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Minute

THE NEWSLETTER OF THE 3RD CORPS SUPPORT COMMAND



Photo by Cheryl Boujnida, USAG Bamberg Public Affairs

Command Sgt. Maj. Willie Tennant, 7th Corps Support Group Command Sergeant Major, receives the unit colors from Col. Martin B. Pitts, Commander, 7th CSG, as Maj. Gen. Fred D. Robinson, Jr., 1st Armored Division Commanding General (left), and Col. Catherine G. Haight, outgoing 7th CSG Commander (right), look on during the 7th CSG change of command ceremony, July 7.

7th Corps Support Group welcomes new commander

The heart of the 7th Corps Support Group is symbolized by the colors under which its Soldiers and civilians serve, both in Germany and deployed in support of the Global War On Terror. Those colors were passed from Col. Catherine G. Haight to Col. Martin B. Pitts in their change of command ceremony held on Warner Barracks, Bamberg, Germany, July 7.

Command Sgt. Maj. Willie Tennant, as the unit's senior enlisted member and custodian of the colors, delivered the unit's colors to Haight. Then she relinquished command by passing the colors to Maj. Gen. Fred D. Robinson, Jr. Commanding General, 1st Armored Division and the reviewing officer. This symbolized that her duties were complete. Robinson then passed the colors to Pitts, now former U.S.

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Maintenance company continues to prepare for OIF deployment

Story and photos by Jerry Bryza, Jr.

Improvised explosive devices, mortars, rocket-propelled grenades and small-arms ambushes are just some of the scenarios Soldiers from the 596th Maintenance Company face during a training exercise at the Grafenwoehr Training Area in Germany, June 27.

The nine-day exercise leads up to a final table or scenario where the participants use live rounds and move through an undulating course to test their combat and convoy skills.

The trainers from the 16th and 7th Corps Support Groups' headquarters and the 41st Transportation Company, all from the 3rd Corps Support Command, are pulling together to get the 596th ready for deployment to Operation Iraqi Freedom.

The exercise began with a slow pace to get the unit's vehicle crews working as a team. From qualifying on weapons to dry runs with blanks, the other



A Soldier takes aim and fires a round into his target.

scenarios during the eight previous days are just preparation for the final qualification.

The 61 teams, one per vehicle, total about 200 Soldiers, and each must engage, identify, and react to targets in addition to explosives and other 'surprises' the observer controllers or safety officers spring on them.

1st Lt. Emily Poole is one of the observer controllers for the table from the 41st. "We ensure they [the 596th Soldiers] are tactically correct and efficient with their weapons."

Each vehicle team goes on the route separately with an OC and safety noncommissioned officer following, monitoring muzzle awareness, firing lines and other potential safety concerns, and grading the team on their basic battle drills, targeting and tactical skills at five different locations on the route.

Each team stops at the locations on the route to engage dummy targets with their M-16s, M-240s and .50 cal weapons. The exercise was a success as all 61 teams were certified with some of them completing the final table in 12 minutes and some hitting 100 percent of the targets. Although at least one team felt they were better than their final score indicated.

"I hit it three or four times, and it wouldn't go down. But I know I hit it," explained the driver of one crew, Pvt. 2nd Class Richard Garens.

It was this confidence in their basic war-fighting skills that was another goal of the exercise. Staff Sgt. Jonathon Robertson, also from the 41st, monitored the exercise from the control tower using infrared cameras.

"They will be ready for anything. [This training] is close to today's war tactics."

Robertson speaks from experience. Now with the 41st, he



Sgt. Jonathon Robertson monitors the action as one of the 61 crews comes to a simulated ambush location on the route.

A Soldier covers his crew member as they mount up following an engagement with simulated RPG teams.



between his two tours. “During my first deployment our convoys took mortar fire and later saw improvised explosive devices. But during my second tour we saw mostly IEDs.”

The crews down-range train to get out of the kill zone as quickly as possible. But Robertson says these maintenance crews have a different job.

“Crews, like these, need to be ready to assist with breakdowns or if a vehicle is disabled from the attack and may have to get out of their vehicles.”

Situations like these make the Grafenwoehr

was with the 11th Transportation Company as a Heavy Equipment Transport driver. He deployed twice with the unit to Operation Iraqi Freedom. He went on the very type of missions these crews are training for. Robertson says he saw changes in tactics

training important to the 596th Maintenance Company.

The next phase for the unit is to take the now certified crews and put them in a multiple vehicle convoy exercise. That is planned for August.



Soldiers fire bursts from their M-16s at multiple targets during the final stage of their certification.

- change of command cont.

Army, Europe Deputy G-4, thereby signifying trust and confidence in his abilities to lead the unit.

The colors stand as a reminder of past Soldiers and traditions, serve as an inspiration for present endeavors, and signify a guide into the future. Unit colors have been the rallying point for military units of every nation for centuries. When commanders change in a military unit, the passing of the responsibilities that each commander has for that unit is symbolized by the ceremonial passing of the colors.

The incoming commander accepts the colors symbolizing the acceptance of his responsibilities for the unit. While Soldiers and commanders come and go, the colors always remain to carry on the proud history of the unit.

On August 15, 2005, the 7th CSG was realigned from the 3rd Corps Support Command to the 1st Armored Division. In September 2005, 3rd COSCOM deployed to Operation Iraqi Freedom. At that time Haight and the 7th CSG assumed com-

mand and control of all 3rd COSCOM units remaining in central region. This included the rear detachments of the COSCOM Special Troops Battalion, 19th Support Center, and the 27th Transportation Battalion (Movement Control); and rear detachments and redeploying companies of the 16th Corps Support Group.

7th CSG will continue to provide quality combat service support to central region and, as part of USAREUR logistics transformation, is scheduled to be redesignated as 16th Sustainment Brigade in the coming year.

Colonel Catherine G. Haight

Col. Catherine G. Haight, raised in Lancaster, New Hampshire, was commissioned as a quartermaster second lieutenant from the United States Military Academy in 1981. Following Officer Basic Course and Rigger School, she served as platoon leader, adjutant, and detachment commander in the 407th Supply and Services Battalion, 82nd Airborne Division, where she also participated in Operation Urgent Fury in Grenada. Her next



Photo by Jerry Bryza, Jr.

A formation of Soldiers from the units of the 7th Corps Support Group are spread out in the Bamberg gym during the 7th CSG change of command. Bad weather forced the ceremony inside where Col. Martin B. Pitts assumed command of the 7th from Col. Catherine G. Haight.



assignment was with the 1st Infantry Division (Forward) in Goppingen, Germany.

Col. Haigh served as property book officer and commanded A Company (Supply and Transportation) in the 299th Support Battalion and later served as the 1st ID (FWD) Deputy G-4. She proceeded to graduate school at the University of Washington, after which she taught philosophy at the United States Military Academy at West

Point. Following completion of Command and General Staff College at Fort Leavenworth, she reported to the 4th Infantry Division at Fort Carson where she was the Support Operations Officer of the 704th Main Support Battalion and later the 4th ID Deputy G-4. Col. Haigh was then assigned to the NATO Headquarters in Izmir, Turkey, where she served as the Petroleum Officer, operational planner, and Supply and Services Branch chief.

From Turkey she moved to Fort Hood, Texas, where she was the Supply and Services Branch chief in the III Corps G-4 and later commanded the 704th Division Support Battalion under the Force XXI conversion of the 4th ID. After attending the Army War College, she was the chief of the command team in the Program Analysis and Evaluation Directorate of the Army Staff and later served as the chief of the Army G-8 Initiatives Group. On July 20, 2004, Col. Haigh assumed command of 7th Corps Support Group in Bamberg, Germany. Col. Haigh's new assignment is at the Army Materiel Command where she is the Special Assistant to the Commanding General.

Colonel Martin B. Pitts

Col. Martin Pitts is a third generation Soldier. Born in 1959, he received his commission in the Transportation Corps in 1981 through the Reserve Officers' Training Corps at McDaniel College, formerly named Western Maryland College in Westminster, Maryland.

Col. Pitts last assignment was the Deputy, USAREUR G-4,

and prior to that Col. Pitts' assignments included: chief of Maintenance & Readiness, U.S. Army, Europe G-4, Campbell Barracks, Heidelberg Germany; Joint Mobility, Operations Officer, United States Transportation Command, Scott Air Force Base, Ill.; commander of the 703rd Main Support Battalion, 3rd Infantry Division (Mechanized) Support Command, Ft. Stewart, GA; Executive Officer, 3rd ID DISCOM, Ft. Stewart, GA; Executive Officer, 1st ID DISCOM, Kitzingen, Germany; G-4, 1st ID, Wuerzburg, Germany; G-4 (Forward), 1st ID, Task Force Eagle, Tuzla, Bosnia; Division Transportation Officer, 1st / 3rd ID, Wuerzburg, Germany; S-3, 8th Transportation Brigade, Ft. Eustis, VA; Deputy Inspector General, Ft. Eustis; Commander, 15th Transportation Company, 4th Transportation Battalion, Nellingen, Germany; S-2/3, 4th Trans Bn, Ludwigsburg, Germany; S2 – Plans Officer, 37th Transportation Group, Kaiserslautern, Germany; Platoon Leader, Executive & Maintenance Officer of the Transportation Company, Logistic Support Unit (LSU), 82nd Airborne Division (Rapid Deployment Force), Multinational Forces & Observers (MFO), Sinai Peninsula; Platoon Leader, 365th Transportation Company, Ft. McClellan, AL.

Col. Pitts is a graduate of the Transportation Officer Basic and Advance Courses, the Strategic Air Mobility Course, the U.S. Army Command & General Staff College and the U.S. Army War College. He holds a Masters Degree in Public Administration and a Masters Degree in Strategic Studies.

Col. Pitts' decorations include the Defense Meritorious Service Medal, Meritorious Service Medal w/ 3 OLC, the Army Commendation Medal w/ 3 OLC, the Army Achievement Medal, the National Defense Service Medal, the Global War on Terrorism Medal for support of Operations Enduring and Iraqi Freedom, the NATO Service Medal for operations in Bosnia-Herzegovina, MFO Service Ribbon, the Army Service Ribbon, the Overseas Ribbon and the Army Airborne Badge.



A traditional cake cutting ceremony

Soldiers of the 7th Corps Support Group Honor Guard performed a traditional military cake cutting ceremony after the change of command at a reception for Col. Martin B. Pitts, new Commander of the 7th CSG. Five members of the Honor Guard marched and spun sabers with precision as the new commander watched and waited to perform his part. The team's noncommissioned officer in charge then handed a saber to Pitts so he and his wife could cut the cake.

The team was trained for the ceremony by Command Sgt. Maj. Michael A. Sanchez, soon to be the Command Sergeant Major of the 13th Corps Support Battalion at Ft. Benning, Georgia. Sanchez trained Soldiers of the 1st Cavalry Division Honor Guard at Fort Hood, Texas from 1996 to 2000.

Some Tips for Homecoming

MAKE IT SPECIAL. Plan a celebration (if your service member agrees to it) but keep your expectations realistic.

STAY FLEXIBLE. He/she may be very tired. Leave room for changes.

STAY CONFIDENT. Even though your loved one may act differently, he/she is still the same person!

NEGOTIATE ACTIVITIES. Make time for everyone's favorite activities. Ask everyone for ideas.

MAKE INDIVIDUAL TIME. It's important for spouses to spend time together without family or friends.

BE PATIENT AND ADJUST GRADUALLY. Don't expect everything to happen at once. Readjustment can take weeks. Start with small changes and make them slowly. Large or rapid changes in roles are often a shock for the whole family.

RE - THINK YOUR BUDGET. Costs will be different with the service member home, and pay may change too. Set realistic goals, stick to your budget, and avoid over-spending.



Commander's Corner

In the coming months, Soldiers and civilians from our units will be coming home. It will be a welcome and joyous time.

When our friends and family who have spent almost one year in Iraq return things will change, both at work and home. These are welcome changes, but some may not be easy. In this Commander's Corner we are going to show some things about the anticipation of the return and the reintegration after the return.

All these articles and lists come from the 3rd Corps Support Command Family Readiness Guide available through your Family Readiness Group.

ANTICIPATION OF HOMECOMING

Several weeks or days, prior to the military member coming home, family members will begin to feel a sense of anticipation—"He/she's coming home and I'm not ready!" You and your family will experience anticipation, concern, increased adrenaline and maybe even a drive for perfection. In anticipation, you may worry about the changes that took place during the separation. For instance, "Will my Soldier be happy with how I handled things?" You may notice differences in your phone conversations. How did you each adjust to your greater independence? The Soldier may wonder if he/she is still needed.

Preparing For a Happy Homecoming

Talking about your feelings is an important part of preparing for a happy homecoming.

Spouses may wonder: How much has my partner changed? Have I made good decisions about our money? Did I do OK with the kids? Will I have to stop seeing my friends so much? Will we still have things to talk about?

Service members may wonder: Will my family still need me? Will the kids recognize me? How did things go while I was gone? Will they be happy to see me?

Children wonder, too: Will Dad (or Mom) come to meet my teacher? Will I be punished because I wasn't nice sometimes? Will the rules change at home? How long will Mom (or Dad) stay?

The single most important way to help ease the tension is to maintain communication throughout the separation. Talk about feelings and expectations, and be honest. Talk about changes and how roles, interests, and friends have changes. The old problems have not gone away. For instance, if you and your partner disagreed about how to squeeze toothpaste from the tube before the separation, chances are you'll continue to disagree about it for the next 40 years. Keep your expectations realistic.

CHILDREN HAVE CONCERNS, TOO . . .

"Will my parent be proud of me?"

"Will rules change again?"

"Will my parent leave again?"

"Will I be in trouble for some of the things I did?"

Talking about these concerns helps children cope with them. One way to get children to talk about their concerns is for you to tell your children one of your concerns, and then ask them about their worries.

REUNION TIPS

Reunions are a time of readjustment after separation, whether long or short, planned or unplanned. Reunions can be both joyful and stressful because they are a big change that affects everyone with intense emotions. Roles and responsibilities may never return to “Pre-deployment” status. Plan to discuss responsibilities until roles are clearly defined again. The Soldier needs to understand that the spouse has cared for and managed the household for the entire time of the deployment and that they should not expect to automatically resume the role they had. It would be unrealistic considering the time and effort put into surviving the separation.

Make it Easier for the Children

- Give the children time to adjust. When a parent has been away, it takes a while to remember and accept the parent again. Young children may also be mad at a parent for leaving them. Babies going through the “stranger anxiety” stage may be afraid of a parent they've not recently seen.
- Expect them to test limits and to have a variety of emotions. Plan family time.
- Plan individual time for the child with the returning parent.
- Children should stay involved with school activities and interests and not drop everything because the Soldier has returned.

Tips for the Spouse who Remained Home

- Expect your Soldier to be different. Think how much you have changed. Do not expect things to be perfect.
- Remember they have been subject to daily regimentation and routine during deployment. The returning service member may rebel against schedules and preplanned events. Leave some room for spontaneity.
- The returning Soldier might not have been behind wheel of a car for quite a while. Go ahead and drive for them if they wish.
- Expect them to have difficulty sleeping for

a while. The Soldier will have become accustomed to a different life style and perhaps a different time zone. They may be used to being “on the go” 24 hours a day. It may take a week or two to adjust to a slower pace.

- Expect your Soldier to be surprised or hurt that you've coped so well alone. You can reassure them that they are loved and needed, without giving up your own independence.
- Don't be defensive about the way you've handled the children. Discuss any criticisms calmly.
- Expect to take time to re-establish sexual intimacy.
- Encourage the service member to take days off to relax. It's a tremendous relief for them to feel secure and safe.
- Expect to make some adjustments. Though you're looking forward to the Soldier's return, it may be a challenge for him/her to adjust to changes in where they sleep and for how long; what and when to eat; the people you see; and what you do for fun.

Tips for the Service Member

- When you arrive back home, be patient and expect some changes.
- You are entering an environment that you've been absent from for some time. Don't expect to walk in and return to how things were. Give your family and yourself time to readjust. Maintaining stability when you left was important and it's important again during the reunion. Let the adjustments come naturally; If you force changes, your family will resist your efforts. Ask them to tell you what they expect from you and you can express what you expect from them.
- Support positive changes. Show pleasure and interest in how your family has grown.
- Take it easy on the kids, especially where discipline is concerned. It's best for the kids to have a constant routine, so let the current rules stand.
- Don't try to alter the financial affairs immediately. Chances are, your spouse has been handling them fine. Remember that prices have probably increased while you

LOVED ONES OFTEN:

- Compile a long list of things still left to do and begin to pick up the pace to get things done — a flurry of activity.
- Experience feelings of joy, excitement in anticipation of the military member's return and being together again.
- Experience feelings of fear and apprehension. "Does he/she still love me?"
- Clean the house of activities acquired to fill the void to make room for the Soldier again. Some resentment may be felt at having to give up some of these things, and having to change again.
- Experience uncomfortable feelings like, "I want him/her back, but what will I have to give up?"
- Feel tense, nervous and apprehensive — burying fears/ concerns in busy work and activities.
- Experience a sense of restlessness again, but this is generally productive. Some family members may feel confused due to conflicting emotions.
- Put off important decisions until the military member is home again.
- Experience changes in eating and sleeping patterns developed while the Soldier was gone.

were gone. (If something expensive can break, chances are it will happen when you are deployed.)

- Don't ask your partner to pack the kids off to Grandma's so the two of you can have an intimate reunion. It's vital to reaffirm your bond with your children. Later, the two of you can slip away for a "second honeymoon."
- Expect your spouse to be different. Many spouses are more confident and independent. The fact that they can cope without you doesn't mean they want to!
- **ABOVE ALL - TALK WITH YOUR LOVED ONES!** Communication is the basis of healthy and growing relationships.

16th CSG preps for final months in Iraq

By Staff Sgt. Engels Tejada, 207th MPAD

CAMP ADDER, Iraq – Nine months after arriving in Camp Adder, the 16th Corps Support Group is getting ready to enter its last two months in theater and finish a tour during which the “Linebackers” have conducted supply operations throughout southern Iraq.

Since arriving in October, Soldiers under the 16th have driven more than 2.3 million miles, mostly between Kuwait and Logistical Support Area Anaconda. The units have hauled all sorts of supplies, including more than 160 million gallons of fuel, 35,700 boxes of meals ready to eat, and 945,600 bottles of water.

In addition to supporting the logistical patrols to LSA Anaconda, the 16th has conducted supply support operations for at least 10 bases, many of them home to coalition forces.

The Linebackers support camps Cedar II, Scania, Charlie, Delta and Echo, to name a few. They’ve also worked with members of the British, Japanese, Australian and Salvadoran forces, and they share their home station at Camp Adder with the Italians, the third largest coalition force in Iraq behind the American and British militaries.

The diverse mission has presented many challenges that Maj. David Jaillite,

the support operations and transportation officer for the 16th, says the command has overcome thanks to the efforts of the subordinate units.

“The companies – the way they manage their truck assets and their personnel, is very effective,” Jaillite says.

“They manage each combat logistics patrol to maximize the amount of cargo and [transportation requests] throughout the theater.”

He also credits a command team that consists of “some of the best NCOs I’ve ever worked with” for coordinating all the units’ movements.

“They are awesome,” Jaillite says of the NCOs who work with him at the command’s operations center. “They are experienced and they come together to work as a team. It takes a lot of coordination to manage the [movement requests], to put together the [combat logistics patrols] and to have a safe run from Tallil or wherever their origin to their destinations and then ultimately back home.”

Though most of their area of operations is relatively free of insurgent activity, members of the 16th and subordinate units all face deadly attacks while on the road.

In May, the command lost two Soldiers to a roadside bomb, and two others were injured this year.

To stay ready, the 16th designed and implemented a series of training ranges during which the Soldiers familiarized with several weapon systems, including machine guns and grenade launchers. Staff Sgt. Bryan Posta, a platoon sergeant for the command’s civil affairs office, says the ranges have been crucial in keeping the troops safe.

“The ranges sharpen the Soldiers’ skills and give them confidence in their weapon systems so

that by the time they’ve completed the training, there is no doubt in their minds that they are a combat multiplier,” says Posta, who attends the ranges almost every two weeks.

While acknowledging the need to be prepared for anything while on the road, the Soldiers say they are focused on their individual tasks and that they know they are making a difference. Sgt. Cedric Wolters Jr., a squad leader with the 16th’s civil affairs office, says he has found much satisfaction in helping local Iraqis at 15 different schools and 11 clinics.

“It feels good to help the Iraqi people get back on their feet and to know that I’m doing my part to help this country develop a stable democracy,” Wolters says.

Of course, noble as the mission is, the Soldiers have their eyes fixed on the end date when they return home to their loved ones.

Civil affairs office has own adventure in baby-sitting

By Sgt. Judith Dacosta, 3rd COSCOM PAO

On the evening of May 20, two individuals, a five-month-old boy and an adult male, were injured in a collision.

Troops brought both individuals to a checkpoint manned by Iraqi army forces and U.S. Marines. Once the patients arrived at Logistical Support Area Anaconda, the medical staff discovered that the injured were only distantly related.

Furthermore, according to Lt. Col. Todd L. Lloyd, the Joint Operations Command – Iraq, Marine Expeditionary Forces (Forward) Liaison to 3rd Corps Support Command, it was likely that the father had died during the accident making the child according to Iraqi tradition, an orphan.

Lloyd tried to reach the families of the two individuals to let them know that their loved ones were okay.

The information spawned a week-long search for the family of a nameless and possibly homeless child.

The 3rd COSCOM civil affairs team chased several leads for roughly three days to catch up with the child’s remaining Bedouin parent and they met with success.

A 3rd COSCOM interpreter spoke with the injured adult male from the May 20 collision and was able to narrow the search down to a couple of nearby cities



Photo by Staff Sgt. Engels Tejada, 207th MPAD

1st Sgt. Johnny Godbee (right) of the 16th’s Headquarters and Headquarters Company oversees a weapons familiarization range in southern Iraq. Among other training programs, the 16th run the ranges approximately every two weeks, hoping to assure that every Soldier would be confident in managing several machine guns and grenade launchers while on the roads.



Lt. Col. Albert Zakaib, the 3rd Corps Support Command Civil Affairs officer in charge, holds an Iraqi baby who survived a vehicle collision on May 20. On May 29, after a diligent search, Marines and Armed Forces delivered the orphaned baby (by Iraqi cultural standards) to his mother.

Photo by Hasna Abdallaoui

and even acquired a satellite telephone number in order to contact the mother.

Iraqis who own the phones tend to leave them turned off to save on expenses, said Lt. Col. Albert Zakaib, the 3rd COSCOM Civil Affairs OIC.

After several unsuccessful phone calls, Zakaib decided to move to plan B and coordinate with a Marine team, under the guidance of Lloyd, to track down the mother of the orphaned child and after a few days the hospital had an address to deliver the baby.

Meanwhile this baby without a name received the best possible care in the Air Force Theater Hospital.

"The baby had a skull fracture but after several tests seemed to be doing well enough to be picked up," said Air Force Capt. John Keller, a 332d Emergency Medical Group nurse. "Caring for the baby wasn't difficult," he said.

"The baby cried a lot," said Marine Sgt. Deangelo R. Brown, a 1st MEF official at the AFTH. "He wasn't used to the environment."

On May 26, after receiving daily care from nurses who fed, burped and changed the baby's diapers, the baby was healthy enough to go home.

Hasna Abdallaoui, a 3rd COSCOM civil affairs interpreter, and Zakaib went to the hospital to check in on the baby and deliver the good news that the mother had been found.

During the wait for transportation, the nurse had to get back to other duties in the hospital. So to aid the nurse, the G-5 team volunteered to baby-sit.

Abdallaoui and Zakaib enjoyed the time and took pictures to document the tiny infant's giggling and dribbling smile

during their three hours of babysitting.

"It is so out of the ordinary to be involved in a case with a baby," said Zakaib. "We usually see adults or children but none this young."

"I definitely didn't expect to come to Iraq and baby-sit," said Zakaib.

Soon after, the baby flew in a Black Hawk helicopter and rode in a couple of humvees to complete the journey home.

Few Iraqis may experience in a lifetime what one 5-month-old baby experienced in the span of a week.

He received the best medical attention currently available in theater, the attention of Air Force nurses and Army volunteer baby-sitters and finally he was personally escorted by Army and Marine troops to his home.

On May 29, Marine Gunnery Sgt. Brian Yount, a team leader on the mission to deliver the Iraqi baby, reported: "the baby from the [MEDEVAC] was picked up by the family and the family was very happy."

MNC-K helping to blend Reserve, active duty

By Spc. David Chapman, 3rd COSCOM PAO
CAMP BUEHRING, Kuwait - For many Reservists currently deployed to Iraq and Kuwait, the decision to work for the Army started out as a commitment to work one weekend a month and two weeks a year.

With the current trend in the war against terrorism, many Reservists find themselves living the Army life 24 hours a day, seven days a week.

Many units deployed to Iraq are finding themselves in a mixed bowl of both active-duty and Reserve Soldiers fighting

and working side-by-side while overcoming stereotypes and pulling together to dissolve the line between the two Army elements.

The Multi-National Corps – Kuwait Soldiers stationed at Camp Buehring are a prime example of teamwork in motion.

The team oversees Soldiers and equipment heading north from Kuwait into Iraq and is comprised of active duty Soldiers from the 3rd Corps Support Command, based out of Wiesbaden, Germany and Reservists from the 3rd COSCOM, Headquarters and Headquarters Command Continental United States Augmentation unit and the 19th Corps Material Management Center CONUS Augmentation unit.

"I could not ask for a better team," said Col. Mikel Burroughs, MNC-K commander. "I brought a lot of Soldiers with me who bring many skills from their civilian side."

The push to integrate Soldiers was spearheaded by a strong command structure and desire to complete the mission set before all Soldiers deployed to Kuwait.

"We used the top down approach," explained Burroughs. Our interaction and leadership's ability to set the tone establishes a "one team one fight" mindset, he added.

"I think that has trickled down, throughout the entire organization," he said.

The mixing of the three elements began during the initial training when the groups came together in Germany.

"We had 20 days together to start developing those relationships right away before we deployed," said Burroughs. "Instead of four Reservists bunking together, we mixed them up," he said.

However, as with any transition, there remained challenges to overcome.

"There were apprehensions on both sides; expectations from the Reservists and the active duty and the stereotypes that come with that," said Command Sgt. Maj. Carl Schmitt, MNC-K Sergeant Major.

He said, "they went above and beyond to form a unified team so active duty or Reserve Soldiers wouldn't be singled out. Instead, they would see the task force," said Schmitt.

Currently, for the Soldiers of MNC-K, the separation of Reserve Soldiers and active duty is non-existent.



Soldiers and family members of the 627th Movement Control Team relax at a picnic filled with good music, good food and good friends, June 23. The picnic was the community's way of saying welcome home.

Photo by Jerry Bryza, Jr.

American flags and Bar-B-Q accented the festive mood as the Soldiers and family members of the 627th Movement Control Team relax at a picnic filled with good music, good food and good friends, June 23. The picnic was the community's way of saying welcome home.

Photos by Jerry Bryza, Jr.



Welcome Home! 627th Movement Control Team

Soldiers of the 627th Movement Control Team stand in formation, June 23 during their formal welcome home ceremony on the Warner Barracks parade field.

Photo by Jerry Bryza, Jr.





Welcome Home! *77th Maintenance Company*

Soldiers in the 77th Maintenance Company stand in formation during the unit's welcome home ceremony at Babenhausen Kaserne July 13. During the ceremony, the unit's colors were uncased, representing the unit's return, and spouses were recognized for their volunteer work with the family readiness group. Following the ceremony, the Soldiers and their family members celebrated with a barbeque, music and a mechanical bull.

Photo by Jayme Loppnow, USAG Darmstadt Public Affairs



Soldiers in the 77th Maintenance Company cheer on a fellow Soldier during a welcome home celebration on Babenhausen Kaserne, July 13. A formal ceremony was held to uncasing the unit's colors and then the Soldiers and family members celebrated with a barbeque, music, and activities.

Photo by Jayme Loppnow, USAG Darmstadt Public Affairs



Soldiers in the 77th Maintenance Company stand in formation during the unit's welcome home ceremony at Babenhausen Kaserne July 13. During the ceremony, the unit's colors were uncased, representing the unit's return, and spouses were recognized for their volunteer work with the family readiness group. Following the ceremony, the Soldiers and their family members celebrated with a barbeque, music and a mechanical bull.

Photo by Jayme Loppnow, USAG Darmstadt Public Affairs

3rd COSCOM senior spouse awarded Heart of Victory

The Commanding General of V Corps, Lt. Gen. Ricardo S. Sanchez, presented the Heart of Victory Award to Mary Shapiro for exceptional service to Soldiers and families of the 3rd Corps Support Command.

“Mary Shapiro distinguished herself by her exemplary volunteer service in numerous capacities while her spouse, Lt. Col. Steven Shapiro, was assigned as the G3 of the 3rd COSCOM from July 2004 to July 2006. Her selfless dedication, commitment to the spirit of volunteering and her passion for the Army, Soldiers, and families resulted in significant improvements in the quality of life, spirit, and morale throughout this large and diverse organization,” according to the justification letter for her nomination for the prestigious award.

Shapiro was selected by Brig. Gen. Rebecas S. Halstead, 3rd COSCOM Commanding General, to serve as the Family Readiness Group Senior Advisor to all COSCOM FRGs. Shapiro helped revitalize and improve FRGs at the many COSCOM units located throughout Germany. She helped the FRGs and rear detachments prepare for and transition

to full-up unit deployments in support of Operation Iraqi Freedom.

Shapiro’s natural leadership ability coupled with her personable demeanor helped to bind the many people and organizations into well functioning teams fully capable of handling the difficult tasks and challenges they faced throughout the deployment.

Shapiro also volunteered extensively in the Wiesbaden military community. She served as a Senior Advisor for the Wiesbaden Community Spouses’ Club, which awarded approximately \$35,000 in academic scholarships and \$25,000 in donations and contributions to the community and national charitable organizations, this past year.

Additionally, Shapiro was an active member of the Army Family Team Building Advisory Committee where she played an integral role in developing new policies and procedures as well as making decisions on current policy matters.

Shapiro served as a junior Girl Scout troop leader with Andrea Nigg. During their tenure as the Junior Girl Scout leaders, the troop of 15 girls earned the bronze

award which was the highest award possible for Troop 609’s community service beautification projects.

Shapiro also inspired others to volunteer. As the “Spirit Day Chairperson” for the Aukamm Parents’ and Teachers’ Association (PTA) in Wiesbaden, Shapiro helped to create a dramatic increase in volunteer support as well as a marked increase in the “Esprit de Corps” of the students of the school and people of the community.



Photo by Jerry Bryza, Jr.
Lt. Col. Keith Mattox, 3rd COSCOM Rear Detachment Commander presents the Heart of Victory Award to Mary Shapiro.



Photo by Cpt. Johnny Bakane, 27th Trans. Bn.

The Army Combat Action Badge was awarded to Cpt. Gary Whittacre, Sgt. 1st Class Judy Armance-Sidwell, Staff Sgt. Eliezer Casas, Sgt. Damein Watts, Sgt. Tyler Smith, and Pvt. 1st Class Zachery Davis (pictured left to right in formation) of the 635th Movement Regulating Detachment for their actions June 15, 2005 while deployed in support of Operation Iraqi Freedom. The Soldiers captured an Iraqi insurgent who was the triggerman for an Improvised Explosive Device that hit a Marine quick reaction force near the 635th’s location. The Soldiers also assisted searching for other insurgents possibly involved, and the Soldiers helped establish a landing zone to evacuate Marine casualties.

3rd COSCOM Commanding General
Brig. Gen. Rebecca S. Halstead

3rd COSCOM CSM
Command Sgt. Maj. David. D. Wood

Public Affairs Officer
Lt. Col. Brian McNerney



Rear Detachment PAO - Maj. Sophie Gainey
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