve you here at Quartermaster Branch are Soldiers, just like you, doing what their Army has asked of them. They have all come from the field Army and they get no pleasure from calling an officer and telling them they are needed to deploy on a high priority assignment in 30 days or that they are being diverted from a dream assignment for a higher Army priority. These officers and Department of the Army civilians fully understand the human side of the equation and do everything in their power to eliminate uncertainty. All assignments are driven by Army requirements and we do our best to match each officer's skills and experience, professional development, and personal preference into the assignment process. I must tell everyone again the personal preference is last in that process but not out of the process.

Three things you need to make sure you do to keep on track. Take a photo as soon as possible. Do not wait for promotion to first lieutenant before you get your first photo. That is the OLD thought process. Due to the current operational environment we believe a photo in your file is better than no photo. Get a new photo every time you are promoted and prior to any board if at all possible. Keep your Officer Record Brief updated by annual visits to the officers records section at your local personnel support battalion. Check in with your assignment officer via E-mail at least once a year so they can validate where you are, what you are doing and what your desires are. Work hard at learning/perfecting your skills and being leaders. Do these three things and your foundation for success is established.

As I close I want to say it has been an honor serving as your Branch Chief. I have grown personally and professionally and I'm a better soldier because of this experience. I look forward to serving with all of you around our Army.

FY 05 Assignment Process, Sequential Assignments, Functional Area (FA) 90 Certification Panel, Miscellaneous Information

MAJ William Krahling, Lieutenant Colonel Assignment Officer
william.krahling@hoffman.army.mil, DSN 221-5269

FY05 Assignment Process

Starting June 05, the US Army Human Resources Command will begin to work the next cycle of assignments that have a report period of 1 October 2005 through 30 January 2006. Most significant change to the assignment process is... permanent change of station (PCS) moves will be closely managed looking at Army needs, command priorities, and an officer's skills and experience. We will no longer depend on the year-month available (YMAV) date on the officer's record brief (ORB) to determine if the officer is available to move. ***Bottomline.... There must be a reason to move you!*** PCS moves will be initiated under two distinct categories — *Non-Discretionary* or *Discretionary*.

Non-Discretionary moves include those moves that involve hard dates in an officer's career—some examples include a date eligible for return from overseas assignment, a report date to a professional school, a graduation date from a school, a command selection, a Professor of Military Science selection, a joint tour completion, a sequential assignment report date, an end term of service, or retirement date.

Discretionary moves include those moves that are triggered by an assignment officer working to ensure an officer continues appropriate career development—some examples include situations where an officer needs a new skill set (Joint or Army Staff), where an officer's skills are no longer applicable to the current assignment, or where an officer is pre-positioned for a career enhancing position (command, schools, etc.). Moves driven by the individual needs of the officer are also included in this category such as being in the Exceptional Family Member Program, joint domicile, compassionate reassignments, and personal preference.

With the YMAV no longer being the key indicator to generate a PCS move, the Dynamic Distribution System (DDS) will identify "donor" and "receiving" units. Donor units are identified as units who are "over" their authorization and/or a lower priority account where we can "pull" and reassign officers from. Receiving units are identified as units that are "under" their authorization and/or a higher priority account we must fill to a certain percentage. If you are in a donor unit, you could be considered available for PCS if you have at least 12 months time on station (TOS) as of this next reporting period.

Once HRC determines the requirements based on the needs of the Army, we will notify you and your command as being a "donor" unit and your "availability" in the upcoming assignment period. Assignment officers will consider input from the command and the officer in deciding which officers will be reassigned. Please remember to keep in contact with your assignment officer and feel free to ask us any questions you may have.

Home Base/Sequential Assignments

HRC has directed assignment officers to notify individuals with a pending sequential/home base assignment in 2005 of a recent change.

As we transform our Army during this global war on terrorism (GWOT) and the "way ahead" initiative, it is necessary that we transform the assignment process here in HRC. This new assignment process known as the "Dynamic Distribution System, will provide the Army a more flexible distribution system that can adapt to

the changing requirements as we continue global operations. HRC will use four-month assignment cycles managed three times a year, however, in accordance with Army Regulation 641-100 (Officer Assignment Policies, Details and Transfers), para 5-3b(11)(h) assignment priorities may be readjusted at any time during the cycle to allow changing Army requirements to be introduced into the cycle if needed.

This is where a sequential/home base assignment may come into review. HRC approved sequential assignments based on a one year projection against authorizations, not Army priorities. However with future operations and “modularity” pending, we may have to readjust assignments based on the needs of the Army. It is our intent to honor your sequential assignment in 2005; however, it is not “guaranteed” due to the reasons indicated above.

We have been directed not to release your pending sequential request for orders (RFO) until we can guarantee the requirement does exist. This may not be until November 2005 or later when we receive the requirements for Summer 2006. Normally, we would release your sequential RFO once you arrive to your short tour assignment.

If your pending sequential assignment in 2006 is to a high density location such as the US Army Training and Doctrine Command, US Army Forces Command or joint services units deploying in support of GWOT, your chance of your sequential being honored is higher than other low density locations. Again, we should know more about your pending sequential assignment beginning November 2005. I will keep you updated of any additional changes that may impact your pending sequential assignment in 2006. If you have any questions please feel free to contact me.

FA90 Certification Panel

New FA 90 Certification Panel - The Officer Personnel Management Directorate at the HRC recently conducted a FA90 Certification Panel. The intent of the panel is to ensure that only those officers that complete FA90 branch qualification in accordance with Department of the Army Pamphlet 600-3 (Commissioned Officer Development and Career Management) retain the FA90 designation. Visit the FA90 Certification Panel link at https://www.hrc.army.mil/site/active/opfa90/fa90_certification_panel.htm for more information.

Miscellaneous Information

Officer Efficiency Report (OER) Status. Quartermaster Branch is the last one to receive your fully processed OER. The senior rater can hold the report up to 90 days from the end date of the report. Combining the senior rater hold period with board schedules and peak processing times, it could be as much as six months before we receive your OER. To determine if your OER is at HRC, call DSN 221-4191. Original OERs do not come directly to the Quartermaster Branch. They must go to the HRC OER Branch for processing. Use this link to visit the OER Branch homepage (https://www.hrc.army.mil/site/active/tagd/MSD/OER_Branch/OER_Main.htm). You can call LTC Swisher at 221-9660 to verify your profile.

Department of the Army Official Photos. If your photo is over two years old or you are wearing your previous rank, I recommend you take a new photo and then send me two copies. Your rank and unit may not have changed, but in two years your official photo will have been handled by many people and it may not look new or fresh. Most photos are now the 3/4-length digital type. If your photo lab does not have this capability, you should get a digital photo as soon as it is convenient for you.

Online ORB. Officers can now go to their Army Knowledge Online (AKO) accounts and look at their ORB's as .pdf files. You cannot edit the file but you can see what corrections need to be made and then go to your personnel support battalion (PSB). There are a few limitations. First, as mentioned, there is no edit capability. You still need to go to your PSB to do that. Second, you only get a regular copy and not a "board ORB" so you still have to go to your PSB. Give it a try at My ORB or <https://isdrad15.hoffman.army.mil/SSORB/>. This link will bring up your AKO login, just follow the prompts.

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 review. If you don't keep your OMPF updated, you potentially disadvantage yourself when going before a board. This could cause you to be a non-select for schools or promotions because you didn't 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 the first time you review it. I recommend reviewing the entire file once per year. Updating your ORB and your OMPF are simpler than ever before.

Officers can access their OMPF online at the following link: <https://ompf.hoffman.army.mil/>. Access your OMPF using your AKO login 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. Either by submitting missing documents through your PSB, by sending them directly to Officer Records, or as a last resort send them to the Quartermaster Branch. Your social security number (SSN) must appear on the document. If your SSN isn't shown (i.e., award citation), write your SSN in the upper right hand corner of the document. The quickest method is to send your documents to Officer Records using one of the three methods: E-mail, fax or mail. The fastest method 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 stand alone .jpeg image or paste it on a Word, PowerPoint, or Adobe document. The second method is to fax your document to Officer Records (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 photo copies of your documents to Officer Records at Commander, Human Resources Command, ATTN: TAPC-MSR-S, 200 Stovall Street, Alexandria, Virginia 22332-0444.

Documents submitted to Officer Records should have your SSN written in the upper right hand corner. I strongly encourage you to check OMPF online 3 to 4 months prior to any board. If you have never checked it before, you should look at each OER front and back as well as all other documents shown to verify 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 boards 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.

Useful Information. Click on the linked called "Useful Information." The answers to some commonly asked questions your junior officers may ask can be found on that page.

Promotion Hotline: DSN 221-9340 or (703) 325-9340

Retirements/Separations: (703) 325-4735

“Has my OER been received/processed?” (703) 325-2637

Helpful Links

Award questions: <https://www.perscom.army.mil/tagd/awards/index.htm>

Army Knowledge Online (AKO): https://www.us.army.mil/portal/portal_home.jhtml

AKO battalion command preference site (open during limited periods annually):

<https://akocfd-cpd.us.army.mil/>

AR 600-3, The Army Personnel Proponent System: http://www.usapa.army.mil/pdf/files/r600_3.pdf

Board preparation (your file): <https://www.perscomonline.army.mil/opmd/board.htm>

Institute of Heraldry: <https://www.perscom.army.mil/tagd/tioh/tioh.htm>

Limited Call to Active Duty program: <https://www.perscomonline.army.mil/opdistacc/CAD/calltoAD.htm>

MILPER message archives: <http://perscomnd04.army.mil/milpermsgs.nsf>

OER Frequently Asked Questions (mailing address, processing time, late OERs, etc.):

https://www.perscom.army.mil/tagd/msd/OER%20Branch/frequently_asked_questions.htm

PERSTEMPO management (application & info): <https://www.perscom.army.mil/perstempo/default.htm>

Senior Rater profile (managing): <https://www.perscom.army.mil/tagd/OERS/COVER.HTM>

Senior Rater profile (requesting): <https://www.perscom.army.mil/tagd/OERS/Request2.htm>

SSC fact sheet: <https://www.perscomonline.army.mil/OPeng/SSCINSTRUCTIONS.htm>

Contact Information

Mailing addresses, phone numbers, and e-mail addresses frequently change and become outdated. Yes, I know which command you are assigned to but that does not equate to knowing your contact information. I have been sending out monthly mass e-mails. If you did not receive this mass e-mail, then I do not have your current e-mail address. Please send it to me so I can keep you in the information loop. I ask that you first try to update through your servicing PSC but if they can't update you ORB/Contact information then send it to me.

Please view and use the Quartermaster homepage. It provides valuable information to our Corps. Additionally, remember Quartermaster Branch uses AKO E-mail as our official account to correspond with you. So take the time and look at your account or have it forwarded to your unit account. The mailing address is listed below.

US Army Human Resources Command

Quartermaster Branch, Lieutenant Colonel Assignments Officer

ATTN: AHRC-OPC-Q (MAJ William Krahling)

200 Stovall Street

Alexandria, VA 22332-0416

Intermediate Level Education

MAJ Darren L. Werner, Major Assignments Officer

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Officer's career timeline now includes consideration for attendance to the Army Intermediate Level Education (ILE) course at Fort Leavenworth, Kansas. Since the implementation of ILE as a universal MEL 4 qualifying

course officers no longer are board selected and therefore no longer automatically slated for the next course. Quartermaster captains and majors in cohort year groups (CYG) 1996 to 1993 are eligible to attend the Operations Career Field ILE at Fort Leavenworth. Quartermaster Branch receives approximately 30 to 35 seats for summer ILE courses and approximately 10 seats for the newly established winter course. Priority for slating to the upcoming courses will be based on officers' year groups. All eligible officers should contact the Quartermaster Branch Major Assignments Officer to provide a preferred attendance date. Following are some considerations regarding when officers should plan to attend ILE.

Quartermaster Majors/Captains by Year Group		
CYG	Population	Eligible ILE
88<	66	0
89	62	0
90	84	0
91	79	1
92	63	5
93	74	26
94	71	70
95	82	82
96	100	100

Purpose. The purpose of the Army's ILE program is to provide all mid-grade officers a basic foundation of professional military education and leader development training. It prepares leaders to execute full spectrum operations, trains and educates leaders in the practice and values of the profession of arms, and prepares leaders to operate in joint, multi-national and interagency environments. ILE prepares officers for duty as field grade commanders and staff officers throughout the Army, primarily at battalion, brigade and higher echelons.

Eligibility. Under universal ILE all officers in CYG 94 and later are eligible for resident ILE attendance (officers in CYG 93 and earlier were board selected). Officers are eligible for ILE attendance at Fort Leavenworth, Kansas, if they are a captain or major with at least eight years of Active Federal Commissioned Service (AFCS) as of the date school starts. If in the rank of major, the officer must be an Operations Career Field Officer (OPCF) in order to attend. Additionally, all officers must have graduated from or have credit for completing a branch captains career course and have met their professional development requirements in their basic branch. Attendance at any ILE course (Fort Leavenworth, sister service or foreign) incurs a two-year active duty service obligation.

Resident ILE Slating. The slating of Quartermaster officers for resident ILE and equivalent sister/foreign schools begins when an officer is optimally between their 8th and 12th year of service. Officers will be slated based on the Deputy Chief of Staff, G-1 annual slating guidance. Priority for ILE slating is given to officers who have been selected by the centralized Department of the Army board (last board was 2004). There are a variety of reasons an officer is not slated to attend:

- Limited number of seats allocated to Quartermaster Branch.
- Officer is not available due to deployment.
- Officer is completing a utilization tour linked to Advanced Civil Schooling or fellowship.
- Officer doesn't meet the minimum 24 month time on station requirement.

- Officer is assigned to a lifecycle unit.
- Officer doesn't meet additional requirements outlined in the annual slating guidance published by the DCS, Army G-1.

General Slating Guidance

The officer's current unit must be in a "Re-Set" period. The unit should not be within 90 days of deployment/redeployment (see Stop Loss/Stop Move Guidance below) and not restricted by unit life cycle requirement. The officer should meet time on station planning factors outlined below:

Officer's Current Assignment	Time on Station (calculated through 1 Aug 05)
CONUS	24 Months
OCONUS (Long Tour)	30 Months
US Military Academy	36 Months
Army Education Requirements System Utilization	24 Months
Joint (Non-Joint Distribution Authorization List (JDAL))	24 / 30 Months (CONUS / OCONUS)
Joint (JDAL)	At least 22 Months

Officers should be slated to schools that best compliment their skill set and operational experience in order to maximize the training value. Officers should be slated to schools that provide both the officer and the Army with the most return. There must be added-value in sending an officer to the school that they are slated. Preferences and Personal considerations are important and should be considered, but should not be the driving factor in school slating.

Stop Loss/Stop Move Guidance. Officers assigned to stop lose/stop move units preparing for deployment are not slateable. The unit may release the officer for school by submitting a memorandum through their major Army Command to the Commander, US Army Human Resources Command for approval. Officers assigned to stop lose/stop move units returning from deployment, where the start date for CSC is within the 90 day stop lose/stop move stabilization timeframe are slateable.

Two Resident ILE courses approved by the Vice Chief of Staff of the Army (2X10):

Summer Start

July report date for ACC officers

August course begins

December common corps terminates

June ILE graduation

Winter Start

January report dates for special branches

January report date for ACC officers

February course begins

June common corps terminates

December ILE Graduation

Slating of Other ILE Schools. Quartermaster Branch slates officers for sister service CSC using weighted criteria. The best qualified officers are then selected to attend sister service CSCs. The criteria include

performance, experience, completion of non-resident ILE, branch qualification, formal logistics training, experience with sister services, education, and non-Quartermaster experience. The criteria are scored and developed into an Order of Merit List (OML). Quartermaster Branch then slates officers for attendance based on the OML and the officer's preferences. An officer does not need to meet all the criteria to compete.

Slating for these schools will be driven primarily by skills and experience, with special consideration to officers who are already branch qualified. These schools provide a great opportunity for officers to get Joint experience prior to serving in a Joint assignment.

Officers interested in attending a foreign or sister school can submit a standard memorandum to the Quartermaster Branch explaining their qualifications and identifying the school for which they wish to be considered. They may also submit any other matters like general officer endorsements. Except for the memorandum, no other items are required.

ILE Composition. The Army's ILE program for Operations Career Field (OPCF) Quartermaster officers consists of two phases:

Phase I. For all Quartermaster officers attendance will be at Fort Leavenworth's ILE Common Core Course. The purpose of the ILE Common Core Course is to provide all field grade officers with common warrior ethos and warfighting focus for leadership positions in Army, joint, multinational and interagency organizations executing full spectrum operations. Officers attending the Common Core Course will receive CSC/JPME I graduate status upon completion.

Phase II. This will consist of multifunctional logistics area specific training for each officer. This training is the Advanced Operations and Warfighting Course (AOWC) taught in conjunction with the common core at Fort Leavenworth. The purpose of AOWC is to develop OPCF officers with a warfighting focus for battalion and brigade command, capable of conducting full spectrum operations in joint-multinational-interagency environments, with the requisite competencies to serve successfully as division through echelon above corps staff officers. Officers attending receive CSC/Joint Professional Military Education graduate status upon completion of AOWC.

Other ILE Options. The majority of officers eligible for resident ILE attendance will attend Army ILE schools. However, some officers may attend the Navy, Marine, or Air Command and Staff Colleges; the Joint Advance Warfighter School; the Western Hemisphere Institute for Security Cooperation; or a foreign school that has been granted MEL 4 equivalency. Officers interested in attending a foreign or sister school can submit a standard memorandum to the Quartermaster Branch explaining their qualifications and identifying the school for which they wish to be considered. They may also submit any other matters like General Officer endorsements. Starting in FY06 all officers attending a non-Army ILE course will be required to attend the ILE Common Curriculum (ILE-CC) Course on temporary duty on duty enroute to their designated school.

All students, active and reserve component, have three possible ways to complete ILE-CC. A nonresident form of AOWC is being developed and will be tested in FY06 with open enrollment available for ILE-CC graduates not later than 1st quarter FY07.

Officers in Cohort Year Group 1993 and earlier not selected for resident CSC attendance are encouraged to complete their MEL 4 military education by enrolling in and completing the nonresident Command and General Staff Officers Course CGSOC administered by the Directorate of Nonresident Studies of the US Army Command and General Staff College. Sister Service Non-Resident Staff Colleges are not MEL-4 producing programs, therefore, to achieve MEL-4 through a Non-Resident course officers must complete Non-Resident CSC through the US Army Command and General Staff College. Achieving a MEL 4 status (either resident or nonresident) is essential in order to remain competitive for selection to lieutenant colonel.

Resident Course Attendance	The Army School System (TASS) CGSOC Battalion Course	Web-Base Curriculum
Officers should contact their branch managers to request attendance at Fort Leavenworth.	<p>ILE-CC is presented in three phases (Active Duty for Training - Inactive Duty for Training - Active Duty for Training) in not more than 18 months.</p> <p>The classes are taught at locations throughout the world.</p> <p>Student may enroll by contacting their unit Army Training Requirements and Resource System operators.</p>	<p>The web-based ILE-CC is presented to student in three phases. Students will have 18 months to complete the coursework.</p> <p>The phases of the TASS and web-based courses are interchangeable.</p> <p>This course will be available for enrollment in October 2005.</p>

What Do I Need to Do Now? All officers need to contact the Quartermaster Branch via AKO E-mail and let us know what you would prefer to do:

- When do you prefer to attend ILE at Fort Leavenworth?
- Prefer to accept a one year overseas assignment and attend ILE upon date eligible for return from overseas (ideal for officers whose timeline does not support attendance at ILE in the next two years).
- Prefer to defer ILE, report to a unit for branch qualifying job, and attend ILE after branch qualifying.

The Two Rs - Not the Three Rs, Majors' Board Results, and Assignments

CPT Herman "Jay" Johnson, Captain Assignments Officer

Herman.L.Johnson@hoffman.army.mil, DSN 221-5645

Greetings from the Quartermaster Captains desk here at the US Army Human Resources Command (HRC). The following article aims to cover topics of interest for the Quartermaster branch qualified (BQ) captains. As always, feel free to contact me via E-mail or telephone if you still have concerns about any of the topics covered.

The Two Rs - Not the Three Rs

Today, the vast majority of assignments destined for the BQ captain will be in a recruiting command and Active/Reserve Component. Many officers have E-mailed me desiring specific Reserve Officers Training Corps (ROTC) positions throughout the United States. I expect very FEW, if any, positions from cadet command. ROTC positions are not the priority these days. These jobs are now getting contracted out or are moving to the Active Guard-Reserve community. Please do not bank on having many ROTC positions to choose from. It is clearly evident that the global war on terrorism dictates that we assign our officers to jobs

associated with “building the bench” for future conflicts throughout the world. Branch qualified captains from all branches will play their role in the war by serving in US Army Recruiting Command assignments recruiting young men and women for future service and in Active/Reserve component positions preparing Reserve and National Guard units for their turn down range. Very few will work developing future officers in ROTC or at West Point.

FY05 Majors Board Results

Currently, the majors promotion list is being confirmed by the Senate and there is not a release date yet.

Assignments

In the near future, we will send out E-mail notifications via Army Knowledge Online to officers whose availability falls between 1 October 2005 and 31 January 2006 to move. If you are projected to leave during this time, please send me an E-mail. Understand that you will be assigned based on 1) Army requirements, 2) skills and experience, and 3) personal preferences.

Broad Preparations

Continue to keep your photos, Officer Record Brief and Official Military Personnel File updated. The same data that is visible to you will be the same data that the promotion board will see. Use the link below to keep your files straight.

https://www.hrc.army.mil/site/active/TAGD/MSDSecretariat/ALT_MAJZ/ompfacts.html

The Warrant Officer Assignment Process

CW3 Wallage, *Quartermaster Warrant Officer, Career Manager*
ross.wallage@us.army.mil, DSN 221-7839 and (703) 325-7839

The Army Human Resource Command (AHRC) is a field-operating agency of the Army's Deputy Chief of Staff for Personnel (DCSPER). The AHRC mission is to manage the Army's uniformed personnel. Within AHRC are two management directorates: the Officer Personnel Management Directorate (OPMD) and the Enlisted Personnel Management Directorate (EPMD). The OPMD's primary mission includes assignment and career management of officers worldwide. The OPMD has nine separate divisions, and the Warrant Officer Division (WOD) is one of the nine.

The WOD's primary mission is to develop the professional capabilities of warrant officers through planned schooling and worldwide assignments while satisfying valid Army requirements. This really equates to placing the right officer, with the right skills, in the right position, at the right time. Within the WOD are 14 career managers who manage officers within their same branch, in most cases. Career managers assign officers worldwide according to DA Pamphlet 600-3 (Commissioned Officer Development and Career Management) and DA Pamphlet 600-11 (Warrant Officer Professional Development), soon to be integrated into DA Pamphlet 600-3. In a recent briefing (April 05) by BG Rhett Hernandez, Director of OPMD, stated that “it is at the printers” and should be out by the end of spring.

The assignment process can appear confusing at times because of the rules and regulations that each career manager must adhere to, as well as assigning the right officer to the right position at the right time. The assignment process has the following elements:

Army requirements. Above all else, the main reason for making an assignment is to fill a valid Army requirement. According to AR 614-100 (Officer Assignment Policies, Details and Transfers), assignments involving permanent change of station (PCS) moves are authorized only when required by national security or to ensure equitable treatment of service members.

Normally, reassignments occur when an officer leaves a position. The losing agency generates a requisition for the replacement, and AHRC validates the position and assigns an officer. Valid Army requirements for personnel are specified on the various tables of organization and equipment (TOE) and tables of distribution and allowance (TDA) which are all consolidated into the Personnel Manning Authorization Document (PMAD). Until the authorization is validated on the PMAD, positions are not authorized to be filled. Likewise, until a position is removed from the PMAD it will probably be kept filled. Grade, branch, functional area, skill and special remarks are documented for each position. HRC projects the positions to be filled and places officers on orders to occupy the vacancies.

Availability for Assignment. Officers are considered available for assignment when they complete the required tour length as specified in AR 614-100 for locations in the continental United States (CONUS) and outside CONUS (OCONUS). Changes to Department of Defense and Army policies for tour length are based on a variety of external factors, to include budget limitations. The Army's goal for CONUS tour length used to be three years. The theory now is that there must be a reason to move an officer other than that he/she has reached the three year mark. Officers can be reassigned after 24 months on station if they have volunteered to move or if a higher priority requirement exists, but this is an exception and not the normal reassignment policy. The majority of Quartermaster warrant officers will serve at least two-thirds of a CONUS tour and five-sixths of an overseas tour before reassignment. Career managers use the available officers to fill most requisitions.

Career Development Needs. Regardless of availability, career development in the officer's functional area is an important piece of the assignment process. The Quartermaster warrant officer has a life cycle development model in DA Pamphlet 600-3 (under revision). The model provides all Quartermaster warrant officers a career path and goals for institutional training, operational assignments and self-development. By following these goals, warrant officers should remain competitive and eventually reach the rank of CW5. The AHRC career manager also uses this model to effectively make career assignment and training opportunity decisions. When possible, officers are assigned to by grade positions, meaning, Chief Warrant Officer Threes (CW3) are assigned to CW3 coded positions. Many times this is difficult because there are many more CW3's than other grades. One should not be overly concerned with being assigned to a lower graded position. This will not hurt an officer for promotion as it does not say on any document that the promotion board views; working in a position coded lower than current grade. Current shortages in all quartermaster warrant officer specialties except 921A (Airdrop Technician) have made it very difficult to give officers any overlap period and leaving many positions empty.

Other Assignment Considerations. In addition to Army requirements, availability and career development, the AHRC career managers must also consider the following:

- **Officer Preference.** Officers can now submit their duty and assignment preferences on line via the AHRC Online web site. Career managers routinely check officer preferences, which aids in assigning the right officer to the right position. Career managers may not always be able to satisfy all preferences because of ever-changing requirements, but they do attempt to satisfy as many as possible.

- **Training and Education.** Whenever possible, career managers provide schooling en route to the warrant officer's next assignment to meet any special requirements of the position or to continue to develop the officer. Warrant officers are also considered for the Army's Degree Completion Program (DCP), attendance at the Logistics Executive Development Course (LEDC) at Fort Lee, VA, and participation in the Army's Training with Industry (TWI) Program. Currently due to shortages DCP, LEDC and TWI are rarely supported.
- **Personal and Compassionate Factors.** Throughout their careers some officers encounter personal hardships and emergencies. In many cases, career managers attempt to assist officers in such circumstances by adjusting assignments. In some cases, formal requests for compassionate deferments from assignments or requests for reassignments are required. Other such programs that affect assignments are the Exceptional Family Member Program (EFMP) and the Married Army Couples Program (MACP).
- **Overseas Equity.** Overseas tour equity is always a consideration when selecting warrant officers for assignments. Quartermaster warrant officers serve in a variety of OCONUS locations, some long tours accompanied by families and some short tours, or dependent-restricted without families. The goal of all career managers is to equitably distribute assignments to OCONUS and unaccompanied tours among all officers. In many cases, OCONUS tours can broaden the professionalism of the warrant officer, and career managers consider this element in each assignment action. There are very few OCONUS tours and only one short OCONUS tour for warrant officers with the 921A (Airdrop Systems Technician), therefore, time on station in CONUS tends to be longer than 36 months for 921As.
- **Stabilizations.** According to AR 614-5 (Stabilization of Tours), officers can be stabilized in CONUS locations for several reasons. Career managers must pay particularly close attention to these reasons. Some of the most common reasons for stabilization apply to officers recently returned from dependent-restricted tours and deployments to combat and danger zones. Officers can also request stabilization under the High School Stabilization Program. This very popular program can stabilize an officer's family when a dependent is beginning the junior year of high school until the dependent completes high school. This program prevents officers from being assigned to long tours (accompanied tours). However, the officer can be placed on a short tour. Career managers work closely with officers to ensure that full periods of stabilizations are met before committing the officer to a new assignment. Will a Warrant officer be stabilized for 7 years with the new Units of Action (UA)? Probably not, but could be possible depending on deployments, stop-loss and the greater need of the Army. In theory there must be a reason to move. No longer will an officer be moved just because they have been on station for 36 Months. The main reason to move is, an officer returning from overseas needs a position to move in to and if this creates excess.

Personal Interviews. Warrant officers often ask, "Is it beneficial for me to have a face-to-face interview with my AHRC career manager"? Of course, the answer is "YES!" Whether at conferences, training events or during AHRC field trips, personal interviews are important elements not only for the assignment process, but also for the mentorship process between two officers.

During such an interview, the career manager can get to know the warrant officer much better than by reviewing the officer's CMIF (Career Manager Information File), talking on the phone or sending E-mails back and forth. The interview allows the career manager to assess an individual's character and professionalism and also observe an officer's conduct, manner of speech and delivery and, above all, his potential. These factors can become critical when the career manager nominates warrant officers for select positions in US embassies, the White House Communications Agency, and joint command billets.

Officers should make every attempt to personally meet and speak with their career managers and conduct personal interviews. If in the area, I highly recommend a visit to your career manager at AHRC in Alexandria, VA. Before you "drop in" it is only common courtesy to let your career manager know and see if an appointment can be made. Career managers are extremely busy and may be TDY or otherwise unavailable when you come to visit.

In summary, the assignment process is not science. It is more like art - constantly changing and being refined based upon the latest requirements, information and personal desires of warrant officers. Included within this process is the personal interaction between available Quartermaster officers and their AHRC career manager. Regardless of how the career manager arrives at his decision, the process is equitable and fair. The career manager can be overruled at AHRC by the Technical Services Branch Chief, the WOD Chief or others throughout the chain of command. Assignment decisions are reviewed and scrutinized, checked and double checked. Personal concerns are taken seriously but never in lieu of Army requirements.

With a better understanding of the assignment process, what can you yourself do? After all, "You are your own best career manager"!

Take the lead in your overall career management plan, be it a five-year plan or just planning for the next assignment. Stay in contact with your AHRC career manager and share with him your career plan. Personally seek him out whenever and wherever you can. When that great job comes open, will your name come to mind? Be proactive and keep abreast of the changes being made within your MOS. Perform, perform, perform. Keep abreast of the changes being made within this transforming Army. Be ready to move to that "hot" position rather than merely seeking out the ideal location. Use the assignment process to your advantage in guiding your career. Time your moves around available schools and other opportunities. Continually seek out those hard positions that will ensure your development and promotion potential. Continually discuss these options with your AHRC career manager. Above all else, stay focused on your career and be ready to move.

Quartermaster Warrant Officers

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

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

Wanted: Qualified NCOs MOS 92F, 92L, and 92W to become Petroleum System Technician Warrant Officers

The Quartermaster Corps is now assessing noncommissioned officers (NCOs) from military occupational specialties (MOS) 92F (Fuel Supply), 92L (Petroleum Laboratory) and 92W (Water Purification) to fill the ranks of the newly created Petroleum Systems Technician, MOS 923A. We need your assistance to ensure we assess and fill our ranks with the most qualified soldiers.

Supporting combat formations in the contemporary operating environment requires adaptive logistics leaders from the tactical to the strategic level of war. Our Quartermaster warrant officers deliver adaptive leadership while providing technical and tactical expertise to the warfighter in logistics functions. Now, with the addition of the Petroleum Systems Technician, we will continue to expand and enhance petroleum supply expertise on the battlefield through the trademark professional competence of Quartermaster warrant officers. To achieve this, we need to access outstanding NCOs that are capable of delivering petroleum leadership and expertise as warrant officers.

Here are the prerequisites for MOS 923A:

The candidate must be a US citizen, have a general technical (GT) score of 110 or higher, and be a high school graduate, or have a General Equivalency Diploma. They must also possess a secret security clearance, pass the standard 3-event Army Physical Fitness Test, and meet height/weight standards. They must pass the appointment physical, possess three credit hours of a Series 100 Basic College Mathematics Course or have successfully completed the College Level Examination Program (CLEP) general examination in Mathematics or an undergraduate degree, which is the only acceptable alternative.

Candidates must possess six credit hours of college level English. Successful completion of the CLEP general examination in English or an undergraduate degree is the only acceptable alternative. Speech is not considered an English course.

They must provide hard copies of all NCO Evaluation Reports (NCOERs). The preponderance of ones NCOERs must reflect outstanding and exceptional duty performance ratings noted with “among the best” ratings by the rater and “successful” and “superior” ratings by the senior rater.

Seek out and encourage qualified NCOs that meet the qualifications to take the step to become Army warrant officers. Your assistance is needed in helping make this program valued added for our combat formations. With the low density of this MOS, we must assess only the very best.

You or your personnel chiefs can get more information on this MOS from CW5 Mike Toter, Quartermaster Regimental Chief Warrant Officer, at (804) 734-3702, DSN 687-3702, or E-mail: michael.e.toter@lee.army.mil, or www.usarec.army.mil/hq/warrant.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

Enlisted Career Branch Managers

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

jennifer.love@hoffman.army.mil, DSN 221-8288

Due to the many personnel changes in the Enlisted Personnel Management, Quartermaster Assignments Branch in recent weeks, an updated list of points of contact is provided for your information.

Commercial (703) 325-XXXX DSN 221-XXXX				
MOS	MOS Noun	Manager	E-mail Address	Phone
92A10	Automated Logistics Specialist	Ms. Wooten	carrie.wooten@hoffman.army.mil	X-8290
92A20	Automated Logistics Specialist	Ms. Hooks	sandra.hooks@hoffman.army.mil	X-2708
92A30/40/50	Automated Logistics Specialist	Mrs. Travers	shelia.gaskins@hoffman.army.mil	X-8407
92A50	Professional Development NCO	SFC Coffield	sohui.coffield@hoffman.army.mil	X-9709
92F10	Petroleum Supply Specialist	Ms. Borden	lucille.borden@hoffman.army.mil	X-9683
92F20/30	Petroleum Supply Specialist	Ms. Peters	jocyn.peters@hoffman.army.mil	X-7394
92F40/50	Professional Development NCO	SFC Hinton	kevin.hinton@hoffman.army.mil	X-2780
92G10	Food Service Operations	Ms. Bowie	pamela.bowie@hoffman.army.mil	X-9681
92G20/30	Food Service Operations	Mrs. Green	kim.green@hoffman.army.mil	X-9707
92G40/50	Food Service Operations	Ms. Lybarger	linda.lybarger@hoffman.army.mil	X-9764
92G50	Professional Development NCO	SFC W. Harris	walter.harris@hoffman.army.mil	X-2705
92L	Petroleum Laboratory Specialist	Ms. Borden	lucille.borden@hoffman.army.mil	X-9683
92M	Mortuary Affairs	SFC Blancaflor	geronimo.blancaflor@hoffman.army.mil	X-9783
92R	Parachute Rigger	SFC Blancaflor	geronimo.blancaflor@hoffman.army.mil	X-9783
92S	Laundry and Textile Specialist	SFC Blancaflor	geronimo.blancaflor@hoffman.army.mil	X-9783
92W	Water Treatment Specialist	Ms. Peters	jocyn.peters@hoffman.army.mil	X-7394
92Y10	Unit Supply Specialist	Ms. Wardlaw	michelle.wardlaw@hoffman.army.mil	X-2707
92Y20/30	Unit Supply Specialist	Mr. Smith	charles.smith@hoffman.army.mil	X-8403
92Y40/50	Unit Supply Specialist	Ms. Orchowski	sharon.orchowski@hoffman.army.mil	X-6101
92Y50	Professional Development NCO	SFC Barron	willie.barron@us.army.mil	X-8294

QUARTERMASTER

UPDATE

2005 HALL OF FAME AND DISTINGUISHED MEMBERS

In years past, the Quartermaster Corps has celebrated the proud traditions of the Quartermaster Corps and showcased the heroic contributions of its members during Regimental Week. Due to the ongoing Global War on Terrorism, the Regimental Week activities were cancelled this year.

This year, eight new members were inducted into the Quartermaster Hall of Fame during the Army Quartermaster Foundation dinner and ceremony honoring the 230th Quartermaster Corps Birthday. The Quartermaster Corps Hall of Fame Program recognizes retired military and civilians who have made lasting, significant contributions to the Quartermaster Corps. Their exceptional contributions also serve to foster Regimental esprit and to perpetuate the history of the Quartermaster Corps. The Hall of Fame Program reminds all Quartermasters of their proud heritage and provides sterling examples of Quartermasters "Supporting Victory." Recipients receive a medallion with ribbon, a certificate, and have their name placed on a plaque in Mifflin Hall.

Brigadier General Scott G. West, Quartermaster General, assisted by Lieutenant General (Retired) John J. Cusick, Honorary Colonel of the Regiment, and Regimental Command Sergeant Major Jose L. Silva, made the presentations.

The Quartermaster Corps also recognizes military and civilians (active and retired) for their outstanding performance and distinguished contributions to the Quartermaster Corps. A plaque with the names of all Distinguished Members of the Regiment is prominently displayed in Mifflin Hall.

2005 QUARTERMASTER HALL OF FAME

Brigadier General (Deceased) Charles R. Krauthoff, Colonel (Retired) Chris W. Stevens, Colonel (Retired) Walter D. Tanner, Colonel (Retired) David H. Wayne, Colonel (Retired) Gary L. Juskowiak,; Chief Warrant Officer Five (Retired) Samuel P. Galloway, Command Sergeant Major (Retired) Tomas Erazo, Dr. Ancel Keys, (Deceased).

2005 DISTINGUISHED MEMBERS OF THE REGIMENT

Brigadier General Kevin A. Leonard, Colonel Michael J. Terry, Colonel Mark A. Bellini, Colonel John R. Angevine, Colonel Albert E. Ballard Jr., Colonel Glenn H. Takemoto, Colonel Robert T. Kleppinger, Colonel Douglas Glover, Colonel Belinda L. Buckman, Colonel Gary R. Grimes, Colonel (Retired) John E. Brown, Colonel (Retired) Dwight E. Phillips Sr., Colonel (Deceased) Jonathan E. Lake, Mr. Larry L. Toler, Mr. Theodore J. Dlugos, Mr. James F. Barros, Retired; Lieutenant Colonel Donald P. Vtipil Jr., Chief Warrant Officer Five Franklin D. Meeks, Chief Warrant Officer Five Michael E. Toter, Chief Warrant Officer Five (Retired) Richard J. Goodman Jr., Chief Warrant Officer Four (Retired) Charles E. Rogers, Mrs. Linda B. Kines, (Retired), and Command Sergeant Major Willie C. Tate

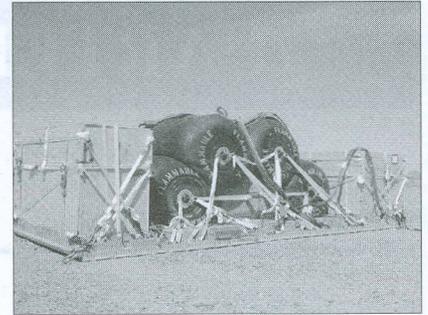
Fielding of New Advanced Aviation Forward Area Refueling Systems

The World's Ultimate Weapon Runs On Water...Everything Else Runs On Fuel. With that maxim in mind the Product Manager (PM) for Petroleum and Water Systems (PAWS) with the US Army Tank-Automotive and Armaments Command is fielding 21st Century solutions in the storage, transportation, and delivery of fuel to the battlefield. The first of several new systems now entering the Army's inventory is the Advanced Aviation Forward Area Refueling System (AAFARS). The new M100A1 AAFARS is the lifeline for delivering fuel to Forward Arming and Refueling Points (FARPs) and other locations where terrain is inaccessible by ground vehicles or urgency is required for fast effective fueling of aviation units.

In September 2004 the PM PAWS obtained a full material release for the AAFARS M100A1. The new system incorporates a number of improvements over the AAFARS M100. The enhanced capabilities of the M100A1 increases the soldier's ability to deliver fuel quickly and safely. The AAFARS M100A1 incorporates several improvements over the legacy system including the addition of twelve 500-gallon dual-ported fuel blivets, a safer in-line operational configuration, a new lighter sealed bearing pump, a spill kit and containment berm, and two TRICON containers used to ease the shipment and storage of the system. The new system is currently scheduled to displace the Forward Area Refueling Equipment System on a 1 for 2 ratio. For deployment, two AAFARS systems will be required to doctrinally support the establishment of a FARP. Each FARP will have the capability to fuel up to eight helicopters simultaneously. Additionally, the system is capable of being set-up within twenty minutes and disassembled and ready for transport within thirty minutes with a crew of four.

The AAFARS M100A1 underwent extensive testing at the Yuma Proving Grounds and was found to be suitable for its mission of rapid refueling to US Army aircraft. The system was designed to be deliverable to the FARP location by vehicle assets (family of medium tactical vehicles, cargo high

mobility multi-purpose wheeled vehicles w/ trailers, etc.) and aerial platform and/or delivery systems. The



system is comprised of non-developmental item components which have some modifications for military use. While the primary components are basically commercially available items, the logistics for maintaining the system and training materials were newly developed. The system integrator is British Aerospace Systems (BAE), located in Ontario, California. BAE was the successful bidder for the seven-year contract to supply the AAFARS A1 to the US Army. PM PAWS and BAE Systems, formed an Integrated Product Team along with several other government organizations, including the Tank Automotive and Armaments Command, the Defense Contract Management Agency Office Santa Ana, and the Tank Automotive Research and Development Command to bring the improved system into production and ultimately into the Army inventory. The components of the system, while improved, are compatible with the AAFARS M100 system. The supply system will be able to stock replacement and sustainment items in support of a single line-item number (LIN, F42611).

The Army currently has 262 AAFARS on order with BAE and has taken delivery of 70 systems to date. The AAFARS M100A1s have been fielded to 15 locations with 12 more fieldings scheduled for completion by the end of the calendar year. The AAFARS program is a multi-year contract with an expected final value of more than \$100 million. Two of the new units have already been delivered to the US Army Quartermaster Center and School (Petroleum and Water Department) at Fort Lee, VA, where US Army Petroleum Supply Specialists (92F) are currently training on the newly fielded system - *Mathew Marturano, TACOM, DSN 786-4208, mat.marturano@us.army.mil*

Military Construction Process Changes

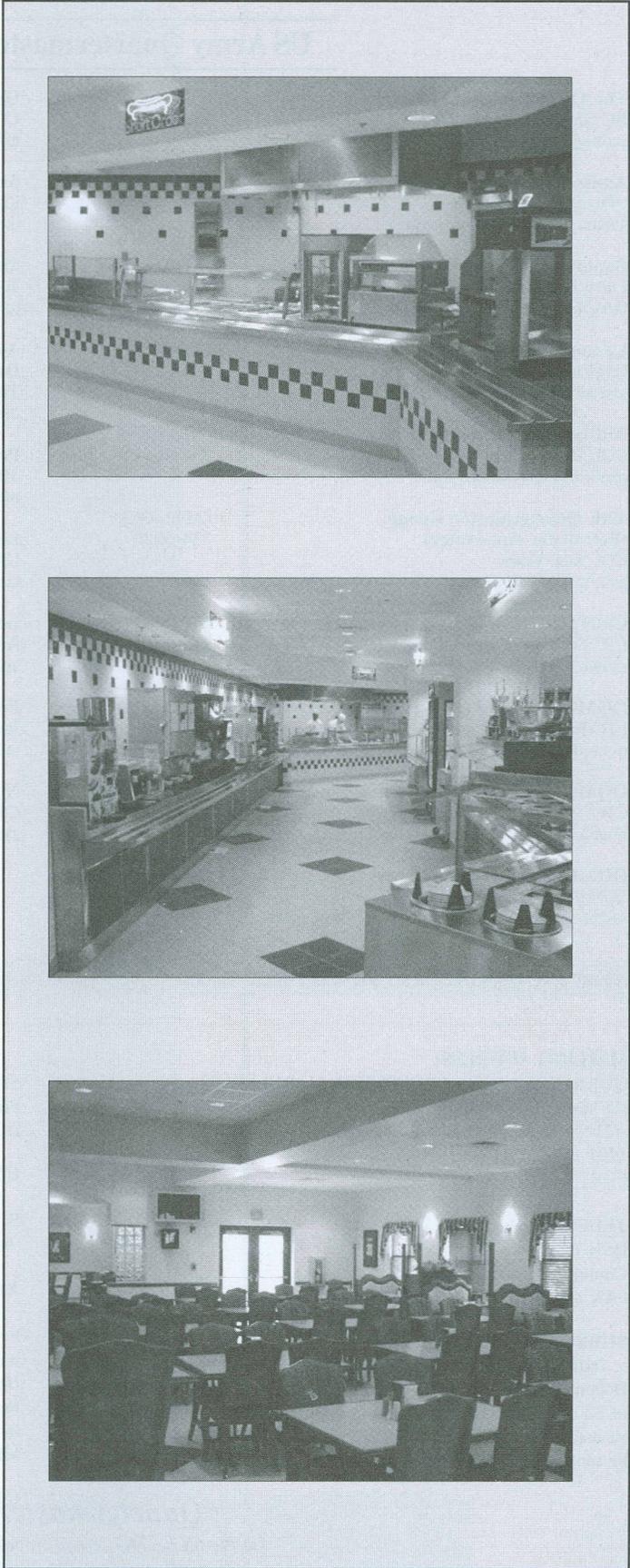
The Army is looking into different ways of designing and building Army Dining Facilities. Construction costs are on the rise and troop strength is increasing at various installations Army-wide. The Army is transforming in so many ways, and as a result, the Military Construction (MILCON) process must also transform.

The Army Center of Excellence, Subsistence (ACES), US Army Quartermaster Center and School, in cooperation with the Headquarters, Corps of Engineers are exploring ways to not only streamline the design and construction process but also reduce the overall costs of building and furnishing dining facilities.

The Corps of Engineers and ACES are exploring corporate business models and trying to emulate these models to gain an understanding of their construction procedures. The Corps of Engineers has recently sponsored MILCON Transformation Industry Forums to meet with the industry leaders in architecture, engineering, construction and general contracting to discuss their ideas for a better future for the military construction arena. As a result of these forums, The Corps of Engineers and ACES hope to gain a better understanding of the industry standards for construction and find a way to reduce the MILCON timeline and costs for dining facility construction.

Bottom line: the Army and Corps of Engineers are looking for dining facility construction at a lower cost, faster construction time, higher quality, and a target life expectancy of 25 years. However, unique Army feeding requirements will be maintained to support the Army. To balance the designs a prototype request for proposal is being developed to be used by the Corps of Engineers and commercial designers contracted by the Army.

For more information on dining facility design, contact Goldie Bailey at (804) 734-3354 or E-mail to baileyg@lee.army.mil; Eric Cowan at (804) 734-3122 or E-mail to eric.cowan@us.army.mil.



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317th Ordnance Battalion soldiers scour a tank salvage yard for serviceable repair parts, France, September 1944.

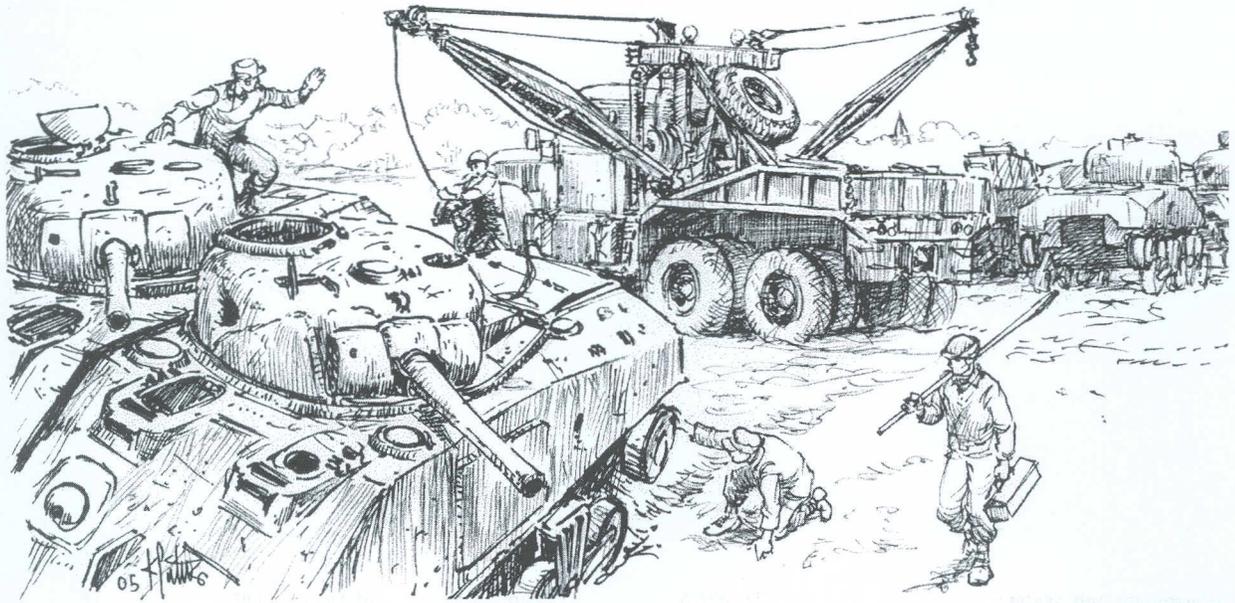


Illustration and Lineage by Keith Fukumitsu

**317th Quartermaster Battalion
War Boars**

Constituted 25 February 1943 as the 317th Ordnance Maintenance Battalion.

Activated 1 May 1943 at Camp Beale, California.

Redesignated as the 317th Ordnance Battalion on 1 June 1943.

Inactivated 25 February 1946 in Europe.

Allocated to the Organized Reserves and assigned to the Second Army on 14 January 1947.

Reactivated 24 January 1947 in Pittsburgh, Pennsylvania.

Inactivated 31 January 1968 at Leetsdale, Pennsylvania.

*Re-designated as the 317 Supply and Services Battalion on 1 March 1974
and assigned to the Sixth Army and activated at Lawrence, Kansas.*

Redesignated the 317th Quartermaster Battalion on 17 September 1992

* NORMANDY * NORTHERN FRANCE * CENTRAL EUROPE *

* ARDENNES-ALSACE * RHINELAND * GERMANY *

The heraldic bucket, a device used during the time of the crusades by troops for their water supply, symbolizes the basic mission of the organization. The purpose of the unit was to supply soldiers with necessities - to include food and water. The three rays and the two lightning flashes allude to the distinguished service with the Third Army during World War II. Combined they represent the sum total of campaigns credited during that period. The award of the Meritorious Unit Commendation is indicated by the red color of the lightning flashes.



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