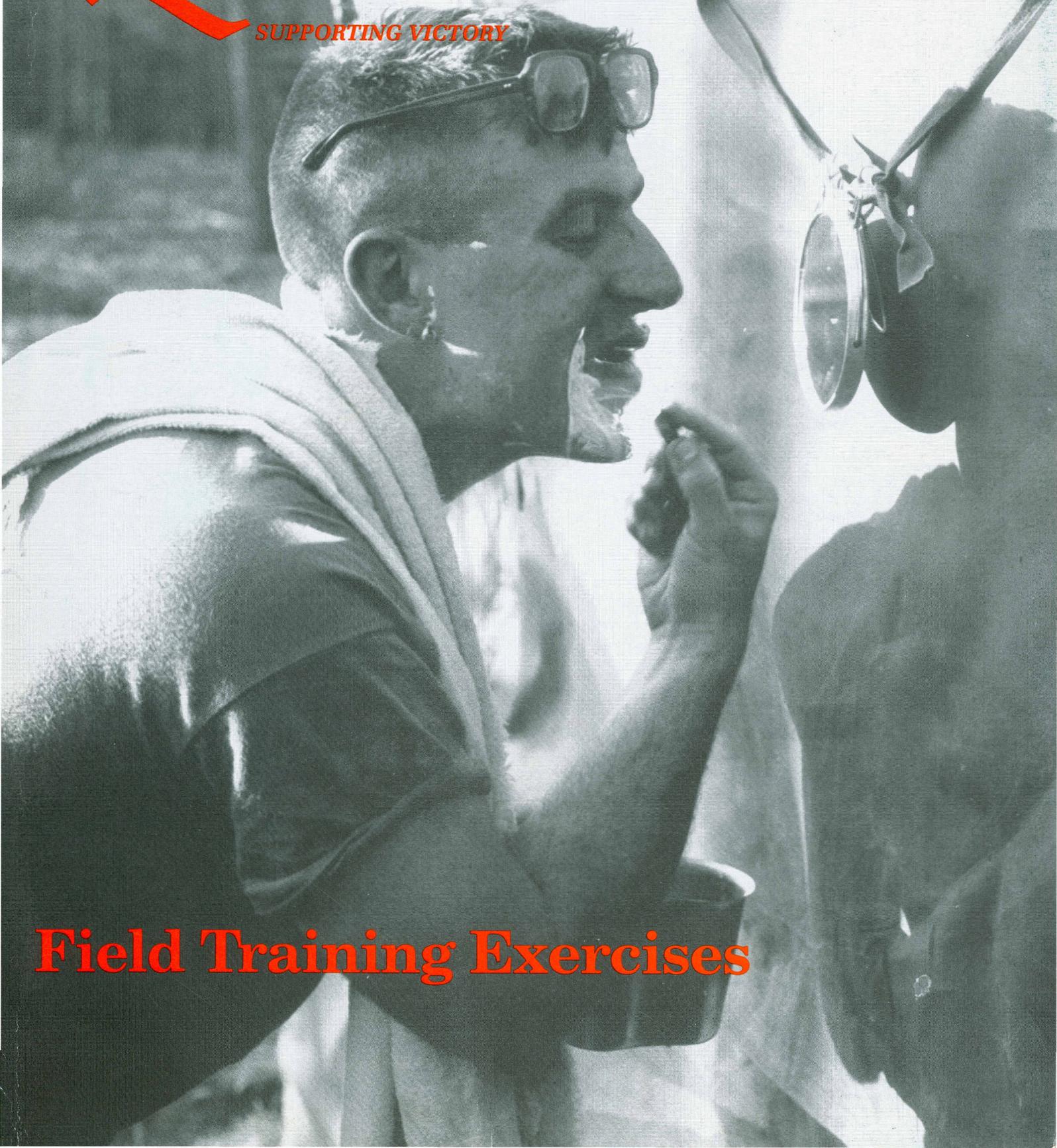


Quartermaster

PROFESSIONAL BULLETIN
WINTER 1996
PB 10-96-4

SUPPORTING VICTORY



Field Training Exercises



From The Quartermaster General



Major General Henry T. Glisson

I want to take this opportunity to say farewell to a great soldier who is leaving our ranks. Our Quartermaster Regimental Command Sergeant Major, CSM Ricky A. Vernon, is retiring after more than 26 years of honorable and distinguished service to our nation and to America's Army. During his career he has personified the model of a Non-commissioned Officer. He has lived the NCO creed: *There are none more professional than I, I am a Noncommissioned Officer.* We have been very fortunate to have him as our senior NCO the past three years. No one has contributed more to our Corps, and we owe him a great debt.

His biography is the story of a Quartermaster soldier who made a real difference in the lives of countless soldiers. Serving in some of our toughest and best organizations, his leadership duties include service in the 2d Infantry Division, 82d Airborne Division and 2d Corps Support Command, both in Europe and during *Operation Desert Shield/Storm* and *Operation Provide Comfort*.

He has been our Regimental Command Sergeant Major and the Command Sergeant Major of the US Army Quartermaster Center and School since 1994. During this time he has taken personal accountability for the trained Quartermaster soldiers we produce from this institution, an annual average training population of over 23,000 troops. When talking with these soldiers, I can see CSM Vernon's influence in their lives. They are technically and tactically proficient, focused on mission support, and selfless in their quest for professional excellence. It is clear that his legacy to our Army and nation will be present well into the next century.

On behalf of Quartermasters everywhere, I want to thank CSM Vernon for his many contributions, selfless service, professionalism and courageous leadership. We wish him the very best life has to offer. It has been a pleasure and honor to serve with this true professional.

The strength of a great institution is its ability to repair itself from within. Such is the case as we lose CSM Vernon. The Quartermaster Regiment has brought forth another high-quality, dedicated professional to lead our enlisted force. I want to welcome CSM Larry W. Gammon, who joins us from duty as the Command Sergeant Major of the 45th Corps Support Group in Hawaii. CSM Gammon has "the right stuff" and brings to this command a wealth of skills and knowledge. He is no stranger to the US Army Quartermaster Center and School, having served from 1991 to 1994 as Commandant of the Noncommissioned Officer Academy and Command Sergeant Major of the 23d Quartermaster Brigade. He knows our mission and our business. Clearly, we are fortunate to have this great soldier in our ranks.

This edition of the *Quartermaster Professional Bulletin* contains articles on training and execution of Quartermaster missions in a variety of situations, including brigade support area operations, joint and combined support operations in Europe, the water supply system from the perspective of a battalion commander in the Reserve Component and many others.

I read several of the professional journals published by other branches and agencies. While I might seem slightly biased, I think ours is among

(Continued on Page 2)

Quartermaster

PROFESSIONAL BULLETIN



The Quartermaster General

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

The bulletin will print only materials for which the US Army Quartermaster Center and School has pro-ponency. The bulletin reserves the right to edit material. All photographs are official US Army photographs unless otherwise credited. Material may be reprinted if credit is given to the *Quartermaster Professional Bulletin* and the author, except where copyright is indicated.

By Order of the Secretary of the Army:

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02740

Distribution: Special

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FRONT COVER: Terrence Phillip Williams of the Public Affairs Office, Fort Lee, VA, took the cover photograph and the photographs accompanying the article *Operation Genesis—A First for the 49th Quartermaster Group* in this edition.

INSIDE BACK COVER: LTC Keith K. Fukumitsu, Quartermaster, created the inside back cover art for this edition. He is currently assigned as the Chief of Logistics Policy and Operations for the National Guard Bureau, Washington, DC.

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

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

STATEMENT OF OWNERSHIP, MANAGEMENT, AND CIRCULATION (required by 39 U.S.C. 3685). The name of the publication is *Quartermaster Professional Bulletin*, published quarterly by the US Army Quartermaster Center and School, Fort Lee, VA. Editor is Linda B. Kines, Office of the Quartermaster General, Fort Lee, VA 23801-1601. Extent and nature of circulation: Figures that follow are average number of copies of each issue for the preceding 12 months for the categories listed. Printed: 9,625. Total paid circulation, sold through Government Printing Office: 122. Free distribution by mail, carrier, or other means: 9,425. Total distribution: 9,747. Copies not distributed in above manner: 200. Actual number of copies of a single issue published nearest to the filing date: 9,500.

I certify that the above statements by me are correct and complete: Linda B. Kines, Editor, 18 Dec 96.



Into the 21st Century



Command Sergeant Major Larry W. Gammon

As the new Quartermaster Regimental Command Sergeant Major, I look forward to working with such a great Quartermaster General. I know, as a team, along with the other great Quartermaster officers, noncommissioned officers and soldiers, we can take the Corps into the 21st Century. What exciting times!

My predecessor, Command Sergeant Major Ricky A. Vernon, did an outstanding job during the past three years. With his hard work and dedication, Quartermaster soldiers have done great things all over the world. He has been one of the finest Regimental Command Sergeants Major in recent history: an innovative leader in all he has accomplished.

As the fifth Quartermaster Regimental Command Sergeant Major, I am coming out and visiting all our Quartermaster soldiers. You must be told that the things you do every day, even the little things, make a big difference in the lives of all soldiers within

the Army. Quartermaster soldiers have the right to be very proud of what they do and how they do it. You are the best!

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

Continued From the Inside Front Cover

the very best. This is because of the great input we get from Quartermasters throughout all components of our Army. Once again, I want to thank you for your

contributions and challenge you to keep writing for your *Quartermaster Professional Bulletin*.
SUPPORTING VICTORY!

Major General Henry T. Glisson, 44th US Army Quartermaster General, has held a wide variety of command and key staff positions. His previous assignments include Commander, US Army Soldier Systems Command; Commander, Defense Personnel Support Center, Defense Logistics Agency; Executive Officer and Special Assistant to the Department of Army Deputy Chief of Staff for Logistics; Commander, Division Support Command, 4th Infantry Division; Chief, Quartermaster Branch, US Army Military Personnel Command; Commander, 87th Maintenance Battalion, 7th Support Group, United States Army, Europe; Commander, Materiel Management Center, 1st Infantry Division; Executive Officer, 701st Maintenance Battalion; S3 (Operations), Division Support Command, 1st Infantry Division; Officer in Charge of the Cadet Mess, United States Military Academy at West Point, New York; command and staff assignments with the 25th Infantry Division; Advisor in the US Military Assistance Command, Vietnam; and Platoon Leader for the 549th Quartermaster Company (Air Delivery), Japan.

Professional Dialogue

A Security Technique for the Brigade Support Area

CPT Danny F. Tilzey

As an observer/controller at the National Training Center (NTC), Fort Irwin, CA, I notice that many commanders of the brigade support area (BSA) fail to actively and aggressively defend and control terrain within the BSA area of interest. The major contributing factor is the inability of the basic combat training and BSA leadership to balance the combat service support (CSS) mission and provide security at the same time. I will offer many of my personal observations and give a recommendation that could enhance the BSA's readiness and reverse a trend of nonsecured BSAs. This recommendation will also better prepare the BSA for combat training center rotations that provide mid-to high-operational tempo (OPTEMPO) combat conditions, and ultimately the next conflict as the Army moves toward Force XXI: a 360-degree nonlinear battlefield. The BSA will be more lethal, agile and more capable with fewer casualties.

Most military leaders are taught early in their careers to see the enemy and visualize how the enemy will fight. These skills are not taught to CSS leaders in any logistics schools. Hence, we are technically trained but receive little tactical training. FM 63-20 (Forward Support Battalion) states we should be able to defend Level I and Level II threats with a quick reaction force and Military Police support. Therefore, before I begin recommending tactics, techniques and procedures, I will first give my personal opinion of what the future holds for the next 10 years: the transition period to Force XXI.

Transition to Force XXI

I see an enemy massing its forces not at first head-to-head with tank-on-tank, but an enemy that will take aim at our weaknesses, such as the brigade rear. The terrorist threat will increase at a rapid rate, and I expect to see the threat increase its OPTEMPO and use more deadly, sophisticated methods as the enemy prosecutes the war against civilian and military facilities. Sniper attacks, the use of explosives



planted in common areas, kidnapping, and increases of theft and sabotage of military equipment are already occurring throughout the world. If my opinion is correct, the BSA desperately needs to reverse its present trend of improvised security systems and a "hope" that a tactical combat force will protect it.

Observation: The BSA defenses do not vigorously defend or control terrain within their area of interest.

All too often at the NTC, I have witnessed the BSAs fighting from their doorsteps: primary fighting positions manned next to areas such as soldiers' tents, vehicles or mess tents, for examples. The defense lacks any type of depth and the result of this defense is that the opposing force reaches its end state in whatever activity it is conducting against the BSA.

The next observation will be hard for some to accept, but it is a reality in my opinion. The soldiers who occupy the BSA are not trained very well in combat skills or held accountable to achieve standards that may not even be defined by the unit, but are well-defined in Army warfighting doctrine. Most soldiers in fighting positions choose their own fighting positions, do not completely understand the weapon system defending the position, and, in about 50 percent of the positions, do not know how to fire or load the weapon. Most soldiers do not know who is on their left and right, what a target reference point is or the maximum effective range of their weapon is, or understand how to use a range card or sector sketch. They are simply told to dig a position and cover it. The soldiers lack knowledge of the unit's standing operating procedure (SOP), radio procedures, vehicle identification, and map reading. They also do not know how to give spot reports correctly or in a timely manner, and how to build a defense engagement area.

No matter what systems that leaders think they have emplaced or how well the leader thinks the sol-

dier understands the emplacement of a defense, we have soldiers practicing being killed because they are not trained to standard. A quotation from the book *Prodigal Soldiers* by a pilot in the early days of the program called Red Flag was "I have learned that I can't survive in combat." The Red Flag training program was changed to ensure future pilots were trained and to provide scenarios so that they could survive in combat and, better yet, believe they would survive and destroy the enemy. My observation is that disbelief is due primarily to lack of supervision and knowledge of leaders. Leaders need to be held accountable for poorly planned and executed defenses. More important, we need to give leaders the skills of how to set up a defense.

Due to cuts in the programs of instruction (POIs) at our CSS schools, the requisite skills are often not being taught. Rather, POIs are often defaulting to our "meat and potatoes" technical skills. Unfortunately, we do not teach leadership skills and tools such as the tactical decision-making process, troop-leading procedures, confirmation briefs, brief backs and rehearsals, how to prepare a platoon/company perimeter defense, or how to integrate and synchronize the battlefield operating systems elements in the BSA. These skills would help our officers and noncommissioned officers (NCOs) to be leaders, not managers.

A way to reverse the trend of nonsecured BSAs and poorly trained soldiers:

To make the BSA a more secure area, many trends need to be reversed. The first is that the BSA (all tenants) must give a percentage of personnel to security. Before a deployment or rotation, a certain number of certified soldiers should have been identified to pull security. FM 63-20 gives us a basis for the number: 25 percent for security and 75 percent for mission.

I recommend that this number can slide higher or lower based on mission, enemy, terrain, troops and time available or on what assets the BSA has attached to it.

What is a "certified soldier?"

A certified soldier is a soldier who has passed the Brigade Rear Certification Course, a course run by the forward support battalion (FSB) and brigade integrated training at home station to improve and educate rear area soldiers on security operations. The

CSS soldier is not trained to conduct BSA security operations. This course would instruct the soldier in, but not be limited to, the following: FSB tactical SOP, listening post/observation post (LP/OP) training, map reading, radio procedures, nuclear, biological, chemical training/reporting, call for fire, close air support, vehicle identification, enemy prisoners of war, medical evacuation, night operations, battle drills, maintaining contact and disengaging the enemy, weapons, load plans, setting up defenses, emplacement of road blocks, range cards, sector sketches, communication directional antennas, and obstacle emplacements.

I recommend teaching the course four times a year with no more than 40 soldiers per class. The only way this course will be successful is with the brigade commander's support and with extremely vigorous and aggressive training. Soldiers must be held to extremely high, yet attainable, standards. Such a course would encourage competition among all CSS personnel to get qualified because it would be a challenge to do so. Young soldiers like to be challenged and leaders should provide that challenge.

The end result of such a course would be a soldier who is very capable of occupying a fighting position, manning an LP/OP or ensuring access control of an entrance or exit. The course will improve the protection of the BSA by improving the base knowledge of the CSS soldier. The training that the soldier undertakes must be extremely demanding, requiring strict attention to detail, much as we expect in our Expert Field Medical Badge courses. In my opinion, training under pressure helps to ensure that the information is retained.

We, in today's Army, have moved away from placing pressure on the soldier in training. I am not recommending training abuse or hazing. These meth-

ods have always proven unacceptable to the American soldier and typify the worst in leadership practices.

However, I am recommending that we require superb demonstration of competency while under pressure. Our soldiers want to be tested under the most difficult standards and desire to achieve.

Through this course, the FSB commander will be able to pass on his intent of defending the BSA and will no longer allow individual commanders to do their own thing in *ad hoc* defense of the BSA. This course will also improve home station training because no commander wants personnel to fail a course

Soldiers need the basic combat skills to survive on the battlefield.

Officers/NCOs do not know how to plan and establish a base defense. 6-Month Trend Observations

- ✓ 1 percent of forward support battalion (FSB) fighting positions were constructed to standard.
- ✓ 6 percent of hasty survivability positions were attempted.
- ✓ Soldiers often are not assigned sectors of fire and do not construct range cards.
- ✓ The FSBs have engaged and killed only 32 over 31 raids.
- ✓ The "enemy" has killed 450 soldiers and destroyed 93 pieces of equipment.
- ✓ FSBs quite often do not have direct fire control measures and average *four confirmed fratricide casualties* a rotation: poor risk management procedures.
- ✓ Common Task Training Level 3 FY97 task *Conduct a Defense by a Squad* is neither tested before a rotation nor understood as a requirement by NCOs.

that is being tracked at quarterly training briefs and recorded by the FSB commander. However, I could foresee a 35 to 60 percent failure rate for the course at first. With additional training at home stations by commanders and by those who have already successfully completed the course, I am sure the failure rate would decrease.

The FSB commander could use the course as a prerequisite for other training, such as schools, boards or spur programs. This program must have high recognition by both leaders and soldiers alike. Once again, standards must be high and challenging, bringing great credit upon the soldier who successfully completes the course. A goal for unit commanders would be to have all sergeants and below qualify as combat life savers and as certified soldiers. This will undoubtedly lead to a much more competent CSS soldier occupying a fighting position.

Now, let us imagine that 12 months have passed since the brigade began the Certified Soldiers Course. The brigade commander, FSB commander and both command sergeant majors have seen a positive benefit with the course concept and fully endorse it. The end result is that the FSB commander has a pool of 100 certified soldiers at the end of the year. The course had 160 initial attendees, 60 did not pass.

How to use the certified soldier:

The FSB commander has many options regarding the employment of certified soldiers throughout the BSA. The following are three possible options.

Option 1: The FSB commander may keep the certified soldiers with their own unit and use the knowledge gained to increase the proficiency of the other members of the unit.

Option 2: The FSB commander may choose to centrally locate all certified soldiers and break them

down into two groups. One group would be responsible for setting up OPs, access control points and for sweeping the BSA. The second group would pull convoy security, screening the flanks as the convoys moves, and intermingling with the convoy to provide a ready reaction force if needed. This element would also move down the route before any other element, providing the BSA command with early warning of obstacles or ambushes. Once the trail party closes, the certified soldiers, and their equipment, revert back to their original units.

Option 3: The FSB commander, before any mission, will pass the list of certified soldiers to each commander. The commanders will determine if the soldier should perform his critical military occupational specialty mission or pull full-time security. The FSB commander and S3 will review the commander's recommendations. Ultimately, the FSB commander may have to hold one-on-one meetings with commanders if they are holding back on certified personnel. When the list is finalized, all parties, before moving, will be fully aware of who will be providing security.

The FSB commander will break down the certified soldiers into three teams. Each team will consist of a team leader and assistant team leader. Teams will rotate missions every eight hours as follows: soldiers from Team A go to Team C; Team B soldiers go to Team A; and, Team C soldiers go to Team B. In this scenario, 100 certified soldiers out of 750 are in the BSA. This would allow 33 to 34 soldiers per team. The team's equipment would come from all units in the BSA, preferably transferred before moving out through the FSB S4 to the team leaders on DA Form 2062.

I understand that this option may be difficult for unit commanders to initially implement. How-

ever, remember that in a training environment one can live another day with the aid of the Multiple Integrated Laser Engagement System. However, in any real conflict, one would want a certified individual guarding one's life. Take a few minutes and think about it. I have been in real combat as the lead scout platoon leader for the 3d Armored Cavalry Regiment in Iraq and have experienced untrained soldiers attempting to guard my life. When an untrained soldier was on shift at night, I was never able to sleep. I never felt secure. After identifying this untrained soldier, I would spend time trying to train this soldier in what he already should have known.

The team's missions:

Team A: The primary NCO in charge (NCOIC) would be stationed in the tactical operations center (TOC), monitoring all fighting positions, OPs, and access controls. The alternate NCOIC would be monitoring the battle in the alternate TOC, in case the primary TOC was destroyed. The certified soldiers of Team A are manning the OPs, access controls, and all crew-served fighting positions within the BSA.

Team B: The primary NCOIC uses a check sheet to inspect Team A's positions and forwards his results to the S3 and Team A NCOIC. The alternate NCOIC conducts preventive maintenance checks and services, precombat inspections, proofing of engagement areas, and takes responsibility for enemy prisoners of war and dislocated civilians. The primary mission of Team B is the quick reaction force mounted with antitank capabilities.

Team C: This is the rest period for the soldiers. However, they will conduct area damage control if needed. If the BSA is being attacked with Level III, Team C will secure the save site and lead BSA critical assets to that location.

Each team will have colored vests and arm bands depicting the team. Each member will carry a "Certified CSS Soldier" identification card. All other unit members will be made aware that soldiers with such identification cards have authority from the FSB commander to stop, question and search individuals despite rank.

In Option 3, the soldiers have one mission: security. They can visualize it instead of bouncing back and forth between mission and security. Though it is true that in my example, the BSA will lose 100 soldiers and then have 550 to 650 soldiers from all units in the BSA for mission support, mission support will not drop. In my opinion, mission support will improve because, once again, soldiers can visualize one mission. However, all soldiers should be able to take up arms in support of defending the BSA when necessary. All logisticians are soldiers first.

These options will increase the protection of the BSA because we will have increased the training and knowledge base of CSS personnel. This article has attempted to give the reader "food for thought" regarding the training and knowledge of our soldiers today and where we could be in the future. — *LTC Claude W. Shipley, Senior Logistics Trainer, and CPT Robert Burks, Observer/Controller, at the National Training Center also contributed to this article.*

CPT Danny F. Tilzey is a former enlisted soldier and Cavalry officer. He is a Distinguished Graduate of the Armor Officer Basic and Quartermaster Officer Advanced Courses. He has served previously in a variety of Armor troop-leading positions in the 3d Armored Cavalry Regiment and the 11th Armored Cavalry Regiment. He is currently an Observer/Controller with the Goldminer Team observing the Forward Support Battalions' S2/S3 at the National Training Center, Fort Irwin, California.

Plan, establish and execute a base defense that defeats the enemy with no fratricides.

- Build confidence in conducting security operations.
- Increase CSS soldiers' proficiency in combat skills.
- Ensure home station training: increase overall level of observed proficiency in combat and leadership skills when conducting security operations.

Bottom Line: Defeat Level I and II Threats in Combat.

Operation Genesis— A First for the 49th Quartermaster Group

CPT Monty Ricardo Harris

For the first time since activation in 1991, the 49th Quartermaster Group (Petroleum and Water) deployed as a whole to train together 1 Oct 96 at Fort A.P. Hill, VA. More than 550 soldiers in the unit, the only one of its kind in the Active Army, completed the grueling 18-day field training exercise (FTX). The FTX focused on soldier survival skills, weapons qualification and defensive fighting positions. Although not a National Training Center or a Joint Readiness Training Center rotation, the FTX exposed the Quartermasters to the same level of stress. The exercise had four phases: predeployment, deployment, FTX and redeployment.

Predeployment, Phase I

Predeployment consisted of training up, establishing a rear detachment command, conducting in-progress reports, uploading equipment, and reviewing operation order (OPORD) brief and alert procedures. Unit commanders conducted various types of training before deploying from Fort Lee, VA. Tactical exercises without troops were conducted at Fort A.P. Hill to determine where soldiers would set up defensive fighting positions, entry points and exit points, as well as to identify locations for key equipment. Junior leaders used Sergeant's Time to the fullest. Squad leaders and team leaders taught basic soldier skill tasks. Nuclear, biological, chemical (NBC) training conducted during Sergeant's Time proved very valuable during the FTX.

In process reviews (IPRs) were conducted weekly to lead up to the FTX. Commanders and key staff members briefed the group commander on training events to take place during the FTX. The group commander gave guidance to the commanders, which allowed them to return to their units and continue planning for the FTX. Critical to the overall success of the planning phase, these IPRs made the difference in execution. Because the entire group was training together for the first time, many kinks were worked out by group and battalion staffs during this phase.

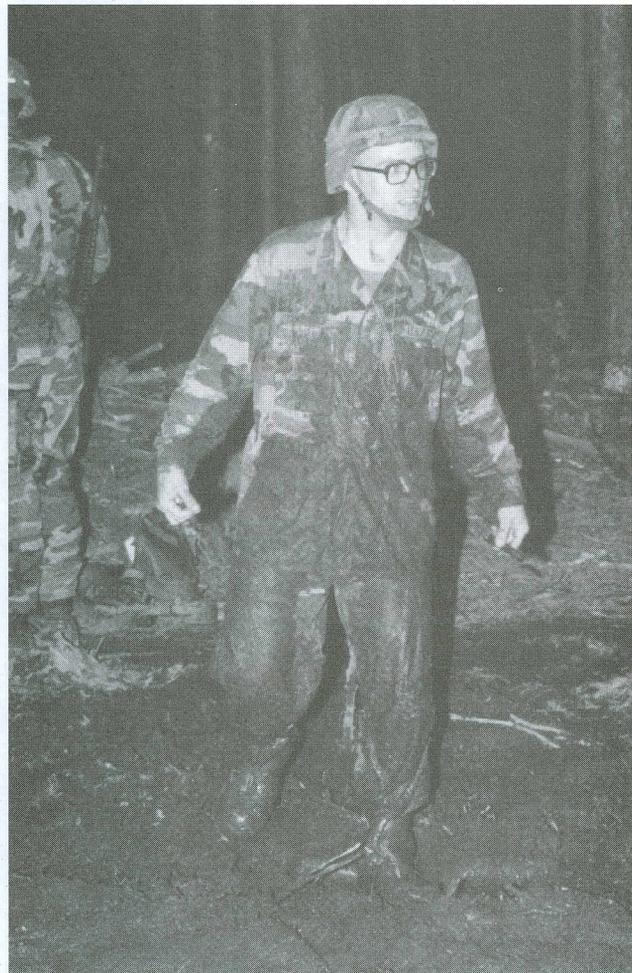
The rear detachment commander was identified early in the predeployment phase. This commander put together a plan for the group to execute its mission in the field without concerning itself with the operations in the rear. The rear detachment commander coordinated with the battalion S1s to identify soldiers who were not deploying to the FTX.

After publishing the warning order, staff members from the group briefed the battalion commanders and

their staffs on the threat levels they would encounter during the FTX. OPORDs are critical when conducting any training, and the group published a thorough order that laid the foundation for the training plan and established the training's operational tempo.

The group tested alert procedures three days before deploying. All units reported 90 percent strength by N+4. Essential for units preparing for any deployment, exercising alert procedures assists in maintaining readiness. Units conducted vehicle upload a day before deploying. After loading up, vehicle serial commanders were allowed to put their vehicles in march order.

The group transportation officer coordinated with the Fort Lee installation transportation officer



Ready for the showers after demonstrating individual movement tactics in the mud

for convoy clearances, which allowed the military vehicles to use Virginia's highways. The group also coordinated with the 6th Transportation Battalion at Fort Eustis, VA, for more trucks to move personnel and equipment to Fort A.P. Hill. The predeployment phase ended when the first serial departed the motor pool.

Deployment, Phase II

Advance party elements from Headquarters and Headquarters Company (HHC), 49th Quartermaster Group, began deploying 1 Oct 96. The group transportation officer gave serial commanders a movement order that explained in great detail the actions to take in case of difficulties during movement to Fort A.P. Hill. Serial commanders were responsible for briefing soldiers in their serials before moving out. More than 20 serials deployed to Fort A.P. Hill during the four-day deployment phase.

On 2 Oct 96, the second serial arriving at Fort A.P. Hill encountered hostile activity. Civilian protesters attempted to deny the Quartermasters access to their occupation site. The civilians were role-played by a Special Forces A-Team from Fort Lewis, WA, who were attached to the group as trainers and opposing forces (OPFOR). The "civilians" stood in the middle of the road holding posters stating, "Americans go home!" The intent was to slow down or stop the convoy so that the civilians could place simulated soap dish bombs on vehicles.

The first two vehicles in the serial pushed through the human roadblock, but the next vehicle in the serial was not so fortunate. Civilians stopped the second vehicle, and one of them planted a soap dish bomb on the vehicle's fuel tank. This destroyed a five-ton vehicle full of equipment and two soldiers. Serial commanders need to ensure that soldiers fully

The Quartermaster General, Major General Henry T. Glisson, escaped capture by a Special Forces team when escorted by specially trained soldiers in the 49th Quartermaster Group through various unit locations to inspect the field training at Fort A.P. Hill.

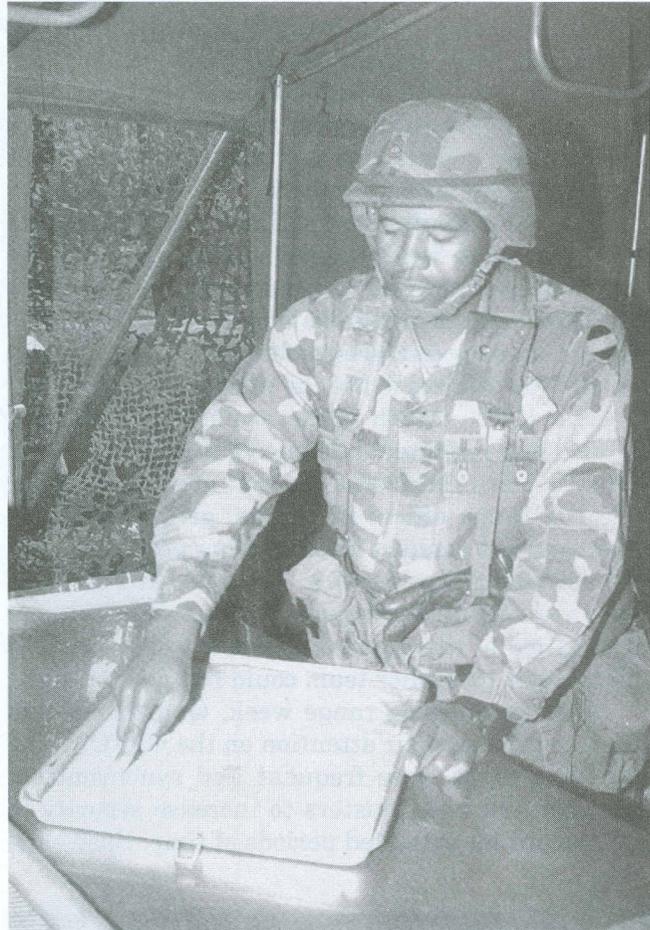


understand what actions to take when faced with situations such as this.

After the second day of the deployment phase, the OPFOR increased actions against serials arriving at Fort A.P. Hill. Serials were ambushed by OPFOR elements to test their ambush reaction techniques. The initially steep learning curve in this area rapidly flattened. Successive serials reacted promptly and aggressively against harassment during their movement onto Fort A.P. Hill.

The group conducted an after action review at the end of the deployment phase. Commanders saw how well their soldiers reacted to ambushes and to civilians on the battlefield. Most of the serials were videotaped. This allowed replay of specific events so the Special Forces A-Team could narrate from the OPFOR perspective. The deployment phase ended when the last serial reached its occupation site 4 Oct 96.

Commanders carefully planned and conducted occupation of base clusters. Establishing perimeter defenses started as soon as soldiers secured the site



Serving apple spice cake as a boost to morale

where they would operate for the entire exercise. Before occupying the site, reconnaissance teams cleared, secured and marked areas for sections to set up and then called the rest of the unit forward. Security is a top priority when establishing a defense, and commanders increased or decreased the number of soldiers on security duty according to the current threat level. Defensive fighting positions were established with interlocking fields of fire and were very well camouflaged. Entry and exit points were established, and soldiers immediately began constructing barriers with wire and concrete blocks. Crew-served weapons were placed at the entry and exit points in fighting positions and at other appropriate positions on the perimeter. Phase III of the FTX began 5 Oct 96.

FTX, Phase III

Phase III focused on soldier survivability skills, weapons qualification, live fire exercises, and continued force-on-force operations against the OPFOR.



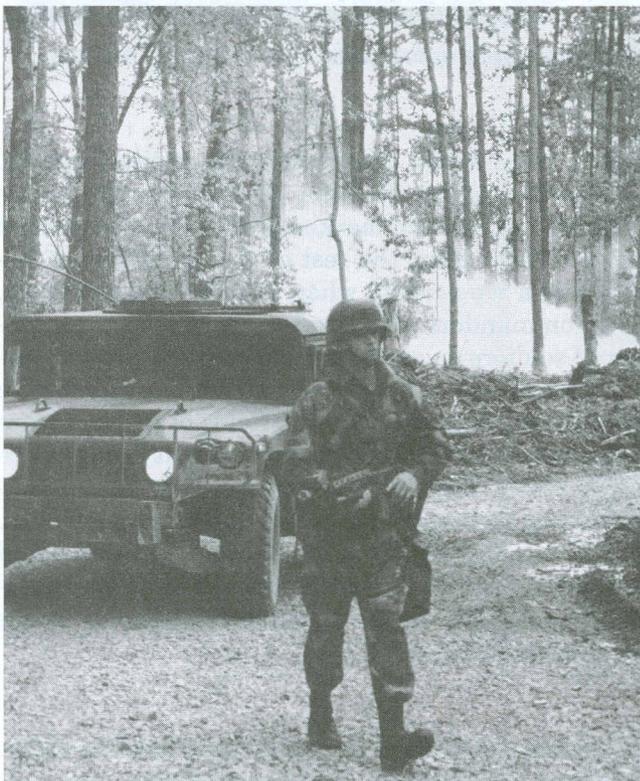
Checking zero target for accuracy

Soldiers continued improving base defenses while conducting daily operations. OPFOR elements increased activity and attacks on base clusters, causing commanders to increase security. For a faster response to OPFOR attacks, quick reaction forces were identified for each cluster.

The noncommissioned officers had to plan and execute a range week to give soldiers the opportunity to qualify on their assigned weapons, grenades and claymore mines. Soldiers from the 267th Quartermaster Company conducted a foreign weapons display and allowed soldiers to fire the weapons as well.

The HHC, 240th Quartermaster Battalion, planned and executed a defensive live fire exercise. Squad leaders received a platoon operations order from the range officer in charge, giving them the opportunity to conduct troop-leading procedures before executing the live fire. The Special Forces A-Team had a firepower demonstration to give soldiers an example of the amount of fire a well-rehearsed and trained 10-soldier team could put down range.

After completing range week, Quartermasters began to refocus their attention on the OPFOR. The OPFOR attacks were frequent and synchronized. This required base clusters to increase security to 100 percent for extended periods of time. Base clus-



Escorting a convoy

ters were infiltrated by the OPFOR, which resulted in equipment and soldiers being destroyed. The quick reaction forces were at a big disadvantage because of the lack of night vision devices. Base clusters received NBC attacks and sniper attacks and were continuously harassed by the OPFOR until the end of the exercise.

The 49th Special Troops Battalion conducted a night jump to another site on Fort A.P. Hill and passed through a night refuel on the move (ROM) site operated by the 240th Quartermaster Battalion. The tactical operations center was set up and fully operational within three hours. The 555th Military Police Company conducted a night driver's course for soldiers in the 49th Group. More than 100 soldiers trained on a two-mile, off-road route, using night vision devices and driving in total blackout. The redeployment phase of the operation started 16 Oct 96.

Redeployment, Phase IV

The entire group redeployed to Fort Lee in two days. Departing Fort A.P. Hill was not as stressful as the deployment phase because the serials encountered little resistance when leaving. A ROM site was set up at Fort Lee for serials to use before returning to the motor pool. The last serial redeploying from Fort A.P. Hill arrived at Fort Lee on 18 Oct 96.

The FTX gave soldiers and commanders the opportunity to focus on critical training tasks, such as react to ambush, react to NBC attack, react to civilians on the battlefield and react to sniper attack. These are especially critical for soldiers in echelons above corps units, because these are the threats they will most likely encounter.

For the 550 soldiers deployed, 30,000 meals were consumed, 220,000 rounds were expended, 5,000 gallons of fuel were used and more than 100 short tons of equipment were moved to and from the FTX. Safety always comes first when conducting training, and not a single soldier was seriously wounded or injured during the FTX. This was a direct result of key leaders enforcing and conducting risk assessments before executing training.

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Exercising the Army's Water System

LTC Stephen F. Garrison MAJ Michael J. Trombetta

When a really good training opportunity disappears, it is time to create a better one.

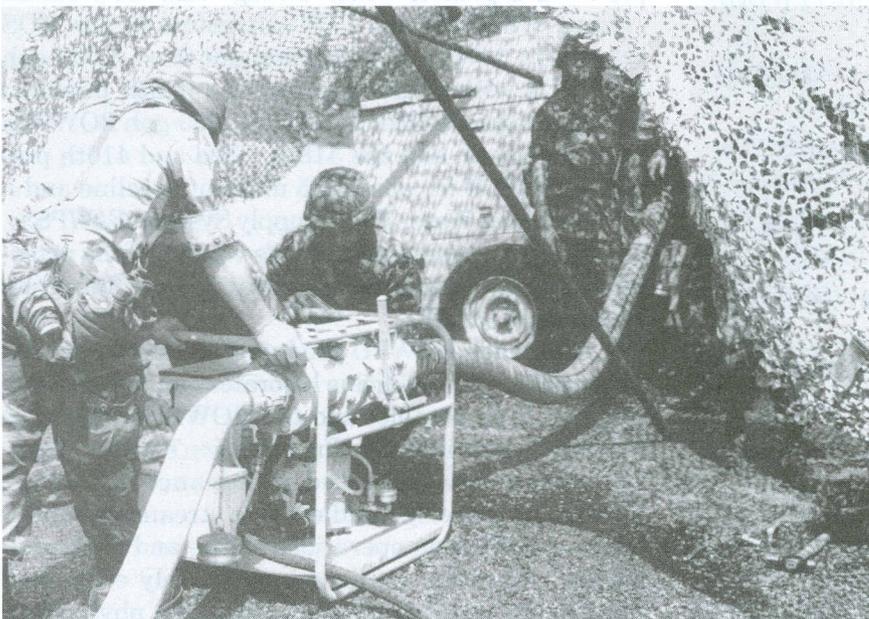
Most of the Army's water purification, storage and distribution units are in the Reserve Component (RC), and several of them were scheduled to participate in the Bright Star Exercise in Egypt in Autumn 1995. When RC participation in Bright Star was curtailed, valuable training opportunities that it would have provided evaporated in the Southwest Asian desert. Instead of accepting the inevitability of the situation and settling for home station annual training, the 370th Quartermaster Battalion (Water Supply (WS)), a US Army Reserve (USAR) headquarters in Great Falls, MT, dusted off a plan that its staff had kept in mind since return from *Operation Desert Storm* earlier in the 1990s.

The Army's bulk water system includes three major elements: purification, storage and distribution. Above division-sized forces, these functions are parceled out to specialized companies and detachments with unique training challenges. First, few



Soldiers of the 651st Quartermaster Company lay out a Tactical Water Distribution System along a road at Fort Stewart, Georgia.

Army exercises are large enough to use the entire water "pipeline" (purification through distribution), due to the units' large capabilities. Reverse Osmosis Water Purification Unit (ROWPU) teams and detachments purify a lot of water, but cannot pipe it very far. Tactical Water Distribution System (TWDS) de-



WATEREX '96 soldiers recharge a hypochlorinator at a 3,000-gph Reverse Osmosis Water Purification Unit.

tachments can transport ample water by flexible pipes, but must be supplied potable water to run through their hoses. Storage and distribution units handle the hundreds of thousands, or millions, of gallons of water required to support a corps or theater rear area. A second challenge is the historical shortage of RC seats for initial training for 77W (Water Treatment Specialist) soldiers. Third, many RC units are still receiving major modified table of equipment (MTOE) on which to train, so they must use other units' equipment during annual training.

The 370th Quartermaster Battalion had long wanted a chance to exercise the entire water "pipeline," but the opportunity had not presented itself. Cancellation of Bright Star plans offered that option as a silver lining to what would otherwise have been a training and morale deluge.

The 370th contacted several water units with which it was familiar and began planning an exercise for Fort Stewart, GA, in the first two weeks of June 1996. Still other units heard of this exercise and asked to be included. The following units created the exercise task organization:

-  Headquarters, 370th Quartermaster Battalion (WS), Great Falls, MT (USAR)
-  651st Quartermaster Company (WS), Ogden, UT (USAR)
-  889th Quartermaster Supply Company, Great Falls, MT (USAR)
-  318th Quartermaster Detachment (TWDS), Jacksonville, FL (USAR)
-  322d Quartermaster Detachment (TWDS), Jacksonville, FL (USAR)
-  410th Quartermaster Detachment (Arid Augmentation), Gainesville, FL (USAR)
-  A Company (-), 53d Support Battalion, St. Petersburg, FL Army National Guard (ARNG)
-  347th Quartermaster Detachment (Water Purification (WP)), Missoula, MT (USAR)
-  348th Quartermaster Detachment (WP), Bismarck, ND (USAR)
-  620th Quartermaster Detachment (WP), Virgin Islands (ARNG)
-  120th Civil Engineering Squadron (-), Great Falls, MT (ARNG)

While planning the exercise for Georgia, the 370th tried to find a US Army Reserve Forces (USARF) school or training division to host a 77W

military occupational specialty (MOS) school in conjunction with the exercise, but could not because plans changed at the relatively late date. Rather than abandon what was seen as a valuable project, the 370th continued planning, using its own assets to plan the 77W MOS school as well as the exercise. Although conducting an MOS school is not part of the battalion's mission, its planning and execution offered excellent staff training. Using the battalion's command sergeant major (who had prior experience in a USARF school) as the school's commandant, the 370th implemented an approved program of instruction and arranged the necessary equipment, training areas and logistics/administrative support. When requirements to support the Olympics in Atlanta, GA, drained assets from Fort Stewart in Spring 1996, the 370th repeatedly adjusted plans to compensate for new shortages. About a month before the exercise, the 104th Division (T) agreed to sponsor the MOS school, allowing it to be loaded into Army Training Resource Requirements System and advertised Armywide. To reduce many outside distractions and to heighten the exercise's priority, the US Army Reserve Command (USARC) decided to sponsor the battalion WATEREX '96 and its later exercises.

WATEREX '96 Organization

Some of the exercise units were within the battalion's WARTRACE, and others in its peacetime organization. The battalion had not worked with some for several years, and others they had never worked with. The 889th provided site administrative and mission support to exercise units; the 651st provided a potable water storage and distribution system (PWS/DS), and 77W instructors for the MOS school; the 347th and 348th brought three 3,000-gph ROWPUs with operators, and the 620th provided more operators; A/53d brought two 600-gph ROWPUs with operators; and the 318th, 322d and 410th provided a TWDS for about 4.5 miles of hoseline and a Forward Area Water Point Supply System (FAWPSS), the water treatment specialist's version of the petroleum supply specialist's Forward Area Refueling Equipment (FARE).

After each ROWPU produced its first water, the Army preventive medicine laboratory at Fort Stewart certified it as potable, and the ROWPUs were able to purify water in bulk. The battalion's water operations branch coordinated in advance with Fort Stewart to properly handle waste streams produced by the purification operations (brine and backwash waters). Exercise soldiers immediately consumed some of the purified water to abate the physical ef-

fects of Fort Stewart's extreme heat. Because of high temperatures and humidity last June, all exercise units heavily pushed water consumption for safety. Each unit planned operations and training to provide sheltered field instruction during the daily heat category III readings announced by Fort Stewart Range Control. Despite the harsh but realistic conditions in the field, WATEREX '96 participants suffered no serious casualties.

While participating in WATEREX '96, one unit conducted Lane Training externally resourced by an exercise division, and another underwent an Operational Readiness Exercise. Most units received an external Training Assessment Module evaluation.

Exercise operations were located at four training sites along the Canoochee River (Logistics Base (LB) Sabrina, Suzy and Debra and the Canoochee Drop Zone (DZ)) at Fort Stewart, and managed from a cantonment area (LB Gaynell) on main post and a forward command post at LB Sabrina. The MOS school operated at the east end of the largest training site, LB Sabrina.

Equipment at Logistics Bases

Sabrina had one 3,000-gph ROWPU and two 600-gph ROWPUs purifying water from the Canoochee River, one 50,000-gallon collapsible fabric tank and several 3,000-gallon onion skin tanks, and a head pumping station for 1.5 kilometers of TWDS hoseline to the Canoochee DZ. The Canoochee DZ



WATEREX '96 77W school soldiers connect Potable Water Storage and Distribution System couplings.

received the TWDS water into a PWS/DS 50,000-gallon tank, from which another TWDS piped the water to the MOS school. The school received water into two 20,000-gallon tanks and a FAWPSS, which provided part of the MOS training. LB Suzy had two 3,000-gallon ROWPUs taking water from the river,



Water Treatment Specialists in 77W school during WATEREX '96 spray water from their Potable Water Storage and Distribution System.

one 50,000-gallon tank and other 3,000-gallon tanks, and the head pump station for more than six kilometers of TWDS hose to LB Debra, where it discharged into a 20,000-gallon tank and fed a FAWPSS.

By exercising these separate systems, WATEREX '96 units operated two complete water purification, storage and distribution systems, allowing each unit to perform its mission **and** see the other units performing their part of the water supply operation. Some units, and several of the soldiers, had their first opportunity at WATEREX '96 to work with their MTOE. When possible, soldiers visited other water units and received hands-on cross-training in the entire system. For most soldiers, it was their first opportunity to see parts of the system outside their own unit's missions.

In addition to its training on the PWS/DS, the school included instruction on the FAWPSS; TWDS bridging and trenching (to go over or under roadways or other obstacles); and assembly, operation and disassembly of the TWDS.

WATEREX '96 not only gathered together the entire water system, doctrinally a corps or echelons above corps mission, but also incorporated the 600-gph ROWPUs that are still present in some division and brigade WP inventories. Twenty-six soldiers graduated from the MOS school.

WATEREX '96 provided a valuable opportunity for MOS school students to stay with their units at night and exchange information with their own non-commissioned officers and officers during off-duty time. (The initial WATEREX '96 concept had been to graduate the students early enough in the annual training to allow them to collectively train with their units before ENDEX, but that proved unworkable because of the program of instruction length.) Allowing the students to interact with their units during their training had the valuable consequence of allowing newly trained students to interface with their MOS-qualified unit members. While the students shared fresh training with their units, their fellow soldiers could share their experiences with the students. Graduating students were initiated as "Water Dogs" via the FAWPSS, and many nonstudents (battalion commander included) also became "Water Dogs" by FAWPSS initiation.

The 370th Quartermaster Battalion will host WATEREX '97 at Camp Pendleton, CA, for interested units in May 1997. The battalion expects to expand the operations significantly to include salt water ROWPU purification from the Pacific Ocean, multiple storage sites, and redundant operations to permit simultaneous, alternate training, and cross-

training. The battalion is again arranging the all-important concurrent 77W school, if a USARF school or training division is available to provide instructors and the necessary administrative support.

USARC has determined that WATEREX will take place annually. The 370th hopes to host it at various sites in the continental United States and, hopefully, overseas in the future. WATEREX proved a valuable opportunity to train and operate the Army's entire water supply structure and will hopefully continue to expand and improve.

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MAJ Michael J. Tombetta graduated from the University of Vermont with a bachelor of science degree in geology and a Reserve Officers' Training Corps commission in the Quartermaster Corps in 1980. He has a master of science degree in earth sciences with a strong hydrogeology concentration from Montana State University. He was the distinguished graduate of the Petroleum Track Officer Basic Course at Fort Lee, Virginia, and has completed Quartermaster Officer Advanced Course, Combined Logistics Officer Advanced Course, Combined Arms and Service Staff School and Command and General Staff College. He served as a petroleum platoon leader at Fort Carson, Colorado, and the Petroleum Accountable Officer for the Multinational Force and Observers, Sinai, Egypt. He has been a member of Headquarters and Headquarters Detachment 370th Quartermaster Battalion (Water Supply), Great Falls, Montana, since its creation in 1986, serving as Headquarters and Headquarters Detachment Commander, S1 and S2/3. He served as the battalion's Water Operations Officer during Operation Desert Shield/Storm in support of echelons above corps. He is currently the Executive Officer of the 370th Quartermaster Battalion (Water Supply). As a civilian, he is employed by the State of Montana, Department of Environmental Quality, as a hydrogeologist investigating and cleaning up petroleum and organic chemical releases.

Peaceful Eagle '96 Intermediate Staging Base Operations

MAJ Scott T. Glass

Operating an intermediate staging base (ISB) is a mission not normally assigned to an area support group (ASG). However, for Quartermasters in the 22d ASG in Vicenza, Italy, planning and executing ISB operations is a key link in the capability of the Joint Task Force, commanded by the Southern European Task Force (SETAF), to project power south of the Alps, around the Mediterranean and into the African continent. Multifunctional Quartermasters need to be familiar with the setup and operation of an ISB because most Quartermaster officers and noncommissioned officers will help plan or execute ISB operations many times throughout their careers.

Exercise Peaceful Eagle '96 in Albania in Summer 1996 drew support from an ISB in Ancona, Italy. Units crafted in the ISB were the 22d ASG, two movement control teams from the 14th Transportation Battalion at Vicenza, US Army Reserve (USAR) soldiers from the 314th Support Center at Vicenza, and a port management team from the 1321st Medium Port Command at Livorno, Italy.

ISB Area of Operations

The Adriatic port of Ancona is located on Italy's eastern coast 190 miles (300 kilometers) south of Venice. Vicenza and SETAF are 230 miles (367 kilometers) northwest. The ISB for Peaceful Eagle '96 did not consist of a single, consolidated area. No single facility available to US forces could support the ISB personnel and equipment flow alone, and the civilian port facilities at Ancona are space-restricted. Instead, the ISB operated out of five separate areas. Italian military bases made up four of the areas:

- 1) The Italian Navy's "Distaccamento Marina Militare" (Naval Military Detachment) within the city of Ancona, about a five-minute drive from the civilian port facilities. This location provided working space, supply storage, food service and billeting for the ISB command and control element.
- 2) "Caserma U. Sarcini" at Falconara, 6 miles (10 kilometers) north of Ancona on the Adriatic coast-



Equipment staged at dockside during Phase I of Peaceful Eagle '96 deployment

line, headquarters of the Italian Army's 84th Infantry Battalion. Falconara provided a refueling site for deploying convoys, the majority of billeting and subsistence for transient soldiers, and staging areas for equipment.

- 3) "Aeronautica Militare Falconara" (Falconara Military Air Base) operated by the Italian Air Force is next to Caserma Sarcini. Soldiers redeploying from Albania by CH-47 aircraft landed here. The air base had an unused taxiway and hanger fa-



Limited space at dockside is evident in the Italian port of Ancona, site of the Peaceful Eagle '96 intermediate staging base.

cility for staging convoys and bus movements during redeployment.

- 4) "Caserma Aldo Del Monto" at the coastal city of Pesaro, 37 miles (60 kilometers) north of Ancona, is the headquarters for the Italian Army's 28th Infantry Battalion. Pesaro provided additional billeting space and food service, and another fueling area.

All four Italian military installations featured secure operating areas with walled compounds and controlled access points staffed by armed Italian military guards. Given the recent bombing of a US Air Force facility in Dhahran, Saudi Arabia, and the then-suspected terrorist involvement in the downing of a US airliner off the coast of Long Island, NY, the ISB took the threat of terrorism seriously.

Concept of Operations

The ISB's mission basically had four parts. First, the ISB would provide a safe, secure environment for deploying/redeploying soldiers to perform maintenance, rest and make final equipment checks before departure. Second, transient soldiers would be fed hot meals, including the last meal before board-

ing ferries to the exercise area or buses to home stations. Third, the constricted port areas demanded that equipment be called forward, staged and loaded onto ships or moved to home installations in an organized manner. Fourth, accountability of deploying troops and equipment had to be accurately maintained and transmitted both to SETAF headquarters and forward to the exercise area.

Deploying elements performed final checks and rested at Falconara and Pesaro before the call forward from the ISB port team's officer in charge. The space-restricted port facilities at Ancona could not support large bodies of troops or provide staging areas sufficient for all necessary equipment. The decision was made early in the planning process to keep troops at Falconara and Pesaro to avoid congesting the port area.

This system worked well. Staging at Falconara and keeping the troops away from the port allowed for faster, smoother loading operations. Staging at Falconara also enabled soldiers boarding the ferries to rest and eat a hot meal at Italian military facilities, in some cases just two hours before ferry departure. During deployment and redeployment, nearly 1,000 soldiers, over 400 pieces of rolling stock and 65 pieces of miscellaneous cargo moved through the ISB.

Lessons Learned

Peaceful Eagle's Ancona ISB operations last summer can be described in three words: safe and successful. Despite this, the Ancona experience taught many lessons applicable to ISB operations. Incorporating these lessons into future operations

will allow Quartermasters to smoothly and safely execute the ISB piece of power projection.

Host Nation Support. Successfully operating the ISB depended on securing the approval and support of Italian military services. ISB command and control elements conducted a leader reconnaissance



Italian and US vehicles line up at the dock before loading on the ferry (top) in the Italian port of Ancona. Equipment also was loaded onto German commercial trucks (right).



with face-to-face meetings with Italian commanders just two weeks before the ISB deployment arrangements. This needed to be executed sooner.

Interpreters. Quartermasters may speak in all classes of supply fluently, but language skills are necessary in the host nation's language. The ISB deployed one local national civilian from the 22d ASG S3 section as an interpreter for each operational phase and also relied heavily on the Italian army liaison officer from the SETAF staff.

Security and Force Protection. World events and happenings in Bosnia-Herzegovina forced ISB leaders to plan for a number of potential threat contingencies, and then brief soldiers on the potential threat.

Class I (Rations). Providing quality meals is a "bread and butter" staple of Quartermaster operations. The ISB operated with the goal of providing each and every deploying soldier with hot, nutritious meals until immediately before departure. Often, the ISB will be a deploying soldier's last opportunity for a hot meal before entering the area of operations.

- Under agreements worked out with Italian military authorities, deploying/redeploying US soldiers subsisted at permanent dining facilities at Falconara, Pesaro and Ancona. Italian dining facility managers requested as much warning as possible when the headcount or dining hours required adjustment. Because the Italian dining facility managers purchased fresh food daily for preparation, timely warning of changes could be critical.
- The menus matched those consumed by Italian soldiers, with two exceptions. One, Italians place much less emphasis on the breakfast meal than US soldiers are accustomed to seeing. This required a few additions to the morning meal menu. Second, some Italian units regularly serve table wine with meals. The exercise general orders prevented consumption of alcohol by ISB or deploying soldiers.
- Although the Class I plan of the ISB emphasized the use of fixed facilities for three meals per day, the ISB maintained a large stock of Meals, Ready to Eat (MREs) for contingencies. The ISB goal here was to avoid using any MREs already issued to transient soldiers and save them for use after departing the ISB for the exercise area.
- Veterinary checks are necessary to ensure that US soldiers consume meals prepared from healthy foods in sterile conditions. Arranging for veterinarian checks of the Italian dining facilities proved to be a very sensitive negotiation process. The checks had to be done, but in a way that did not offend the Italian military.

Class III (Petroleum, Oils and Lubricants (POL)). The ISB's goal was to have task force vehicles deploy with the maximum amount in fuel tanks allowed by the ferry contracts while at the same time avoiding drawing on the task force's internal refuel resource of heavy expanded mobility tactical trucks (HEMTTs) during deployment.

- The distance from Vicenza to Ancona dictated a convoy support center with a refueling component. Vehicles arriving during the deployment phases required some replenishment before loading onto the ferries. The ISB node at Falconara set up a JP-8 refuel point as part of staging operations there. Vehicles refueled before staging at the call forward point.
- Of course, whenever a POL product changes hands, there is a potential for a fuel spill. Every ISB needs a standing operating procedure (SOP) for fuel spills and also fuel handlers well-versed in this SOP. Also, fuel spill equipment must be a part of every ISB checklist.
- The ISB must know the levels of fuel allowed in deploying vehicles. Some confusion existed about the fuel tank level allowed in military vehicles loaded aboard the ferries. The level was quoted various times as half-full, three-quarters-full, and topped-off. Anything less than topped-off fuel tanks did not meet the ISB's goal of deploying forces with the maximum fuel possible. This level, and whether or not five-gallon fuel cans are allowed on board the vehicles, should be determined early in the planning process.
- The ISB must also know the fuel levels to expect in vehicles downloaded from ferries during a redeployment. Units returning to Germany would be sent back to home stations by rail, so this was not a serious concern for their equipment. However, SETAF equipment would roadmarch back to Vicenza, requiring refueling to complete the trip. Mechanical failure of the only HEMTT fueler available to the ISB complicated this operation. It was only partially remedied by using returning HEMTT fuel assets.

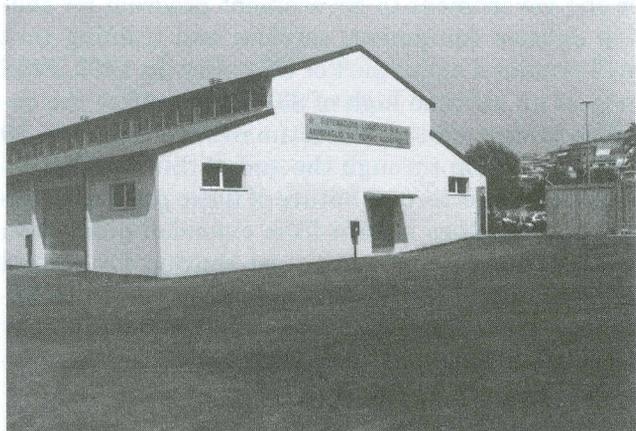
Class A Agent and Field Ordering Officers. The ISB deployed one Class A agent and one field ordering officer (FOO) for contracting. In retrospect, having only one of each, low-purchase amount limits, and commodity purchase restrictions limited the ISB's ability to respond to changing situations. For example, Italian railway officials identified a need for more blocking and bracing requirements. The ISB

could not purchase lumber to satisfy this requirement because the commodity purchase restrictions did not include lumber. Even if it had, the Class A agent's purchase amount ceiling prevented purchase of any useful amount. ISB planners need to wargame situations where Class A agents/FOOs could help overcome obstacles.

Reserve Component Integration. US Army Reserve soldiers from the 314th Support Center performed key roles during each ISB phase. The Reserve Component is often a source for skilled manpower, and the 314th Support Center was no exception. Soldiers from the 314th filled key positions on every team at every site in the ISB. Many of the 314th soldiers brought with them an extra advantage. Since all of them lived and worked in Italy, almost all had at least some working knowledge of the Italian language.



Equipment on flatcars and commercial trucks awaiting dockside for departure



Italian Naval Detachment that served as the intermediate staging base's command and control cell facility

Rehearsals.

- The ISB at Ancona confirmed the value of conducting rehearsals. Refuel operations, staging area occupation, routes to the port during day and night, and communication plans were just a few of the many rehearsals the ISB teams executed before deploying units arrived. Rehearsals illuminated potential problems in time to be corrected, particularly with routes in and out of the port area. Rehearsals are especially vital to tailoring an ISB from several units whose geographical locations prevent habitual working relationships. The ISB operators should deploy early enough to have time set aside for extensive rehearsals.
- The ISB leadership suspected very early in the planning process that a significant number of operations would take place at night. This made rehearsals even more important in terms of safety.

Contracting. The ISB executed no contracts in the local area except for subsistence agreements with Italian military bases. However, a contract would have been useful for sanitation. Port latrine facilities could barely keep pace with the heavy civilian vacation traffic. Several hundred soldiers stretched the system almost to the point of overload. The ISB would have benefited by contracting several portable latrines to be placed next to the ferry docking area.

Reviewing these lessons learned during Peaceful Eagle '96 will be useful to any Quartermaster planning an ISB operation. For many units, given the reduced size of the Army and global commitments and contingencies, it is not a case of **IF** Quartermasters will execute an ISB, but **WHEN**.

MAJ Scott T. Glass is the S3 of the 22d Area Support Group, Vicenza, Italy. He formerly was the Senior Quartermaster Trainer with the Resident Trainer Detachment, 48th Infantry Brigade, Fort Stewart, Georgia; Commander, Headquarters and Service Company, 528th Special Operations Support Battalion (Airborne), Fort Bragg, North Carolina, and also was Battalion S2/3. His other assignments include Maintenance Company Executive Officer and 201st Forward Support Battalion S2/3, 1st Infantry Division; Assistant Plans/Operations Officer, G4, 82d Airborne Division, Fort Bragg, North Carolina, and Saudi Arabia; and Division Support Command S1, 82d Airborne Division. He is a graduate of the Armor Officer Basic and Quartermaster Officer Advanced Courses, the Mortar Platoon Officer's Course, Parachute Rigger and Jumpmaster Schools. He has a bachelor of arts degree in geography from the University of Georgia and a master of arts degree in human resources development from Webster University in Missouri.

Logisticians and Security Assistance: From the Kuwait Area of Operations

MAJ Conrad H. Bonner

If you are like me, your first question is probably: What is security assistance and why does it concern me? That was my initial reaction when the Quartermaster Branch called and informed me that they were nominating me for such a position. I made some comments, asked for a few answers and soon discovered that these positions are mandated by Congress to fill at 100 percent. Therefore, chances are that many more logisticians will find themselves in a security assistance position.

In this article, I will briefly explain the following: what security assistance is and why it is important, the programs that make up security assistance, a few examples of the programs in use, life in Kuwait, and my experience in the Kuwait Air Defense, Air Force, as the logistics advisor and foreign military sales (FMS) representative. Throughout each explanation, I will show how logistics plays a major role in security assistance.

Security Assistance

Despite the end of the Cold War, threats to US national security persist. Rogue regimes continue to attempt to produce and procure weapons of mass destruction; hostile regional powers use aggression to intimidate and dominate their neighbors; and internal civil conflicts have the potential to undermine regional stability and the growth of democracy. — LTG Rhame, *Army*, June 1996.

This is where security assistance comes to meet the challenge of promoting democracy and supporting US interests and political objectives. Primarily, meeting this requirement involves defense equipment, services and advice, training, education, logistics, grants and loans. All of the elements combine to allow allied forces the opportunity for self-sufficiency before requiring a commitment of US forces. If US forces are required, security assistance programs have set the stage for success through coalition building and interoperability.

Security assistance includes all elements and commands of the Department of Defense (DOD). Security assistance operates under the Foreign Assistance Act of 1961 and the Arms Export Control Act. The Defense Security Assistance Agency (DSAA) is the DOD's representative for security assistance. The

Department of State has oversight authority, and the DOD implements the programs.

Security assistance promotes US presence overseas and government-to-industry teamwork. Of the US defense industry's sales, about 30 percent is in exports, and this figure is increasing. Work relations today, such as the Army-industry teamwork concept, deeply involve contractors. These relationships are based on a strategy that builds a strong US defense base while offering allies new equipment with the best government deals. These deals include everything from special financial terms, cost and technology transfer, to coproduction and offset programs.

This approach provides a unified US front, supports national interest, ensures that the contractors deliver what they promise, implements strong defense and deterrence postures, and guarantees success in the marketplace. Security assistance positions are basically responsible for assisting with program success and customer relations. Here, the Army must exceed customer expectations for future sales because of the highly competitive global marketplace. This is definitely a win-win strategy and one which deeply involves logisticians.

Security assistance programs consist primarily of FMS, foreign military financing (FMF), international military education and training (IMET), presidentially directed drawdowns and transfer of excess defense articles (EDA).

Foreign Military Sales

The backbone of security assistance is FMS. FMS is the government-to-government program for selling defense equipment, services and training that will remain a major part of US policy. In 1993, FMS was at an all-time high of \$33 billion. After the defense budget cuts, FMS estimates are between \$9 and \$10 billion through the end of this decade. Because of the reciprocal nature of these programs, the US and its allies benefit from extended production lines, lower cost per unit, cost-sharing for United Nations operations, and an industrial base with improved technology and improved interoperability with allied forces (as demonstrated during the Persian Gulf war).

International Military Education

IMET is a program that trains more than 5,000 students from more than 100 countries annually. It

is a high-impact, low-cost program that trains personnel in military activities but also teaches human rights, military justice and military actions under civilian control. IMET is central to establishing partnerships and interoperability with the US military around the world. For these reasons, support for this program is exceptionally strong, and all expect this program to expand in the future.

Drawdowns

Another program is the presidentially directed drawdown. This program supports military emergencies, international disaster relief, refugee assistance and international narcotics control through defense services, military education and training under financial assistance programs such as grants or loans. Drawdowns provide quick responses to circumstances requiring military assistance. Drawdowns have supported military missions in Somalia, training of Haitian police forces and also Jordan's border mission during a Middle East peace process.

Excess Defense Articles

Excess defense articles are assets no longer required by US forces and approved for transfer, lease or sale to allies at a cost significantly lower than new procurements. In times of global defense cuts, this program is becoming more popular with US allies because it is a low-cost alternative to filling defense requirements. Kuwait continues to purchase EDA assets. Once a decision is made to purchase EDA assets, the procedures and channels work much the same as FMS.

In the past, US government agencies could not promote the sale of defense items. However, after the 1995 passage of President William J. Clinton's conventional arms transfer, embassy teams can now support US industry marketing efforts abroad. Military agencies can actively promote international sales agreements once a decision by the appropriate national security agency to transfer an asset is approved.

These programs require vast coordination with various agencies and contractors. Security assistance assignments regularly correspond with the DSAA, United States Army Security Assistance Command, and the Defense Finance and Accounting Systems. As shown by the level of communications involved, this is not a job to take lightly. Government reputations are on the line. Remember, the goal is to support the national interest and effectively accomplish foreign policy objectives.

This type of assignment requires additional training (Individual Terrorist Awareness Course or INTAC) and education (Defense Institute of Security Assistance Management or DISAM) before deploying to a security assistance position. These courses are available at Wright-Patterson Air Force Base, OH; Fort Bragg, NC; and Hurlbert Air Force Base and are available in two fields: logistics or operations. I attended the logistics course.

The most useful tool of FMS logistics is the Supply Tracking and Repairable Return/Personal Computer (STARR/PC) based system. This system interfaces with the Defense Automation Addressing System Center (DAASC) and a computer service that accesses the Army, Navy and Air Force logistics data bases. These data bases provide supply tracking, reports of discrepancies, financial information, maintenance updates, parts numbers and cross references, freight tracking, and a host of other information. This program is an indispensable tool for logistically assisting with case management. Training on the system occurs at Wright-Patterson Air Force Base during the DISAM-Logistics Course.

A principal component of security assistance is the overseas security assistance organizations (SAO) that operate under US diplomatic missions (US Embassies). DOD personnel from all service components make up the SAO and assist with management of the programs. This is where logisticians and their branch components come into play. My assignment was to the Office of Military Cooperation - Kuwait (OMC-K) under the direction of the Embassy of the United States, Kuwait.

Kuwaiti Work Day

A typical work day/week for Kuwaiti workers, as with most middle eastern Islamic countries, begins about 0730 and ends around 1400, Saturday through Wednesday. Throughout this time, numerous tea sessions and an as many as two meals are consumed during the routine of work. So, actions are completed in a more relaxed atmosphere and over a much greater period of time.

After working the first half of the day with our Kuwaiti counterparts, OMC-K personnel spend the rest of the day with US counterparts at Camp Doha, the US military base in Kuwait, where we coordinate activities, use electronic mail and make telephone calls to the continental US. Complicating communications, as with most assignments outside the continental US, is an 8- to 11-hour time difference.

Most US government security assistance requirements such as personnel, equipment, housing and expenses are typically funded on a case-by-case basis. In Kuwait, quality of life is extremely high. The people of Kuwait respect US citizens. Life in Kuwait is less restrictive than most of the Middle East. For example, women can drive, be alone in public, and go out with their heads and faces uncovered.

OMC-K is equally welcomed at Camp Doha and the US embassy. Support for our organization is excellent. Limited support billeting requires those assigned to OMC-K to live within the communities. Kuwait is very westernized and thus able to provide virtually anything that is available in the states, at a higher price, but nonetheless available. Given this situation, OMC-K personnel receive a cost of living allowance.

Kuwait is classified as a hostile fire area, and soldiers in the area receive hostile fire or imminent danger pay. Also, pay is now exempt from taxes under US federal and state tax laws. All this helps to make up for the high but necessary out-of-pocket living expenses. All things considered, Kuwait is a great place to visit or work.

Experience in Kuwait

Tasked by US Army Central Command (CENTCOM), our ultimate objective is to support the US national interest; preserve stability; create coalition forces designed to deter, prevent or win conflicts; and promote democracy. The Defense Review Group (DRG) study is the tool used by OMC-K to accomplish this mission. The DRG is a joint study between the US government and Kuwait on Kuwait's defense structure and composition.

Our presence provides visible proof of US commitment to support allies and national interest and develop relationships promoting stability through regional partnerships. However, this does not explain what I actually do in my job. As the first person to fill the Air Defense, Air Force, logistics advisor and FMS representative position, I found myself able to set the stage for future logistics and FMS programs.

Although not a joint assignment, I work daily with US Army, Navy and Air Force personnel. Also, my assignment placed me within the Kuwait Air Force structure. At first, everyone tries to work as operational or tactical experts and avoid FMS. Within a couple of months, we find that it is impossible not to become enveloped in FMS.

The Persian Gulf War left the State of Kuwait decimated. Every branch of service requires rebuild-

ing. Kuwait is currently on a high-spending spree to have armed forces outfitted with the latest and greatest equipment available from many nations. Training and fielding teams (TAFT) teach job-specific requirements and deprocess the incoming equipment. Supporting this mass of new, highly technical equipment and accompanying troops is the responsibility of the supply and logistics sections of each branch.

Mammoth Mission

To accomplish this mammoth mission, logistics programs are required for all areas: hand receipts, requisitions, status reports, work orders, location surveys and usage reports to name a few. The list goes on and on. For US support personnel, the answer is easy: the Army's combat logistics automation integrated system that includes such familiar supply programs as the Unit Level Logistics System, Standard Property Book System-4, and Standard Property Book System-R. For Kuwait, integrated logistical systems from any countries and contractors require analysis to select the best approach for Kuwait.

Unfortunately, tasks such as these take several years to become a reality in Kuwait. Efforts are still underway to determine the best automated integrated logistics system. Therefore, manual procedures are the short-term answer. Every supply procedure and action I ever learned was useful in accomplishing this mission.

The old manual system of supply and maintenance, as outlined in the *Supply Update*, really works well in this situation. It continues to work in many countries such as Kuwait. The lesson is this: "Don't forget nothing!"

In Kuwait, each branch logistician (Land Forces, Air Force, Special Forces, Naval Forces) used a similar approach to solve issues. Branches with equipment on hand were slightly ahead of the Air Defense Force in logistics structure.

Since Kuwait is slightly more than a division in size, all of us in OMC-K are working on establishing one support command (SUPCOM) to support all Kuwait Armed Forces. This action is ongoing and may become reality in 5 to 10 years. The SUPCOM is absolutely necessary for Kuwait to support the equipment on today's rapidly developing, highly technological battlefields.

My logistics involvement does not stop with normal unit supply and maintenance. It constitutes a very large part of FMS, which is consuming most of my time during my two-year assignment. I have de-

veloped timelines of equipment availability for training and deployment, research papers on support requirements and composition (barber shops, laundry facilities, dining facilities, depots) and inventories. I have determined lead times of construction and shipping, equipment design advice, warehouse and shelving requirements, and equipment requirements — just to name a few. The point to remember is that logistics never stops playing a major role in FMS.

Contract for Patriot Missiles

Each FMS representative will have many programs to oversee. Generally, only one or two programs will be very large. This is a result of the total package concept, a concept that rolls up logistics, maintenance, training, equipment and everything in between into one program instead of the many individual programs of the past. In my case, my one large program was a \$789 million contract with the Army for Patriot missiles.

Assisting with case management requires numerous temporary duty trips to coordinate all actions within the program. On a regular basis, all agencies involved would come together for a week to discuss the current program and then determine what areas need more attention. Also, temporary duty trips to other countries with similar programs are required for an understanding of their problems to better assist our program.

As mentioned earlier, security assistance involves many other programs such as FMS, IMET, presidentially directed drawdowns, and EDA. Logisticians may or may not have some level of involvement in many if not all of these programs. As the Kuwait Air Defense, Air Force, logistics advisor and FMS representative, I also assist with IMET and EDA.

Overseeing Kuwait Air Defense soldiers for IMET is primarily the function of the operations and training officer. Before attending any IMET course, the students must go through and graduate from English-language training, which may or may not be conducted by the Defense Language Agency. Our IMET was at Fort Bliss, TX, for air defense training on the Patriot missile system.

To get the soldiers to the training site naturally requires logistics support. I assist with passports, visas, uniforms, office equipment, flight arrangements and the normal requirements of deploying anyone anywhere. The skills acquired from deploying units were essential to accomplishing this task.

In addition to the normal correspondence channels mentioned earlier, I correspond with the US Army Missile Command, CENTCOM Defense Distribution Region East and many private contractors' representatives to complete the transactions. Communications with some agencies and contractors occur on a daily basis. For others, it is less frequent but no less important.

All along the path, our Kuwaiti counterparts are blazing the trail. Though a language barrier exists, it does not prevent progress. As advisors, we only make recommendations. The Kuwaitis must make and implement the decisions based on our findings. Almost all decisions are taken to the Ministry of Defense for final authority after weaving their way through several committees. This process requires a vast amount of time.

For motivation, it is best to remember the goal of this assignment: to provide a self-sufficient force capable of deterring or preventing war. As long as we push for success, the greater is the likelihood that US soldiers will not have to deploy to defend Kuwait.

Security Assistance Growing

Security assistance is rapidly growing. Foreign countries account for a full third of US defense industry sales. Government and industry are working together to build a strong defense and technology base in the US. To promote this concept, security assistance personnel must understand the many programs within security assistance and work in the customer's country.

Quality of life is different for security assistance personnel in each country. Some countries are more demanding than others, and some marginally meet quality of life standards. Each experience is unique and offers different rewards. My advice is to gain a thorough understanding of your program and make the necessary adjustments before deploying to your assignment.

As the US becomes involved more and more with regional policy and coalition building, security assistance will get more complex and grow in scope. Combine this with international competitiveness for strong defense bases and technology, peacekeeping operations and defense system marketing and we can only envision the expansion of security assistance. Though security assistance includes all services and branch representatives from those services, the bottom line is this: expect to see more logisticians in security assistance positions.

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Map Doctrine Changes Involve Quartermasters

The Army requires the timely provisioning of maps, charts and geodetic (MC&G) products under all circumstances. The supply of MC&G products has been hampered by contradictory doctrine, wide local variations in requisitioning and stockage procedures, and poor access to the logistics and transportation networks.

Quartermaster Responsibility

Quartermaster Corps proponent units have assumed responsibility for general support (GS) supply/distribution of unclassified MC&G products. MC&G products have been categorized under the Supply Category of Materiel Code (SCMC) as Class II items of supply. MC&G products have been integrated into the Standard Army Retail Supply System. Map supply platoons have been assigned to selected Quartermaster supply companies (GS) (TOE 42418L000) and are allocated, at a minimum, one per supported corps support command (COSCOM) for the Active Component and one per supported theater Army area command (TAACOM) for the Reserve Component.

Existing direct support (DS) procedures do not change. Both divisional and nondivisional customers will order MC&G products, using the national stock numbers (NSNs) assigned by the National Imagery and Mapping Agency (NIMA), formerly the Defense Mapping Agency. This requisitioning process uses the Standard Army Retail Supply System (SARSS), Standard Army Management Information

Systems (STAMIS). Requirements planning will continue to follow AR 115-11 (Army Topography) as supplemented by individual major Army commands (MACOMs) or theater commanders. Map stockage and issue procedures will follow AR 710-2 to enter map requisitions into the Military Standard Requisition and Issue Procedure (MILSTRIP) format.

All unclassified MC&G transactions will be processed through existing or planned automated data processing systems. Unclassified maps, charts and geodetic products will be included in stockage plans at GS Class II, IV, and VII supply points at corps and TAACOM. Requisitioning, stockage and distribution of classified MC&G products will be done according to local standing operating procedures. NIMA remains the source of supply for providing MC&G products, as the wholesaler, in bulk.

The US Army Corps of Engineers remains the proponent for topography. Engineer topographic battalions continue responsibility for production of special maps and terrain-related products and services and also retain the ability to produce limited quantities of standard maps in the field, as required. Requests for special maps and terrain-related products will be routed through the Engineer channels. The point of contact for Quartermaster map doctrine is Al Bell, Logistics Management Specialist, Directorate of Combat Developments for Quartermaster, Concepts Division, US Army Combined Arms Support Command, Fort Lee, VA, at DSN 687-0345.

Changes in Sling Load Procedures

Donald R. Lynn

Personnel from the US Army Quartermaster Center and School (USQMC&S) have visited many sites to hear concerns about sling load operations since assuming proponency for sling load on 5 Apr 96. Three issues constantly voiced are loads not properly rigged upon arrival of supporting aircraft, unit training, and out-of-date field manuals (FMs).

Improperly Rigged Loads

To help end the problem of improperly rigged loads, the USAQMC&S in September 1996 initiated the Sling Load Inspector Certification (SLIC) Course and inspection procedures for all ARMY loads. Effective 1 Oct 97, all ARMY loads will require inspection by a qualified inspector before the supporting aircraft arrives.

To qualify as an inspector, the soldier must at least be a specialist and a graduate of ONE of the following courses: Pathfinder, Air Assault, or the one-week SLIC Course taught at Fort Lee, VA. The only prerequisites for the SLIC Course are that the soldiers be at least a specialist and have at least one year remaining in service. The USAQMC&S mobile training teams also support the SLIC Course. Units requesting mobile training must pay the temporary duty expenses for the team and provide all sling load equipment for training, a classroom large enough for a maximum of 48 students, and aircraft and medical support for a sling load operation. The remaining resident and mobile training dates for FY97 are as follows:

Resident Training FY97		Mobile Training FY97	
Date	Class Number	Date	Class Number
6-10 Jan 97	004-97	13-17 Jan 97	M-001-97
3-7 Feb 97	005-97	10-14 Feb 97	M-002-97
3-7 Mar 97	006-97	17-21 Mar 97	M-003-97
7-11 Apr 97	007-97	21-25 Apr 97	M-004-97
5-9 May 97	008-97	19-23 May 97	M-005-97
9-13 Jun 97	009-97	23-27 Jun 97	M-006-97
7-11 Jul 97	010-97	21-25 Jul 97	M-007-97
4-8 Aug 97	011-97	18-22 Aug 97	M-008-97
8-12 Sep 97	012-97	22-26 Sep 97	M-009-97

Unit Training

When USAQMC&S sling load personnel visited sites, unit training ranged from 5 to 40 hours. Some units trained on a variety of loads and some only trained on one. To set standards for unit training,

the USAQMC&S has put together a 16-hour, recommended training plan. Also, to support this unit training, the USAQMC&S is developing a training support package (TSP). The TSP includes a program of instruction, lesson plans, viewgraphs, and a written examination. *This TSP is intended for unit training and does not qualify personnel as inspectors.* Also, to ensure that unit trainers are proficient in sling load operations, the unit trainer must meet the same requirements as an inspector. The TSP will be available in FY97.

RECOMMENDED SLING LOAD TRAINING		
INSTRUCTIONAL BLOCK	HOURS	TYPE*
TYPES OF HELICOPTERS & LIMITATIONS	0.5	C
CARGO CARRYING DEVICES (A-22/NETS)	0.5	C
10K AND 25K SLING SETS	0.5	C
HARDWARE/REACH PENDANTS	0.5	C
INSPECTION FORM	0.5	C
SIGNALMAN DUTIES & RESPONSIBILITIES	1.5	C/PE
HOOKUP TEAM DUTIES & RESPONSIBILITIES	0.5	C
SAFETY EQUIPMENT	0.5	C
PREPARATION & SET-UP OF PZ/LZ	1	C
RIGGING A-22 CARGO BAG/CARGO NET	2	D/PE
RIGGING FUEL BLIVETS	2	D/PE
RIGGING HMMWV	2	D/PE
RIGGING/EXERCISE LOADS	3	PE
WRITTEN EXAMINATION	1	E
*INSTRUCTIONAL TYPES: C=CONFERENCE D= DEMONSTRATION PE=PRACTICAL EXERCISE (HANDS-ON) E=EXAMINATION		

Field Manuals

The USAQMC&S is currently rewriting the sling load field manuals. After rewrite, the manuals will have a prefix number of 10 instead of 55. This is to identify the FMs as Quartermaster. FM 10-450-3 is ready for printing. FM 10-450-4 is currently under revision, and FM 10-450-5 will be revised. These FMs are being reformatted to help the user find the appropriate loads quicker. Also, the rigging instructions will be easier to follow.

SLING LOAD INSPECTION RECORD

1. SUPPORTED UNIT		2. ITEM DESCRIPTION AND SERIAL/BUMPER NO.		3. WEIGHT	
4. SUPPORTING AVIATION UNIT		5. TYPE AIRCRAFT		6. RIGGED IAW FM NO	
<i>INITIAL ONLY ITEMS APPLICABLE TO YOUR SPECIFIC LOAD</i>				LOAD RIGGED BY	LOAD INSPECTED BY
7. VEHICLE OR LOAD					
A. CORRECTLY POSITIONED					
B. EMERGENCY BRAKE SERVICEABLE AND SET					
C. FUEL LEVEL NOT TO EXCEED 3/4 TANK					
D. PREPARED AND PADDED IAW THE APPROPRIATE FM					
8. SLING SET					
A. CORRECT NUMBER AND SIZE (10K OR 25K)					
B. INSPECTED FOR SERVICEABILITY IAW FM 10-450-3					
C. SLING LEGS PROPERLY ROUTED AND ATTACHED TO LIFT POINTS					
D. CORRECT LINK COUNT FRONT AND REAR					
E. CHAIN SECURED IN GRAB LINK					
F. EXCESS CHAIN TIED OR TAPED (10 LINKS OR MORE)					
G. BREAKAWAY TIES INSTALLED					
H. APEX ATTACHED					
I. APEX SPACER INSTALLED IF REQUIRED					
J. REACH PENDANT INSTALLED IF REQUIRED					
9. A-22 CARGO BAG					
A. INSPECTED FOR SERVICEABILITY IAW FM 10-450-3					
B. RIGGED IAW FM 10-450-3					
C. SUSPENSION WEBS ATTACHED TO CONTAINER AND TAPED					
D. CLEVIS BOLT THROUGH SUSPENSION WEB D-RINGS (4 EACH)					
E. CORRECT SLING LEG ATTACHED					
F. APEX ATTACHED (CORRECT TYPE)					
G. APEX SPACER INSTALLED IF REQUIRED					
10. CARGO NETS					
A. CORRECT SIZE (5K OR 10K)					
B. INSPECTED FOR SERVICEABILITY IAW FM 10-450-3					
C. LOAD CORRECTLY POSITIONED					
D. LIFTING LEGS PROPERLY CONNECTED TO APEX FITTING					
E. HOOKS TAPED					
F. LIFTING LEGS TAPED OR TIED (BREAKAWAY)					
G. CORRECT NUMBER AND SIZE SLING LEGS					
REMARKS:					
11. LOAD RIGGED BY:					
UNIT (PRINT)		NAME (PRINT)		INITIALS	RANK
SIGNATURE				DATE	
12. LOAD INSPECTED BY:					
UNIT (PRINT)		NAME (PRINT)		INITIALS	RANK
SIGNATURE				DATE	

DA Form XXX-R copy 1 Supported Aviation Unit, copy 2 Secured to the Load, copy 3 Supported Unit

To ensure the proper rigging and inspection of each load, a Sling Load Inspection Record has been designed to cover the more critical areas of all loads and equipment. The form will be assigned a DA Form number in the near future and be available through distribution. Units that want to use the new form now can contact the USAQMC&S for a reproducible copy and instructions. Telephone the Aerial Delivery and Field Services Department, USAQMC&S, Fort Lee, VA, at DSN 687-5889 or 687-4185. The new form also is in FM 10-450-3 that supersedes FM 55-450-3.

The Airborne and Field Services Department was redesignated the Aerial Delivery and Field Services Department (ADFSD), effective 9 Dec 96. "The new name reflects the department training/doctrinal mission (aerial delivery) and better clarifies that the Army airborne school is at Fort Benning, GA," said Theodore J. Dlugos, Director.

Donald R. Lynn is Chief, Sling Load Office, Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He has been involved in sling load operations since 1975, when he was a Quartermaster soldier stationed at Fort Lee, Virginia.

Challenges of the Drop Zone Support Team Leader for Airdrop Resupply Operations

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Airdrop resupply by Containerized Delivery System (CDS) is currently the most effective way to resupply troops during intense combat operations. The delivery of supplies and equipment by parachute is a joint effort involving the Air Force and two sets of Army personnel. Army rigging personnel pack and ensure proper parachuting of materials. Air Force personnel ensure the materials get dropped on target. Army ground personnel recover the needed supplies on the drop zone. Trained and competent soldiers must be on the ground to conduct appropriate drop zone support team (DZST) actions to successfully receive the airdrop resupply. This article addresses the challenges of planning, training, establishing and operating drop zones for CDS missions flown by Air Force aircraft.

First in Chain of Command

The DZST leader plans a CDS mission and operates the drop zone. The DZST leader, first in the chain of command, controls all actions on the drop zone and meets the following qualifications for a CDS operation:

-  Rank of noncommissioned officer (NCO) (E5 or above), officer or civilian equivalent,
-  Completion of appropriate initial training as a DZST member and satisfaction of parent service requirements,
-  Qualified and current Jumpmaster for heavy equipment drops, and
-  Active participation in an airdrop operation within six months of the scheduled drop to meet the currency requirement.

The DZST leader normally receives the initial DZST training either from the Pathfinder School or a locally approved DZST leadership course. This training teaches the DZST leader how to choose a drop zone, coordinate with the Air Force, and how to perform necessary actions on the drop zone. Other personnel on the DZST should also be school-trained if the time and personnel assets are available. However, at a minimum, the DZST leader must ensure others are familiar with the DZST leader's responsibilities and ensure continuity of operations in the leader's absence.



Red and orange Raised Angle Markers signal a C130 aircraft delivering Containerized Delivery System bundles by airdrop resupply.

The DZST leader should have an internal training plan on all the necessary actions to successfully operate a drop zone. An excellent example and opportunity for training might be found with the Division Deputy Chief of Staff, G3 and the G3 Air personnel who usually schedule and conduct CDS missions with the Air Force. Interested units should coordinate with G3 Air and use the preplanned mission as a training event for their DZST personnel. G3 Air will appreciate the help on the drop zone, and the DZST personnel will have an excellent training event.

The DZST leader must ensure the unit has the correct equipment for the mission. Unfortunately,

there is no stock number for a DZST leader's equipment kit. The DZST Basic Equipment Inventory lists what the DZST leader must have on hand for successful mission completion (Figure 1). However, the DZST leader may have difficulty getting some items or may have to borrow certain items for specific missions. The most important item on the equipment list, Raised Angle Marker (RAM), is probably one of the most difficult to acquire. The RAM is a tripod device made of visual signaling (VS)-17 panels (orange and pink) placed at the desired point of impact

on the drop zone to signal the aircraft during daylight operations. The RAM may be made locally at the rigger unit, a field services section or installation maintenance of the Directorate of Logistics; or the DZST leader may have to cut and sew three VS-17 panels together to make the RAM.

Leader Book

In addition to the appropriate equipment, the DZST leader must also maintain a DZST Leader Book that will be present on the drop zone at all times during operations. This book consists of the following items: DZST leader's standing operating procedures (SOPs), range control SOPs, unit SOPs, Military Airlift Command (MAC) Form 339 (Feb 89, Drop Zone Survey), Air Force (AF) Form 3823 (Feb 94, Drop Zone Survey), Air Mobility Command (AMC) Form 168 (Airdrop/Airland/Extraction Zone Control Log), and medical evacuation (MEDEVAC) procedures. All these SOPs act as a guide when conducting the mission.

The DZST leader initially determines the drop zone's location. The DZST leader bases advice to the ground unit commander on the suitability of a drop zone on six selection factors. It is important to understand that a drop zone does not have to be a cleared area, only a designated area that meets the following requirements:

➔ **Obstacles.** The drop zone must be free of natural and/or artificial obstacles that may hinder the recovery of the load. Trees (35 feet and higher), water (4 feet deep and deeper), power lines, barbed

Drop Zone Support Team (DZST) Basic Equipment Inventory	
Item	Quantity
VS-17 Marker Panel, Aerial (8345-00-161-6204)	17
Light Marker, Ground Obstruction (6230-00-115-9996)	13
(Bean Bag Lights with colored filters)	
(Set one light as the Amber Rotating Beacon)	1
(Extra C-size Batteries for the Bean Bag Lights)	60
Turbo Meter (1670-00-133-9004) (wind measuring device)	2
Mirror, Emergency Signaling, Type II (6350-00-105-1252)	2
Raised Angle Marker (RAM)	1
Smoke (1 colored and 1 red per pass)	As Required
Large Mag Light (visual range of 3 miles and red lens filter)	1
Night Vision Devices	6
Chemlights	40
Combat Lifesaver Bag	1
Radios (Internal and Higher Headquarters)	6
Strobe Light	2
Map of Drop Zone	2
Binoculars	2
Compass	2
Tent Pegs	80
Hammer	2
Entrenching Tool	2
Poncho	1
Disposable Camera (for malfunction photographs)	1
1/4-inch Cotton Webbing	1 Roll
"100-mph Tape"	1 Roll
Tree Recovery Kit	1
120-foot Rope	1
Ax or Chain Saw	1
Tree Climbers	1 Pair
DZST Leader Book	1
DZST Leader SOPs	
Range Control SOPs	
Unit SOPs	
Qualification Records	
MAC Form 339 (Feb 89), Drop Zone Survey	
AF Form 3823 (Feb 94), Drop Zone Survey	
AMC Form 168, Airdrop/Airland/Extraction Zone Control Log	
MEDEVAC Procedures	

Figure 1.

wire, and ditches are just a few of the many obstacles that may make bundle recovery difficult.

➔ **Access.** Adequate ground routes to and from the drop zone are necessary for efficient and timely setup and recovery operations. Avoid major obstacles to personnel and equipment between the drop zone and the objective, and make sure the DZST can easily reach the drop zone.

➔ **Adequate Approach and Departure Routes.** The aircraft must have cleared approach and departure routes. Consider the enemy situation, restricted airspace and obstacles such as television towers or high tension wires.

➔ **Size of the Drop Zone.** The size of the drop zone will determine how many bundles can be dropped and the type of formations flown for multiple aircraft drops. AMC Regulation 55-60 (Assault Zone Procedures) gives specific drop zone widths and lengths based on the type and number of aircraft, number of bundles, and day or night operations. In general, the more bundles being dropped from the aircraft, the larger the drop zone. The DZST leader must calculate the drop zone size requirements for the specific mission.

➔ **Drop Altitude.** Drop altitude is measured in feet above ground level (AGL) and is usually determined by the Air Force based on mission, enemy, terrain, troops and time (METT-T) available. The AGL is calculated from the highest field elevation on the drop zone to the drop aircraft. The type of parachute used for the specific bundle type also determines the required altitude. For example, a G-12 D parachute attached to a single bundle needs 400 feet AGL to operate correctly, but a G-14 parachute on a single bundle only needs 300 feet AGL.

➔ **Method of Delivery.** There are three methods of delivering airdrop items: low velocity, high velocity and free drop. The low velocity drop is used for sensitive equipment where a slow rate of descent prevents damage to equipment such as vehicles or artillery pieces. The high velocity delivery is used for certain items of supply rigged in a container with an energy dissipater attached to the bottom of the load and a ring slot parachute attached to the top of the load. The parachute only has enough drag to hold items such as subsistence, packaged petroleum, oil and lubricants (POL), and ammunition in an upright position until the bundle strikes the ground. The free drop is only used for nonsensitive items, such as barrier material or bundles of clothing which do

not have a parachute attached, and will descend at a high rate of speed.

Once the DZST leader determines the drop zone's location based on these selection factors, the leader must have a drop zone survey for the airdrop. The drop zone survey describes specific characteristics of a drop zone. For example, the drop zone map serial number and map sheet, the aircraft approach axis in magnetic degrees, the eight-digit grid of the point of impact (which designates the exact location the bundles should land on the drop zone), the drop zone size, description of any hazards, and a photograph of the drop zone are just some information found on a drop zone survey.

Two Types of Drop Zone Surveys

There are two types of drop zone surveys: existing surveys or a tactical survey. The Air Force lists all available drop zones approved for use in an Assault Zone Availability Report (AZAR). This AZAR identifies drop zones, landing zones, and extraction zones available in the continental US and outside the continental US (CONUS/OCONUS) used by the AMC. The information for each specific drop zone is presented on MAC Form 339 (Feb 89, Drop Zone Survey) or AF Form 3823 (Feb 94, Drop Zone Survey) which are usually kept on file at G3 Air. The other type of survey is the tactical survey that is used only for contingency or wartime operations or a major training event such as the Joint Readiness Training Center (JRTC). The DZST leader is expected to tactically locate, assess and get Air Force approval for a potential drop zone.

After selecting a drop zone that meets the tactical commander's plan and then tentatively planning the airdrop mission, the DZST leader makes face-to-face coordination with the aircrew supporting the drop operation to finalize the plan. This task may be delegated to the G3 Air during training operations. In combat, when face-to-face contact between the DZST leader and aircrew is improbable, the chain of command will forward drop zone information to the aircrew. However, when possible, it is recommended that the DZST leader conduct the aircrew briefing using the Coordination Checklist (Figure 2).

The Air Force designed this coordination checklist to ensure covering all aspects of the operation in the planning process. After finalizing the airdrop plan, the aircrew should retain a copy of the checklist. Also, both the DZST leader and G3 Air should have copies of the checklist. If all items on the coordination checklist are covered, the Air Force does not

require ground-to-air communication during the drop. Although not mandatory, it is recommended to maintain communication with the aircraft.

All the members of the DZST must realize they are conducting a tactical operation, and security is the initial concern when approaching the drop zone. The DZST leader will assign a security team to reconnoiter the area and maintain a 360-degree perimeter around the drop zone. Road guards will be positioned on any road networks crossing the drop zone to keep friendly personnel off the drop zone for safety reasons. Because of shortages of communication equipment and personnel, it is recommended to try to make the road guards the security team if the situation allows.

After security is in place, the assistant DZST leader marks the point of impact (PI) on the drop zone with the RAM during daylight operations. A precoordinated code letter made from VS-17 panels may be used to supplement the RAM when necessary to provide authentication and/or differentiate between drop zones within the same local area. This code letter will be centered below (in front of) the RAM. The code letter consists of a minimum of nine VS-17 panels in a 35-foot by 35-foot square area.

For night operations, one flanker light (white omni-directional light) will be placed 200 yards to the left and also one flanker light 200 yards to the right of the PI. A trail edge marker (amber rotating beacon) will be aligned with the drop heading (normally the drop zone's center line) and placed a maximum of 1,000 yards from the PI or at the trailing edge of the surveyed drop zone, whichever is closer to the PI. If code letters are required for night operations, a minimum of nine white omni-directional lights will be set up

Drop Zone Coordination Checklist

- | | | | | | | | | | | | | | |
|---|---|------|------------------------|------|------------------------|-----|-------------------------------|----|-----------------|----|-----------|-----|---------------------|
| <p>A. Confirm the Following:</p> | <p>Mission
DZ Location
DZ Name
Number of CDS
JA/ATT Sequence Number
Time on Target
Weather Decision Time.</p> | | | | | | | | | | | | |
| <p>B. Verify the current DZ Survey.</p> | | | | | | | | | | | | | |
| <p>C. Verify the following information:</p> | <p>Type of Drop (CDS, Bundles)
Type/Number of Aircraft
Time Between Flights/Passes
Number of Racetracks
Drop Heading
Drop Altitude: (AGL) and (PI)
Type of Parachute
Ground Disconnects.</p> | | | | | | | | | | | | |
| <p>D. Confirm the following:</p> | <p>Type of Markings
(RAM, Code Letter, Combination)
Primary Drop Signal
Primary No Drop Signal
Alternate Drop Signal
Alternate No Drop Signal
Mission Cancellation Signal
Obstacle Markings.</p> | | | | | | | | | | | | |
| <p>E. DZ Support Capabilities:</p> | <p>Communications Available
Frequencies/Call Signs:
(DZ, Departure Airfield Control, Road Guards, Aircraft, Range Control)
Acquisition Aids Available
Navigation Aids Available
Mean Effective Wind Equipment
Airspace Coordinated.</p> | | | | | | | | | | | | |
| <p>F. Confirm Aircraft, Mission Commander's Name, Unit and Phone Number.</p> | | | | | | | | | | | | | |
| <p>G. Confirm DZST Leader Name, Rank, Unit and Phone Number.</p> | | | | | | | | | | | | | |
| <p>LEGEND:</p> <table border="0"> <tr> <td>AGL</td> <td>Above Ground Level</td> <td>DZST</td> <td>Drop Zone Support Team</td> </tr> <tr> <td>CDS</td> <td>Containerized Delivery System</td> <td>PI</td> <td>Point of Impact</td> </tr> <tr> <td>DZ</td> <td>Drop Zone</td> <td>RAM</td> <td>Raised Angle Marker</td> </tr> </table> | | AGL | Above Ground Level | DZST | Drop Zone Support Team | CDS | Containerized Delivery System | PI | Point of Impact | DZ | Drop Zone | RAM | Raised Angle Marker |
| AGL | Above Ground Level | DZST | Drop Zone Support Team | | | | | | | | | | |
| CDS | Containerized Delivery System | PI | Point of Impact | | | | | | | | | | |
| DZ | Drop Zone | RAM | Raised Angle Marker | | | | | | | | | | |

Figure 2.

at the PI in the precoordinated code letter in the 35-foot by 35-foot square area.

The DZST leader will operate the control center from the drop zone. For CDS drops, the control center is positioned 150 yards at the six o'clock position from the PI (drop heading is always 12 o'clock from the PI). However, the DZST leader may modify the location of the control center based on experience and a more advantageous position to control and observe



The Drop Zone Support Team leader rehearses setup of Raised Aerial Markers and VS-17 panels with the team members (top) at the intermediate staging base at the Joint Readiness Training Center. A C130 (center) airdrops Containerized Delivery System bundles. The Drop Zone Support Team (bottom) recovers a bundle that 'burned in' after a parachute malfunctioned.



*All Photographs by
CPT Eric J. Sloughfy*

the operation. The DZST leader will have all radios, signaling devices, wind measuring devices and appropriate forms laid out on a poncho at the control center. The DZST leader will open the drop zone and establish communication with the departure airfield control officer (DACO) and Range Control no later than one hour before time on target (TOT).

Once the drop zone is open, the DZST leader will constantly monitor the winds. If the winds exceed the maximum allowable surface wind conditions within 12 minutes before the first TOT, a no-drop situation exists. When a no-drop situation occurs, the DZST leader can radio the information to the aircraft and use the precoordinated no-drop signal at the control center. The surface wind then must remain at or below the maximum allowable surface winds for a 10-minute window in order for the drop to continue. Surface wind readings are taken from the control center and from the highest field elevation on the drop zone when the drop zone's length is 2,100 meters or longer and for multiple aircraft operations.

The DZST leader maintains communication with the aircraft. If all the safety conditions are met, the DZST leader gives the "clear to drop" via radio communication and also the precoordinated visual signal. The DZST leader then gives the "six bundles clear and away" to the aircraft when the bundles leave the aircraft and prepares to give the aircraft a performance evaluation, also called a "strike report." When the bundles land on the ground, the DZST leader evaluates the Air Force pilot's performance based on how close the bundles landed to the point of impact. This performance evaluation is immediately given to the aircrew via radio communication and is also documented on AMC Form 168 (Airdrop/Airland/Extraction Zone Control Log).

Once the bundles land on the drop, the recovery team must be ready to quickly perform air items recovery and asset accountability. The CDS operation is a significant signature on the battlefield, and the enemy may have seen the airdrop take place and know the general location of the drop zone. Therefore, a well-rehearsed recovery plan must be executed with a sense of urgency.

Designate personnel to pick up parachutes, guide forklifts and flatbed trucks to the bundles for loading. Account for the bundles, and always keep security posted. This recovery operation uses a lot of personnel and equipment assets. For example, if 12 bundles were dropped in the daylight, it would probably require two hours of recovery time using the

following assets: two 6,000-pound variable reach forklifts with operators, one flatbed truck with operator, one five-ton truck with operator, three guides, and six "workers" breaking the loads, recovering the air items and accounting for the dropped assets. These 13 soldiers are only conducting the recovery process. Eight personnel remain on security posted at key road intersections on the edge of the drop zone, and at least three personnel remain at the control center (DZST leader, radio telephone operator, and the malfunctions officer). As this example describes, CDS operations consist of many moving parts that require synchronization and rehearsals to ensure recovery success.

Once the dropped assets are accounted for and loaded on vehicles, the assistant DZST leader takes down the RAM. The DZST leader picks up all the equipment at the control center. The DZST leader verifies with the DACO that there are no more airdrop missions, before calling range control to close the drop zone.

It is important to keep security in place until the convoy of equipment and personnel safely leave the drop zone. The enemy sometimes watches the recovery team work on the drop zone, and then ambushes the convoy when it leaves the drop zone. These supplies must get to the user for the operation to be considered a success.

The CDS airdrop operation is one of the ultimate means of resupply in a tactical environment. The DZST, under the direction of the DZST leader, encounters many challenges while conducting the mission. The challenges - such as proper training for the DZST, acquiring a DZST equipment kit, selection and preparation of the drop zone, accountability of the airdropped items and security on the drop zone - cannot be overemphasized. The DZST leader may encounter these challenges and other unique situations while conducting an airdrop resupply mission. Units need qualified DZST leadership and a systematic transition of the DZST leader's knowledge to ensure successful airdrop resupply operations.

The authors are Quartermaster graduates of the Combined Logistics Officer Advanced Course 96-9/10 at Fort Lee, Virginia. Their article is based on CPT Eric J. Sloughfy's experiences as the Drop Zone Support Team Leader for Containerized Delivery System missions at the Joint Readiness Training Center while assigned to the 225th Forward Support Battalion, 25th Infantry Division (Light).



D-Day, 10 July 1943: Landing Supplies on the Beach at Gela, Sicily

Quartermaster NCO Heroism During Sicily Invasion

MAJ Mark A. Olinger

Operation Husky, the invasion of Sicily, was the largest and most complex logistics over the shore (LOTS) operation before Normandy, France. The plan called for landings over a 50-mile front. On the right, the 4th Infantry Division landed in the "Cent" Area on five beaches that extended from Scoglitti halfway to Gela. In the center, the 1st Infantry Division landed in the "Dime" Area on five beaches to the east of Gela. The 1st and 4th Ranger Battalions would land on the western beach directly at Gela. On the left, the 3d Infantry Division and the 3d Ranger Battalion landed in the "Joss" Area on four beaches that straddled the port city of Licata. The 2d Armored Division and other units initially formed a floating reserve.

Supporting the three assault divisions and floating reserve was a highly specialized brigade that combined combat arms, combat support and combat service support. This specialized brigade was called the 1st Engineer Special Brigade (1ESB). As its name implies, the 1ESB was a special composite unit specifically task-organized for immediate LOTS operations during assault landings. For *Operation Husky*, the 1ESB was task-organized into four Engineer

shore groups to support the assault landing. An Engineer shore group was a provisional unit built around an Engineer regiment as the core, with ammunition, Medical, Military Police, Ordnance, Quartermaster, Signal and US Navy beach battalions assigned or attached.

Each Engineer shore group had the mission of supporting the landing of one divisional task force, with an estimated capability of supplying that force with an average of 1,500 tons per day. For the first time, Naval beach battalions would be used to coordinate the landing of troops, equipment and supplies with the 1ESB responsible for actual operations on the various beaches. In addition to the first-time use of the Naval beach battalions, a versatile piece of equipment made its combat debut: the DUKW. The DUKW was a 2 1/2-ton amphibian truck that promptly proved itself indispensable to LOTS operations.

The 36th Engineer Shore Group supported the assault landings in the "Joss" Area and was the largest of the four Engineer shore groups. On assembly for the invasion, it totaled 4,744 officers and enlisted men. Its core was the 2,088-soldier 36th Engineer

Combat Regiment and the 623-soldier 2d Battalion, 540th Engineer Combat Regiment.

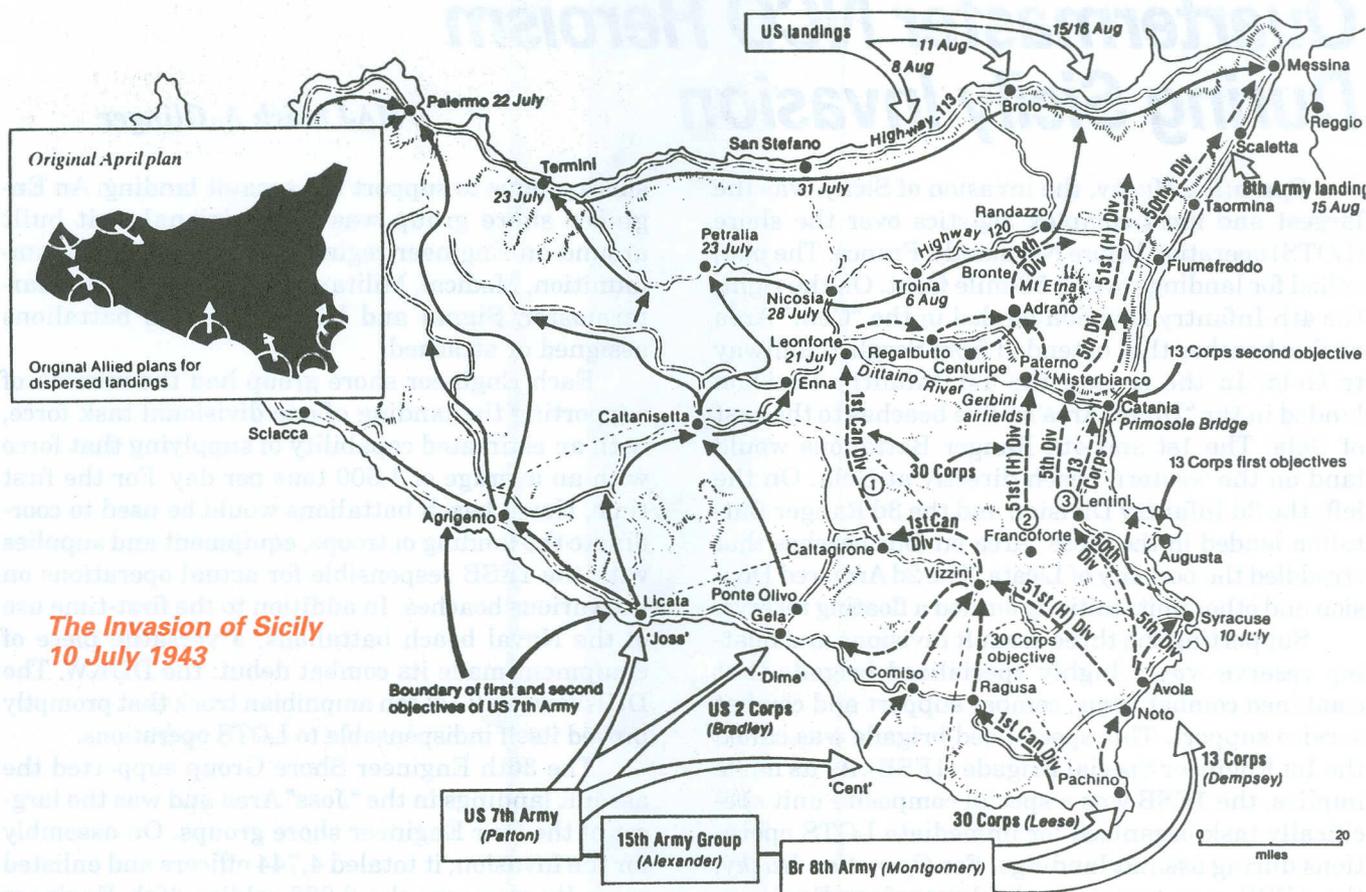
Around this core, the following units were attached: the 56th Medical Battalion, the 361st Quartermaster Battalion, a Naval beach battalion, an Engineer depot company, a Military Police company, an ammunition company, the 74th Signal Company, an Engineer map depot detachment, a maintenance detachment, and two Quartermaster detachments. (See Figure 1.) The 56th Medical Battalion operated medical stations within the beachhead and assisted in casualty evacuation. The 361st Quartermaster Battalion provided supply and transportation support to the landing force and to the units operating supply points. This Quartermaster battalion had been with the 1ESB since activation and redeployment training at Camp Edwards, MA. Hydrographic surveys, shore-to-ship communications and coordination for the beaching of landing craft and Landing Ship, Tanks (LSTs) were accomplished by the Naval beach battalion. Operation of the supply points located within the beachhead was supported by the Engineer depot company, the ammunition company

Task Organization, 36th Engineer Shore Group

- Headquarters and Headquarters Company, 36th Engineer Combat Regiment
- 1st Battalion, 36th Engineer Combat Regiment
- 2d Battalion, 36th Engineer Combat Regiment
- 3d Battalion, 36th Engineer Combat Regiment
- 2d Battalion, 540th Engineer Combat Regiment
- 56th Medical Battalion
- 361st Quartermaster Battalion
- Military Police Company
- Engineer Depot Company
- Ordnance Ammunition Company
- 74th Signal Company
- Ordnance Maintenance Detachment
- Engineer Map Depot Detachment
- Quartermaster Detachment
- Quartermaster Detachment
- Naval Beach Battalion

Figure 1.

and the two Quartermaster detachments. The Military Police company controlled vehicle traffic and guarded prisoners of war. The 74th Signal Company provided both radio and wire communications net-



works. The maintenance detachment provided direct support maintenance. The map depot detachment handled reserve map stocks. The other three Engineer shore groups had similar task organizations, only smaller in size. Estimated total strength of the 1ESB was 17,095 soldiers and sailors.

The assault landing phase of *Operation Husky* was conducted between 9 and 11 July 1943. Just before dawn on 10 Jul 43, the assault waves began landing on the Sicilian beaches. As the first assault waves landed, they were opposed by the Italian forces defending the shore positions. At dawn, air strikes were being flown against the landing force. These air strikes would continue for a number of days.

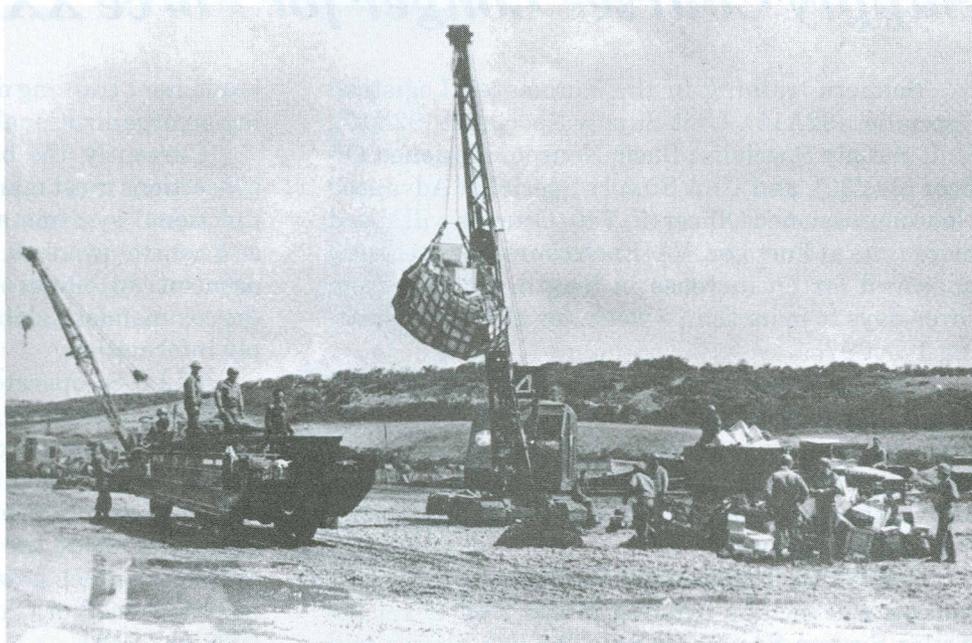
The soldiers of the 1ESB were busy with their missions: clearing obstacles and mines; improving beach exits and roads; establishing medical stations and supply points on the beaches; and landing soldiers, vehicles and supplies. At Licata and Gela, the 1ESB soldiers helped clear the Italians out of shore fortifications. After the operation's assault landing phase, the 1ESB soldiers settled down to the never-ending task of supporting the advancing US Seventh Army. On 27 Aug 43 in General Orders Number 8, Headquarters, 1ESB, 18 Silver Star Medals were awarded to 1ESB members for gallantry in action during *Operation Husky*. Three of them were Quartermaster noncommissioned officers. They were Sergeant Vasil Flak of Wallington, NJ; Sergeant William I. Kim of New York, NY; and Corporal Alexander J. Nagy of Youngstown, OH, all assigned to C Company, 361st Quartermaster Battalion.

During assault landing operations on Blue Beach in the "Joss" Area on the morning of 11 Jul 43, Sergeant Vasil Flak was connecting cables from a pontoon ramp to an LST that he was preparing to unload with his DUKW. While connecting the cable to the LST, Sergeant Flak was attacked by a German bomber that scored a direct hit and set the vessel on fire. Sergeant Flak, at great risk to his own safety, immediately began removing casualties from the water and evacuating them to medical stations on shore. During an evacuation mission, he was forced to go under the ramp of the LST to pick up two survivors. While doing so, his DUKW became entangled in the cables connected from the pontoon ramp to the LST.



An A-frame on a specially equipped DUKW receives palletized rations from other DUKWs.

The DUKW, a 2 1/2-ton amphibian truck that made its combat debut in World War II during beach operations, appears to the left of the crane unloading ammunition in this photograph.



He was forced to transfer his load of casualties to another DUKW. By his judgment, initiative and bravery, Sergeant Flak was instrumental in saving several lives.

While supporting assault landing operations on the beach in the vicinity of Lacata, Sicily, on 11 Jul 43, Sergeant William I. Kim was parked with his DUKW on shore an estimated 150 yards from an LST that was attacked by a German bomber. During its bombing run, the Germans scored a direct hit on the LST and set it on fire. Sergeant Kim immediately drove his DUKW to the side of the burning vessel to evacuate survivors to the medical stations on the beach. On one occasion while recovering survivors, a Higgins boat that was carrying casualties had difficulty in moving away from the LST. Sergeant Kim maneuvered his vehicle alongside the Higgins boat, transferred the casualties and evacuated them to the medical stations on shore. By his timely thinking and actions, he was responsible for saving several lives.

Corporal Alexander J. Nagy on 13 Jul 43 was transporting vital supplies by DUKW, including ammunition, from ships to various supply points located within the beachhead. During one trip from a beachhead supply point to an ammunition supply point located inland, he was escorting three unarmed vehicles when they were attacked by a low-flying German fighter. Corporal Nagy, without thought to his own safety, immediately manned his machine gun as the

strafing fighter dived at the convoy. His directed and concentrated fire caused the fighter pilot to break off his attack. By his bold courage and initiative in a moment of great danger, Corporal Nagy insured his convoy was able to complete its mission of delivering vitally needed supplies in the initial phase of the operation.

These three noncommissioned officers were in keeping with the highest traditions of the service, their unit and the Quartermaster Corps. They should serve as inspiring examples of the courage, selflessness and dedication to duty that is required in Supporting Victory.

MAJ Mark A. Olinger is the Support Operations Officer, 125th Forward Support Battalion, 1st Armored Division, Fort Riley, Kansas. He received a bachelor of science degree from California State Polytechnic University, Pomona, and is a graduate of the US Army Command and General Staff College. He has held a variety of command and staff positions in the continental United States, Southwest Asia and Panama, including Support Operations Officer, 201st Forward Support Battalion, 1st Infantry Division, Fort Riley, Kansas; Operations Research Analyst, National Security Agency, Fort Meade, Maryland; Support Operations Officer, 528th Support Battalion, Fort Bragg, North Carolina and Saudi Arabia; J4, Special Operations Command-South/Joint Special Operations Task Force, Republic of Panama; and Company Commander, Headquarters and Service Company, 528th Support Battalion, Fort Bragg, North Carolina.

Supply Courses Longer for Force XXI's Battlefield

Soldiers training in the Automated Logistical Specialist (92A10), Unit Supply Specialist (92Y10), Unit Supply Specialist Basic Noncommissioned Officer (92Y30), and Unit Supply Specialist Advanced Noncommissioned Officer (92Y40) Courses will spend more time at Fort Lee, VA. Each course was recently approved for an increase in length, ranging from three days to more than a week, for all classes starting 1 Oct 97.

The increased training times will give the US Army Quartermaster Center and School the ability to produce a more technically proficient soldier. Since more than 50 percent of the 92Y force structure is in above-the-line forces, this benefit spans the Armywide supply system.

For 92Y10, 92Y30 and 92Y40 soldiers, the longer courses will include training in the Unit Level Logistics System-S4 (ULLS-S4). The 92Y course will

implement training on ULLS-S4 and increase training on organizational maintenance of small arms.

Currently, the battalion S4 and company supply sections must manually interface with automated functional systems and with automated command and control systems. The limited information management capabilities of the manual systems undermine the commander's ability to process time-sensitive supply information.

ULLS-S4 operators input data at unit level that initiates all resupply activity. This system automates the standard supply procedures, provides efficiencies in Total Asset Visibility, and becomes the cornerstone of the Army's Battlefield Distribution System. For questions about the changes in the 92A and 92Y courses, contact Lewis Thayer, Chief, 92A Branch, DSN 687-3473 or Gary LaMarr, Chief, 92Y Branch, DSN 687-3481.

Laundry and Shower Quartermasters Through Two World Wars

SFC Juan E. Rodriguez

Editor's Note: The author revised his teaching materials in the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, VA, to present this part of Quartermaster history as an article for today's soldiers.

Before 1901, the enlisted soldier was satisfying laundry needs as best he could. After reorganization and expansion in the 1900s, the Army provided regular laundry service at reasonable rates to the soldier. The post exchange office assumed the duties of organizing and operating laundries. In March 1909, the Quartermaster Corps was authorized to establish its own laundries.

The war emergency of 1917 obviously transformed laundry and shower operations. In World War I, the Army realized that sanitation was a major problem. Under the stress of actual war conditions, laundry and shower methods helped solve Army problems with sanitation and troop morale. The Army looked to the Quartermaster Corps in April 1917 both to

provide laundry and shower service for newly assigned soldiers and to prepare a program for soldiers going overseas.

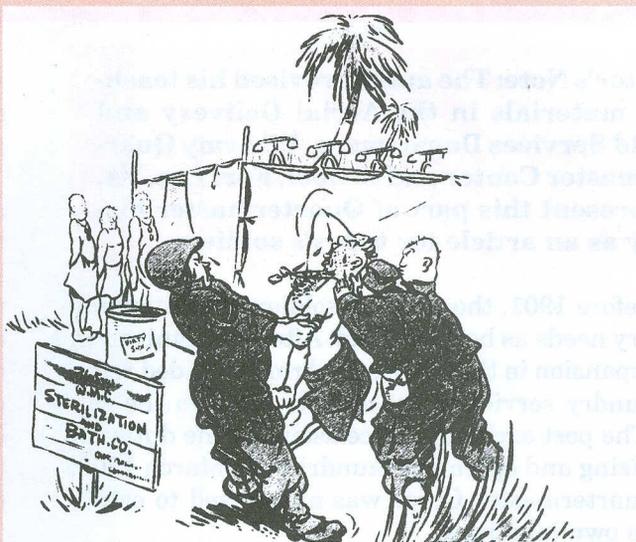
The relationship between sanitary conditions and care of clothing became critical to Army authorities in World War I. They had not foreseen the problem of lice in the United States and Europe. The Army realized that fresh clothing not only helped the soldiers' morale, but also was a health measure. Because lice were acquired by contact and retained in contaminated garments, improving the efficiency of laundry activities and synchronizing the laundry with the showers and delousing functions became doubly necessary.

To men who had spent from a few days to several weeks in the trenches or in the camp areas just behind the lines, showers and clean clothes were indeed pleasing prospects. From the fighting soldier's point of view, the Army's efforts to provide them with showers and clean laundry were worthwhile. Any movement into a rest area inspired "clamor" for laundry and shower service by the troops. One author

During World War I, men in clean underclothing passed by the Bathing and Disinfecting Plant at Camp de Gerard, France, 1918, to draw laundered outer garments.



During World War II, a Quartermaster cartoonist named SGT Chester Adams took a humorous look at support by a mobile Quartermaster fumigation and bath company.



"Quit beefin', you dope. It ain't that kind of sterilization!"

voiced the conviction of the soldier on the front lines in World War I when he wrote that the only way to get rid of lice permanently was to be wounded and sent to a hospital where there were no lice.

Reports to the Chief Surgeon, Army Expeditionary Force-France, during World War I showed that more than 90 percent of troops at the front lines were contaminated with lice. Because typhus fever was widespread in many areas occupied by US troops, the situation called for immediate and vigorous action.

When US troops returned home after World War I, large numbers of men were housed first in the small towns near the base ports and the embarkation centers. The returning troops needed adequate shower facilities and delousing procedures for clothing and equipment. Portable equipment solved the problem of showering and delousing for the men occupying the small villages.

Throughout modern Army history, it is impossible to compute the number of men that a single laundry and shower company has kept in fighting trim. In World War II, parasites were killed before the deadly organisms could thin the ranks of the regiments. If laundry and shower units had not been on the job, sick-call lists and hospital rolls would have lengthened immeasurably. The laundry and shower units have proven their worth by adapting to varying circumstances in wars and all the operations other than war.

Early in 1941, when training activities actually began for World War II, only Camp Lee, VA, was training mobile laundry operators. Training began with delivery of the first experimental mobile laundry to Camp Lee that April. A Quartermaster officer with practical laundry experience was assigned to take charge of training activities. Students in the laundry school were ex-laundry owners and laundry operators who established commendable training records. Twelve weeks, with one for review, were usually required to teach the various skills. At Camp Lee, perhaps the outstanding installation for such training activities, enlisted soldiers and officers were instructed in the operation of mobile and fixed laundries. About 6,000 students per year attended this school. The laundry units consisted of 3 officers and 85 enlisted soldiers.

In World War II, the laundry and shower companies followed the combat troops as the line advanced. In the European Theater of Operations, typhus cases reached an all-time low. Major credit for these remarkable records belongs to the soldiers who organized and operated the laundry and shower companies.

The 487th Quartermaster Laundry Company in Italy followed on the heels of the allied armies through the mud, sand and fire of North Africa and also the invasion of Sicily. The 487th, always within a stone's throw of the advancing combat soldiers,

broke records in laundry production and service to frontline troops.

In France, laundry trucks were found stranded on a river bank in the middle of a battle between American tanks and German foot soldiers. The Quartermaster laundrymen, under their ranking noncommissioned officer, joined in the fight. They captured eight of the enemy, killed a few, and chased the remainder.

In February 1943, an experimental airdrop detail was formed with the 60th Quartermaster Laundry Company. Baskets and parachutes were successfully flown from Chabua on 6 March 1943. This action contributed to the creation of the Quartermasters' airdrop branch.

The following excerpt from a World II training publication illustrates the importance of a fumigation and bath company in battle:

The fumigation and bath company follows the combat troops as the battle line advances. Chambers and showers are set up in the rear of the combat zone, where the need for delousing and warm baths is the greatest and where the troop concentration is extremely dense. In a brief span of time, weary troops just removed

from the dust, mud and rain of the front lines, are screened for infection, cleansed, rested, refreshed and their persons and clothing disinfected. No other type of unit contributes more to the physical well-being and morale of the men. One unit took over the facilities of Germany's largest coal mine and operated a 200-head shower for 4,000 men per day. A fumigation and bath company operating with the Fifth Army in Italy gave 1,081,115 showers in a 194-day period. In the European Theater of Operations, typhus cases reached an all-time low—for example, not a single case was reported in the Fifth Army up to 19 August 1944—and no small share of the credit for this remarkable record goes to the men who organized and operated the fumigation and bath companies.

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History of Laundry Operations

SFC Juan E. Rodriguez

Laundry operations are among the youngest activities of the Quartermaster Corps, charged with responsibilities for the soldier's basic needs. Before 1901, enlisted personnel, in effect, met their laundry requirements as best they could. The earliest Army regulation about laundry covered only the number of laundries for each company or detachment and the general price and account controls.

In 1882, laundry personnel were authorized to provide laundry service to recruits on credit. In 1895, published Army regulations said post exchanges would operate laundries, generally located in old buildings that the Army could not use for any other purpose. This location illustrated the Army's priority for laundry facilities. Later, the Army started developing mobile laundry equipment to better serve the fighting forces.

In 1928, the steam- and gasoline-driven tractor and trailer mobile laundry units were introduced and maintained by the Quartermaster Corps Motor Transportation Division. This design of six trailers to make up one laundry unit lasted until 1941 when the single trailer laundry unit was developed. The 1940s equipment was mounted on one semitrailer, instead of the six trailers that housed the previous design. By Autumn 1941, the Army had purchased 37 of these units. Before the bombing of Pearl Harbor, the Army had addressed the prospect of laundering in the theater of operations and decided upon many more laundry units to fulfill this concept. The Army initially ordered 993 more mobile laundries, quickly increased the number to 1,034 and eventually settled at 1,331 units.

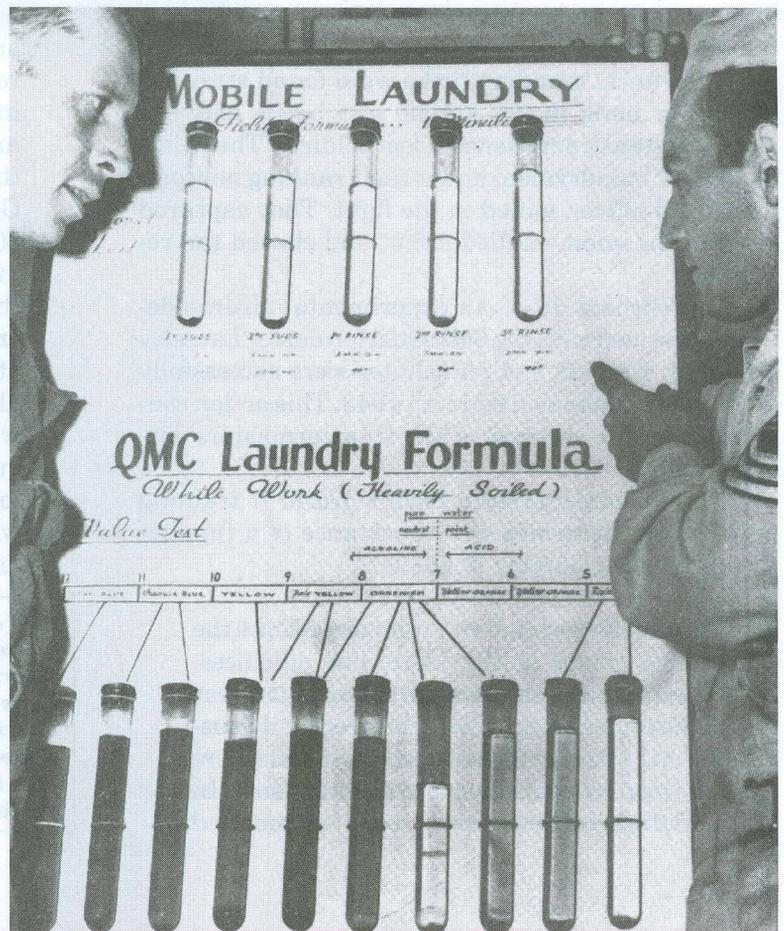
In May 1942, the Army authorized 28 laundry companies, with each company assigned 16 single

trailer laundry units. The responsibility for laundry companies remained with the Motor Transportation Division until July 1942, when it was transferred to the Ordnance Department of the Quartermaster Corps. By October 1942, several hundred mobile laundry units had been delivered to mobile laundry companies. The laundry branch, once established, was instrumental in producing and distributing mobile laundry units. The laundry branch arranged allocation for carbon steel to be used in production and also stored the undistributed and reserve laundry units.

Early in 1941, training activities for laundry operators began at Camp Lee, VA. Training continues today at what is now Fort Lee, VA.

In 1943, tests by the Quartermaster Board at Camp Lee showed that the semi-trailer-mounted mobile laundry units were too heavy, could not maneuver well and could not operate in all theaters. The Army decided on the need for a more portable, mobile unit. Studies led to the "portable by air" mobile laundry units. A unit consisted of two skids measuring 62 inches long by 52 inches wide. One 1,500-pound skid carried a washer, extractor, hot water boiler, motor and pumps. The other skid weighed 1,055 pounds and housed the dryer, air-heating unit and generator. This unit on two skids could wash and dry 40 pounds of clothes per hour and service 600 soldiers per week. This "airborne" laundry was flown to soldiers in otherwise inaccessible places. During the same time, a newer trailer-mounted unit was developed.

This newer unit consisted of two trailers with the same equipment as the skids of the "airborne" laundry unit. Each trailer measured six feet wide by nine feet long. The two-trailer unit had the laundry capacity of 120 pounds per hour. This laundry unit also could be transported by air with the wheels removed. On May 31, 1945, the Army listed 1,004 two-trailer mobile laundries and 882 of the "airborne" type. These two types of laundry units were the principal support until production of the M-532 single-trailer laundry unit in 1967. These M-532 units improved the field laundry situation, but mechanical problems reduced the output of the machines. The M-85 laundry unit was introduced in 1985. Since



Most students in the Laundry School at the Quartermaster Replacement Training Center, Camp Lee, Virginia, had owned or operated laundries before military service in World War II.

then, two other versions of the M-85 machine have been built. The M85-200 is the latest version. The M85-200 laundry unit has a system for reusing water that can reduce water consumption by as much as 40 percent. At present, the Army is developing a new laundry unit that will not only use less water but also dryclean the clothes. This laundry and drycleaning system will reduce manpower requirements and also will increase production.

SFC Juan E. Rodriguez is a Senior Instructor in the Aerial Delivery and Field Services Department, US Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of the Laundry and Shower Course, Fabric Repair Course, and the Advanced Noncommissioned Officer Course at Fort Lee. Since assignment to Fort Lee, he also has served as an Operations Sergeant in the former Airborne and Field Services Department.

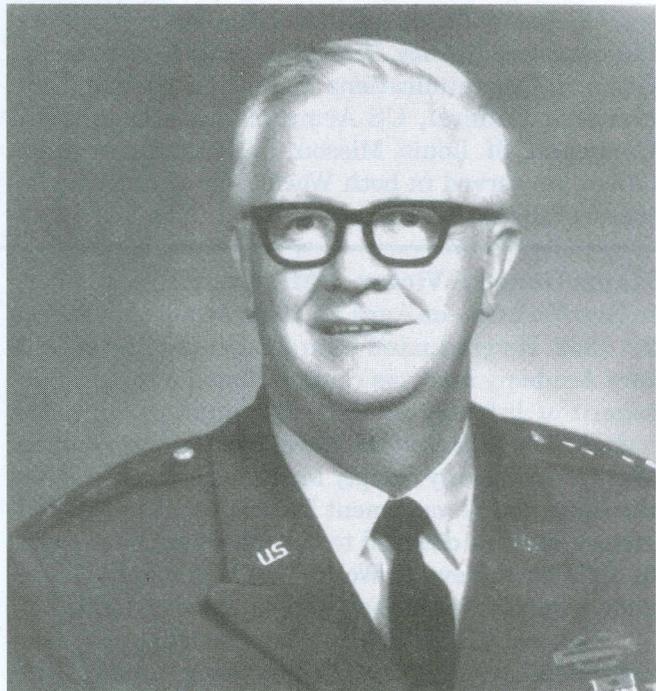
Regimental Hall of Fame

The induction of four former Quartermaster Generals into the Regimental Hall of Fame in 1996 brought the total to 49 members. LTG John A. Kjellstrom, MG Charles C. Case (Deceased), MG Victor J. MacLaughlin (Deceased), and BG Georges F. Doriot (Deceased) were inducted 25 Oct 96 at the Home of the Quartermaster Corps, Fort Lee, VA.

In 1997, the Hall of Fame ceremony will take place during a General Officer Conference and a week of Quartermaster Regiment activities at Fort Lee in June. The Quartermaster Corps will also induct Distinguished Members of the Regiment and Distinguished Units of the Regiment for 1997 during that week. The Hall of Fame recognizes retired military personnel and civilians who have made lasting, significant contributions to the Quartermaster Corps.

Lieutenant General John A. Kjellstrom was born in Rockford, Illinois, on February 28, 1923. He graduated from the University of Maryland with a bachelor of science degree in military science and later earned a master of science degree in international affairs from George Washington University. His military education includes the Army War College, Command and Staff Course at the Navy War College, Comptroller Course of the Air University, and the Quartermaster Officer Advanced Course.

His last assignment before retirement in 1977 was as Comptroller of the Army. Before that, he had served as Assistant Director, then Director of the Army Budget, and Executive Officer for the Comptroller of the Army. He was notably the first Quartermaster officer to have served in any of these key positions. He spent a total of 22 of his 34 years of active duty service in the financial management field. At the beginning of his career, General Kjellstrom served as a platoon leader with the 76th Infantry Division in World War II and as company level staff officer with the Logistical Command in Japan during the Korean conflict, before transferring permanently to the Quartermaster Corps in 1952. He was a member of the Logistics Team assigned to Project 80 during the major Army Reorganization of 1960-61, and was 1st Division Quartermaster (later commander of the 1st Supply and Transportation Battalion) at Fort Riley, Kansas. He also commanded the 14th Inventory Control Center in Saigon (later moved to Long Bien) during the Vietnam war.



LTG John A. Kjellstrom

General Kjellstrom's many awards and decorations include the Distinguished Service Medal, Legion of Merit with Oak Leaf Cluster, Defense Commendation Medal, Bronze Star Medal with Oak Leaf Cluster, Army Commendation Medal with Oak Leaf Cluster, the Combat Infantry Badge, and the Army General Staff Badge.

Major General Charles C. Case was born in Raquette Lake, New York, on March 20, 1914, and died on January 25, 1996. He graduated from West Virginia University with a bachelor of arts degree in public speaking, and was commissioned in the US Army in 1936. He is a graduate of the Command and General Staff College and the Army War College; and completed postgraduate studies at American University (master of arts degree in economics), Harvard Business School (Advanced Management Course), and George Washington University (international relations).

During more than three decades of active duty service, General Case held logistics positions for some 25 years and was a recognized expert on all phases of supply operations. His last assignment before retirement was Commander, Defense Fuel Supply Center, Alexandria, Virginia. Earlier assignments included Division Quartermaster (later Chief of Staff), 3d Infantry Division; Staff Directory, Single Manager Division, Office of the Secretary of Defense; first Commander of the Defense Logistics Services Center, Battle Creek, Michigan; Quartermaster of the US Army, Europe; Chief, US Army Supply and Maintenance Agency, Europe; Deputy Commanding General, Communications Zone, Europe; and Commanding General, US Army Mobility Equipment Command, St. Louis, Missouri. As a company grade officer, he served in both World War II and the Korean conflict.



MG Charles C. Case

His many decorations include the Distinguished Service Medal; Legion of Merit with four Oak Leaf Clusters; Bronze Star Medal; Army Commendation Medal; Medal of Orleans, France; and the Mobility Equipment Research and Development Leadership Award.

Major General Victor J. MacLaughlin was born in New York City on April 11, 1910, and died on March 20, 1989. He graduated from the United States Military Academy and was commissioned a second lieutenant of Infantry in 1931. His military education includes attendance at the Naval War College, National War College, Army Supply Management Course, and the Advanced Management Program at Harvard University. He was detailed to the Quartermaster Corps in 1939 on the eve of World War II and was permanently transferred to the Corps at the war's end.

General MacLaughlin's last assignment before retirement was as the Commanding General, US Army Quartermaster Center and Fort Lee and Commandant of the Quartermaster School. He was also President of the Quartermaster Foundation for nearly a decade. Earlier assignments include Assistant Director of Plans, Programs and Systems, Headquarters, Defense Supply Agency; Executive Director of the Military General Supply Agency on its establishment and continued as Commander of the organization when it became the Defense General Supply Center. He has also served as Assistant Quartermas-



MG Victor J. MacLaughlin

ter General in the Office of the Quartermaster General in Washington, DC, and as Commanding General of the Schenectady, New York, General Depot. During World War II, General MacLaughlin was awarded the Legion of Merit for his key role in preparing Quartermaster plans for the amphibious invasion of Italy by the Fifth US Army.

General MacLaughlin's many awards include the Distinguished Service Medal, Legion of Merit and Bronze Star Medal. He also received numerous foreign decorations including the Order of the British Empire, Gold Cross of Merit with Swords of Poland, Czechoslovakia Military Cross, Commander of the Order of the Crown of Italy, and the Italian Cross of Valor.

Brigadier General Georges F. Doriot was born on September 24, 1899 in Paris, France and died June 2, 1987. He served as an artillery officer with the French Army in World War I, then graduated from the University of Paris in 1920. He came to this country in 1921 and attended the Harvard Business School. In 1926 he became an Assistant Dean and Associate Professor of Industrial Management at Harvard.

In 1940, the same year he became a naturalized citizen, General Doriot was instrumental in creating the Army Industrial College for the US War Department. In 1941, with the backing of a former student, The Quartermaster General, Major General Edmund B. Gregory, he was given a direct appointment to Lieutenant Colonel. He immediately went to work as Chief of the Military Planning Division, Office of the Quartermaster General. Under his direction, many of the country's best academic researchers, scientists, technologists, and industrial planners were brought together to support the war effort. The Military Planning Division's unprecedented accomplishments under General Doriot included the development of all new uniforms and equipment for use in every kind of climate and geographic region around the world; a whole family of new field rations (for example, B-, C-, D-, and K-Rations, 5-in-1s, 10-in-1s, Assault and Accessory Packs) along with stoves, food containers, openers, and cook tents for various climates. These planners also pioneered in the development of new plastic items, water-resistant and flameproof fabrics, and many synthetic goods for use in place of precious natural resources.



BG Georges F. Doriot

In 1946, General Doriot, while still at the Office of the Quartermaster General, was instrumental in drafting a blueprint for "The Institute of Man," a plan to continue the high level of industrial and technological research on behalf of soldiers in the postwar era. This plan came to fruition with the opening of Natick Army Research, Development and Engineering Laboratories in 1954 and continues today as the US Army Soldier Systems Command, Natick, Massachusetts.



This Force XXI symbol appears in the *Quartermaster Professional Bulletin* to identify information that shows how combat service support soldiers are transforming America's Army to meet the challenges of the 21st Century. America's Army is a seamless team of active duty, Army National Guard and US Army Reserve soldiers, civilians and their families. Currently, the Army is redesigning its fighting forces and reengineering its sustaining base. In the Army's tradition of selfless service to our nation, the Quartermaster Corps is refining doctrine and leveraging information technologies to make the Army of the 21st Century a reality today.

The time has come for HAZCOM in the dining facility.

CPT Steven M. Bell

A supervisor assigned three cooks to clean kitchen equipment. The cooks were neither supervised nor briefed about any hazardous conditions they would face. The soldiers were using three or four different cleaning products and accidentally mixed some together. Two cooks became sick from the fumes generated by mixing the cleaning products. The third cook received chemical burns of both eyes. All had to be hospitalized. The supervisor had not trained these injured soldiers about the use of hazardous chemicals and had not provided them protective equipment to wear while working.

Leaders often overlook dining facilities when training personnel to use hazardous chemicals that are components of industrial-based cleaning products. Many of these chemicals can cause injuries or even death. For example, simply using an industrial-based cleaner on a surface in contact with food could leave significant residue that could contaminate food.

Hazardous communication (HAZCOM) has become a buzzword in places such as motor pools and medical facilities, but should be applied to all work areas where hazardous chemicals are stored or used, including dining facilities. What is a hazardous chemical, and where is a HAZCOM program needed? In brief, it is a chemical that can cause harm because of its corrosivity, reactivity, flammability or other characteristics. To prevent human injury, soldiers must recognize that such chemicals can be irritants or lead to potential health injuries through skin contact and absorption, inhalation, or ingestion. The eyes, nose, mouth and lungs are highly susceptible.

The Occupational Safety and Health Act and Army regulations require the HAZCOM program to prevent such injuries. For dining facilities, AR 30-1 (The Army Food Program) and TB MED 530 (Occupational and Environmental Health—Food Service Sanitation) are being rewritten for publication in FY97, and both will require a HAZCOM program.

Simply stated, a HAZCOM program begins with an inventory of potentially hazardous chemicals; proper storage and labeling of both the containers and storage facility; training on proper use, storage and disposition of the products; first aid procedures; and clean-up procedures. A HAZCOM program requires Material Safety Data Sheets (MSDS) for inventoried chemicals. The manufacturer provides these sheets. If you have difficulty obtaining the MSDS from the supplier, contact the post safety office or the manufacturer directly. The fire department and occupational health clinic may also assist.

So what value is the MSDS? These sheets describe warnings and recommendations in greater detail than normally printed on the label of the container. As MSDS are collected, this data become a source of information for training and review. When establishing a HAZCOM program, make the MSDS file available to anyone who may be exposed to the chemicals. This goes beyond the actual user and includes other exposed personnel, such as anyone who may inhale the fumes. The MSDS also give recommendations for personal protective equipment (PPE) that should be worn when properly using the chemicals. For a HAZCOM program, assess the need for the chemical, obtain the MSDS, procure any necessary PPE, train personnel on proper use, and store properly.

Several soldiers were assigned to a dining facility. A supervisor directed them to help clean the facility. None of the soldiers had HAZCOM training, and they were not supervised. One received chemical burns to both arms and a second soldier had to be rushed to the hospital because of chemical burns to the eyes.

Lack of supervision and failure to train personnel are the main reasons for most hazardous chemical accidents in Army dining facilities. Without supervision and guidance, personnel will continue to injure themselves while running the risk of hurting others they are trying to support. Proper supervision and training at all levels provide the simple prevention for these accidents.

CPT Steven M. Bell, Medical Service Corps, is the Environmental Science Officer for the Army Center of Excellence, Subsistence, US Army Quartermaster Center and School at Fort Lee, Virginia.



PROFESSIONAL READINGS

The Professional Readings section of the Quartermaster Professional Bulletin encourages the professional development of all Quartermasters. Titles are selected from the Quartermaster School Professional Reading List and the current Department of the Army Contemporary Military Reading List, as well as other notable sources. Short reviews from the field are always welcome. **The following book reviews are excerpts from reports by recent graduates of the Quartermaster Officer Basic Course at Fort Lee, VA.**

From OSS to Green Berets: The Birth of Special Forces

Aaron Bank, Presidio Press: Novato, California, 1986.

COL (Retired) Aaron Banks is considered the father of the Green Berets. The author's thesis is that developing the 10th Special Forces Group, more commonly known as the Green Berets, stemmed from his involvement with the French resistance in the Office of Strategic Service (OSS) during World War II and from the US Army's realization of the need for the Green Berets to conduct unconventional warfare. He talks about his actual participation in unconventional warfare in France where his team of three was responsible for the recruitment, training and leadership of French guerrillas against German forces. Priority was given to conducting ambushes and disrupting the German road and rail system to harass the traffic flow of troops and supplies. After beginning in the OSS as a lieutenant in the US Army, the author later went to China and met with Ho Chi Minh himself. In 1946, the OSS was deactivated, and the author was assigned to the Counter Intelligence Corps. In 1951, he was reassigned to the Army Psychological Warfare staff, where he worked with COL Russell Volckman, his teammate for plans that became the Army's Special Forces organization in 1952.

The author was an influential part of forming the Special Forces. His experience in the OSS gave him the ability to set up the organization. The success of OSS teams during World War II showed how unconventional warfare was an asset to the allies. His book also demonstrates how unconventional warfare began in the US Army. — *LT Cristiano Teixeira*

Bataan and Beyond: Memories of an American POW

John S. Coleman, Jr., Texas A&M University Press: College Station, Texas, 1978.

The author served in the Infantry and the Air Corps in World War II. He was an Air Force captain assigned to the Philippines to train Air Corps regiments for Infantry combat. He and his soldiers, along with thousands of other American and Filipino soldiers, were captured by the Japanese in April 1942 while defending Bataan in the Philippines. In September 1945, the remaining prisoners were released from Roku Roshi prison camp. During the infamous "death march" and his imprisonment, Coleman kept a shorthand diary that detailed the ground combat on Bataan, the horrors of the march, and the conditions he endured as a prisoner of war (POW) for 3 1/2 years. The author's eyewitness account adds to the record of this very grim period of World War II.

The author believes that the lack of standards in the preparation and execution of defensive operations in the Philippines during World War II led to the unnecessary imprisonment of US and Filipino forces. His purpose is to show how important it is to maintain standards in the US military forces' defenses in order to avoid subjecting soldiers to the humiliation and deprivation of the POW experiences. His book details the inhumane conditions for the POWs, leaving no atrocities to the imagination. The US troops in the Philippines were not adequately supported and were left to become POWs when they could not hold out against the Japanese forces. By highlighting these facts, Coleman asserts the importance of proper logistics and strategic planning to the success of any military operation. It is imperative that we as leaders never fail to take into account the consequences of our actions or to prepare properly for any operation. Also, this book shows how far our US forces have progressed in the 50 years since World War II. For example, preparation for *Operation Desert Shield/Storm* and for operations other than war indicate vast improvements in our logistics systems since the author's descriptions of World War II operations. — *LT Maria V. Rosel*



An Army Logistics Presidential Management Intern: One Year Later

Steve Kilpatrick

The Army recruiting ad summoned my attention during a television commercial break of a major sporting event. It was late Summer 1995, and I had recently accepted a position with the Department of the Army as a logistics management specialist. As I watched the camouflaged splendor unroll before me, I wondered aloud how the Army would differ from past experiences.

"There are good points and bad points to every fork in the road of life," my father allowed, coupled with the proverbial, "Let me have some more of those chips."

Army Chose Him, He Chose Army

As a new Presidential Management Intern (PMI), I had interviewed with several federal agencies of interest. In the end, the Army and I had chosen each other. President Jimmy Carter established the PMI Program in 1977 to attract students with master's or doctorate degrees to careers in federal service. Since its inception, virtually all federal agencies have participated in the PMI Program, often on and off in spurts of several years. The Army's logistics PMI Program consists of both supply and maintenance interns. PMIs serve a two-year internship that finishes with promotion to GS12 upon graduation.

During a two-year internship, an Army logistics PMI completes a wide variety of on-the-job training opportunities, from classroom to staff to unit level. Army logistics PMIs are based at Headquarters, Department of the Army, Washington, DC, but spend the bulk of their time training off-site.

This brings me to where I am now: completion of year one. This is my story.

First Order of Business

Upon arrival at the Pentagon in October 1995, the first order of business was preparing an Individual Development Plan (IDP) that detailed the training I was to receive and when. Each intern is responsible for the development and maintenance of an IDP. Also, each plan is as different as each

PMI's interests, and each IDP has a "theme." For example, my theme is the management and distribution of major items. A colleague's theme is velocity management.

I completed the Action Officer's Force Integration Course at Fort Belvoir, VA, during my third week as a PMI. The next week was consumed by the Retail Supply Operations Course, on-site at the US Army Missile Command (MICOM), Huntsville, AL. Seven weeks at Fort Campbell, KY, followed. Based at Fort Campbell's Directorate of Logistics, a fellow PMI and myself experienced unit and installation logistics firsthand. Together, we visited divisional and nondivisional units, crawled over all types of trucks and heavy equipment, and even fired a howitzer during a night live-fire exercise. We also gained a special appreciation and interest in mobilization requirements and planning.

After a short holiday break, I tackled the Logistics Management Development Course (LMDC) at the Army Logistics Management College (ALMC), Fort Lee, VA. In the LMDC, I received a well-organized overview of the "umbrella" we refer to as logistics. That February, I worked for two weeks at my "home base," the Deputy Chief of Staff for Logistics (DCSLOG), Supply and Materiel Readiness Division (DALO-SMR), at the Pentagon and attended my PMI class orientation. At DALO-SMR, I participated in the coordination and consolidation of material for the supply and maintenance portion of the Division Commander's Conference.

Travel and Hands-On Training

Then I spent three weeks at the US Army Logistics Support Activity (LOGSA) and the MICOM, collocated in Huntsville. I received a very comprehensive "hands-on" orientation to the missions and functional areas of these organizations. During the last week of my temporary duty assignment in Alabama, I accompanied a transition team to Chambersburg, PA, where I gained an appreciation for issues involved when an organization and its personnel are physically relocated.

In late April and early May, I attended ALMC's Defense Distribution Management Course (DDMC), conducted on-site at the Armaments and Chemical Acquisition and Logistics Agency (ACALA) at Rock Island, IL. In the DDMC, I especially enjoyed a three-day simulation of the day-to-day activities of managing the workload of a distribution depot. During my visit to the ACALA, I also toured the impressive manufacturing facilities located there and attended "Depot Day," a facility open house complete with demonstrations and a parade of tactical vehicles.

The next month was spent at DALO-SMR working on a variety of projects ranging from editing joint publications, laying out and rearranging SMR's physical workspace, and preparing a directorate display case. I then attended the Defense Acquisition University's (DAU) Fundamentals of Systems Acquisition Management Course where I received an overview of the acquisitions life cycle. Still thirsting for even more knowledge, I spent July in the Defense Inventory Management Course at ALMC, Fort Lee.

Annual Duty in the Navy Reserve

During August, I split my time between DALO-SMR and performing my Navy Reserve annual training at the Joint Defense Total Asset Visibility Office in Alexandria, VA. At the beginning of September, I began a six-week rotation at the DCSLOG Supply and Maintenance Directorate as assistant executive officer (AXO). As AXO, I tracked tasking documents, routed distribution, attended staff meetings and performed a myriad of other administrative tasks.

In mid-October, during a week-long hiatus from AXO duties, I attended my PMI class midterm review, where the excellent training centered on conflict management, communication skills and the

federal personnel system. Then I went to DAU's Acquisition Logistics Fundamental Course at Wright-Patterson Air Force Base, OH.

This course led to where I am now: the Army Logistics Proponency (LOGPRO) Office at Fort Lee. Here, over the next two to four months, I hope to gain insight into the recruitment, management and development of a professional logistics work force.

Whew, what a busy first year! As an Army logistics PMI, I have formed three overarching observations about my experiences. First, I feel that the Army is replete with opportunity, especially for those who are geographically mobile, maintain a program of continuous self-development and are willing to take on challenging assignments. Second, developing good "people skills" is a wise investment that typically pays considerable dividends, and often early in an assignment when needed the most. Third, the cultivation of interests and friendships outside the arena of work is very important in maintaining a balanced perspective and healthy lifestyle.

Pop was right. There are good and bad points to virtually every fork in the road of life. Overall, the first year of my Army logistics PMI experience has proven very positive and professionally rewarding. By the way, would you please pass me those chips?

Steve Kilpatrick is a Presidential Management Intern, Headquarters, Department of the Army, Deputy Chief of Staff for Logistics, Supply and Materiel Readiness Division, Washington, DC. He has a master's degree in public administration and a master's degree in business administration, both from the University of West Florida in Pensacola. A former US Navy Supply Corps Officer, he is now in the Navy Reserve.

New Office for Civilian Logisticians

The Functional Chief Representatives for Career Program-13 (Supply) and Career Program-17 (Maintenance) sponsor many annual opportunities for careerists, as outlined in the *Catalog of Civilian Training, Education and Professional Development Opportunities*. The Office of the Deputy Chief of Staff for Logistics (DCSLOG) has established a new office with the goal of better managing civilian logisticians. This office at Fort Lee, VA, called the Logistics Proponency Office (LogPro), will ensure the availability of well-trained and experienced employees equipped with the right skills to support the Force XXI Army. Write to LOGPRO, SUITE 216, 700 QUARTERS ROAD, FORT LEE VA 23801-1703 or telephone LogPro at DSN 539-0657/8 or (804) 765-0657/8.



TOTAL FORCE

Toward A Working USAR Supply STAMIS

LTC Thet-Shay Nyunt

Editor's Note: Information on logistics STAMIS is available on the Internet Home Page for the US Army Combined Arms Support Command (<http://www.cascom.army.mil>). Click on the Automation button that is linked to the Informations Systems Directorate.

Today's leaders face novel challenges while walking a tightrope and balancing limited resources with readiness. Today's environment requires us to continually wrestle with change. In the logistics arena, the Army must do more with less, exploit emerging technologies and revise the way we do business. In examining our business processes, a critical element is how we use automation to offset personnel limitations. The US Army Reserve (USAR) in the post Cold War environment must examine sustainment goals as the USAR fields and employs the logistics Standard Army Management Information System (STAMIS). This article will examine a possible USAR supply STAMIS architecture.

Unique USAR Supply Requirements

The USAR supply sustainment requirements are unique. Active Component and Army National Guard (ARNG) soldiers are supported by assigned modification table of organization and equipment/tables of distribution and allowances (MTOE/TDA) unit/installation organizations. With its wide geographic dispersion, the USAR is often a mail-order customer of installations rather than a walk-in. The turbulence of base closures and realignment has thrust the USAR into the position of shopping for the best support, weighing limited resources against readiness and timeliness.

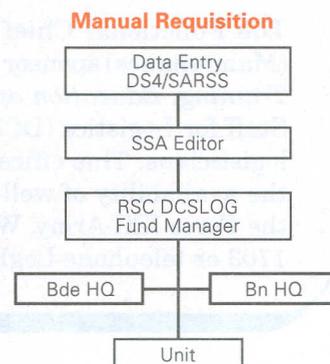
To cope with these changes, the United States Army Reserve Command (USARC) has restructured into 10 Regional Support Commands (RSCs). This restructure has satisfied many requirements, but the equation for supply support is not complete. While the restructure has successfully shifted many base support operations formerly associated with Department of Defense installations to RSCs, a requirement still exists to automate USAR supply processes and procedures.

Today, as the USARC and logistics system's project managers field STAMIS, we have an opportunity to lay out a structure to meet USAR supply support requirements. Can we develop a system to fill supply requisitions, give soldiers go-to-war skills and exercise cost-avoidance measures to really reap the benefits of automation?

This proposal commits the USAR to a path of logistics modernization through STAMIS employment and also propels the USAR into the realm of paperless requisitions and real-time logistics information systems. The use of STAMIS is not seeking to break new ground, but rather attempting to jump on a fast-moving train. Incidentally, if the USAR misses this train, we may never catch another like it. In this era of diminishing resources, the USAR must automate its logistics and maximize that technology to fulfill its many missions. The USAR must establish a sustainment base that directly interfaces with the wholesale system. This direct interface cuts out the middlemen, thereby demonstrating cost savings. STAMIS is here. What are we going to do with it?

Current Practices

The USAR today is supported by Classes I (rations), II (general supplies), III (petroleum, oils and lubricants), IV (construction and barrier material), VII (major end items) and IX (repair parts) by IMPAC card, purchase order or by requisition to an installation supply support activity (SSA). Using IMPAC and purchase orders to meet supply requirements is essentially a contracting function and will not be



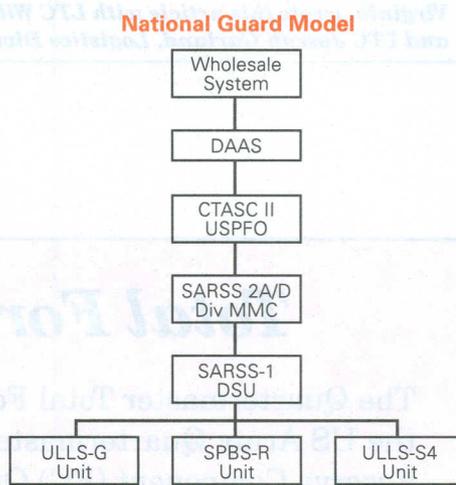
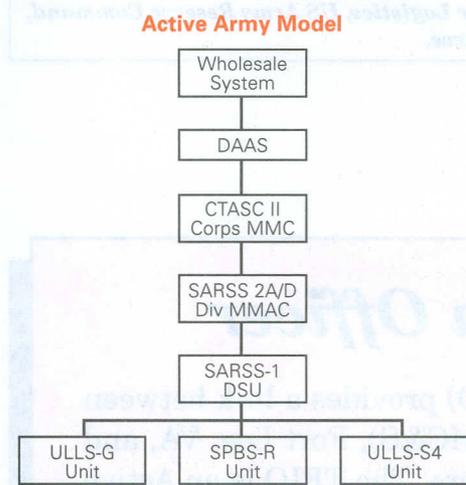
addressed here. This article will focus on the USAR requisition supply system. Although nearly half of USAR units have Standard Property Book System-Redesign (SPBS-R), very few use the system to request supplies electronically because no USAR infrastructure exists to support this process. Even if they have SPBS-R, many units must still fill out paper requisitions or transfer disks to installations for processing. The USAR requisition is also unique because documents must pass through RSCs for funding, if not through intermediate headquarters for approval. Each step in the process, naturally, delays orders to the SSA. The fewest number of hands that touch a manual requisition before it becomes electronic is four. The requisition processing time could be anywhere from a week to a month, all depending upon who processes it. Is there a better way?

A Modest Proposal

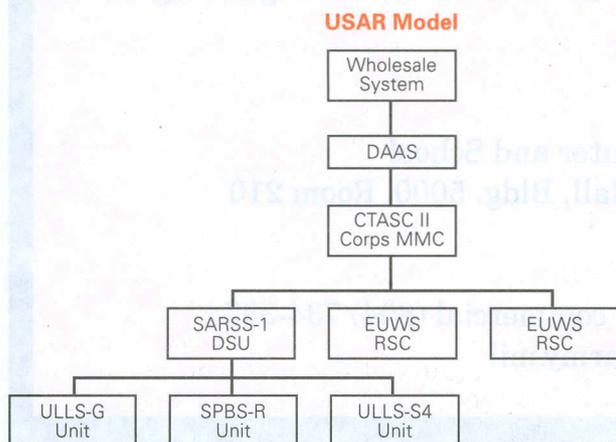
Logistics STAMIS are finally inbound to the USAR as a whole. The questions of when and how many systems are a matter of record. The USARC projects that logistics STAMIS will be fielded to all RSCs by the end of FY98 at a cost of about \$20.3 million. The fielding of these systems in themselves, however, does not constitute an architecture. What is the interaction of these systems with the supply system? What are the entry points? What are the interfaces? With systems being fielded, the question of how to use these systems to

their full potential remains. STAMIS employment at unit level is prescribed by basic hardware and software configurations, but an explanation of system architecture and data flow in peacetime follows.

The employment of STAMIS to move requisitions from unit to SSA, to materiel management center (MMC), to the wholesale system has been a reality for most Active Component units since the mid-1980s. The requisition becomes electronic in the supply room.



STAMIS employment for the USAR, however, cannot directly copy either the Active Component's or the ARNG's United States Property and Fiscal Officer models. The USAR support configuration must be unique to the USAR to meet wide geographic dispersion and unique organizational requirements, but provide identical services common to the whole Army. The Unit Level Logistics System-S4 (ULLS-S4) and ULLS-G will enable units to generate electronic requisitions to and receive status from SSAs. The SSAs process electronic requisitions via modem on Standard Army Retail Supply System-1 (SARSS-1) computers. The SSAs will fill requisitions from their stocks, if that mission is assigned "manage by exception" (Hands-on-Training (HOT) mission) or the SSAs will pass requisitions to their MMCs.



Where will these SSAs come from? Fortunately, the USAR has enough SSAs under USAR command and their geographic dispersion provides coast-to-coast coverage. The MMCs provide a management function of cross-leveling stocks at assigned SSA, thereby shifting stocks as required. The MMCs operate the Corps/Theater ADP Service Center II (CTASC II) computers at corps and above. The USAR is assigned three MMCs: two at corps level and one at the theater army area level. These MMCs coincidentally are dispersed on the West Coast, Midwest and Eastern Seaboard. A question remains: how do RSCs manage funds to support their units under this architecture? The solution must include some method to give RSCs an interface to edit requisitions, without slowing down the pro-

cess. The solution here is to provide RSCs with end-user workstations (EUWSs) directly linked to CTASC II at the MMCs. The EUWSs directly give the RSC visibility of unit requisitions and allows commands to build parameters within the CTASC II to allow the RSC to manage funds. The STAMIS architecture described is technically workable and operates today in many Active Component and ARNG units.

The STAMIS employment, however, is only one component for a supply sustainment system unique to the USAR. The issues of stockage policy, turn-in, selection of units, training, funding, manpower and cultural change must be resolved before turning on the switch.

The USAR is coming into the Information Age. Program Manager Integrated Logistics Systems, Office of Chief, Army Reserve, and the USARC are fielding systems even as you read. The USAR **will** be automated. The question of HOW we implement these technologies to the best advantage of the US Army and the US taxpayer is the only question remaining and worth debating. Our hope is that this STAMIS model gets the USAR logistics community talking about the future of USAR supply sustainment and all the implications it carries.

LTC Thet-Shay Nyunt of the Information Systems Directorate, US Army Combined Arms Support Command, Fort Lee, Virginia, wrote this article with LTC William Simmons, Deputy Chief of Staff for Logistics, US Army Reserve Command, and LTC Joseph Garland, Logistics Division, Office of the Chief, US Army Reserve.

Total Force Integration Officer

The Quartermaster Total Force Integration Officer (TFIO) provides a link between the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, and Reserve Component (RC) Quartermaster units and soldiers. The TFIO is an Active Guard-Reserve soldier whose mission is to support the integration of the US Army Reserve and Army National Guard as vital components of the Quartermaster Corps and the Total Army. Working in coordination with each directorate, the TFIO provides the RC perspective on issues that cross the spectrum of the USAQMC&S mission. The TFIO also provides the field with a channel of communication to address questions and concerns of interest to RC Quartermasters. RC Quartermasters are encouraged to contact the TFIO on any matter of interest regarding the Quartermaster Corps and the Total Army.

TFIO: LTC Robert W. Vaughan
US Army Quartermaster Center and School
ATTN: ATSM-DOI, Mifflin Hall, Bldg. 5000, Room 210
1201 22d Street
Fort Lee, VA 23801-1601
Telephone: DSN 687-3574 or commercial (804) 734-3574
E-mail: vaughanr@lee-dns1.army.mil



Professional Development

As the Army continues to draw down, we at the Quartermaster Branch, US Army Total Personnel Command (PERSCOM), would like to update Quartermasters about some new changes, developments and trends in the assignment and professional development areas.

Officer Branch Chief Notes

LTC James Lewis Kennon, Quartermaster Officer Branch Chief

As we come to the end of the current Officer Evaluation Report (OER) system and prepare for the next system, the word mentorship takes on a renewed meaning. Army leadership is based on mentorship and professional development. Senior raters must fulfill that mentorship role to ensure the development and upward progression of junior officers. Senior leaders need to know how to be mentors.

As the Quartermaster Branch Chief, I routinely see decisions made by officers in the field that are very shortsighted. Such officers often take action without chain of command advice, and senior raters often permit officers to do what they want with little guidance.

In today's Army, a successful career means promotion to lieutenant colonel. The mentor should focus the officer on a career plan that outlines all the rocks, potholes and breaks on the road to success. The effective mentor should also discourage officers from career paths that hinder success in the long run.

How does the mentor accomplish this task?

- ✓ Establish lines of communication with the officer. Visit the work area. Make yourself accessible.
- ✓ Establish a formal counseling process on a periodic, normally quarterly, basis that allows you and the officer to talk one-on-one. Do not wait until OER time. That's too late.
- ✓ Conduct monthly professional development sessions with all junior officers to discuss leadership topics, Army values, standards or issues. Teach them how to be an Army officer. Share your experiences with them.

The senior rater has an important job of molding the Army's future. Your lieutenants and captains will be the battalion and brigade commanders of the 21st Century. Have you trained them? Are they ready? The future of our Quartermaster Corps is in your hands. Be a mentor to someone today. (My E-mail address is kennonj@hoffman-emh1.army.mil.)

Promotion Boards

MAJ Robbie Woods, Lieutenant Colonels Assignment Officer

As a veteran of two important board scrubs, the colonels promotion board and lieutenant colonels command board, I will share my newly gained knowledge. (For any lieutenants, captains or majors, take note: you can benefit from reading this as well.) Once again, I am asking you to help me manage your career.

The board scrub process is a time-consuming and detailed event that takes about 10 days. It consists of reviewing Officer Record Briefs (ORBs,) microfiche and photographs of every competing officer. I also account for all awards and track each OER. Now, I know that this is part of my job, but there is no way I can know the details of everyone's career. (I have trouble keeping up with my own.) Also, the more time I spend in the board room, the less time I have to answer your calls, process nominations for future assignments and perform all other administrative functions.

Remember, you are your best career manager. Here are the most common trends in board files (at least in lieutenant colonel files):

- ✓ **ORBs.** Generally correct and up-to-date, with the exception of physical examination data. If you have completed a physical that is not reflected on your ORB, I recommend you take proof of your last physical exam to your supporting personnel service battalion and get this updated.

- ✓ **Photographs.** Approximately 20 percent of the lieutenant colonels have outdated photographs. (Many of these are photographs as majors.) We use your photograph for special assignment nominations as well as for selection board consideration. For all promotable majors, go get a new photo within 90 days of your promotion to lieutenant colonel.
- ✓ **Microfiche.** OERs are generally correct and readable. Awards documentation is also generally current. However, documentation for badges is terrible. The most common missing documents are orders for parachute and parachute rigger badges, and Army Staff Identification Badge certificates.

You can help the board scrub process by regularly updating your records. Use your personnel service battalion. At PERSCOM, we have a field grade technician whose purpose in life is to assist in maintaining your records. Remember, I am here to assist you also. Provide us updates as they occur. Call us (DSN 221-8119 or (703) 325-8119), FAX us (DSN 221-8025 or (703) 325-8025), send me E-mail (woods@hoffman-emh1.army.mil), or write to us at the Quartermaster Branch with your changes. It is much easier to add to a few records gradually, than several hundred at once.

A reminder for all Quartermaster officers: These are your records, and board members determine your career path based only upon your photograph, ORB and microfiche. That's it! You are the one who wants to see your name on the next promotion, school or command list. Thoroughly examine your records and call for advice at any time.

Hot Spots

MAJ Lamont Woody, Majors Assignment Officer

Quartermaster majors and captains (promotable) continue to support missions in over 50 countries. From hot spots in the Middle East, the Balkans, Central America, and the demilitarized zone in Korea, Quartermasters continue to provide first-class logistics support to US and coalition forces. I assure you that your branch is acutely aware of the turbulence and anxiety in today's Army. We are sensitive to your personal needs as we continue to support the Army's requirements into the 21st Century.

FY97 Lieutenant Colonel Board

The next lieutenant colonel promotion board convenes 4 Feb 97. Officers eligible for this board include year group 80 above the zone, year group 81 primary zone and year group 82 below the zone. Eligible officers must review their ORB, photographs, and microfiche. This review is critical. Look over each element of the ORB, and ensure its accuracy against the current photograph and microfiche. Pay close attention to awards, staff badges, OER dates and job titles. Make sure critical dates of security clearances, physicals, photographs and OERs are annotated on the ORB. You must identify and correct these discrepancies before a board member views your file. Work with your local military personnel office and our civilian personnel technicians to correct shortfalls early on. This saves anxiety and mailing costs.

FY96 Lieutenant Colonel Board results indicate that battalion support operations and executive officer time is most critical for promotion. Board members also selected officers with successful brigade/group S3, brigade/group S4, and 04-level command time. A number of officers who were not selected had consistent center of mass reports throughout their careers, while below center of mass lieutenant reports had minimal affect as long as the officer did well as a captain and major. Officers who completed Command and Staff College (CSC), who were branch qualified and who also received top block OERs as captains and majors did extremely well.

CSC Board

The publishing of the FY96 CSC Board results brings about the challenge of slating selectees. Officers selected or revalidated receive automatic consideration for slating. We currently have 91 officers in this category. In each of the last two years, only 46 Quartermaster officers attended a staff college. Slating criteria and priorities include:

- ✓ CONUS with over 24 months time on station.

- ✓ OCONUS with over five-sixths of current tour completed.
- ✓ USMA assignment with 36 months time on station.
- ✓ Below the zone officers with at least one year time on station as of July 1997.

All other officers fall into an alternate slating status. Selection of alternates for attendance is based on the number of years deferred, professional development timeline, current unit of assignment strength, and personal desires. Slateable officers desiring to compete for attendance at sister service staff colleges or schools of other nations should forward a memorandum to the Quartermaster Branch stating logistics background, personal preference and rationale for selection. I highly recommend that officers who want to compete for one of these schools complete Army CSC by correspondence. We should complete slating results in March 1997 and requests for orders will follow. Attendance for the next class is July 1997 through June 1998.

US Army Reserve Versus Regular Army

Each officer has the option to take the Regular Army oath upon promotion to major. A statement notifying the officer to take the oath accompanies every promotion order. Becoming a Regular Army officer is not automatic, it is a privilege. It comes with taking an oath, filling out DA Form 71, and forwarding it through your personnel service battalion to PERSCOM. Overlooking this option may cause hardships later in your career. Officer rationale for not taking the oath has included "I thought it was automatic," "I did not know it was an option," or "I'll make more money in a follow-on federal government job after I get out."

Prior service officers must take a serious look at this option upon promotion to major. The separations branch in PERSCOM loads a mandatory retirement date on the ORB for the US Army Reserve officer. When an officer is one year away from this date, commands are notified and the separation process is initiated. Please take seriously the option of taking the oath to become a Regular Army officer. Call me if you have any questions about this privilege.

Military Education Level (MEL) 4

It is vital that Quartermaster officers complete CSC by correspondence if not selected for the resident course. The last two lieutenant colonel boards selected **zero** Quartermaster officers who did not complete CSC. Given the importance of support operations officer or battalion executive officer duty for lieutenant colonel, an officer's MEL 4 status, as well as manner of performance, weighs heavily when making a troop assignment. Army downsizing and fewer divisions dictate a smaller distribution plan for officers. The direct effect on Quartermaster officers equates to greater competition and fewer opportunities for branch-qualifying positions.

Each year, PERSCOM publishes a distribution plan for resident CSC officers, called the MEL 4 Distribution Plan. Quartermaster Branch assigns the current CSC class to locations based on this plan and will provide an RFO to each student on or about 1 Feb 97. Branch-qualified staff college students generally teach at a staff college, serve as observer/controllers at a combat training center, or serve as staff officers on a joint service, major command or Army staff.

As a result, the MEL 4 Distribution Plan limits my ability to assign nonresident course MEL 4 officers to troop assignments. How do we work the system? One way we assign an officer to troops is by taking a short tour with a sequential assignment to a US Army Forces Command installation. Other methods include taking jobs at troop locations but in non-troop positions, then coordinating with a specific troop commander to move into a branch-qualifying position when one comes open. Possibilities also exist with Reserve Component advisor and Active Component/Reserve Component positions. Bottom line: MEL 4 is a vital prerequisite to key troop assignments.

OCONUS Movements

The fair and equitable overseas movement of officers is determined by the date returned from overseas (DROS) for both a short and long tour. Surprisingly, many Quartermaster officers have not completed a short tour, whereas others have not completed a long tour. Currently, priorities of assignment to locations OCONUS go to officers with a 920101 DROS. However, the number of possible Europe, Hawaii, and Alaska assignments are down 20 percent from the last fiscal year. The more common overseas assignments include Saudi Arabia, Sinai, Kuwait, Honduras and Korea. Occasionally, Quartermaster Branch receives major-level assignments

to the Personnel Exchange Program with duty in Australia, Canada and England. Branch-qualified, MEL 4 officers should call if interested in one of the exchange programs.

Enjoy your current assignment. Take care of your family and your soldiers. I appreciate your patience and consideration as we journey through these exciting times. If there is anything I can do during my watch, send me an E-mail note to woodyl@hoffman-emh1.army.mil.

Jobs After Command

CPT Jodi Horton, Captains Assignment Officer

If you are getting ready to take command or about ready to finish command, have you considered where and in what capacity you may want to serve after command? As a branch-qualified captain, you are a critical asset to the Army, because jobs requiring your expertise exceed our inventory of branch-qualified captains. It is essential, therefore, to **plan ahead**.

As a branch-qualified captain, you have the potential to serve in a variety of assignments. As you have already heard, US Army Recruiting Command (USAREC), Active Component to Reserve Component (AC/RC), and Reserve Officers' Training Corps (ROTC) (the three "Rs") are all congressionally mandated programs, significantly supported by branch-qualified captains. Quartermaster officers play a big role in each of these programs and will continue to do so for the foreseeable future.

Two recent changes will result in even greater numbers of branch-qualified captains serving in one of the three "Rs." First, the Non-Branch Qualified Captains Program will end after FY97. Currently, selected officers graduating from the Combined Logistics Officer Advanced Course serve in either USAREC or ROTC before returning to a modified table of organization and equipment (MTOE) command to seek branch qualification. The elimination of this program will increase the number of branch-qualified captains needed to fill these requirements. Second, branch-qualified captain requirements for AC/RC have increased 64 percent over the past three years, resulting in even more Quartermasters being asked to serve as logistics advisors/trainers with RC units.

Functional area designations also play a big part in assignments/schooling after command. If you have not talked to your functional area assignment officer, be sure to call once you begin command. He will be able to outline schooling and assignments for your participation while serving in your functional area. Some functional areas require significant schooling before actually serving on an assignment, so again, **plan ahead**.

If you think your designated functional area is not where you can best serve the Army, you can request a change by submitting a DA Form 4187 through your chain of command to Quartermaster Branch. Be sure to call both your Quartermaster career manager and functional area assignment officer first, however, so they can tell you what types of schooling and assignments you could expect while serving in your current functional area.

Some officers will serve in commands requiring branch-qualified, senior captains. These assignments may range in locations from Korea, Germany and Japan; the Combined Arms Support Command (CASCOM); Joint Readiness Training Center, National Training Center, or Combat Maneuver Training Centers; Saudi Arabia and Turkey; to the Military District of Washington. Most of these assignments are nominative and may also require special skills, such as a foreign language or specific assignment history. Your assignment officer must know your desires at least 7 to 12 months before completion of command for you to compete for these assignments. Again—**plan ahead**.

Quartermaster Branch also has Advanced Civil Schooling, Training With Industry and internship program opportunities for officers who are highly competitive for the next grade. Of all assignment options available after company command, these opportunities require the greatest amount of lead time and prior planning. Applications for most of these programs require undergraduate transcripts, Graduate Record Exam/Graduate Management Aptitude Test (GRE/GMAT) scores and a current Department of the Army photograph. You can get more information on all of these programs by contacting the future readiness officer at Quartermaster Branch. **Plan ahead.**

Some officers voice concerns about perceptions of one post command assignment choice over another. This assignment normally represents a two- to three-year period before primary zone consideration for major. For those who voice concerns, I offer the following advice: First, seek an assignment where you believe you can best perform. Each person's assignment preferences differs for a variety of personal and professional reasons.

Remember, personal reasons may not always coincide with the best professional choice. Second, if you do not receive your assignment of choice, do your best wherever you are asked to serve.

You must understand that when making post-command assignment choices your manner of performance up to this point plays the most important role in the job you assume. Your past performance is an indicator of how well you will serve in future assignments. Remember, it will be your overall manner of performance, with additional emphasis on company command, that the promotion board primarily considers when determining promotion and schooling selection.

I work with captains who have completed the Combined Logistics Officer Advanced Course. Phone me at DSN 221-8123/8119 or (703) 325-8123/8119 or E-mail to hortonj@hoffman-emh1.army.mil

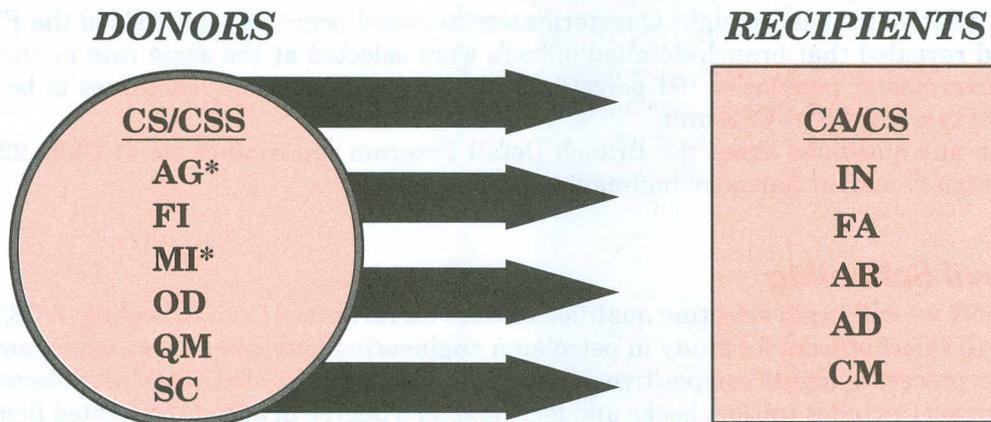
Special Programs

CPT Rick Harney, Future Readiness Officer

Branch Detail Program

Each year the Army selects about 25 percent of basic year group accessions to participate in the Branch Detail Program. The following diagram depicts donor combat service (CS) and combat service support (CSS) and the recipient combat arms (CA) and CS branches.

QUARTERMASTER BRANCH Branch Detail Program



***4-YEAR BRANCH DETAIL;
ALL OTHERS 2 YEARS.**

NON-PLAYERS: Aviation, Engineers, Military Police.

The Branch Detail Program serves a dual purpose. First, donors provide “fillers” to offset junior grade officer shortages within recipient branches. Recipient branches have a greater need for junior grade officers than at the field grade level. Conversely, donor branches have a lesser need for junior grade officers but a higher need at field grade levels.

Secondly, the Branch Detail Program gives selected lieutenants a unique opportunity to gain valuable leadership experience within combat arms units. Upon expiration of branch detail periods, officers transition to donor CS/CSS units to gain technical knowledge and integrate lessons learned from the combat arms arena.

Each year we have about 50 Quartermaster lieutenants selected to participate in the Branch Detail Program. Detailed officers either volunteered or were randomly selected during the accessions process. Though controlled by Quartermaster Branch, each officer attends the recipient branch's basic course and receives an initial assignment within that particular specialty.

The officer usually remains assigned to the recipient branch until the detail expiration date (two years from the date of entry on active duty). We intend to schedule officers for the Supply and Service Management Officer (branch transition) Course at a class date closest to their branch detail expiration date. Unit training cycles, permanent changes of station, transition course availability and chain of command input may, however, shorten or lengthen an officer's branch detail commitment.

We currently have four Quartermaster Branch transition courses scheduled for Fiscal Year 1997:

- ✓ 12 Jan 97 to 21 Feb 97
- ✓ 13 Apr 97 to 21 May 97
- ✓ 13 Jul 97 to 20 Aug 97
- ✓ 28 Sep 97 to 6 Nov 97

Officers should understand that while we coordinate branch transition course slating, we normally do not make assignments to CSS units upon class completion. Also, we cannot schedule additional courses, such as petroleum officer or rigger, unless approved and funded by the officer's unit. Officers should work with their chains of command and installation strength managers to determine follow-on assignments and additional course requirements.

Perhaps the most frequent question I receive from the field concerns the competitiveness of branch-detailed officers relative to their straight Quartermaster-assessed peers. My analysis of the FY96 Captains Promotion Board revealed that branch-detailed officers were selected at the same rate as the general year group 1993 Quartermaster population (91 percent). The bottom line was and continues to be performance, whether assigned to a CA, CS or CSS unit.

Officers with any questions about the Branch Detail Program can contact me at DSN: 221-5645, (703) 325-5645 or through E-mail at harneyr@hoffman-emh1.army.mil.

Advanced Civil Schooling

In August 1997 we will begin selecting qualified officers for Advanced Civil Schooling (ACS) for Academic Year 1998. We will select officers for study in petroleum engineering and food service management.

The selection process is highly competitive due to the limited number of allocations. Selected officers will receive a fully funded (includes tuition, books and fees) master's degree in one of the related fields. Interested officers should have the following qualifications:

- ✓ A highly competitive performance file.
- ✓ Successful completion of company command.
- ✓ Graduation from the Combined Arms and Service Staff School (CAS3).
- ✓ Active Federal Service (AFS) of not more than 17 years.
- ✓ A grade point average of at least 3.0 on a 4.0 grading scale.
- ✓ A score in the top 50 percent on the GRE/GMAT.
- ✓ Stabilization requirements: CONUS—at least 24 months at current duty station; OCONUS Long Tour—at least 35 months overseas; and OCONUS Short Tour—at least 12 months overseas before entering the program.
- ✓ Available for a three-year utilization assignment immediately after ACS.

- ✓ No adverse actions pending.
- ✓ Available to start the program at an accredited university within Academic Year 1998.
- ✓ Height/weight requirements according to AR 600-9.

AR 621-1 (Training of Military Personnel at Civilian Institutions) outlines ACS application procedures. Officers should complete DA Form 1618-R (Application for Detail as Student Officer in a Civilian Institution or Training With Industry) in the back of AR 621-1, and address it to Command, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Requesting officers must ensure their requests include official copies of all college transcripts, current GMAT and/or GRE scores, and chain of command recommendations. Applications should reach us not later than 31 Jul 96.

Army Materiel Command (AMC)/Defense Logistics Agency (DLA) Internship

Each year Quartermaster Branch selects two highly qualified officers to participate in the AMC/DLA Internship Program. Selected officers have the unique opportunity to gain wholesale knowledge through hands-on experience at both agencies.

The AMC/DLA Internship Program consists of two phases. Phase I involves the 12-month internship program. Each officer spends six months at each agency following a structured program of instruction. Phase II is a three-year utilization assignment within AMC or DLA.

Interested officers should have the following qualifications:

- ✓ A highly competitive performance file.
- ✓ Successful completion of company command.
- ✓ Graduation from the CAS3.
- ✓ AFS of not more than 17 years.
- ✓ Stabilization requirements: CONUS—at least 24 months at current duty station; OCONUS Long Tour—at least 35 months overseas; and OCONUS Short Tour—at least 12 months overseas before entering the program.
- ✓ Available for a three-year utilization assignment immediately following completion of internship.
- ✓ No adverse actions pending.
- ✓ Available to start the program not later than August 1997.

Officers selected for the FY97 program will report to AMC or DLA Headquarters not later than August 1997. Interested officers should submit a DA Form 4187 requesting acceptance into the program not later than 31 Mar 97, and address it to Commander, US Total Army Personnel Command, ATTN: TAPC-OPG-Q, 200 Stovall Street, Alexandria, VA 22332-0416. Requests must contain letters of recommendation from the officer's chain of command.

Quartermaster Warrant Officer Basic Course

Members of Warrant Officer Basic Course (WOBC), Class 96-19, Fort Lee, VA

The US Army Quartermaster Center and School (USAQMC&S) is the headquarters of the Quartermaster Corps at historic Fort Lee, VA. For more than 200 years, Fort Lee and the surrounding area have been home to logisticians "Supporting Victory." Revolutionary War soldiers used coach roads and the limited waterways to move vital supplies. During the Civil War, the area was part of the largest logistics effort of the Union Army. Union soldiers cut Confederate supply lines which hastened General Robert E. Lee's surrender at nearby Appomattox. Camp Lee, later Fort Lee, was developing Quartermaster soldiers as early as World War I.

Today, Fort Lee is home to the Quartermaster Warrant Officer Basic Course (QWOBC). This is a dynamic military educational program compressed into nine weeks. The broad-based course covers logistics functions

at all levels of Army organizations with the detail needed for individual warrant officer specialties: 920A (Property Accounting Technician), 920B (Supply Systems Technician), 922A (Food Service Technician), and 921A (Airdrop Systems Technician).

Students assigned to E Company, 244th Quartermaster Battalion, usually live and eat off post. Limited quarters on post require advance reservations with the billeting office. Preparation for attendance should include physical readiness. Physical training is conducted three days a week, including a minimum of a three-mile run. An Army Physical Fitness Test (APFT) is administered in the first two weeks of the course and must be passed to graduate, including the Army's standards for height and weight requirements. As in all military units, testing for drugs may be administered at any time.

The students in each class have a wealth of diverse background experience, including senior warrant officers and former commissioned officers. Students with computer skills and an understanding of automation have an advantage. They are expected to assist their classmates. Automation skills reflect skills expected of today's warrant officer in the rapidly changing automated logistics world. Diverse backgrounds and experience are the basis to develop warrant officer networking and mentoring .

The comprehensive WOBC instruction includes a field visit to the Defense Supply Center in nearby Richmond that familiarizes students with wholesale logistics operations. Flexible weekly scheduling allows changes that focus on including current logistical practices and special subjects.

Not a 'Show Up and Pass' Course

Students are tested weekly on academic material. Warrant officers are expected to maintain an academic average of 80 percent. The course is divided into two phases: the Core Phase of general subjects, which all basic course students attend, and the Track Phase, where each military occupational specialty (MOS) receives separate training. The Track Phase during the last four weeks is very intense, as the final opportunity to prepare students for their new careers as warrant officers.

The 920A (Property Accounting Technician) Track Phase builds on the soldier's supply experience. This phase certifies the warrant officer according to the Warrant Officer Leadership Development Action Plan. Emphasis is on performance management, the role of the property book officer and property book team chief at all levels of command. Manual property book procedures augment the fundamental instruction on the automated systems with comprehensive training on the Standard Property Book System-Redesign (SPBS-R).

The 920B (Supply Systems Technician) Track Phase covers manual procedures, an understanding of supply support activities, as well as practical experience in the Standard Army Retail System (SARSS-I) and SARRS-2. This training impresses upon the students that automation will connect the Total Army and save money.

The 921A (Airdrop Technician) Track Phase is the most highly specialized of the Quartermaster courses. It encompasses all systems used to drop or extract materiel and systems into a theater of operations. Instruction includes extensive support planning.

The 922A (Food Service Technician) Track Phase combines the logistics elements of supply, command integration with commercial civilian contracting, and technical training. This provides today's soldier with the best available foods anywhere in the world at the correct time and place. Topics include financial management, automated cost accounting, Army Field Feeding System (AFFS) training, new equipment development, and field versus garrison operations. Also, this 922A Track Phase provides national certification in food service sanitation through the National Education Foundation. This makes the Food Service Technician well-versed in all aspects of safe food handling.

The Quartermaster Warrant Officer Basic Course is not a "show up and pass" course. This course is designed to prepare newly appointed warrant officers to perform for the 21st Century.

Enlisted Quartermaster Issues Analysis of the CMF 92 1996 SFC Promotion Board

SFC Kerry M. Taylor, Career Advisor, Career Management Field 92

This selection board panel reviewed a total of 2,454 records for consideration to SFC in the Career Management Field (CMF) 92. A breakdown of the number of records follows:

	Primary Zone			Secondary Zone			Totals		
	# In Zone	# Selected	%	# In Zone	# Selected	%	Con- sidered	# Selected	%
43M	9	2	22.2	0	0	0	9	2	22.2
57E	20	5	25.0	19	1	5.3	39	6	15.4
92A	242	88	36.4	56	6	10.7	298	94	31.5
92G	276	60	21.7	247	18	7.3	523	78	14.9
92M	45	1	2.2	19	0	0	64	1	1.6
92R	13	5	38.5	38	4	10.5	51	9	17.6
92Y	1,334	103	7.7	136	4	2.9	1,470	107	7.3
Army	24,584	3,209	13.1	9,404	521	5.5	33,988	3,730	11.0

This panel also screened SFC records for the Qualitative Management Program. The overall quality of CMF 92 noncommissioned officers (NCOs) recommended for promotion to SFC is solid. There is some variance by MOS. Records showed that NCOs in CMF 92 are physically fit, technically and tactically competent, and have a wide variety of field and staff level experience.

Competence Assessment

Physical Fitness: A high percentage of Quartermaster NCOs in CMF 92 was able to meet and maintain Army standards. However, files reflected no particular indication that physical fitness was either a strength or weakness. Soldiers apparently met the established physical fitness standards. Just because a soldier's photograph maintains the appearance of being in shape, the promotion board cannot determine a soldier's physical condition. A soldier with a score of 250 or above must have a bullet comment on the Noncommissioned Officer Evaluation Report to inform the promotion board of physical status.

Training and Education: The average education level for 92As was 12.5 years in the primary zone and 13.8 years in the secondary zone. The 92Y average education level was 13.4 in the primary zone, while in the secondary zone the education level was 13.5. In stronger files, most NCOs had also taken some logistics correspondence courses.

Utilization and assignments were for the most part good. However, the panel did notice that several soldiers well being used apart from their primary MOS. The most noticeable duty assignment was as a training NCO. Positions ranged from joint headquarters to company-size units. The current Noncommissioned Officer Education System is adequate for most NCOs, with 92A and 92Y NCOs taking significant automation/computer courses. Those NCOs who had special military skills and leadership courses, such as Airborne/Air Assault, Master Fitness Trainer, Drill Sergeant and Recruiter Badges, often stood out. A small number were Battle Staff Course graduates. Clearly, being an honor graduate from any military course was an advantage.

Performance and Potential: Overall performance is excellent in the technical areas of all CMF 92 MOSs. Although leadership opportunities are limited in some CMFs, NCOs who took advantage of these, such as platoon sergeant, acting first sergeant and detachment sergeant, often scored better than those who did not unless their ratings in these jobs was below average. NCOs who served successfully in SFC positions often fared better than those who did not.

Many NCOs took advantage of recruiting jobs. Whether performance was good or bad, recruiting did not really help or hurt the soldier unless there was a clear, proven ethics or integrity violation apart from actual recruiting.

Potential for CMF 92 is good in both primary and secondary zones. Both raters and senior raters are recommending SFC and Advanced Noncommissioned Officer Course.

Administrative Assessment: For photographs, there were a high number of available up-to-date photographs in both the primary and secondary zones. There was only one NCO who was selected without a current photograph. For Personal Qualifications/DA Form 2-1 Review, many NCOs are not reviewing or updating their records. Do not rely on your servicing personnel records specialist to ensure your records are updated. This type of attitude can only lead to a record without current material and leave the promotion board with a sense that you are not concerned with being selected for promotion. With the recent change to an improved microfiche, NCOs must take time to personally check what is reflected on their entire records.

Raters and Reviews: Considering the inflated natures of NCOERs, performance and potential ratings by raters and senior raters indicate those leadership skills were average to above average. The vast majority of the files had strong rater and senior rater comments. Most NCOERs clearly stated promotion potentials with “promote now” or “promote ahead of peers.”

Recommendations: Quartermaster senior leadership needs to urge Quartermaster NCOs to validate military training and correspondence courses for college credit. Also, leaders must emphasize that staff sergeant NCOs who want to be promoted must review their records and ensure they have an updated, in-grade photograph in their files.

Overall Career Management

Primary Zone: Most NCOs are managing their careers as good or better than expected. Promotion opportunity is excellent in the CMF. Some NCOs have limited their promotion potential because of their limited education. Overall, however, CMF 92 NCOs are highly trained and have the technical expertise to support the Army.

Secondary Zone: Generally, the secondary files are strong and have excellent performance and potential ratings. Civilian education and special skills credentials are their strengths, but few have yet had the opportunity for advanced leadership positions.

Analysis of CMF 77 1996 SFC/ANCOC Selection Board

SFC James M. Moore, Career Advisor, Career Management Field 77

The following data is the result of the 1996 SFC/ANCOC Promotion/Selection Board:

Soldiers Eligible For Promotion							
	Primary Zone	Selected	Secondary Zone	Selected	Total	Selected	%
77F	114	40	82	8	196	48	24.5
77L	5	1	5	0	10	1	10
77W	5	3	45	13	50	16	32
Army	24,584	3,209	303	521	33,988	3,730	11

Other Pertinent Information, Soldiers Selected for SFC Promotion				
	Average Time in Service	Average Time in Grade	Average Education Level	Average Age
77F PZ	12.3 Years	3.1 Years	14.1 Years	33.1
77F SZ	10.9	2.2	13.1	30.1
77L PZ	9.3	3.0	12	27
77L SZ	0	0	0	0
77W PZ	15.1	3.1	12.3	35
77W SZ	11.3	2.4	12.5	32.3
Army PZ	12.5	4.5	13.2	32.8
Army SZ	10.2	2.1	13.3	30.8

Legend: PZ — Primary Zone
SZ — Secondary Zone

Competence Assessment: Records indicate that CMF 77 soldiers performed extremely well in their positions. Most files had strong rater and senior rater comments. Most NCOERs clearly stated promotion potential with "promote now" or "promote ahead of peers." Utilization and assignments were in most cases very good. Most CMF 77 soldiers were assigned to authorized positions and used in their MOSs. The assessment of training and education varied. Military education and training appeared adequate. Civilian education, on the other hand, was above average when compared to some of the other MOSs. Overall there was no indication that physical fitness was either a strength or weakness. Soldiers apparently met the established physical fitness standards.

Here are some of the key positions held by soldiers selected for promotion to SFC in CMF 77:

Position	Percent
Platoon Sergeant	44
Drill Sergeant	23
Instructor	19
Recruiter	4

Change in NCO Structure

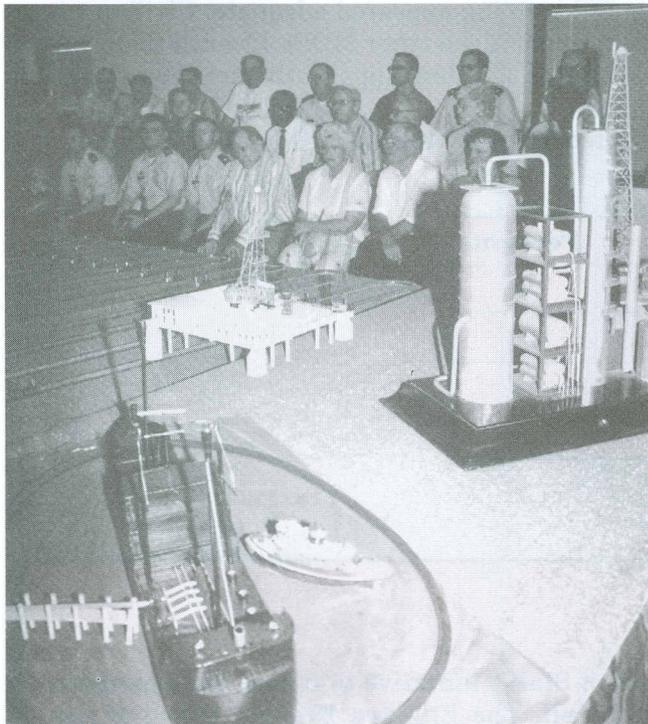
Office of the Quartermaster General

CINCOS (Change in NCO Structure), the Vice Chief of Staff's initiative to reduce the aggregate NCO strength in the Army to 47 percent is alive and well. The Enlisted Branch, Office of the Quartermaster General, is working hard to produce the best document possible for submission to PERSCOM by its 15 Feb 97 due date. The first draft of proposals for MOS 43M, 57E, 92M, 92G and 92Y were completed and distributed to the Deputy Chief of Staff, Personnel, in December 1996.

Although CINCOS is the "HOT" topic of concern, it is by no means the only initiative of concern. We are currently working the FY98 Soldier Quality Accessions Goals, beginning preparations for the next *NCO Update* publication, and preparing the instructions for the next SFC selection board.

This is a busy time of year for this office, but there is always time for our purpose of existence: soldiers. We are always available for professional development counseling and answering your important questions:

AREA	POC	USERID	PHONE
Chief	SGM Munson	munsonj	4143
MOS 92A	Vacant (SGM Munson)		
MOS 92G	SFC Michael Talley	talleym	4183
MOS 92M, 43M, 57E	SFC Albert Brown	browna2	3225
MOS 92Y	SFC Lila Chambers	chamberl	4229
MOS 92R	SGM Munson		
CMF 77	Vacant (SGM Munson)		
MOS 92Z	SGM Munson		
DSN 687-XXXX	Commercial (804) 734-XXXX	E-mail: USERID@lee-dns1.army.mil	



Old Timers Reunion attendees viewed the newly refurbished 'glass pipeline' model used to train soldiers on different fuels pumped through the same lines.

Petroleum and Water Old Timers Reunion

A ceremony honoring the 505th Quartermaster Battalion marked the opening of the 1996 Petroleum and Water Old Timers Reunion. The Old Timers Reunion has taken place every two years officially since 1980. However, petroleum and water personnel have been getting together informally since the late 1960s.

About 150 "old timers" attended the two-day reunion, 20-21 Sep 96, which dedicated a stone marker highlighting the heritage of the Okinawa, Japan-based 505th. The 505th stone marker joins seven others adjacent to the Stewart-Roye Hall, Building 11300, "pipe man" statue at the facility's main entrance, Fort Lee, VA.

The guest speaker for the 505th Quartermaster Battalion dedication ceremony was LTC James E. Stansbury (Retired), the unit's first commander. Stansbury commanded the Subarea Petroleum Office, Ryukyu, the battalion's predecessor, from 1945 to 1948.

"I thought it was outstanding that the 505th be recognized," Stansbury said. "This is the biggest surprise I have had in a long time. No other group but petroleum folks think of their people all of the time. In good times or bad, they never forget their own."

Stansbury, a Distinguished Member of the Quartermaster Regiment, is one of the Old Timers charter members who has been attending the reunions since their inception. After a 29-year Army career, he worked as a civil servant and post civilian employee for an additional 20 years. He said the importance of petroleum is the same today as it was back "when the Army got rid of the mule and the horse. I was once told by a general I worked for that without petroleum, you can't even get a loaf of bread. I think people today still have the same feeling about it."

CSM Charles Arnette, who recently retired from the 505th's top enlisted position, said the unit is continuously changing to meet the Army's needs.

"The 505th is in the process of changing from a garrison-type unit to a deployable asset," Arnette said. "The battalion's new job will be more complicated. It will still maintain a fixed pipeline but is getting ready to deploy when needed."

The 505th Quartermaster Battalion is responsible for transporting all incoming and outgoing petroleum products for all four military branches on Okinawa. This includes fueling all motor vehicles, ships and aircraft on Okinawa. Okinawa, home to two-thirds of all military installations in Japan, has long been considered the "Keystone of the Pacific" and is the main staging area for military operations in the Far East. The 505th ships an average of 100 million gallons of fuel to all four service branches on island.

Videos on Small Arms Maintenance

The US Army Quartermaster Center and School (USAQMC&S) has produced two television videotapes (TVTs) and plans to produce one more on the Organizational Maintenance of Small Arms. The TVTs teach these unit armorer duties: how to clean, inspect, repair, assemble/disassemble, lubricate, and perform preventive maintenance checks and services on small arms.

- ◆ Part 1 (TVT 10-109, PIN 710417DA) was completed in June 1994 and deals with the MK-19, 9mm pistol, and M249 Squad Automatic Weapon (SAW).
- ◆ Part 2 (TVT 10-111, PIN 710593DA), available since May 1995, covers the M16A2 rifle and the M60 machine gun.
- ◆ Part 3 (TVT 10-24, PIN 710840DA) will be completed in 2d Quarter, FY97 and should be available in the 4th Quarter, FY97. Part 3 covers the 50-caliber machine gun.

Order TVTs from Department of the Army, U.S. Army Visual Information Center, Joint Visual Information Activity, Tobyhanna Army Depot, PA 18466-5102.

The point of contact at the USAQMC&S is Gary LaMarr, Logistics Training Department, DSN 687-3481 or (804) 687-3481.

Enrollment in ACCP Courses

Active and Reserve Component personnel desiring enrollment in Quartermaster Army Correspondence Course Program (ACCP) courses must complete **all** enrollment applications (DA Forms 145) according to Chapter 1 of DA Pamphlet 351-1 (Army Correspondence Course Program Catalog) and forward the DA Forms 145 for processing to the Army Institute for Professional Development (AIPD), US Army Training Support Center, Fort Eustis, VA 23628-0001.

DO NOT send enrollment applications to the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, because this will delay processing. All enrollment requests received at the USAQMC&S are forwarded to the AIPD, which is the administrative agency for the ACCP. The point of contact for this action is Carl Heinz at DSN 687-5906 or (804) 734-5906.

Senior NCO Mortuary Affairs Course

The Mortuary Affairs Center, US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, will conduct the first Joint Mortuary Affairs Senior NCO Course at Fort Lee, 3-14 Mar 97. The training will prepare NCOs for both staff and command mortuary affairs responsibilities from the Joint Mortuary Affairs Office (JMAO) in a unified command to battalion staff. Active and Reserve Component NCOs of all branches of service in grade E6 and above (Army MOS 92M) may attend. The point of contact is Mrs. Calhoun at DSN 687-5312.

Joint Water Resources

Attendees at the 19th Joint Water Resources Management Action Group (JWRMAG) read like a "Who's Who" in water: Army, Navy and Marine; Active and Reserve Components; medical, logistical, tactical, research and development. Hosted by the Marines at Camp Lejeune, NC, the four-day conference focused on key issues in water purification and supply. Topics included the new water support concept, effective use of supply systems, components and sustainment kits for the Reverse Osmosis Water Purification Units (ROWPUs), and revised techniques for water planning.

Force XXI Water Support

The new water support concept as defined in TRADOC Pamphlet 525-32 was developed in conjunction with the Force XXI concept, allowing for modular deployment as far forward as the brigade support area. Under this concept, supply point distribution will continue to be the primary means of resupply with limited unit distribution provided for certain high-volume users. Redesign of

echelon-above-division water assets will streamline units to allow fully mission-capable elements to quickly respond to both combat and noncombat operations.

Innovations in water purification will include lightweight, mobile equipment for small units and improved methods for individual purification. Distribution will require multiple off-road deliveries and may include packaging water on the battlefield.

To answer concerns voiced at previous JWRMAGs, the Product Manager for Petroleum and Water Logistics (PM-PWL), US Army Aviation and Troop Command (ATCOM), publishes *The User's Guide for Supporting Water Equipment*. It has information on ordering repair parts, major items, and consumables associated with water equipment. This semiannual guide updates the water community on the latest equipment and procedures and provides the most current points of contact. For a copy, contact the **Product Manager for Petroleum and Water Logistics, ATTN: AMCPM-PWL, 4300 Goodfellow Blvd., St. Louis, MO 63120-1798.**

ROWPU Sustainment Kits

Another result of previous JWRMAGs is the development of sustainment kits for the ROWPUs. National stock numbers (NSNs) have been assigned to these palletized loads of chemicals and components for 100 hours of operation. Calcium hypochlorite, eyewash additive, and elements are not included in this load. NSNs for the individual items also have been assigned.

Planning for sufficient quantities of potable water has long been a concern for water logisticians. An appendix to FM 10-52, *Potable Water Planning Guide*, was introduced and will be fielded shortly. This appendix provides a detailed rationale for planning factors for both military missions and operations other than war (OOTW). Consumption factors, unit capabilities and consumables are also given. More expansive than the existing planning factors, this guide enables the planner to tailor figures to specific situations and anticipate shortfalls.

The US Army Topographic Engineering Center (TEC) demonstrated a computer-based program for water resources available in Costa Rica. Also available as hard copy, this analysis is an invaluable aid to the water planner in deciding water purification locations. The TEC also provides technical assistance in locating water resources for drilling wells. Before TEC involvement, the success rate for productive wells was from 30 percent to 40 percent. Now, with TEC assistance, the rate has risen to 95 percent.

Potable water is the critical commodity on the battlefield. A soldier cannot survive more than a few days without it: contaminated water can prove fatal. Of the highest quality, the cost of ROWPU water is 3 to 6 cents per gallon and is often of higher quality than bottled water which costs \$1.50 to \$2.00 per gallon. Because of the joint efforts of the water community, the entire military community has benefited.

Directory – Points of Contact

US Army Quartermaster Center and School

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225th Combat Support Battalion soldiers receive supplies at a forward base for the 2nd Brigade, 25th Infantry Division, Vietnam, February, 1971.



225th Forward Support Battalion



Activated 10 February 1971 in the Republic of Vietnam as Headquarters and Headquarters Company, 225th Combat Support Battalion, an element of the 25th Infantry Division.

Deactivated 30 April 1971 at Schofield Barracks, Hawaii.

Redesignated 17 May 1991 as Headquarters and Headquarters Company, 225th Forward Support Battalion, an element of the 25th Infantry Division (Light), and activated at Schofield Barracks, Hawaii, from Company B, 25th Supply and Transport Battalion, Company B, 725th Maintenance Battalion, Company B, 25th Medical Battalion and elements of the 25th Division Support Command Headquarters.

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