Since June 1775, the Quartermaster Corps has served in each of our Nation’s wars, in every major campaign, and all theaters of operation. It has created a record of logistics support that is truly second to none and no branch of the Army has been more intimately concerned with supplying the individual needs of our Soldiers. Since the establishment of the Quartermaster Corps 232 years ago, we’ve much to be proud of in that we’ve never been found wanting. I have absolutely no doubt that the Corps will continue to meet the many demands placed upon it in the trying times ahead.

Sustaining troops is always challenging. Getting the basic food, equipment, fuel, and water resources to the right place at the right time presents many new challenges as we now operate in a non-linear, disbursed battlefield. The US Army Quartermaster Center and School (QMC&S) recently hosted the 2007 Quartermaster Warfighting Symposium: “Sustaining the Modular Army” (Article on Page 8). The symposium provided briefings on force sustainment by the Commander, US Army Forces Command; the Deputy Chief of Staff, G-4; and the Commander, US Army Combined Arms Support Command. Over 200 attendees also received leading edge presentations on force sustainment systems, materiel handling equipment, and petroleum and water systems from product managers. Each training department, and several commercial vendors and program managers, setup exhibits and displays on Seay Field for Fort Lee public viewing.

It is a fact of human nature and warfare that Soldiers endeavor to improve their readiness and fighting positions during combat. During combat operations, Soldiers don’t always have the luxury of time, but make decisions based on trained instinct and their intense desire to stay alive. They also recall their training when under fire. To this end, the QMC&S continues to provide well-trained Soldiers with the skills, discipline, and leadership to successfully execute their missions as they deploy to Iraq, Afghanistan, and other parts of the world. Ensuring that the curriculum we teach reflects the best practices available is in the best interest of the Soldiers and their gaining commanders. Your feedback is a primary resource for us to be able to upgrade our training. Feedback from the field is imperative to assess our performance and ensure we are meeting all training requirements. We need to hear from you, our field commanders, and others.

Let me take a moment to congratulate our 2007 Hall of Fame, Distinguished Members, and Distinguished Units of the Regiment who were recognized recently during the Quartermaster Foundation dinner and ceremony honoring the 232nd Quartermaster Corps Birthday. These individuals and units deserve our praise for their years of dedicated service to the Quartermaster Corps and our nation. Their names are listed on page 44 and 45 of this issue of the Quartermaster Professional Bulletin.

Finally, I want to acknowledge 36 outstanding units including 16 winners, 14 runners up, and 6 honorable mentions during the 2007 Supply Excellence Awards for logistics readiness and supply effectiveness. These units are identified on page 29 and 30 of this issue of the Quartermaster Professional Bulletin.

As always, I look forward to hearing from you. Contact me through our web site at www.Quartermaster.army.mil or through my office by calling (804) 734-3458 (DSN 687), FAX (804) 734-3174 (DSN 687), or on my Blackberry at (804) 502 0923. We appreciate your feedback.
The cannons fired as the noncommissioned officers (NCO) placed the campaign ribbons on the Army flag. Stepping off sharply, they marched away: proudly, chin up, and chest high. The streamers were marched in, held parallel to the ground, and handled so gently that they seemed to float away from the NCOs’ palms. They followed each other in an orchestrated manner, emulating an almost perfect sequence until the Army flag was restored to its original glory. The 232nd US Army Birthday celebration at Fort Lee, Virginia, had once more captivated my attention.

Following the placing of the ribbons, our guest speaker and former Commander of the Army’s Center of Military History, Brigadier General (Retired) John W. Mountcastle, delivered a great message commemorating this special occasion. As he spoke, I couldn’t help but think about the greatness of our Army, one of the oldest institutions of the American Nation.

Our Army has been at the forefront of the struggle to defend America’s values in every one of its conflicts and its sacrifices have bonded us to the hearts of the American people. Our Soldiers are smart, proud, strong, and willing to run the long distance. Pause and think for a moment about the value of their commitment. Most likely everyone who joins the military now will be at war for the rest of their careers. That is a statement with tremendous impact.

Our Army is asking for a new generation of strong, proud, and willing patriots that not only can run this marathon but that can also perform as pentathletes - multi-functional in every aspect of the word. There is an ongoing Army campaign designed to produce this pentathlete; Soldiers and leaders with many skills like technical, tactical, cultural, language knowledge, and adaptive thinking skills to name just a few. We are indeed forging our next Army generation.

Some of us might not be here to personally witness this revolutionary change, but we can help the effort now by doing our part as members of this great organization. Our commitment to our Army needs to continue to feed the fire that fosters the will and the spirit that enables us to face and defeat the challenges that seem to pop up at every corner. Be a positive leader, a motivating/challenging trainer, and an enthusiastic follower. Pat someone on the back now and then. Think outside the proverbial box. This is a 100 percent participation effort. No one sits in the bleachers watching from the outside.

We are asking for young men and women to do extraordinary things. Being a marathon runner as well as a pentathlete isn’t easy, but it is not an insurmountable task. We are known to have accomplished similar things before. Just take a closer look at those campaign ribbons on the Army flag next time you get a chance. You will hear the cannons blast.

CSM Jose L. Silva is the 8th Regimental Command Sergeant Major for the Quartermaster Corps. He deployed to Uzbekistan for Operation Enduring Freedom as the 507th Logistics Task Force CSM and also served as the first Camp Sergeant Major for Camp Stronghold Freedom in Karshi-Khanabad. His responsibilities took him to Bagram, Mazare-Shariff, and Kabul. Then as the CSM for the 10th Division Support Command, 10th Mountain Division, Fort Drum, New York, he redeployed to Afghanistan during Operation Enduring Freedom IV to serve as the Joint Logistics Center CSM before coming to the US Army Quartermaster Center and School, Fort Lee, Virginia. CSM Silva enlisted in the Army in July 1982 as an 11B (Infantryman) in the 82d Airborne Division. He became a Petroleum Supply Specialist in July 1986.
I have the distinct honor of serving as your new Quartermaster Regimental Chief Warrant Officer. I would like to introduce myself and more importantly share with you my vision, my perspective, and how I see the roles and responsibilities of the Quartermaster warrant officer warrior from my foxhole.

We are a nation at war and the Quartermaster Warrant Officer Corps fully understands and appreciates the challenges associated with prosecuting a non-linear, asynchronous fight while simultaneously transforming and modernizing equipment, unit formations, structures, and training.

There is no “I” in the word team and I am a huge proponent of the team. No one treads the path to victory alone. All must align with a battle buddy and ensure they are a fully integrated member of the greater Army team. Our Quartermaster Warrant Officer Corps numbers nearly 3,000, and frankly, there is no challenge which cannot be adroitly handled by the depth and breadth of this tactical, operational, and strategic team!

Relevant training delivered to warrant officer warriors along with requisite resources are crucial in enabling a commander to win the fight. I report to you today that the US Army Quartermaster Center and School (QMC&S) and the Training Division of US Army Combined Arms Support Command are working hard to ensure that relevant training and enabling resources are goals met for every Warrant Officer Basic and Advanced Course student attending training, and the post Military Education Level-1 and 4 training (currently in the design phase).

The modern day Quartermaster warrant officers are teachers, mentors, trainers, and coaches who are tactically and technically competent in their respective fields. They are a significant combat force generation enabler to the commanders and are integral members of the enlisted, noncommissioned officer (NCO), and officer planning and execution teams.

First and foremost, the commander demands premier technical expertise to ensure emerging information systems are integrated correctly into the fabric of the operation and proper policies and procedures. Warrant officers ensure that practices are followed in support of the warrior on point.

The technician binds, translates, and interprets the commander’s intent and ensures the guidance, resources, and direction are firmly appreciated by the execution teams. They are fully joined at the hip with the NCO and the Soldier to ensure requisite training, standards, and quality controls are in place to bring about successful mission completion. Further,
warrant officers set feedback mechanisms, ensure safety awareness, risk mitigation, and accountability of resources.

Quartermaster warrant officers exist fundamentally in the implied task zone. Scan your lanes and do what is right always to the professional standard that commanders require and the fight demands. Remember the only constant is change, and therefore one must remain flexible.

Attributes and characteristics most valued in our great warrant officers are the ability to ensure success for the commander and to harness the tremendous talents of the team towards the stated and shared objective.

I would like to take this opportunity to formally highlight two critical enablers to my team: CW5 David Dickson and CW3(P) Roderick Bohall. CW5 Dickson is our National Guard and Reserve Warrant Officer Proponent. Please ensure you read his excellent article in this edition of the Quartermaster Professional Bulletin. CW3(P) Roderick Bohall is an additional Active Component Warrant Officer Proponent at the QMC&S. He comes with a wealth of deployed, division, non-division, tactical, operational, and strategic assignments. He is a tremendous addition to a great team and we look forward to him tackling challenging tasks on behalf of force requirements.

In closing, Albert Einstein remarked, “Genius is 2 percent genius and 98 percent blood, sweat, and tears.” My thoughts are that if it was easy they would not need us. Each and every one of you share tremendous talents, skills, core competencies, experiences, military and civilian education, and impact every segment of our total force.

To serve our nation, our Army, and our Soldiers is a tremendous opportunity. Continue to think and lead your Soldiers through the challenges you encounter. I look forward to seeing you on the high ground. Success is a contact sport and Quartermaster warrant officers are in contact!

**CW5 Matthew A. Anderson, Sr.** is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School (QMC&S), Fort Lee, Virginia, as the Quartermaster Regimental Chief Warrant Officer/Quartermaster Warrant Officer Proponent. He has served in a variety of tactical, operational, and strategic assignments worldwide. These include Chief, Warrant Officer Training Division, Logistics Training Department, QMC&S; Senior Chief to the Commanding General and Strategic Integration Team, 3rd Corps Support Command, Wiesbaden, Germany; and served during Operation Iraqi Freedom I and IV. CW5 Anderson has completed every level of the Warrant Officer Education System and has a master of science in logistics from Florida Institute of Technology. He also holds a Logistics Management Certificate from Georgia Tech and is a Certified Professional Logistician.

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**Lead me, follow me, or get out of my way.**
- General George S. Patton
“The warrant officer is a self aware and adaptive technical expert, leader, trainer, and advisor. Through progressive levels of expertise in assignments, training, and education, the warrant officer administers, manages, maintains, operates, and integrates Army systems and equipment across the full spectrum of Army operations. Warrant officers are innovative integrators of emerging technologies, dynamic teachers, confident warfighters, and developers of specialized teams of Soldiers. They support a wide range of Army missions throughout their career.” Department of the Army Pamphlet 600-3, Commissioned Officer Professional Development and Career Management, paragraph 3-5, Warrant officer definitions.

Generally those individuals who are appointed as warrant officers are expected to serve the remainder of their time in the Army in a single military occupational specialty (MOS). However, there are some situations that require reclassification of warrant officers. When these situations arise, it is essential that we follow strict screening requirements when approving reclassification packets. This is especially important in today’s military environment. The increased operational tempo due to the global war on terrorism may result in the immediate deployment of a reclassified warrant officer leaving little time for the Soldier to become acclimated to their new duties.

Why Reclassify?

There is no question that reclassification of warrant officers should be kept to a minimum; however, there are situations that make it necessary. Reclassification occurs in both the Active Component (AC) and Reserve Component (RC), but is more prevalent in the RC. The two main reasons for reclassifying warrant officers are discussed below.

The first reason for reclassification is “needs of the service.” This is more common in the RC than in the AC. Unit activations or reorganizations may result in a change of personnel structure that either changes MOS requirements or adds additional requirements. Since the RC often draws its members from a specific regional area as opposed to the worldwide manpower pool the AC has access to, it is often necessary to reclassify a Soldier who holds a similar MOS.

The second reason is when a warrant officer can no longer perform in his or her primary MOS through no fault of their own. The most common
example of this is an Aviation warrant officer who no longer qualifies to be on flight status. In this case, it is in the best interest of the Army to attempt to find a warrant officer MOS in which the Soldier can be trained based on previous experience gained from additional duties or civilian schooling.

A situation similar to reclassification is when a regular commissioned officer applies to become a warrant officer. Again this is much more prevalent in the RC. There are several reasons for this type of a transition ranging from filling critically short MOSs to complying with grade alignment criteria required by the military technician program. Some applications are based on the officer reaching mandatory removal date (MRD) at their current rank and the desire to continue serving in the military. In these instances, the Soldiers should keep in mind that the Warrant Officer Program is not meant to be a retention program and that all packets undergo intense scrutiny to ensure that applicants are fully qualified. The fact that an applicant is approaching MRD is not taken into consideration.

**Reclassification Criteria**

So, what does it take to reclassify as a Quartermaster warrant officer? Reclassification packets are very similar to those submitted for initial accession and require a predetermination by the proponent. I began this article with the currently accepted definition of a warrant officer. When I evaluate predetermination packets for reclassification, there are three phrases in the definition that I keep in mind.

The first phrase is “technical expert.” While we can’t expect a reclassification candidate to be a full-fledged technical expert, we can evaluate their experience, knowledge, and aptitude in the MOS that the Soldier has acquired experience in. This experience can be from performing additional duties, civilian employment, and civilian or military schools. In order to use experience gained from additional duties, it is essential that the performance of these duties is documented on evaluation reports.

The next phrase is “progressive levels of expertise in assignments.” Assignment history can be a major consideration especially when a regular commissioned officer is attempting to convert to a warrant officer. Assignments that require extensive logistical knowledge are essential. These assignments include S-4, logistics readiness officer, property book officer, and any position related to supervising military warehousing operations.

The third phrase is “integrators of emerging technologies.” The Soldier must possess an in-depth knowledge of the major Standard Army Management Information System (STAMIS) that is associated with the MOS. This knowledge is derived from a combination of formal classroom instruction and hands-on experience. For example, if a warrant officer is attempting to reclassify to be a Supply Management Officer (920A), they need to prove technical competence when dealing with the Property Book and Unit Supply-Enhanced.

**Preparing for Reclassification**

Gaining the appropriate experience and education to reclassify is not something that happens overnight. The experience that is required to reclassify can be obtained by performing additional duties or assisting those who currently hold the positions. If your unit has a vacancy for a supply officer, volunteer to do this as an additional duty. The key factor is to make sure that this experience is documented. The preferred method is having this additional experience documented in your officer evaluation report. Another method of documentation is to have it included in the letters of recommendation that are submitted with your packet. You can also include the experience in your biographical summary, but you will need official documentation to support it.

The second part of the preparation is gaining education that will support reclassification. Attending service schools that deal with the major STAMIS for the MOS is a must. If you do not have a background in supply and
services, there are several courses (both resident and distance learning) which can give you the necessary background.

Summary

While reclassification of warrant officers is not a normal procedure, there are times when it is necessary and can benefit the Soldier and the Army. Remember that reclassification is not an entitlement, but something that takes planning and preparation. It is essential that you base your experience on the major tasks associated with an enlisted MOS that will feed to the appropriate warrant officer MOS. If you have any questions regarding the preparation for reclassification, the first step is always to contact the proponent. I can be reached at 804-734-3475 (DSN 687) or david.dickson@us.army.mil.

CW5 David A. Dickson is currently assigned to the Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia, as the Reserve Component Quartermaster Warrant Officer Proponent Manager. He is an Active Guard/Reserve Soldier with 32 years of military experience and has served in a variety of assignments worldwide. CW5 Dickson has completed the Warrant Officer Senior Staff Course, holds a master’s of science degree in management information systems from Bowie State University and master’s certifications in both applied project management and information systems/information technology project management from Villanova University.

Warrant Officer Code

Willingly render loyal services to superiors, subordinates, and peers in every organization of which they are members. Always set an example in conduct, appearance, and performance that will make others proud to know and work with them. Reliably discharge all duties with which they are confronted whether such duties are expressed or implied. Readily subordinate their personal interests and welfare to those of their organization and their subordinates. Accept responsibility at every opportunity and acknowledge full accountability for their actions. Never knowingly tolerate wrong doing by themselves or others, whether by commission or omission, design or neglect. Teach other people in a way that effectively expands and perpetuates the scope of their technical competence. Obtain breadth of perspective and depth of understanding beyond the limits of their specific responsibility. Faithfully adhere to their oath of office in all respects, upholding and defending the Nation’s constitution by both word and deed. Forcefully take the initiative to stimulate constructive action in all areas requiring or inviting their attention. Improve themselves both physically and mentally, professionally and personally, to increase their own abilities and the value of their services. Contribute their past experiences, service, and knowledge to a dedicated effort for a betterment of the future. Earn an ironclad reputation for the absolute integrity of their word. Reflect credit and inspire confidence in themselves, the Warrant Officer Corps, the military service of the Nation, and the United States of America.
2007 QUARTERMASTER SYMPOSIUM: “SUSTAINING THE MODULAR ARMY”

BY JIM TOLBERT

The US Army Quartermaster Center and School (QMC&S) hosted the 2007 Quartermaster Warfighter’s Symposium on 17 and 18 May 2007. The theme for the two-day symposium was “Sustaining the Modular Army.” The symposium proceeded with an aggressive agenda where several of the Army’s top leaders participated and provided updates on the challenges of sustaining today’s Army. Among the senior leaders were GEN Charles C. Campbell, Commander US Army Forces Command; LTG Ann E. Dunwoody, Deputy Chief of Staff, G-4; and MG Mitchell H. Stevenson, Commander, US Army Combined Arms Support Command.

GEN Campbell spoke on the current realities of today’s Army that is involved in a long and protracted conflict that extends beyond the battlefields in Iraq and Afghanistan. He outlined the brigade combat team centric Army force generation model and how it allows the Army to reset and train in a logical and progressive manner thereby providing fully trained and ready forces for any contingency mission. GEN Campbell reminded the logisticians present that the QMC&S must remain front and center in providing exportable training, logistics assessment teams, and accelerated initial entry training. All of these factors, he pointed out, were key and essential in allowing units to train at home station while reducing the amount of time spent at institutional schools.

LTG Dunwoody reminded the symposium participants that the Army’s number one priority remains supporting the global war on terrorism. Simultaneously, modernizing the force while transforming Army logistics while at war must include a focus on the best business practices that will enable the Army to achieve and sustain the right force structure. LTG Dunwoody outlined the reality that Army readiness is a 360 degree management spectrum that comprises a number of factors among which is included unit re-distributable excess to theater provided equipment and Army prepositioned stocks. All, she pointed out, are synchronized in an effort to generate and sustain combat power to the warfighter.

MG Stevenson’s message was two-fold. He provided an update on the formation of the Sustainment Center of Excellence (SCoE) and ongoing implementation actions of the Logistics Officers Corps. As a direct result of the Base Realignment and Closure Commission actions, in the next two years Fort Lee’s transformation will see dramatic changes to the landscape as well as its infrastructure. The new organizational structure for the SCoE will form to include a consolidation of Army sustainment functions collocated at Fort Lee. Functional management of the Ordnance and Transportation Schools will join the existing QMC&S at Fort Lee. Fort Lee will also see the creation of the Logistics University (LogU). LogU will eventually provide leader development training to all sustainment (Ordnance, Quartermaster, and Transportation Corps) officers, warrant officers, and enlisted Soldiers.
MG Stevenson went on to provide an update on the formation of the Logistics Officer Corps and the Logistics Branch. The genesis is the Army’s goal to develop multi-skilled leaders for the 21st century—those who personify the warrior ethos from warfighting to statesmanship to superior enterprise management. Specifically, the Logistics Officer Corps mantra is to create a multi-skilled leader who is competent in planning and directing multi-functional logistics operations across the full spectrum of operations.

Other symposium activities included presentations from several product managers and informative updates on Army and logistics transformation. Several commercial vendors, the 23rd Quartermaster Training Brigade, and training departments of the QMC&S provided equipment exhibits and displays in front of Mifflin Hall on Sergeant Seay Field for viewing.

Among the updates provided were:

- The Army Center of Subsistence, Excellence (ACES) provided an update on the Army Food Program and the field feeding mission in support of ongoing contingency operations. ACES serves as the “corporate headquarters” for Army food service and provides worldwide food service in all environments necessary to meet Soldier needs.
- The Product Manager for Force Sustainment Systems provided information on an array of systems that specifically focus on strategic airdrop operations and Soldier life support systems. These systems include such items as cargo aerial delivery equipment, quality of life support systems (field laundries, showers, and latrines), shelters, camouflage netting systems, field feeding equipment, and Force Provider - the Army’s premiere base camp.
- The Product Manager for Material Handling Equipment (MHE) provided an update on current and future MHE.
- The Product Manager for Petroleum and Water Systems provided an update on future petroleum and water systems that capitalize on emerging technologies relative to petroleum and water functions.

Additionally, symposium attendees also received a force development update on future logistics organizational changes and ongoing initiatives within the modular force design to redesign the theater logistics footprint through streamline logistics while completing the Army’s transformation to a brigade centric force. The Support Operations Officer for the 19th Expeditionary Sustainment Command provided an informative update on the United States Forces Korea’s initiative to formulate a joint forces support component command. Finally, the Director of Logistics Exercises and Simulations for the National Simulation Center outlined a lay down of joint simulation and exercise programs that are available as simulation training tools to enhance both command and staff logistics training.

The two-day symposium dispensed a wealth of relevant information to a broad spectrum of Quartermasters that included both active and retired senior officers, warrant officers, and sergeants major. Also, an assortment of Quartermaster officer, warrant officer, and noncommissioned officer students and cadre participated and interacted in symposium activities.

Jim Tolbert is assigned as the Deputy Chief, Office of the Quartermaster General, US Army Quartermaster Center and School, Fort Lee, Virginia.
The ink isn’t dry yet on the 2007 Quartermaster Liquid Logistics Exercise (QLLEX) after action report and already planning is underway for the 2008 QLLEX.

During this year’s QLLEX, the 475th Quartermaster Group, US Army Reserve (USAR), Farrell, Pennsylvania, along with the newly formed 164th Quartermaster Group (USAR), Broken Arrow, Oklahoma, and 165th Quartermaster Group (USAR), Fort Belvoir, Virginia, came together to cross train the command and control aspects of running the US Army Reserve Command’s exercise for training liquid logisticians. The 49th Quartermaster Group, Fort Lee, Virginia, helped with elements from its 506th Force Provider Company at Fort Pickett, Virginia, making this the first time in history that all four Quartermaster groups collaborated in training Soldiers throughout the United States. The US Army Quartermaster Center and School (QMC&S), Fort Lee, also helped during the exercise.

According to COL Kenneth Demers, (Ordnance) USAR, Commander of the 475th Quartermaster Group, the QLLEX is the only Army liquid logistics exercise providing both Active and Reserve Component petroleum and water logisticians with the opportunity to train in their craft. The exercise is important because the Soldiers are able to get hands-on training prior to deploying into a theater of war such as Iraq or Afghanistan.

QLLEX is a high visibility exercise with interest from numerous general officers. BG Mark A. Bellini, Commanding General of the QMC&S, was on sight at the QLLEX operations taking place at Fort Pickett, Virginia. He was interested especially in how well the equipment was working. This is the first time that QLLEX has been conducted at Fort Pickett. The Fort Pickett training was unique in several ways.

One was that it was the first time that a Force Provider Module was used during the exercise. It was also the only site with a fully operational forward operating base (FOB) environment. The 49th Quartermaster Group’s 506th Force Provider Company merged with the Erie, Pennsylvania, 542nd Force Provider unit to set up and operate the unit which provided food, laundry, shower, and latrine facilities. The set up of the operation was excellent training for many Soldiers who have not seen the full setup and operation of the Force Provider Module. The 475th Force Provider Group has nine platoons. Each platoon has 70 personnel who can setup and operate a Force Provider operation that supports 550 Soldiers. According to LTC Phillip Jolly, Commander of the Fort Pickett FOB, the QLLEX at Fort Pickett was a very smooth operation supporting 335 Soldiers on location for the exercise.

This collaborative effort reflects credit on the leaders of each organization to make collective training the best possible for all involved Soldiers. There were 15 battalions and 67 companies and detachments which participated in the QLLEX event in 8 states and 24 Department of Defense fuel customers. Resources from the Army Petroleum Center, the QMC&S, and the Operations Center from Defense Energy Support Center (DESC) America in Houston, Texas, made for a very successful training event. This was the last time water battalions trained in the exercise. The water battalions are being disestablished and the water operations will be done by multifunctional support battalions at echelon above corps units.

Some of the QLLEX highlights are as follows: 2,748 Soldiers participated in 11 separate locations including 7 fuel system supply point locations. The Arizona National Guard and
Reserve units from Guam and Puerto Rico sent units to participate. Two other locations supported National Guard training exercises: Cowboy Thunder in Guernsey, Wyoming, and Joint Thunder in Rapid City, South Dakota.

A total of 731,000 gallons of water was produced with 16 Reverse Osmosis Water Purification Units (ROWPUs). There were many issues with the maintenance status of the ROWPUs requiring the use of a US Forces Command mobile assistance team of professionals who focus on water purification.

There were a total of 1,914 bundles of laundry, 6,377 showers, and 3 million gallons of JP8 and JP5 delivered to Air Force, Navy, and Marine Corps bases. This was an increase of 55 percent from last year, yet 72 percent of the original forecast. This was impacted because only 241 trucks were brought to annual training out of a projected 322 (74 percent were sent to annual training out of what the units were reporting in February).

Tanker inspections on quality day pass rate were 96 percent. That is the highest rate in seven years. The total miles driven were over 200,000. Four of the five Army Reserve labs were used, because one was down for maintenance. Each lab could only perform 85 percent of the required tests except for the lab at Fort Devens, Massachusetts, which performed 100 percent of required tests. The exercise tested the capabilities of new equipment: BAE Systems Ground Variant refueling device, DRS Technologies version of the modular open above ground Tank containment and camouflaged large open area kit ultra violate protection device for tactical bags. DRS Technologies is a leading supplier of integrated products, services, and support to military forces, intelligence agencies, and prime contractors worldwide. Focused on defense technology, the company develops, manufactures, and supports a broad range of systems for mission critical and military sustainment requirements, as well as homeland security.

In addition to Fort Pickett, the QLLEX took place on the East and West Coasts and the southwestern and mid-western states. COL Demers also pointed out that this year the QLLEX also supported the South Dakota National Guard exercise Joint Thunder which ran concurrent with QLLEX. The 475th Quartermaster Group provided water and petroleum support to 4,000 South Dakota National Guard and Army Reserve Soldiers.

The QLLEX has broadened its spectrum and is focused on training the entire USAR logistics force and some regular Army activities. The event, which takes place each year during the June time frame, includes a key partnership with the DESC of the Defense Logistics Agency (DLA) located at Fort Belvoir, Virginia.

During the two-week training period each summer, Soldiers from around the country take the place of DESC contractors and deliver fuel to major locations throughout the nation. These are actual real-world operations. QLLEX focuses its energy on helping Soldiers become technically proficient in their skills as logisticians while doing so in a realistic tactical training environment. Quartermaster battalion commanders ensure the tactical environment is maintained throughout the exercise. Fuel products must remain on specification as well as meet its distribution target dates. The partnership with DESC not only provides Soldiers with real-world missions, but actually provides a cost savings to DLA.

The 2008 QLLEX is expected to be broader in scope and complexity. In addition to its primary support to DLA and DESC, it will again be supporting the South Dakota Joint Thunder exercise. Also, next year the Navy will join in with their nine petroleum companies for the first time.

Article provided by the Total Force Integration Office and Quartermaster Professional Bulletin staff at the US Army Quartermaster Center and School, Fort Lee, Virginia.
The Army is beginning to improve its integration of tactical unit planning and management of contracted support. In fact, contracting has only recently emerged as a focused subject in our current logistics officer/noncommissioned officer (NCO) professional military education courses.

While historically we have not put much emphasis on this type of training, operations in the contemporary environment demand a significant knowledge of contracted support. The basic focus should be on the tactical-level unit role in obtaining and managing theater support contracts through servicing regional contracting centers (RCCs) in current Southwest Asia operations.

So what happens, if upon deployment, you find your unit needs support not available through organic means? What is the process to get this support? What is your role as the requiring activity in this process? What exactly is a requiring activity?

Doctrinally speaking, the requiring activity is the organization that identifies what is needed and when it is needed. It is, of course, the unit’s (the requiring activity) responsibility to know what they need to accomplish their mission. The role of the contracting office is to procure urgently needed supplies, services, and minor construction in support of operations that cannot be obtained in a timely manner or are not available through normal supply or host nation support channels.

The first step for the requiring activity is to identify specific support requirements and determine if this support is available through normal support/supply channels. If it is determined the supply or service is not available through military means, then the requirement must be communicated to the supporting contracting activity through the requirements development process as precisely and clearly as possible.

For a supply requirement, the requiring activity must provide a specific item description and estimated cost, but not a specific make or model. The requiring activity will need to develop a performance work statement (PWS) in order to obtain a services contract. The PWS is essentially a set of detailed, written instructions of everything the unit wants the contractor to do. These PWSs need to be as specific as possible because contracting officers and contractors are not mind readers. If an important work requirement is not put into writing, don’t expect it to get done. While PWS development is a requiring activity’s responsibility, the supporting RCC may be able to assist in developing the PWS or providing an example if help is needed by the unit.

A good PWS will include descriptions such as size, dimensions, colors, material, and unique characteristics. For example, suppose a unit decides it needs check point signs to warn local national personnel. The following description is NOT adequate: Sign, 8 inch by 10 inch, sign will read “Caution: Check-Point Ahead. Be Prepared to Stop!” in both English and Arabic. It is inadequate because it does not provide the following information: color of sign and letters; size of letters (local nationals use the metric system so sizes must be in centimeters or equivalent); arrangement of lettering (are the two languages supposed to...
be side-by-side or one over the other); example of graphics to include size and color; and sign materiel (wood or metal). While a contract can be executed with the original description, chances are very good the end product will not meet the requiring activity’s expectations. In this case, the best approach would be to have the requiring activity develop a graphic example of the sign along with a written description.

After accurately describing the requirement, it is also the requiring activity’s responsibility to help identify possible sources of supply. The contracting administrative NCO at the unit’s RCC can provide assistance in this matter. The next step is determining the independent government cost estimate (IGCE). This is done by estimating the cost of the item using previous purchases for the same item, contacting local vendors and inquiring the cost of the item, and/or using catalogs with a published price list.

Now it is time to initiate the DA Form 3953, Purchase Requisition and Commitment. This form is the funding source from which a contracting officer will award a contract. It is the requiring activity’s responsibility to get the approving signatures on this form, to include the initiating officer, property book officer, resource manager, and brigade level commander. This form will also need to contain the description, quantity, and approximate cost of the items to be contracted, and if the requirement is for a service, a PWS must also be attached. Finally, the resource manager will type in the account code which indicates funds are available to procure the item or service. Without authorized funding, the contracting officer cannot award a contract.

In current operations, there will be certain items identified by the joint force commander requiring Joint Acquisition Review Board (JARB) approval before proceeding with
the acquisition. If an item has to go before the JARB, be prepared to justify/defend the acquisition request. Items requiring JARB review and approval are generally “force protection” type items, procurements costing over $200,000, and other special interest items commonly utilized across the theater that must be prioritized for procurement.

It is important to understand that contracting officers receive their authority to commit the US Government to an acquisition through a unique and narrow chain of command. This chain flows from the Secretary of Defense to the Secretary of the Army, to the Head of the Contracting Activity, to the Contracting Support Brigade Commander/Principle Assistant Responsible for Contracting, to the contracting officer. Remember, only a contracting officer, in accordance with his warrant authority can award, modify, or terminate a contract. This authority does not extend to the commander or any of their subordinates.

Now that needs requirements have been established (what has to be done to pass a contracting requirement to the supporting contracting officer), what contracting officers can do for the unit and where they get their authority, take a look at other unit planning considerations. For every service contract awarded, a unit will need to provide a contracting officer representative (COR). The COR is a Soldier or Department of the Army civilian from the requiring activity, nominated by the unit, and appointed in writing by the contracting officer. CORs will receive training through formal COR classes. The supporting contracting officer can provide information as to how to obtain this training.

The COR functions as the “eyes and ears” of the contracting officer in the technical
monitoring and administration of the contract, but has no authority to direct the contractor or modify the contract. While COR is an additional duty, in some cases, these duties may require significant time and attention to detail to ensure the contractor is performing in accordance with the awarded contract. In current operations, the COR may also be required to coordinate security aspects of the contract. For example, a COR may be required to arrange for armed escort of local national employees whose area of performance is on the base.

When an advance party hits the ground, it is essential to have a specifically designated unit member to become familiar with any existing local contracting support capabilities and procedures. This individual must be prepared to coordinate the formal hand over of existing contract management responsibilities from the redeploying unit. It is critical to know when recurring service contracts will be ending because it generally takes 30 to 60 days to get funding approved. Waiting until the contract is about to expire could cause the loss of a particular service until new funding is available.

Finally, plan to have a field ordering officer (FOO). FOO training and appointments can be accomplished before deployment or can be set up through the RCC. In current operations, FOOS serve in lieu of a unit’s government purchase card (GPC) holder since the local infrastructure does not support the use of credit cards. A FOO provides the unit with a quick fire method of purchasing limited supplies, i.e. print cartridges, other office supplies, and non reoccurring services. FOOS have limited authority to purchase and obligate the US Government. The amount authorized is generally less than or equal to the micro purchase threshold of $2,500 and hold the same constraints as the GPC program. Keep in mind that all FOOS need to be officially nominated by the command and appointed, in writing, by the contracting officer.

Remember, the more complex a requirement, the more time that will be needed to award the contract. In some cases, additional technical support for complex service contracts may be required. For example, construction contracts may require engineer staff support to develop the PWS and/or to assist the COR in quality assurance. The following vignette of a minor construction requirement in Iraq serves as a representative example of a fairly complex theater support contracting effort. Note the additional unit responsibilities requiring unit manpower over and above providing a COR.

Contracting in Operation Iraqi Freedom

During 2005-2006 rotation to Operation Iraqi Freedom, the 1st Aviation Brigade, 4th Infantry Division had a requirement to renovate a building on forward operating base (FOB) Taji. In order to get this project approved by the JARB and Joint Facilities Utilization Board (JFUB), they were required by established joint force commander policy to develop a PWS and an IGCE. Since they had no engineering expertise on staff, they requested assistance from the designated FOB engineering office, the Air Force Red Horse Engineering Detachment, to assist in developing these documents. Once this was accomplished, the unit submitted the IGCE, an approved DA 3953 (Purchase Request and Commitment Form), and a letter of justification to the JARB and JFUB. Once approved, the packet was sent to Joint Contracting Command-Iraq/Afghanistan which assigned it to the RCC located on FOB Taji. A contracting officer within RCC Taji was then assigned and prepared the solicitation, compared bids, awarded the contract to a local vendor, and issued a proceed notice to start work. Once the contract was awarded, the local vendor had 30 days...
Quartermaster Professional Bulletin/Summer 2007

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The author thanks LTC Mark Stone, Mr. Chuck Maurer, and Mr. Gordon Campbell of the Acquisition Logistics Technology Futures Office, US Army Combined Arms Support Center, Fort Lee, Virginia, for their contributions to this article.

As a final note, it is an operational reality that contracting will be a key means of obtaining required support during deployment. Because of this reality, it may be advisable to designate an officer (or senior NCO) in the support operations or S4 shop with the additional duty of contracting support coordinator. This individual would be the lead action officer responsible for coordinating all contracted support efforts, managing current contracts, monitoring CORs and FOOs, and establishing a solid working relationship with the servicing RCC. Remember, contracted support is not a fire and forget means of support. It takes significant planning, lead time consideration, and management has to be dedicated to ensure prompt and adequate support is received. Additional information concerning contracting and contractor management support can be found in the recently revised Army TSP 151-M-001 / Contractors Accompanying the Force at http://www.train.army.mil/.
EXPEDITIONARY BASE CAMP HELPS SOLDIERS IN THEATERS OF OPERATION

BY MAJ JAMES DE LAPP
ILT KENYA SAENZ

Combat operations today require expeditionary forces to be mobile and agile in order to defeat the enemy where the threat is most prevalent. In order to facilitate this rapid movement, the support must also be expeditionary, modular, and rapidly deployable. To meet the living requirements, the Army has invested in the new 150-Soldier Force Provider Expeditionary Base Camp (FP-EBC). The prototype FP-EBC provided by the US Army Soldier Systems Center (SSC), Natick, Massachusetts, has quickly proven itself worthy of the Army’s attention in its ability to provide Soldiers’ basic living, hygiene, and cooking necessities in a highly deployable and rapidly established base camp in Afghanistan.

The requirement to establish smaller forward operating bases (FOBs) for a limited duration has posed a problem for life support. Soldiers typically make do with any protection from the elements they can find. To meet this challenge, the Army developed, purchased, and deployed several 600-man Force Provider Base Camps. However, these systems are not conducive to being split up for company or smaller operations. The FP-EBC is ideal for this size requirement and is deployable as a single package taking 18 pallet positions in one C-17 aircraft. The FP-EBC can be setup by a squad of Soldiers in less than four hours with materiel handling equipment. This time is extended in adverse terrain or when wood floors are desired and require construction.

Currently, 125 Soldiers of the 585th Engineer Company, part of Task Force Pacemaker, a combat heavy engineer battalion from Fort Lewis, Washington, are living in the FP-EBC in Afghanistan. They are using the kit while they construct a new FOB for maneuver forces in the area. This is the first time that the FP-EBC has been deployed in a theater of operations. Once the kit arrived in theater, the force provider contractor coordinated directly with Task Force Pacemaker for delivery of the kit to the site. Due to the criticality of the mission and the uniqueness of the new system, Task Force Pacemaker escorted the FP-EBC from Bagram Airbase to the setup site. A contractor from the

The 585th Company of the Heavy Combat Engineer Task Force was tasked to build a new forward operating base on virgin terrain in Logar Province, Afghanistan. The 900-man Force Provider units have now been broken down into 150-man increments. Each fits into a C-17 configuration like that shown in the picture above. The system is the best solution yet for providing a rapid expeditionary company plus base when the mission requires constant relocation and construction.
SSC (Natick) was deployed specifically to aid with the initial setup. He is also conducting the evaluation of the kit and documenting any recommendations for improvements.

Setup and tear down makes this kit a valuable asset in the theater of operations. The engineers have found the FP-EBC ideal for their requirements as they typically move from job site to job site every 90 days with a company-sized unit. The set is much more mobile and complete than multiple tent systems, mobile kitchen trailers, and an modification table of organization and equipment (MTOE) which does not support shower or laundry facilities. In this one kit, an entire company is provided a very high quality of life. A recommendation would be to add this type of kit to the MTOE of battalion-sized units, allowing them the flexibility to rapidly deploy one company from within their unit.

Everything in the kit is a new design; tents, showers, and latrine facilities. All parts are completely supportable with national stock numbers or part numbers. The engineers have found that the kit can be easily maintained with common tools and test equipment. The kit includes seven billeting tents, one dining facility tent, and one hygiene tent with two 32-foot connexes containing two showers, four washers and dryers, and four seated latrines. Many of the items included in the kit are commercial off-the-shelf items, making repair and replacement more streamlined.

The system does not require any special skill set to operate, but does require personnel to be familiar with similar Army fuel and water systems. According to the contractor from the SSC, the FP-EBC is easily maneuverable logistically and has met the Soldiers’ needs in the theater of operations. The contractor is happy with the design but wants to make it even better.

The FP-EBC is not without its noted improvements during its first operational deployment. Some of the improvements consist of making sturdier bunk beds for the Soldiers. Another is that the four shower and latrine facilities are not sufficient to support 150 Soldiers. The standard is one toilet and shower for every 20 Soldiers. This can be remedied by the modularity of the system in adding more latrine and bath modules. Lastly, another improvement includes upgrading the environmental control units (ECUs) for the tents. The environment to which the FP-EBC is deployed will influence the capability of the ECUs. Currently ECUs struggle to maintain a comfortable temperature for the Soldiers when living in the tents.

The FP-EBC is ideal for company-sized units that have missions at a location for a short

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duration and require rapid establishment of life support. The FP-EBC provides the basic living necessities for Soldiers in a relatively small, deployable package. Once Task Force Pacemaker completes their construction mission, they will be able to move the kit and set it up at another construction location. The FP-EBC’s practicality has greatly enhanced living conditions for Task Force Pacemaker Soldiers, allowing them to focus their time and energy on their construction mission. As demonstrated by the success of this kit so far, Soldiers can look forward to living in comfort, even while deployed to the most remote locations for short durations.

**Expeditionary Force Provider Kit at Forward Operation Base Logar**

The Expeditionary Force Provider Kit at Forward Operation Base Logar provides the basic billeting facilities for the 585th Engineer Company Soldiers.

**The Force Provider Kit comes with**

two 32-foot containers that facilitate showers, latrine, and laundry facilities in one location.

**The seven billeting facilities that the Force Provider Expeditionary Base Camp provides**

are mission essential for the Task Force Pacemaker Engineers.

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LESSONS LEARNED THROUGH WARFARE AND
OPERATIONS IRAQI FREEDOM AND ENDURING FREEDOM

BY CPT LYHOMAR J GONZÁLEZ.

One positive trend in Operation Iraqi Freedom and Operation Enduring Freedom is that many lessons being learned are logistical in nature. In other words the lessons being learned are not simply confined to the warfighter. Ultimately, this pays off for everyone. Taking a hard look at ourselves as logisticians, the systems, and practices with which we execute our missions will enable future conflicts to be supported ever more effectively.

Why Modify Logistics or Logistical Units?
The makeup, organization, equipment, and doctrine of combat forces have changed a great deal after many conflicts. Often the same conflicts have resulted in fewer changes in logistics and logistics units. Ultimately, this impacts the warfighter. Today’s non-linear and non-contiguous warfighting climate means that the Soldiers providing logistics support are no longer in any kind of protected “rear” area. It should also be noted that even when there were rear areas, they were still vulnerable. Part of the reason for this is because combat focused training was not considered as important for these Soldiers or the units they were assigned to. The non-linear and non-contiguous environment also means that situations can change more rapidly since there is no defended “front line.”

In the modern era, logistics targets are among the most prevalent of high payoff targets. The latest version of the Abrams main battle tank is the pre-eminent combat vehicle in the world and features tremendous destructive capability. It needs a well constructed and dedicated logistical structure that is never far away. The Abrams has a nearly constant need for fuel, petroleum products, ammo, and repair parts. Information on our equipment and how we are organized as an Army is not hard to acquire. Our enemies are fully aware of how badly our combat forces need logistics and have targeted those elements accordingly.

Lessons Learned
One over arching lesson that, while not directly related to logistics, must be mentioned is the development and use of the warrior ethos and warrior tasks. For many years the Army concentrated on developing compartmentalized skills, rather than putting emphasis on common Soldier skills. Among other incidents that happened during Operation Iraqi Freedom was the ambush of the 507th Maintenance Company which demonstrated that logistics support Soldiers needed to be better trained to perform certain combat related tasks.

An important, but puzzling lesson involves the use of gun trucks. The need is obvious, but this isn’t the first time that this has been experienced. A number of gun trucks have been involved in the evolution of this almost forgotten idea. They were used in Vietnam and represent the same kind of improvisation that we initially saw in Operation Iraqi Freedom. In fact, the Vietnam trucks were probably better protected than those in use today. Trucks designed to haul cargo can also handle the extra weight of armor better than high-mobility

![Vietnam era gun truck.](image)
multipurpose wheeled vehicles, so why not employ them in greater numbers?

Rations have also changed a great deal through the years and our experiences in Operation Iraqi Freedom have created lessons learned that have brought more and quicker changes. When Operation Iraqi Freedom I units deployed, they were consuming meals, ready to eat and T-rations. While certainly acceptable, much more palatable products have been developed and rapidly fielded. The US Army Soldier Research, Development, and Engineering Center at Natick, Massachusetts, takes the Army’s field feeding mission very seriously. Compared to the canned T-rations, the newer Unitized Group Rations-A (UGR-A) is just about as good as it can get in a field environment.

T-rations featured a varying amount of servings in a single can, making it difficult to create a meal for a set number of Soldiers. In other words, you may serve a chicken dish that contains 16 servings in a can along with vegetables that hold 24 servings in the same can. Ultimately this causes waste. UGR-As come in 50-serving modular containers making it easier to serve and manage. The containers come with everything needed: food, bulk beverages, plates, and flatware. Most of the dishes, especially entrée items, are flash-frozen, vacuum packed items. Some other items are dehydrated such as au gratin potatoes, while many vegetables still come from a can. The palatability of the entrées often receives compliments. Most of the time entrées are already cooked. Army cooks simply heat up the vacuum packed packages in hot water.

Another lesson learned concerning Class III(Package (P)) products is a very simple one. Distribution platoon leaders and maintenance control officers found that ordering Class III(P) products in smaller packages means larger back order delays. Ordering them in larger quantities often meant getting what you needed faster. So, when you order 15/40 oil it may be wise to order the national stock number for the larger 55 gallon barrel, rather than trying to order it in single quart containers. The reason for this is simple. Using smaller package sizes are very convenient so these were in much greater demand. The larger package sizes were not popular, but much easier to requisition and receive.

The concept of “getting it there” brings up another key lesson. This one concerns in-transit visibility. Operation Iraqi Freedom I started at a time when radio frequency identification (RFID) was catching on in some of America’s larger retail companies. Currently the US Army uses RFID technology, but in the early days of Operation Iraqi Freedom it was used sporadically; even years later it is used rather inconsistently. What should be done is

Another variation on the theme of modularity enables cooking to happen enroute to an area. To activate the heating of the meal shown (left) you need only pull the yellow tabs shown and wait. The picture on the right shows a large number of meals being effortlessly heated.
to create a realistic set of standards for the use of RFID. It should be noted that the standards should be flexible enough to adapt to both updated technologies as well as any technologies yet to emerge. A well written single internet based program could enable any unit commander or logistics manager to check the status of equipment or supplies. The trick in getting this concept to succeed is the same as all others currently in use and would mean using it at all times. You do not necessarily need to be deployed to make a system like this work. The more you use it, the easier it is to use and improve. Pictured at the right is a more recent RFID tag that is much smaller than what was being used just 4-5 years ago.

An unresolved lesson learned involves the use of refrigerator (reefer) vans. The Army does not have an actual model of a refer van in its inventory. Rather, the technique used is to lease these on an “as needed” basis. The obvious problem in Operation Iraqi Freedom is the extreme need given the excessive heat. Units used refer vans for storing Class I (ice) as well as a temporary holding area for casualties. The maintenance requirements associated with a refer van that a unit would only use during field operations is easy to see and is likely the main reason that the Army did not develop a prototype. However, we may now be at the point that the Army should develop one. Given the low casualty rates present in Operation Iraqi Freedom and Operation Enduring Freedom, a van could be developed specifically for mortuary affairs personnel to use for casualty storage that would be much smaller than one used for Class I (ice).

Refrigeration van typical of what the Army routinely leases.

Radio Frequency Identification Tag

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FORWARD LOGISTICS ELEMENT OFFICER IN CHARGE
LESSONS LEARNED

CPT Juliana E. Ledgister

A supply and services officer of a combat sustainment support battalion (CSSB) is responsible for the management of all classes of supply (minus Class VII and VIII), as well as management of showers, laundry, and clothing repair operations across the battlefield. One CSSB that was located in Al Asad, Iraq, was responsible for all general support and direct support of customers that included Army, Marine Corps, Air Force, Special Operations Forces (SOF), and the Iraqi Army multinational forces in the whole west area of operations. That is a very large footprint.

During Operation Sayid and the first Iraqi elections, a small command operating post named Rawah was established near the Syrian border. This was in the CSSB’s battle space and the supply organization was charged with setting up and supporting a very small common operations platoon located in a remote and austere location. The CSSB supply and services officer was sent forward to support US military personnel that would be operating in this area. Later another requirement for the same kind of support came for the city of Hit. Again, the CSSB supply officer was relocated to support the Marine Corps and then later Task Force, SOF, and Iraqi Army forces.

This kind of duty can have its own peculiar difficulties, so here are a few tips on some of the things one might face if they find themselves assuming the duties of a forward logistics element (FLE) officer in charge (OIC). Many of the situations discussed are not found in doctrine and Soldiers often found solutions through trial and error. These actions eventually helped the support of customers as well as made life for Soldiers a lot easier.

Communication Systems
If you are separated from your flagpole (CSSB), the most important thing to have operating is communication. Success in Iraq depends largely on the daily communication between the battalion and the supply officer. Communication with the battalion and the FLE is not always dedicated. The Marines operated on a different secure internet protocol router network (SIPRNET) than the battalion and it was often difficult to make contact. It is vital that the FLE supply officer have a dedicated line of communication for adequate support. In order to communicate, the supply officer may have to use the movement tracking system as a means of communication. If it is determined that a FLE is needed, it is vital to establish a concrete means of communication prior to sending the element forward. A good recommendation for austere locations is to have a satellite phone available. It can be a great lifeline. Another good recommendation is to have your S6 channels determine what type of line your supported customer has. In one example a Marine customer only had SIPRNET channels. The supply officer supporting the Marines had to establish an account with the Marine Corps unit before being able to communicate with the battalion via SIPRNET. Although it only took a few days to establish an account, it would have been easier to already have one before getting on the ground.

Taking Over a Class I Stockpile
It is not always easy to provide initial support to units once on the ground. An FLE OIC may lack knowledge of what is on hand in the Class I yard or the serviceability of rations. One such Class I yard did not have enough people on hand in order to dedicate the time
it took to accurately monitor rations. Class I material would be delivered to the forward operating base (FOB) and unloaded, but not accurately accounted for. Rations were not stored in a secure location, so rations were sometimes pilfered. This in turn caused an inaccurate accounting of rations. When the new FLE team arrived, they inventoried all rations, obtained connexes to secure them in, and maintained an accurate count of what was on hand once the logistics packages were delivered. Initially it was a lot of hard work sorting the rations and figuring what was still usable stock, but once the yard was organized, it was easy to maintain. It helped the operation to have dedicated 92Gs (Food Service Specialists) on hand in order to organize rations and maintain them at the site.

**Transporting Bottled Water**

Due to rough terrain and poor roads, water would sometimes arrive at austere locations in bad shape. It could not be downloaded with a forklift. Soldiers had to unload multiple pallets of water by hand slowing convoy turn-around time. The battalion tried several different methods of transporting the water and found that transporting water in connexes that were blocked and braced proved to be the best method. It limited the amount of space and number of pallets, but helped solve the problem. Ensuring that pallets were not stacked higher than four high and were topped with black toppers (like those on multi-pack boxes) and ratchet strapping securely when traveling on flatbed or on a palletized load system also prevented problems.

**Maintenance Support**

It is critical that materiel handling equipment (MHE) and rough terrain cargo handlers are available at forward locations for both the FLE and the supported customer. It is also vital that there are dedicated operators for each piece of equipment. There is little time for on-the-job training when you are in the middle of the fight. Have at least one dedicated operator/maintainer on hand for each piece of required MHE, two dedicated operators/maintainers would be ideal in the instance that one piece of equipment goes down. Try having a maintenance support team available. Also, a 63J (Quartermaster and Chemical Equipment Repairer) on hand will not only fix equipment but also anything else that breaks down.

Operations run well with an entire mechanic support team (MST) dedicated to the FLE. The MST must be composed of a heavy wheel mechanic, a welder, air conditioning and refrigeration mechanic, MHE mechanic, and a Unit Level Logistics System-Ground (ULLS-G) operator. Where this is not available there needs to be at least one dedicated mechanic that is knowledgeable on MHE. It is also highly recommended to have a dedicated very small aperture terminal to file transfer protocol from ULLS-G to Standard Army Maintenance System-1 Enhanced to ensure parts are ordered and received in a timely manner.

Finally, outstanding Soldiers who work hard and are dedicated to their mission can accomplish almost anything. Being an S1 and then a supply and services officer during conflict can teach one more in a year than some individuals learn during a whole career. These tips are offered to help make your deployed life a lot easier.

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THE IMPORTANCE OF MENTORSHIP

BY 1LT SHANNA RUTTY

If you want good leaders in your formation, a good mentorship program is a must. With the Army’s median age getting younger and younger, leaders at all levels face challenges that a generation ago were unlikely. It is not uncommon to have a platoon sergeant that is under 30-years old or a 19-year old squad leader.

Although the quality of the individuals recruited to become new Soldiers today seems always to have significantly improved, the lack of life experience and leadership experience of our young officers and noncommissioned officers (NCO) comes with a hefty price tag. Young, inexperienced leaders can be a tremendous liability to the Soldiers entrusted to their care.

One officer serving as a system security administrator (SSA) platoon leader during a deployment to Iraq had 32 Soldiers assigned and only 5 were NCOs. Only two of those five were technically competent in their jobs, but they still had a mission to complete. The platoon was not slated to get any more NCOs and the ones that they had did not seem motivated to improve. Subsequently, two were chaptered out of the Army and one was demoted. The unit had to depend heavily on the few specialists in the platoon that possessed the most potential to fill in as supervisors and cover down for the NCOs that were lost.

This was an incredible challenge to undertake during a deployment for an officer with very little SSA experience. Without effective leadership in a platoon formation, the mission of providing support can fail. One platoon sergeant dedicated a lot of time helping newly promoted privates first class and specialists adapt to leading their peers and effectively performing as supervisors and subject matter experts. This is what mentorship is all about.

These platoon Soldiers were only promoted in terms of responsibility. None of them met the cut off scores for 92As (Automated Supply Specialists) to be officially promoted to NCO status. This exceptional handful of junior enlisted Soldiers possessed the significant potential, enthusiasm, and drives to fill the vacant positions of responsibility in the platoon.

As seasoned NCOs and officers are leaving the Army in record numbers and there are fewer with experience left to fill their shoes, the experience of molding young leaders is becoming more common place. Mentoring young leaders before they are faced with the leadership challenge of leading a platoon as an E-5 or junior E-6 or assuming company command as a first lieutenant with little or no school training is no longer optional. Mission failure is not an option. Mentoring is the responsibility of all senior Soldiers, NCOs, and officers. They must take the time to mentor and create an environment that fosters mentorship at all levels.

Here are some combat tested techniques as suggestions for establishing a system of mentorship in your organization:

➢ Put in writing what you expect of your leaders. A short and concise memorandum or generic counseling works better than a 40-slide PowerPoint presentation. With the Army’s current operational tempo, our attention spans are...
limited. Normally, you would find these expectations in a command philosophy, expand on them at the platoon level, and enforce them at the company level.

➢ Use autonomy as a tool with junior Soldiers when possible. That new E-2 in the formation may make E-5 in as little as two to three years in the Army. Platoon leaders should not be their first opportunity to lead a squad-size element in a task. Encourage platoon sergeants to allow a junior Soldier to lead physical training or some other routing element for their squad one morning a week. Just leading others in any task builds confidence and competence in young Soldiers, which will only help to make them better leaders.

➢ Improve communication skills within your organization by encouraging Soldiers to write articles for the company or battalion publication. Offer opportunities for public speaking often, even if it is just a two minute brief in front of their peers.

➢ Create a formal mentorship program by identifying the strongest NCOs in the company and pair them with Soldiers that have a desire to follow their NCO career path. The training calendar should have designated times allocated for additional mentorship training that will focus on career boosting skills and information exchange for junior enlisted Soldiers and junior NCOs.

➢ Take advantage of the first sergeant. They are the most senior NCO in a company formation and have a whole host of experience under their belts. They usually have tremendous time-tested methods for developing leadership skills and can assist you in developing a formal training module for your current and future NCOs.

Leaders are not created in a day. It takes enormous time and patience to overcome a leadership shortfall successfully. Making a mentorship program a priority in your formation is a sure way to improve your chance of success in bringing Soldiers home safely from combat and not failing at your mission. If you’re wise enough to recognize the changing state and age of our Army, you are obligated as a leader to do your part in compensating for these challenges. We are the strongest Army in the world because we have the best leaders in our ranks. Ensure that the tradition continues for tomorrow’s Army by making sure mentorship is employed at every level as often as possible.

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Romanian Army Logistics System: A Short Overview

By 1lt Sorin Ghita

There has been a revolution in the Romanian Army logistics system. To understand it, one must begin with an analysis of the changes made in the entire Romanian military system after 1989.

In December 1989, the Communist Era ended in Romania. The Army played an important role in starting the process of adopting the democratic system. After the political environment became stable, it became apparent that a change was also necessary in Romanian armed forces. In 1989, the Army was too large with approximately 320,000 personnel (military and civilians). The military recruitment system was based on conscriptions.

Economical constraints and the geopolitical situation in the world at that time determined the necessity of reform in the military system. This reform meant a lot of challenges:

- Reducing the number of personnel and increasing the number of professional Soldiers.
- Changing the doctrine in accordance with the requirements of the modern battlefield and the new threats to the country’s security.
- Changing or modernizing the equipment.
- Changing the structure of the units and of the entire Army.
- Joining the North Atlantic Treaty Organization (NATO).

Before 1989, Romania had a strong defense industry and was producing weapons systems and equipment. The changes that were happening meant a decrease in the needs of the Army. Fewer exports of military equipment had generated the need for a shift to a different logistics system, one more feasible and economic, tailored to face new needs and requirements. That was the start of the change to the modular model of the Romanian military organization.

The doctrine states the principles of the logistics support:

- Responsibility – the logistics cells from different echelons are responsible for the logistics support of their unit and subordinate units.
- Authority – the unique coordination for the optimal use of the logistics resources in the area of responsibility is provided by the commander.
- Prediction of the future requirements.
- Coordination – provide the logistics support at the right time in accordance with the established priorities and with the concept of the operation.
- Cooperation – focusing all available resources (human, materiel, financial) to support the forces.
- Flexibility – the capability of changing the planning of the logistical support in accordance with the operational requirements.
- Simplicity.
- Economy – using in a wise way the available assets to minimize the costs.
- Visibility – the logistics section must know the available assets in the units and subordinate units.
- Responsiveness – giving the right support in the right time, at the right place to achieve the needs of the supported unit.
- Availability of resources – the capacity to provide enough supply and equipment to support the force.
- Continuity of support – being able to provide supplies and services anytime during an operation (any season or type of weather).

The main functional domains of the logistics support in the Romanian Army are:
- Supply and resupply.
- The organization, planning, and execution of the transports.
- Equipment maintenance.
- Infrastructure.
- The quarter of the troops.
- Medical assistance.
- Field services (feeding, showers, laundry, hygiene, funeral activities, environment protection, handling the equipment and supplies, different other works necessary to support the troops).
- Financial support and budget policies.

**Logistics Units**

At Army level, the logistics support is coordinated by the Joint Logistics Command. The territorial warehouses provide the supplies for mobilization and special situations. The maintenance is provided in maintenance centers.

At division level, the main elements of the logistics support are provided by the office for planning and conducting the logistics support, part of the logistics cell of the staff. Here we can find:

- The planning logistics support office.
- The conducting logistics support office, which has two different sections: supply office and transportation and maintenance office.
- Planning and coordination of the movement office.
- Medical assistance office.

The units for execution of the logistics support are represented by the sustainment brigade at division level, logistics battalions and forward logistics units (companies, batteries or platoons). All these units have special equipment and capabilities for logistics support and materiel stocks for several days of supply to satisfy tactical and operational requirements.

The composition of a division is illustrated in the chart on this page. Until now the Romanian Army had accomplished different missions in Angola, Somalia, Golf War, Bosnia, Iraq, and Afghanistan.

The Romanian Army is oriented in a direction moving it towards the future. This is necessary if the organizational structure expects to be able to face any challenge coming from the requirements of the modern warfare and battlefield. The Romanian Army is also trying to renew equipment and to train the personnel in accordance with the NATO requirements and standards.

*ILT Sorin Ghita is a graduate of the Combined Logistics Captains Career Course, Class 03-007, US Army Quartermaster Center and School, Fort Lee, Virginia.*
**2007 Supply Excellence Awards**

**BY CW5 ROBERT GOWIN**

In the 22nd year of competition, the 2007 Chief of Staff, Army, Supply Excellence Award (SEA) Program recognized 36 units for logistical readiness and supply effectiveness. Sixteen winners, 14 runners-up, and 6 honorable mention units were recognized. This year’s competitors were comprised of 16 Active Army, 11 Army National Guard (ARNG), and 9 US Army Reserve (USAR) units. Nominated units that were unavailable for the evaluation because of deployment/mobilization are encouraged to participate in competition year 2008.

The Department of the Army and the National Defense Industrial Association (NDIA) cosponsored a Combined Logistics Excellence Award (CLEA) ceremony in June 2007 in Alexandria, Virginia. The Army G-4, LTG Ann E. Dunwoody and LTG James L. Campbell, the Director of the Army Staff, presented plaques to unit representatives. The CLEA honors the winners of the Army Award for Maintenance Excellence, the Deployment Excellence Award, and the SEA. As in previous years, the NDIA provided the plaques.

<table>
<thead>
<tr>
<th>Level of Competition</th>
<th>Comp</th>
<th>Standing</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level I Unit</strong></td>
<td>Active</td>
<td>Winner</td>
<td>A Company, 123rd Main Support Battalion (USAREUR)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>600th Quartermaster Company (FORSCOM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>B Company, 112th Signal Battalion (USASOC)</td>
</tr>
<tr>
<td><strong>Level II (A)</strong></td>
<td>Property Book MTOE</td>
<td>Active</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>HHC, 501st Military Intelligence Brigade (INSCOM)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>95th Military Police Battalion (USAREUR)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>52nd Medical Battalion (EUSA)</td>
</tr>
<tr>
<td><strong>Level II (B)</strong></td>
<td>Property Book TDA</td>
<td>Active</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>527th Military Intelligence Battalion (INSCOM)</td>
</tr>
<tr>
<td><strong>Level III</strong></td>
<td>Parent Organization</td>
<td>Active</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Level IV (A)</strong></td>
<td>SSA MTOE</td>
<td>Active</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>160th Special Operations Aviation Regiment (Airborne) (USASOC)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>A Company, 615th Aviation Support Battalion (FORSCOM)</td>
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<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>595th Maintenance Company (EUSA)</td>
</tr>
<tr>
<td><strong>Level IV (B)</strong></td>
<td>SSA TDA</td>
<td>Active</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>Army Field Support Battalion-Qatar</td>
</tr>
<tr>
<td><strong>Level I Unit</strong></td>
<td>ARNG</td>
<td>Winner</td>
<td>Headquarters, 209th Regional Training Institute</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>A Company, 1st Battalion, 294th Infantry (Light)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Honorable Mention</td>
<td>HHC, 1/131st Armor Regiment</td>
</tr>
<tr>
<td><strong>Level II (A)</strong></td>
<td>Property Book MTOE</td>
<td>ARNG</td>
<td>Winner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>Headquarters, 1/129th Field Artillery Battalion</td>
</tr>
<tr>
<td>Level II (B) Property Book TDA</td>
<td>ARNG</td>
<td>Winner</td>
<td>Joint Forces Headquarters, Nevada</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>Joint Forces Headquarters, Florida</td>
</tr>
<tr>
<td>Level III Parent Organization</td>
<td>ARNG</td>
<td>Winner</td>
<td>Headquarters, 2nd Battalion, 135th Infantry Regiment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>HHD, 1st Battalion, 20th Special Forces Group (Airborne)</td>
</tr>
<tr>
<td>Level IV (A) SSA MTOE</td>
<td>ARNG</td>
<td>Winner</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>NA</td>
</tr>
<tr>
<td>Level IV (B) SSA TDA</td>
<td>ARNG</td>
<td>Winner</td>
<td>United States Property and Fiscal Office, Hawaii</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>United States Property and Fiscal Office, Illinois</td>
</tr>
<tr>
<td>Level I Unit</td>
<td>USAR</td>
<td>Winner</td>
<td>Southern European Task Force (Augmentation) Unit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>445th Medical Detachment (Veterinary Service)</td>
</tr>
<tr>
<td>Level II (A) Property Book MTOE</td>
<td>USAR</td>
<td>Winner</td>
<td>94th Combat Support Hospital</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>329th Combat Sustainment Battalion</td>
</tr>
<tr>
<td>Level II (B) Property Book TDA</td>
<td>USAR</td>
<td>Winner</td>
<td>7th United States Army Reserve Command</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>NA</td>
</tr>
<tr>
<td>Level III Parent Organization</td>
<td>USAR</td>
<td>Winner</td>
<td>530th Military Police Battalion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>489th Civil Affairs Battalion</td>
</tr>
<tr>
<td>Level IV (A) SSA MTOE</td>
<td>USAR</td>
<td>Winner</td>
<td>318th Combat Support (CRC) Company (Modular)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>Detachment 1, 1011th Quartermaster Company</td>
</tr>
<tr>
<td>Level IV (B) SSA TDA</td>
<td>USAR</td>
<td>Winner</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runner-Up</td>
<td>NA</td>
</tr>
</tbody>
</table>

Physical equipment and supply checks and continuous record verifications helped make these organizations winners.
This document provides a quick reference to logistics insights and tips the Supply Excellence Award (SEA) team encountered during our SEA evaluations. The SEA team wants to share information with boots-on-the-ground Soldiers running our supply operations. This living document will be updated periodically.

Since the best insights usually come from the Soldiers working the systems, it is requested that all of you provide recommendations regarding additions, changes and/or corrections. Appropriate credit will be given for those recommendations chosen for inclusion in future updates. Look for subsequent versions of this document at our Quartermaster home page @ www.quartermaster.army.mil/ltd/supexcel.html and at our AKO files located @ Files > AKO Files Home > U.S. Army Organizations > TRADOC > Schools > Quartermaster School > Supply Excellence Award.

The following topics covered in this article:

- Common Table of Allowance (CTA) on the Web
  CTAs are now posted at the Force Management System web site formerly known as WEBTAADS @ https://webtaads.belvoir.army.mil/usafmsa/. Additionally, modified table of organization and equipment and table of distribution and allowance authorization documents are available here. You may download the documents in Excel and use as required for your project.

- Digital Publication Management System (DPMS)
  This tool is located at the Logistics Innovation Agency formerly known as the Logistics Transformation Agency (LTA) formerly known as the Logistics Integration Agency @ http://www.lta.army.mil/. (Their name may change again soon.) Look down the right hand column for DCS G-4, Digital Publication Management System and click it open.

  On the right side at the top is a Policy Information section that contains the following:

- G-4 Bookshelf (regulations and pamphlets). All publications for which the DA G-4 is the proponent may be accessed here.
- Publication Review Schedule. Ever wonder when an update to a supply publication was going to be available? Peruse the schedule here.
- DPMS Bulletin Board. One may post supply questions here and receive a response from peers and occasionally
from a subject matter expert. Check it out, the file is historical and your question may have already been asked and perhaps answered. You won’t know until you look.

- Army Independent Logistics Checklist:
  This link is currently not working.
- G-4 Policy Enrollment and Notification System (PENS). One of our favorites because once you’re set up, it’s on autopilot. Sign in using your AKO User Id/Password and you can subscribe to receive automatic notification when a G-4 owned publication is changed or revised and/or a new one is published. This is a great way to stay up to speed with minimum effort on your part.

Move down to the Policy Updates subsection. The time saving tool here is the Work in Progress section, which, once you have again signed in using your AKO User ID/Password, allows you to review draft documents of supply publications.

Example: AR 710-2 (Supply Policy Below the National Level) was published 8 July 2005 but the corresponding user pamphlets have not been updated/published. In reality, the pamphlets have been updated by the US Army Quartermaster Center and School and LTA. In fact, DA Pamphlet 710-2-2 (Supply Support Activity Supply System: Manual Procedures) is posted here in the Works in Progress section of DPMS. It may be accessed by chapter. See what the new pamphlet will look like. Remember as the site’s disclaimer reads, this is a draft document.

Example: Why is the DA Pamphlet 710-2-1 (Using Unit Supply System (Manual Procedures)) not available here. The Publication Review Schedule mentioned earlier indicates it is at DA G-4 for review. Publication is expected soon.

Next is the Policy Analysis section. A search on Suggested Publication Changes and a review of DA Forms 2028 (Recommended Changes to the Publications and Blank Forms) are available here. Locate the publication that interests you in the List of Regulations and Pamphlets drop down box and click on All 2028 Attributes. All DA Form 2028s submitted against the selected publication may be reviewed.

It may take a while to see DA Form 2028s submitted via mail to the proponent here. All that were submitted using the “XML” hyperlink 2028 available for all DA G-4 managed publications automatically post here and get sent to the appropriate author/reviewer for comment/processing.

DPMS is a great tool. Currently, considering the Army’s operational tempo/personnel tempo and other logistics requirements, it may be falling behind. Still, it is a useful tool.

Logistics Support Activity (LOGSA)

It is all good stuff, but overwhelming at first glance. Everyone should ferret out the information they require and use LOGSA’s data bases to their advantage. Visit https://www.logsa.army.mil/.

Quoted from their home page: “The Logistics Information Warehouse (LIW) Initial Operational Capability (IOC) was fielded on Monday, 30 January 2006. You will notice some changes and improvements in your access to authoritative Army logistics data. LIW IOC provides a common point of entry to the existing web capabilities of the Logistics Integrated Data Base (LIDB), the Integrated Logistic Analysis Program (ILAP), and other LOGSA tools. This common point of entry—the LIW main webpage—replaced the web page currently known as WebLOG, simplified access to former WebLOG tools, renovated the LOGSA System Access Request (SAR) process, and provided single-sign-on access to the full capabilities of both WebLIDB and ILAP. Access to the LIW web page is provided via a single log-on based on the user’s Army Knowledge Online (AKO) account. Non-Army affiliated users will be given opportunity to utilize a local non-AKO login. To ensure a seamless transition to the LIW, take time now to recall and verify your AKO user information.” Link to LIW: https://liw.logsa.army.mil
Listed below are a few tips in using the LOGSA data bases:

On the main page, click on the LIW box, select WEBLIDB (middle/bottom), scroll down and click open Publications Selection (left column), then select the report titled Tailored Index Report by UIC, enter your UIC in the box, click “Submit” and look for the UIC you entered to appear above your input.

It’s almost instantaneous. Once there, look at the top right of the screen and click on the running man icon (this runs your report). You may also schedule it by clicking on the clock. Return to the left side and scroll down to Report Status. When the report is available click it open.

This index is tailored by UICs and provides a complete list of equipment publications for requested UICs. It also includes supply catalogs, technical manuals, lubrication orders, and others.

All the supply catalog data you need on a daily basis but especially for change of hand receipt holder or change of command inventory purposes is here. Stay current and not order items no longer authorized or retain items removed from the current authorization publications.

Return to the main page and click open LIW. Look at FEDLOG. Open it and ensure the Army “tank” icon is selected. You now have access to the Army Master Data File information. Click on Help in the top tool bar, scroll down to Army Essential Supply Publications (ESP), and click it open. You will see a list of ESP content. Open any of the lists and a list of suggested publications appears for that level of supply operation. Remember, the publication dates may be old, so go back to DPMS and ensure you are referencing current publications. This is a good place to start your list of required publications for your standing operating procedures (SOPs).

**Tactical Wheeled Vehicle Requirement Management Office**

This is a great source for obtaining information about tactical wheeled vehicles in the Army’s inventory. Check it out at http://tsmtwvm.eustis.army.mil/.

**US Army Combined Arms Support Command (CASCOM)**

CASCOM’s home page at http://www.cascom.army.mil/ is very comprehensive. Some examples of available data are listed below.

Do you have a great idea but don’t know how to let the Army know? Click on the CSS tab and scroll down to SMART. Click on ‘Initiate a SMART Idea Here’ and go to work.

Quartermaster Soldier Critical Task lists and links to Soldier training related work books for both 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) are provided at http://www.cascom.lee.army.mil/quartermaster/General_Supply/.

The Sustainment Portal at https://vports.atsc.army.mil/home1.html requires initiative to learn. Take the time, it will enhance the support you provide your commander and Soldiers. It is a great place for automation smart logisticians to browse.

**Project Manager, Logistics Information Systems (PMLIS)**

The following are some of helpful PMLIS web sites:

- The commander’s guide for the Unit Level Logistics System – S4 is at https://www.pmlis.lee.army.mil/private/ULLS/ullsdownload/ULLS_CGs/ULLS-S4_CG.pdf
Information regarding current versions of the various STAMIS: https://www.pmlis.lee.army.mil/private/default.htm


Tip regarding a “hidden” gem. The Standard Property Book System-Redesigned (SPBS-R) is almost gone, but this information is provided to demonstrate that sometimes one does have to “ferret” out information. Click on ULLS in the toolbar of the main PMLIS home page. Notice the SPBS-R link down the left side. Open it. Scroll down and open the link to the SPBS-R User Manual. The entire manual to include the two published changes can be found here. One would think the SPBS-R tab should be on the main tool bar, but no, to get to SPBS-R you must go through the ULLS tab.

Quartermaster Professional Bulletin

The Quartermaster Professional Bulletin is available on line at http://www.quartermaster.army.mil/oqmg/Professional_Bulletin/qmpb/homepage.asp. For your reading pleasure, back issues are also available. Articles such as “Chief of Staff, Army, Supply Excellence Award” in the Spring 2003 edition are a must read. This article is at http://www.quartermaster.army.mil/oqmg/Professional_Bulletin/2003/Spring03/Chief_of_Staff_Army_Supply_Excellence_Award_Program.htm.

US Army Logistics Network (LOGNet)

LOGNet provides fantastic tools designed to aid supply personnel in completing their assigned mission. To access LOGNet go to https://lognet.bcks.army.mil

When prompted just enter your AKO UserName and AKO Password to log on. To participate on LOGNet you must have an account. To create your account just click the “Request an Account” button on the display page. Again the UserName to be entered is your AKO UserName and the Password is your AKO Password. Do not enter your e-mail address in place of your AKO UserName. It is not the same thing. Double check the spelling of your AKO UserName before completing the process. Incorrectly spelled AKO UserNames will not pass the security check with the AKO white pages and will be rejected by the system. Screening and approval of LOGNet account requests usually happens within one working day, if not sooner.

For further details, help, and instructions see this section on LOGNet after your account request has been approved: https://lognet.bcks.army.mil/lognet/ev_en.php?ID=9989_201&ID2=DO_TOPIC.

Once you have your LOGNet account use this URL: https://lognet.bcks.army.mil/
Start in the right column **Features** and open the **60 Seconds Instructions for LOGNet file**. It is recommend that you print a copy for future reference. Next, again in the right hand column, open the PowerPoint presentation titled: **Introduction to LOGNet: March 2006**. Again, print yourself a copy for reference.

On the main page, scroll all the way to the bottom and look at the available data. Two items that immediately catch the eye are the Ammunition Basic Load SOP and the Command Supply Discipline Program (CSDP) Checklist Excel Worksheet. This is a very small sample of available data. Also, keep in mind LOGNet is a dynamic data base and it’s best to peruse here often.

On the main page, in the left column under **Explorer**, scroll down and open **Quartermaster**. In the left column are various topics such as **Property Book Officer**, **Unit Supply NCO**, etc. Scrolling down the main Quartermaster page allows one to view questions and replies posted by various individuals. For example, a question posed was: “Does anyone have a division level main support battalion SOP?” The answer provided the LOGNet facilitator, was “There are a variety of internal and external SOPs of this nature located at AKO SOP Central in the following folder: https://www.us.army.mil/suite/collaboration/folder_V.do?foid=816614&load=true.”

The access instructions provided are:

- Log onto AKO
- Click the Files Tab
- On the explorer to the left click US Army Organization to expand it
- Click TRADOC
- Click Schools
- Click CGSC
- Click TDUG
- Click SOP Central
- Click on the file cabinet icon to expand it
- Click on the Logistics and Supply folder

In the left column under **Explorer**, open the **Unit Supply NCO** tab. Scroll down the main page and check out the **Conversations**. Look in the **Features** section, find the **OCIE Spotting Guide**. (Available July 2006, but do not know how long post remain.) Open the guide and see how it can be adopted to your unit’s requirements. All of these efforts are the results of outstanding work and initiative displayed by our Soldiers. Their willingness to share is noteworthy. This guide is just one small example of what is available on LOGNet.

This list could go on forever. Therefore, do yourself a big favor and take advantage of LOGNet by visiting often.

**Army Business Transformation Knowledge Center**

For esoteric types, visit the Army Business Transformation Knowledge Center at http://www.army.mil/ArmyBTKC/index.htm and learn about the continuous process improvement strategy which includes **Lean Six Sigma** as a tool. The principles espoused here have application down to the user level.

**Department of Defense Activity Address Code (DODAAC)/Type Address Code (TAC)-Address Validation**

Did you know you can query the LIW database by DODAAC and check the accuracy of your unit’s DODAAC information, including TAC addresses? Just go to: https://liw.logsa.army.mil, expand **Force** on the left side of the page, click on **DODAAC information**, then **DODAAC search** and enter the DODAAC you wish to validate.

**Type address code (TAC) addresses**, also known as in-the-clear addresses, are tied to your unit’s DODAACs to identify the delivery location of your unit’s supplies. An explanation of TAC addresses may be found in AR 725-50, paragraph 9-2(b).

Your Installation DODAAC coordinator performs an annual DODAAC reconciliation per AR 710-2, paragraph 1-24. Should you
discover problems with your TAC addresses, notify the DODAAC coordinator for correction. Check back with LIW to ensure your requested changes take effect.

Another option to validate DODAAC information is the **Defense Automatic Addressing System**. Just go to: https://www.daas.dla.mil/daasing/, click DODAAC along the left side of the page and enter the DODAAC you wish to validate. Here you will find additional query options, such as: Search DODAAC by zip code, routing Identifier Code, national item identification number, etc.

**Operational Logistics (OPLOG) Planner 5.1**

The Army’s OPLOG tool is at https://www.cascom.army.mil/private/Futures/FDD/MultifunctionalLogistics/PlanningData/OPLOGPLNR.html. Recommend you refer to the OPLOG Planner 5.0 Getting Started Quick Guide to get you started using this tool.

This automated tool is recommended since we still note FM 101-10-1 and FM 101-10-2 referenced in some units’ SOPs which are obsolete. So use current computation data for your supply requirements.

**How the Army Runs**

To learn “How the Army Runs,” go to http://www.cascom.army.mil/Automation/home.htm and open the link to a publication titled: How the Army Runs. Recommend paying special attention to Chapter 12, Logistics. Make yourself smart and take the time to study this publication.

**PAM XXI**

PAM XXI is at https://www.armyg1.army.mil/PAMXXI/secured/logon.asp?OPENWIN=N. Are you interested in how many warrant officer of the female gender serve in our Army? Or how many Chief Warrant Officer Five Property Accounting Technicians (920A) are in the personnel inventory? You can find that answer and much more by getting a PAM XXI account, thereby increasing your knowledge regarding the Army’s structure.

**CW5 Robert Gowin is currently assigned to the Logistics Training Department, US Army Quartermaster Center and School, Fort Lee, Virginia.**

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**NEW INTERACTIVE MULTI-MEDIA INSTRUCTION (IMI) TRAINING PRODUCTS AVAILABLE**

The Army continues to modernize and upgrade the force. The new systems are more complex and technically demanding than the older systems. Additionally, our Quartermaster Corps total force is now made up of a majority of Reserve and National Guard Soldiers. Our Reserve and Guard Soldiers have limited time available to train on any system and may not even have the opportunity to see these new systems before they deploy. Sustainment training for our new systems is the key to ensure that they will be operated and maintained properly. It is essential to ensure that our systems perform to their maximum reliability potential. These two factors noted above have created a new training challenge that has to be overcome. With this training challenge in mind, the Quartermaster Corps has made a deliberate decision to ensure that to the extent possible, within current fiscal constraints, all new Quartermaster systems fielded will have means to deliver sustainment to the total force. The primary method of delivery for this sustainment training will be through the use of web-based IMI. This IMI training will deliver the sustainment training required to help maintain proficiency with the operation and maintenance of our new Quartermaster systems and because they are web-based, they will be available to be accessed worldwide at any time.

The US Army Quartermaster Center and School is pleased to announce that we have now posted several new IMI training products to several different available web sites. The posted training products include: Advanced Aviation Forward Area Refueling System, Food Sanitation Center, Lightweight Water Purifier, Petroleum Quality Analysis System, and Tactical Water Purification System. You can find these IMI training products on the following web sites: https://qm.learn.army.mil, and https://aeps-demo2.ria.army.mil/services/training/pmweb/pawsimi.html. Access to these web-sites requires only your AKO user name and password.

Access to the qm.learn web site requires you to select a Quartermaster course on the right of the screen and select enroll to start the course. Access to the aeps web-site requires that you just select the course you wish to take to start. Both web-sites allow for user feedback and your comments are essential for us to know if the products are useful to your operation. Additional IMI sustainment training products will be added to these web sites as the products become available.
The Army National Guard Region III Annual Logistics Conference was held in Asheville, North Carolina, 29 May through 2 June 2007. The host of this year’s conference was The Adjutant General of North Carolina, MG William E. Ingram. The conference brought nearly 120 logistics (military transport, maintenance, and procurement) experts together from North Carolina, South Carolina, Kentucky, Tennessee, Georgia, Florida, Alabama, Mississippi, Puerto Rico, and the Virgin Islands. Attendees included logistics directors, supply management, logistics management, surface maintenance, food service, and transportation officers, warrant officers, and noncommissioned officers to include personnel from combat service support automation management offices and budget analysts.

Attendees were brought together to learn and discuss from each other the newest, best practices and award units in the region for logistics excellence. Lessons learned at the conference will be forwarded to National Guard leaders at the national level by the Executive Advisory Group for Logistics Excellence. The interactive discussion will culminate into updated business practices to improve logistics throughout the National Guard community.

BG Mark A. Bellini, The Quartermaster General and Commanding General of the US Army Quartermaster Center and School (QMC&S) at Fort Lee, Virginia, was a key speaker and leader at the event. BG Bellini briefed the conference members on current equipment initiatives to include: 2000-pound Precision Airdrop System, Low Cost Aerial Delivery System, Enhanced Container Delivery
System, Force Provider, Rapidly Installed Fluid Transfer System, and Modular Fuel System. The ability to quickly and efficiently supply US forces is critical to all military operations. BG Bellini updated the group on the way a head for Fort Lee, the QMC&S, and on the new Logistics Corps to be housed at Fort Lee. Roles and responsibilities for the Quartermaster Total Force Integration Office located at Fort Lee were also briefed.

Several awards were given to units in the region. The North Carolina Army National Guard 732nd Maintenance Company headquartered in Roxboro won the Region III Army National Guard Award for Maintenance Excellence Medium Category. The 732nd Maintenance Company went on to win the Army wide competition in early June 2007.

For further information, contact LTC Grenier at (804) 734-3419 (DSN 687) or randall.grenier@lee.army.mil.

TFIO Forms Partnership with the US Army Reserve 80th Division Institutional Training

By MSG Steven Smith

The US Army Quartermaster Center and School’s Total Force Integration Office (TFIO) is engaged in providing a seamless and proactive approach to promote a partnership with the US Army Reserve 80th Division (Institutional Training (IT)). The purpose of this partnership is to ensure that quality of life and standardized training exist among the Active Component (AC) and Reserve Component (RC) as it relates to the Total Army School System.

Through this partnership, the TFIO has agreed to assist the 80th Division (IT) with the development and implementation of military occupation specialties 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) Army Reserve instructor training program. The focus of this program will allow RC instructors to train on critical tasks and equipment prior to performing their two-week annual training mission. This training will reinforce strengths and transform weaknesses into strengths. The training will improve the quality of instruction provided the students and improve Soldier readiness.

The establishment of a Warrior Training Center (WTC) at Fort Lee, Virginia, or a comparable site will also be implemented. The WTC will mirror the AC WTC just as the RC Soldier will mirror the AC Soldier when training is completed. We know this to be a fact due to the five WTC pilot classes that consisted of AC, US Army Reserve (USAR) and National Guard Soldiers. The goal is to provide the same training to all components with the end result of interchangeable Soldiers that can perform the same tasks.

TFIO views this partnership and training as a win-win situation for all parties involved, especially the USAR Soldiers. Through this partnership, the 92A and 92Y USAR Soldiers, will be infinitely better tactically and technically. Army Strong!

For further information, contact MSG Smith at (804) 734-4741 (DSN 687) or steven.jeffrey.smith@us.army.mil.
Effective 1 October 2007, as part of the Army’s transformation, the 80th Division (Institutional Training (IT)) will transform into the 80th US Army Training Command and take command and control of all US Army Reserve Total Army School System (TASS) battalions. The 80th US Army Training Command will consist of three one-star training divisions: the 94th, 100th, and 102nd Training Divisions. The 94th is projected to be located at Fort Lee, Virginia.

TASS battalions consisting of Quartermaster, Ordnance, Transportation, and Personnel Services will be scattered across the continental United States and Puerto Rico. Under the current TASS structure, there are currently six Army IT divisions: the 80th Division (IT), 95th Division (IT), 98th Division (IT), 100th Division (IT), 104th Division (IT), and the 108th Division (IT). Besides the 80th Division (IT), the only other remaining stand alone IT Division after the transformation will be the 108th Division (IT). The 108th Division (IT) will assume the responsibility for Army Reserve initial entry training (IET). Additionally, there are seven Quartermaster TASS battalions: the 8/80th Quartermaster Battalion, 9/95th Quartermaster Battalion, 10/98th Quartermaster Battalion, 7/100th Quartermaster Battalion, 8/104th Quartermaster Battalion, 9/108th Quartermaster Battalion, and 8th Brigade (M)/108th Division (IT). These units are functionally aligned and linked to the US Army Quartermaster Center and School, Fort Lee, Virginia. All seven Quartermaster TASS battalions are in partnership with the Active Component, United States Army Reserve, and the Army National Guard. The US Army Training and Doctrine Command (TRADOC) currently has one standard for all Soldiers and institutions. The TASS battalions are required to remain fully accredited and provide standardized individual training and education for the US Army. Currently TASS battalions provide the Reserve Component with military occupational specialty (MOS) training (reclassification) and professional military education to include intermediate level education, officer, warrant officer, and noncommissioned officer training.

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**80th Training Command Structure**

The Army School System (TASS)

**80th Training Command (TASS)**

- **Deputy Commanding General Operations**
  - **809th Logistics Support Battalion**
    - **TASS Training Center**
      - Fort Hunter Liggett, CA
    - **TASS Training Center**
      - Fort Leonard Wood, MO
    - **TASS Training Center**
      - Camp Parks, CA
    - **TASS Training Center**
      - Fort Dix, NJ
    - **TASS Training Center**
      - Fort Knox, KY
    - **TASS Training Center**
      - Devens Reserve Forces Training Area, Ayer, MA
    - **TASS Training Center**
      - Fort Pickett, VA
    - **TASS Training Center**
      - Fort McClellan, AL

- **102nd Training Division (Maneuver Support)**
  - **1st Brigade (Engineer)**
    - 102nd Training Division
  - **2nd Brigade (Military Police)**
    - 102nd Training Division
  - **3rd Brigade (Chemical)**
    - 102nd Training Division

- **94th Training Division (Force Sustainment)**
  - **1ST Brigade (Quartermaster)**
    - 94th Training Division
  - **2nd Brigade (Transportations)**
    - 94th Training Division
  - **3rd Brigade (Ordnance)**
    - 94th Training Division
  - **9th Brigade (Personnel Services)**
    - 94th Training Division
  - **3-340th Multi Functional Battalion**
    - (Puerto Rico)

- **100th Training Division (Operations Support)**
  - **1st Brigade (Military Intel)**
    - 100th Training Division
  - **2nd Brigade (Signal Corps)**
    - 100th Training Division
  - **3rd Brigade (Civil Affairs/Public Affairs)**
    - 100th Training Division
  - **4th Brigade (Health Services)**
    - 100th Training Division
Some of their roles will be shifted during the transformation process.

The plan to change the Army Reserve IT structure is known as Decision Point (DP) 74. DP 74 was approved by the Army Vice Chief of Staff in February 2006. This decision was endorsed by LTG James Hemley, former Chief of the US Army Reserve and the US Army Command. They approved a course of action to consolidate the five training support divisions and six IT divisions into a layout which include an IT Command (80th Training Command), an IET command (108th Training Command), a professional development training command (84th Training Command), and a battle command staff training command (87th Training Command). One previous DP laid the foundation for DP 74. Under DP 57 the Army Reserve recommended the removal of all IET and most of the Army Reserve TASS structure. The senior Army leadership did not agree on this concept and ordered the Army Reserve to implement DP 74.

Several major benefits derived from DP 74. The consolidation of Army IT assets provides better support for the modular force, Army force generation, the global war on terrorism, and the Army Reserve training strategy. TASS training capabilities will increase significantly by combining all TASS battalions under one command. This will greatly decrease the amount of unfilled and unqualified instructor positions. The Army Reserve IET capabilities will better enhance TRADOC’s training base expansion program by providing instructors and drill sergeants to support surges. The 80th Training Division will have eight major TASS training centers (TTC). TCCs are Army Reserve IT sites. All TTCs will consist of a full time staff and certified instructors and prepositioned equipment in support of TASS. Each TTC is scheduled to be 40,000 square feet, with five classrooms, one automation lab, one equipment storage and maintenance facility, and billets. The TTC’s equipment package will consist of nearly 1,000 pieces of equipment and 84 line identification numbers. This includes wheeled vehicles, trailers and generators, tool kits and test sets, automation equipment, and other equipment that pertains to the MOS being taught at that particular TTC.

Fort Pickett, Virginia, will be the main proposed Quartermaster TTC site. The full time staff will be composed of a staff operations training specialist, human resource noncommissioned officer (NCO), chief instructor E-8 (92S58), training unit administrator (GS09), training NCO (E-7) (00G40), one E-6 information system operator/analyst, a Quartermaster team composed of one E-8 (92A58), two E-7s (92A48), one E-7 (92G48), one E-7 (92S48), one E-7 (92W48), one E-7 (92Y48), and a logistics cell composed of one E-7 (92Y40), one E-6 (63B30), and one E-5 (63J20). In addition to the full time staff, the TTC will also consist of troop program unit personnel who are known as Reserve Soldiers. TASS battalions will still teach certain Quartermaster MOSs at the QMC&S, the TRADOC’s proponent school for Quartermaster. Other TTC sites include Fort Hunter Liggett, California; Fort Leonard Wood, Missouri; Camp Park, California; Fort Dix, New Jersey; Fort Knox, Kentucky; Devens Reserve Forces Training Area, Massachusetts; and Fort McClellan, Alabama.

Although DP 74 will take several years before the plan is totally completed, its overall contribution to TASS will be superb. The Army’s plan to consolidate the IT Division will provide more instructors to support TASS and the Army. The plan will prove to be a big success in years to come.

Please direct any questions or concerns to LTC Murriel at (804) 734-3574 (DSN 687) or chuck.murriel@lee.army.mil.

LTC Chuck Murriel is an US Army Reserve Liaison Officer for the Total Force Integration Office, US Army Quartermaster Center and School, Fort Lee, Virginia. He is a graduate of Tougallo College in Mississippi where he received a bachelor’s degree in history.
SSG Steven Malubay is a 33-year old Reservist and a 92A Automated Logistics Specialist. He was on Active Duty from Washington State, when he claimed first place in the 2006 US Army Quartermaster Center and School (QMC&S) Drill Sergeant of the Year competition.

SSG Malubay was a drill sergeant assigned to the 23rd Quartermaster Brigade, QMC&S, Fort Lee, Virginia. Among his primary duties was supporting the tactical training of the Soldiers under his purview. Troop training included convoy operations (Convoy Live Fire), entry control point procedures, entering and clearing buildings, and other routine training such as first aid. During his two-year tour at the QMC&S, his training focused on 92A Automated Logistics Specialists. The average class size was between 50 and 60 Soldiers and classes normally lasted three months.

Not everyone gets the opportunity to be a drill sergeant and participate and win a competition in that special category. SSG Malubay was honored not only to represent himself but also the QMC&S during the 2007 US Army Training and Doctrine Command (TRADOC) Drill Sergeant Competition. In addition to 12-hour days as a drill sergeant, SSG Malubay’s preparation included studying for about an hour a day for four weeks leading up to the competition. The strategy worked as he nudged out the runner-up by a mere two points.

Going into the competition, SSG Malubay had the attitude that he was going to put every ounce of energy into his performance. He didn’t want to have any regrets when he left the board room, so if anyone was going to beat him, he wanted to make sure that they either knew more or they had better qualities. The competition included not only a board competition, but an Army physical fitness test, obstacle course, road march, combat tasks, shooting skills, individual orienteering, and first aid.

Each year, TRADOC trains more than 300,000 Soldiers and the job goes to drill sergeants from the Active and Reserve Components who train Soldiers at 12 posts. Beyond earning the title of top drill sergeants, the winners are assigned for a year to TRADOC, where they make recommendations on the drill sergeant program by providing insight to the commanding general and training staff.

SSG Malubay will spend the next year traveling for the Army talking with Soldiers, students, and other audiences. He hopes he can bring something meaningful to those he talks with, especially the young Soldiers. He hopes his accomplishments as a drill sergeant and an instructor at QMC&S will help inspire more young people to join the Army and more young Soldiers to stay in the Army.
SAFETY SAVES SOLDIERS

PROTECTIVE EQUIPMENT: GET IT AND USE IT!

BY MICHAEL L. DAVIS
SAFETY SPECIALIST ASSIGNED TO THE US ARMY QUARTERMASTER CENTER AND SCHOOL, FORT LEE, VIRGINIA

Quartermaster personnel are assigned worldwide and are conducting hazardous operations to complete their daily duties and missions. But Soldiers continue to not use personal protective equipment (PPE) while working in these hazardous operations. Remember that PPE is provided to Soldiers for a reason – to reduce the risk of injuries.

Situation: During a construction operation, a Soldier received a head injury while working on the project. The Soldier did not follow orders and had taken his helmet off. The Soldier was standing next to the door of a 5-ton truck with his Kevlar off when another Soldier suddenly emerged from the vehicle. The opening door struck the helmetless Soldier and he ended up requiring two staples.

Preventive Measures: Construction operations require the wear of safety items like hard hats/helmets per Occupational Safety and Health Administration (OSHA) regulations for the workplace and Army guidance for operations. Leaders need to ensure this compliance during all operations.

Situation: While conducting training, a Soldier smashed his left middle finger between a 175-pound gate valve and the bed of a 5-ton truck while assisting a crew of four other Soldiers in loading the gate valve into the truck. The injuries consisted of bruising, swelling, and a 1.5-inch laceration to the surface layers of skin. The Soldier was transported to a local hospital for evaluation and treatment. No significant injuries were identified and the Soldier was determined to be fit for duty.

Preventive Measures: Train Soldiers on proper lifting and loading techniques. Ensure proper PPE is used. Hand injuries are common and form a large proportion of the workload seen at military field hospitals. The overwhelming majority of hand trauma result in soft tissue injury. There is a clear predisposition to hand trauma for males, manual workers, combat Soldiers, and engineers/mechanics. While most hand injuries do not require surgical intervention, they impact the effectiveness of the military population as a result of the large proportion of patients who are placed on restricted duties following hand trauma.

Regulations have been issued by the OSHA on PPE and in Army guidance. These regulations require employees (Soldiers) to use protective equipment to guard against injury in situations where reasonable probability of injury exists. Additional requirements can be found in many Army publications and on the Material Safety Data Sheets (when dealing with hazardous chemicals (fuels).

Situation: While conducting convoy lanes training, a Soldier was mildly injured while serving as a lane officer in charge (OIC). Vehicle A was rendered disabled by the OIC after an improvised explosive device attack. Vehicle B attempted to move around the disabled vehicle. As Vehicle B approached vehicle A, driver B did not see the OIC standing next to vehicle A.
Driver B positioned his vehicle too close to vehicle A during maneuvers and hit the OIC with his passenger side mirror. Once driver B realized he was too close, he tried to reposition the vehicle by backing the vehicle. During this maneuver, driver B again hit the Soldier with his mirror, trapping him between vehicles A and B. The mirror from vehicle B broke off after hitting the OIC’s arm and chest. Had the Soldier not been wearing his individual body armor, the mirror would have pierced his chest, causing significant bodily injury.

Situation: While conducting a convoy operation, one vehicle had to change lanes to avoid striking another vehicle that had pulled into its lane. The driver lost control and the vehicle rolled several times and was completely crushed. Fortunately no major injuries occurred. All three Soldiers were wearing their seat belts and helmets.

All program requirements were issued to help protect personnel from the dangerous effects of hazardous operations. While the OSHA regulations are primarily directed toward civilian industry, the Army Safety Program requires that all personnel of the Department of Defense comply with the standard.

PPE that is used must be tailored to the task the Soldier is performing. When it comes to PPE, Soldiers and leaders both share responsibilities for safety. Leaders must provide training, first-aid facilities, and PPE equipment. Each Soldier has to take safety seriously and use the protection provided.

Soldiers must receive training in the proper use of PPE and understand the following concepts:

- What are the limitations of the protection. Each Soldier must show that they understand the training and how to use protection properly before they are allowed to perform work requiring its use.

- To use the composite risk management process, leaders and Soldiers must remember the basic causes of injuries and some operations where they often occur. Leaders must identify hazards in the work area to determine how best to avoid injuries. The first step to prevent injuries is to reduce the hazards and the second is to provide the correct PPE for the event.

- Practice makes perfect! Train Soldiers on the hazards, how to use the PPE provided, and how to supervise operations. A wide variety of safety equipment is available to keep Soldiers safe and injury free. The safety devices and procedures listed in Army publications are many of the ways to ensure protection and continued good health. Protective equipment must comply with the American National Standards Institute guidelines and be marked directly on the piece of equipment.

- Soldiers are ultimately responsible for their own protection. The individual has the most to lose if they don’t follow good safety practices.

The following rules about safety must be considered at all times:

- Leaders need to match safety equipment to the degree of the hazard present during an operation.
- Soldiers need to be trained and know what protective devices are available on the job and how they can protect them.
- Leaders and Soldiers must make sure their eye safety device fits properly.
- Leaders and Soldiers need to ensure that safety equipment is maintained in good condition and replaced when defective.
2007 Quartermaster Regimental Honors

On 18 May 2007 during the Army Quartermaster Foundation dinner and ceremony honoring the 232nd Quartermaster Corps birthday, four new members were inducted into the Quartermaster Hall of Fame. The Quartermaster Corps Hall of Fame recognizes retired military and civilians who have made lasting, significant contributions to the Quartermaster Corps. Their exceptional contributions also serve to foster Regimental esprit and to perpetuate the history of the Quartermaster Corps. Thirty-four Distinguished members of the Regiment and six Distinguished Units of the Regiment were also inducted during the ceremony.

2007 Hall of Fame

MG Cannon was commissioned in 1967 as a distinguished military graduate from the University of Texas. His early assignments included a detail as an Infantry officer with the 3rd Battalion, 10th Infantry, 5th Infantry Division and as a company commander with the 2nd Battalion, 60th Infantry, 9th Infantry Division in Vietnam. Following attendance at the Command and General Staff College, he became the Executive Officer for Petroleum Distribution in Korea followed by an assignment as the Assistant Executive Officer to the Deputy Chief of Staff for Logistics. In 1982, he was assigned as the Division Support Command Executive Officer, 1st Cavalry Division followed by an assignment as the Director for Bulk Fuels, 200th Theater Army Materiel Management Center, and then as Commander, 8th Infantry Division Support Command. During his assignment as the Assistant Deputy Chief of Staff for Logistics, he temporarily served as the commander for the Support Implementation Force in Zagreb, Croatia. In 1999, MG Cannon became the Acting Deputy Chief of Staff for Logistics and in 2000, the Chief of Staff, Army Materiel Command.

MG Proctor received his commission in 1968 as a distinguished military graduate from North Carolina Agricultural and Technical State University. His early assignments included A Company Commander, 25th Supply and Transport Battalion, 25th Infantry Division; Supply Officer, Division Materiel Management Center, 25th Infantry Division; Chief, Production Management Branch, Defense Industrial Supply Center Philadelphia; and Battalion Commander, 25th Supply and Transport Battalion, 25th Infantry Division. MG Proctor’s senior positions included Senior Staff Officer, Office of the Deputy Chief of Staff, Logistics; Chief Executive Officer, Defense Supply Center Philadelphia; The 46th Quartermaster General of the Army; and Director, Logistics Operations, J-3, Defense Logistics Agency. His many awards include the Distinguished Service Medal (1 oak leaf cluster), Defense Superior Service Medal, Legion of Merit (3 oak leaf clusters), Bronze Star, Meritorious Service Medal (3 oak leaf clusters), Joint Services Commendation Medal, Army Commendation Medal (2 oak leaf clusters), Department of the Army Identification Badge, and the Air Assault Badge.
During his more than 37 year career, CW5 Montgomery held a variety of positions beginning in April 1966 as a combat Infantryman and cook with Company C, 1st Battalion, 503rd Infantry, 173rd Airborne Brigade in Vietnam. Following a variety of food service assignments with ever-increasing responsibilities, in 1977 he was appointed as a warrant officer and assigned to the 2nd Armored Cavalry Regiment in Germany. He served as a Food Technical Advisor with the Food Engineering Laboratory, Natick; the Division Food Service Advisor, 1st Armored Division; Group Food Service Advisor, 36th Engineer Group; and the Quartermaster Warrant Officer Career Manager, Personnel Command. His last active duty assignment was Chief Warrant Officer Personnel Proponency Officer, Combined Arms Support Command.

During a thirty year career, from 1972 until 2002, CSM Gammon served in a variety of significant senior noncommissioned officer positions including Command Sergeant Majors of the 99th Support Battalion, 9th Infantry Division, Division Support Command (DISCOM); Quartermaster Noncommissioned Officer Academy, 23rd Quartermaster Brigade; 45th Corps Support Group, 25th Infantry Division DISCOM; and the US Army Quartermaster Center and School. His expertise in combat logistics made him a highly sought after resource and asset in the teaching of logistics doctrine to enlisted Quartermaster Soldiers. CSM Gammon is now a Department of the Army Civilian as the Division Chief of the Directorate of Quality Assurance Division, Combined Arms Support Command, where he is responsible for the quality of logistics training. His awards include the Legion of Merit, Meritorious Service Medal (3 oak leaf clusters), Army Commendation Medal (3 oak leaf clusters), Parachutists Badge, and Air Assault Badge.

2007 Distinguished Members of the Regiment

BG Joyce L. Stevens
BG Gregory E. Couch
Mr. Larry Stubblefield
Ms. Janet W. Bean
Mr. Ronnie E. Chronister
Mrs. Sarah H. Finnicum
COL(P) Thomas J. Richardson
COL(P) Larry D. Wyche
COL Gerald E. Belliveau
COL Mark E. Drake
COL Karen L. Jennings
COL Kevin G. O’Connell
COL John E. O’Neil
COL Bette R. Washington
COL John F. Wharton
COL (Retired) Gary L. Harris
COL (Retired) Clinton A. Hodder
COL (Retired) Norman J. Myers
COL C (Retired) Christopher R. Paparone
COL (Retired) Richard J. Poole
COL (Retired) Karl C. Rush
COL (Retired) Terry E. Thrall
LTC(P) Charles B. Salvo
LTC(P) Robert P. Sullivan
LTC(P) Flem B. Walker Jr.
CW5 Matthew Anderson
CW5 Vickie A. Vachon
CW4 Harold W. Sonnier
CW4 (Retired) Hope L. Bean
CSM Gary L. Green
CSM Willie C. Tennant
SGM (Retired) Belinda A. Johnson
Mr. Walter V. Yurcaba
Mr. Ralph W. Persico

2007 Distinguished Units of the Regiment

215th Brigade Support Battalion
299th Brigade Support Battalion
710th Brigade Support Battalion
173rd Brigade Support Battalion
A Company, 123rd Main Support Battalion
475th Quartermaster Group
By Chaplain (MAJ) Jeffrey J. Giannola

In the field of logistics, we of all people realize the importance of support through resourcing materiel, manpower, fuel, ammunition, or food. There can be no mission, operation, or victory without logistical support. Some may glorify what they call the “tip of the spear” when referring to combat arms, but throwing a tip alone won’t do much damage. It needs the shaft to have the balance and trajectory to fly to its target. The largest elephant or lion, with its strength, teeth, and claws, can be stopped dead in its tracks by cutting off its air or blood supply. In history, capable armies have often been weakened or defeated by limited, overextended, or inefficient lines of communication.

When defeating any foe, targeting decisive points may reverse the outcome of the battle by convincing the enemy that continued fighting is futile, for victory cannot be achieved. These decisive points often are the logistical supply points, aerial ports of debarkation, seaports of debarkation, forward area rearm/refuel points, and such. Once enough of the “blood supply” is permanently cut off, culmination will be imminent.

In our own lives, spiritually speaking, we need to ensure our resources are supplied in a continuous and efficient manner and in a sufficient quantity to defeat our enemy: the enemy of our souls. Like human warriors, our spiritual warfare is continuous, draining, and unpredictable. The battleground is the mind and involves temptations to sin, give up, self-destruct, or move to the side of the enemy to forsake the things of God. The enemy tries to cut us off from our supply lines so we will eventually weaken and surrender. And also, like human warriors, we may glorify the spiritual battle and forget our own spiritual logistical operations center (LOC), thereby facing failure in some of our godly operations.

In the spiritual warfare, our supply source is God and our relationship with Him. As our Creator, He alone knows exactly what we need to function at our best, most optimum level, and how much we are able to bear in the conflict before us. He knows our invisible enemy’s capabilities and future planned operations. We must never try to fight the good fight in our own limited strength and abilities. As we charge ahead, perhaps doing great and wonderful things in the name of God, we will use up our strength, endurance, wisdom, and resources. We must stop and resupply spiritually.

One way to resupply is to read and meditate on God’s Word or other encouraging and enlightening reading. We take in the truths, principles, and encouragement we need to increase our strength and motivation. We grow in wisdom to outsmart the enemy’s plans and activities. Another way to refuel is by prayer. God’s power and strength are transmitted to us as we pray and surrender to His will and guidance. A third way is to gather together in church, study groups, or any time we can encourage and uplift one another. We are not lone Soldiers in the Army of God. We need to be accountable, dependable, and loyal to the “brigade combat team” in our neighborhood, post, or deployed area of operation.

No less than the earthly Army, our spiritual LOCs must be maintained and utilized to their fullest with our heavenly logistics support analysis if we are to remain victorious in our spiritual conflicts and see the defeat of the enemy’s operations against us and our loved ones.

Chaplain (MAJ) Jeffrey J. Giannola is the 23rd Quartermaster Brigade Chaplain, US Army Quartermaster Center and School, Fort Lee, Virginia.
Overview and Points of Contact. The Quartermaster Professional Bulletin is a quarterly proponency publication published by the US Army Quartermaster Center and School, (QMC&S) Fort Lee, Virginia. The mailing address is QUARTERMASTER PROFESSIONAL BULLETIN, ATTN ATSM-CG-DC-B, 1201 22D STREET, FORT LEE, VA 23801-1601. For review of submissions, e-mail the editor at ProfessionalBulletinWeb@lee.army.mil or telephone (804) 734-4382/4383 (DSN 687).

The Quartermaster Professional Bulletin is available on the web at http://www.quartermaster.army.mil, than clink on the Professional Bulletin link. The Quartermaster Professional Bulletin is mailed every quarter at no cost to Quartermaster units and to combat service support units that are separate from the Quartermaster Corps, but have Quartermaster officers classified as multifunctional logisticians and Quartermaster Soldiers performing supply and field service missions.

Articles. Generally speaking, articles should not exceed 1,600 words. Do not submit articles with footnotes, endnotes or acknowledgement lists of individuals. Back issues provide the best “style guide” for writing. Go to the Quartermaster homepage at www.quartermaster.army.mil and select the link Professional Bulletin for an index of past editions as well as to reference this article.

Content. As a doctrinal and training publication, the Quartermaster Professional Bulletin informs personnel of current and emerging developments within the Quartermaster Corps. The publication prints materials for which the QMC&S has proponency, including petroleum and water distribution; supply; airborne and field services; mortuary affairs; subsistence; automated logistics training; career development and future concepts. The Quartermaster Professional Bulletin publishes only original articles, so manuscripts should not have been published elsewhere or submitted to other publications for consideration.

Inappropriate Content. Inappropriate for publication are articles that promote self-aggrandizement, notices such as promotions and assignments, routine news items, information for which the Quartermaster Corps is not the proponent, and personality-type features. Public affairs channels target the audiences for these important, but more personal items of information.

Style. Write in a straightforward, narrative style - using the active voice with minimum slang, abbreviations and acronyms; if acronyms are used, please spell out upon first time use. Also per new guidance, Soldier is a proper noun, therefore Soldier is always capitalized. The emphasis is on the content, rather than the organization or individuals. Often, the logical structure of an article is most easily adapted from the format of a military Information Paper.

Clearance. All articles must be cleared by the author’s security and public affairs office before submission. A cover letter accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication, as required.

Submission Procedures. Preferably, manuscripts in Microsoft Word and illustrations/photos/graphics will be e-mailed as separate files to ProfessionalBulletinWeb@lee.army.mil. Photographs/illustrations/graphics must NOT be embedded in the text. All electronic files of photographs must have a resolution of at least 300 dpi in the .JPG format with appropriate captions. Always include a point of contact name, e-mail address and phone number. In the event that questions arise, we will contact you. Also include a short biography that includes: who you are, current job position, previous experience, military and civilian education. We will include this information with the article when published. If using surface mail, please provide a CD with the hard copy, and note captions to any photographs or diagrams included.
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4th Medical Battalion medics treat wounded “Ivy Division” Soldiers on Utah Beach, Normandy, France, 6 June 1944.

ILLUSTRATION AND LINEAGE BY KEITH FUKUMITSU

204th Support Battalion
“Rough Riders”

Constituted 10 November 1917 as the Sanitary Train, 5th Division and activated 12 December 1917 at Camp Logan, Texas.

Reorganized and redesignated 29 January 1912 as the 5th Medical Regiment.

Inactivated August 1921 at Camp Jackson, South Carolina.

Redesignated as the 5th Medical Battalion. 29 March 1940.

Assigned 1 July 1940 to the 4th “Ivy” Division (later redesignated the 4th Infantry Division) and activated at Fort Benning, Georgia, as the 4th Medical Battalion.

Reorganized and redesignated 7 July 1942 as the 4th Medical Battalion, Motorized.

Redesignated 4 August 1943 as the 4th Medical Battalion.

Inactivated 21 February 1946 at Camp Butner, North Carolina.

 Reactivated 6 July 1948 at Fort Ord, California.

Inactivated 15 December 1969 at Fort Carson, Colorado.

Redesignated as the 204th Forward Support Battalion and activated 1 May 1987 at Fort Carson, Colorado.

Inactivated 15 December 1989 at Fort Carson, Colorado.

Reconstituted 15 December 1995 at Fort Hood, Texas and redesignated 16 December 1995 as the 204th Support Battalion.