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# NCO JOURNAL

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**ON THE COVER:** Sgt. 1st Class Elizabeth Yarbrough works on a dish for the nutritional hot food challenge during the 37th Annual Military Culinary Arts Competition at Fort Lee, Va. Yarbrough and her teammate Spc. Tiffany Calma won gold while representing the 602nd Brigade Forward Support Battalion at Joint Base Lewis-McChord, Wash.

PHOTO BY JONATHAN (JAY) KOESTER

## NCO JOURNAL

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# NCO Creed the guide to our profession

FROM THE CSM

BY COMMAND SGT. MAJ. CHRISTOPHER K. GRECA U.S. Army Combined Arms Center

Our Army recently undertook an exhaustive review of our status as professionals and what that term means for our Soldiers and leaders. It is no coincidence that this review comes at a time of great transition in our Army, where decreases in budgets, personnel, and operational tempo will present both challenges and opportunities for our force.

While difficult, this era of transition will offer us a chance to build an Army solidified in our core professional values of competence, character and commitment. It is an opportunity to re-focus NCOs on education and training (competence), standards and discipline (character), and strengthening the bond of trust within our NCO Corps and our Army (commitment). To guide us through this transition, we need only to look to the NCO Creed.

“Competence is my watchword.” This phrase was written into our creed and instilled within our corps following a similar transition after Vietnam. It is a source of pride and a standard by which we measure ourselves.

To meet our operational mission requirements in the past decade, we have taken necessary risks in our traditional education and training programs. But our status as a professional NCO Corps requires that we now prioritize these programs — the NCO Education System and other professional development and training programs — to provide young NCOs with the necessary context for their combat experience. Beyond that, a renewed focus on competency further instills within us a clearer understanding of what it means to be a professional NCO.

As NCOs, the Army looks to us to take the lead on the enforcement of standards and discipline to solidify the character of the profession. Our Soldiers expect it and our officers demand it. We are a self-policing profession, capable of taking care of our own on both the battlefield and within garrison.

However, as our force has been focused on meeting the mission, there has been erosion of some standards of professional discipline. Where discipline has been worn away and standards have become unclear, our role as professional NCOs is to reaffirm a single standard and enforce it equally across the Army. This begins with our affirmation to “at all times conduct myself so as to bring credit upon the corps, the military service and my country.”

We have emerged from a decade of conflict as a force committed to each other, our Army and our nation. Our Soldiers have developed bonds of trust in combat that will last a lifetime. It is important that we transition this trust

from the battlefield to the home station.

We are uniquely suited for this role, and it is embedded in our creed: “I will know my Soldiers and I will always place their needs before my own.” This comes through informed counseling, increased focus on the health and welfare of our Soldiers, and a demanding training program that instills both pride and esprit de corps. By re-committing ourselves to these time-tested principles, we will solidify the trust necessary to produce a professional force.

The NCO Creed has been a source of inspiration to our corps through other similar periods of transition.



Command Sgt. Maj. Christopher Greca (left), then the command sergeant major of the 10th Mountain Division, visits with Soldiers from Task Force Falcon, 10th Combat Aviation Brigade, Jan. 18, 2011, at Bagram Air Field in Afghanistan. PHOTO BY SGT. 1ST CLASS J.R. WILLIAMS

With it, we will increase our competence by focusing on the education and training of our Soldiers; we will reinforce our professional character through increased awareness and enforcement of our standards and discipline; and we will re-energize our commitment to our Army by continuing the strong bond of trust among our Soldiers and within the NCO Corps. ❧

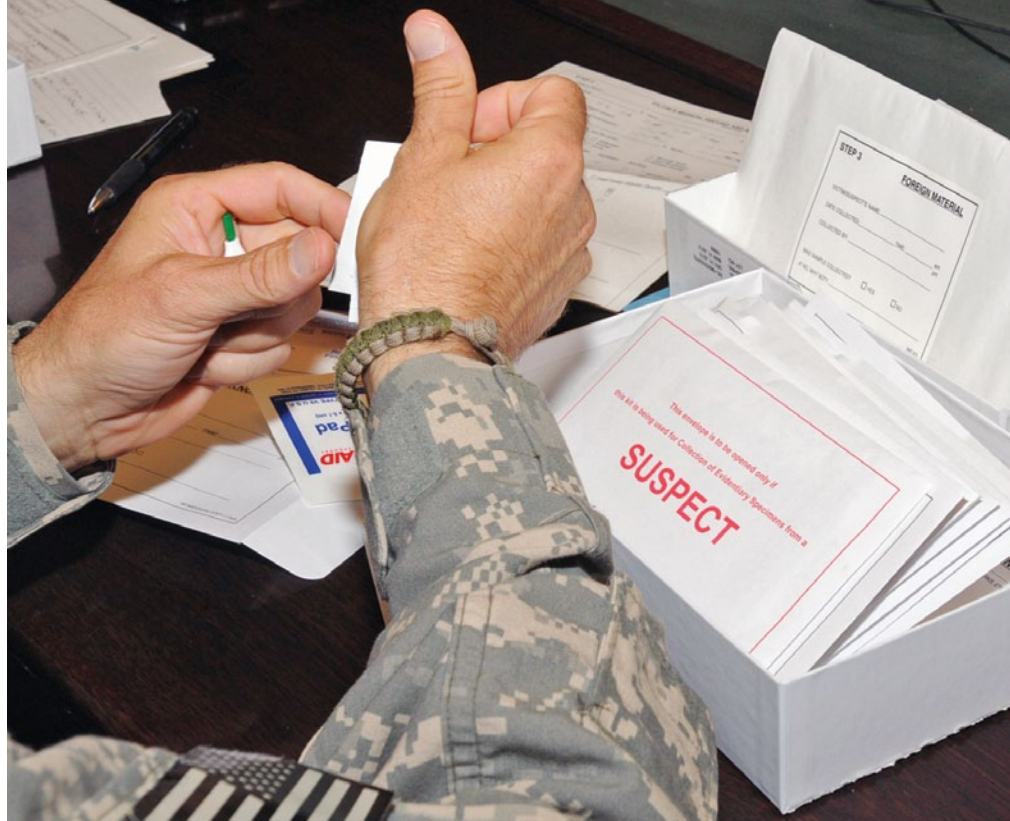
Command Sgt. Maj. Christopher K. Greca is the command sergeant major of the U.S. Army Combined Arms Center and Fort Leavenworth, Kan.



News and  
information  
NCOs need to

**BE,  
KNOW,  
DO**

NCOJOURNAL



## Sexual assault reporting is up

Army officials explain procedures are working

**BY ROB McILVAINE**  
Army News Service

In an annual report released last month, the Army had a slight increase in reported sexual assaults. However, an Army G-1 spokesperson said this slight increase means Soldiers have enough confidence in Army programs, the system and their chain of command to come forward and report a crime.

In the *Department of Defense Annual Report on Sexual Assault in the Military*, the Army had 1,695 reported cases of sexual assault. This was an increase of six cases from the previous fiscal year, about one-tenth of 1 percent, said Brig. Gen. Barrye L. Price, the Army G-1's director of human resources who oversees the Army's Sexual Harassment and Assault Response and Prevention program, known as SHARP.

The Army has a goal of eradicating sexual assault completely, but the effort had to begin by encouraging reporting and changing the paradigm, he said.

"This is an all-hands-on-deck endeavor that has required the time, talents and treasure of the entire force, Congress and subject-matter experts from across our nation to usher in a program for our goal of eradicating sexual assault to become a reality."

The Army, he said, is learning more about sexual assault, the psychology of assailants and how to treat victims to ensure they're not victimized twice.

"Whereas we've made much progress, there is much work that remains on three fronts: removing the stigma of reporting, securing the trust of victims to ensure they aren't victimized twice and ferreting out would-be and alleged perpetrators," he said.

"Finally, our focus remains on prevention, intervention, investigations and prosecutions, with an emphasis on victim support and protection," Price said. ♡

▲ Medical professionals learn how to use the Sexual Assault Evidence Collection kit Aug. 15 at Camp Phoenix in Kabul, Afghanistan. PHOTO BY SGT. REBECCA LINDER



# Assault cases to receive higher-level attention

BY KAREN PARRISH  
American Forces Press Service

Senior Defense Department officials said last month that they hope more service members who are victims of sexual assault report the crimes as a result of a policy change Defense Secretary Leon E. Panetta recently announced.

Panetta issued guidance April 20 withholding “initial disposition authority” from any officer who is below the O-6 — colonel or Navy captain — level and who does not hold special court-martial convening authority. In other words, unit commanders at the company level no longer have authority to decide whether to take further action in reported cases of attempted rape, forcible sodomy or sexual assault.

In announcing the new policy, the secretary said the change will ensure that sexual assault cases receive high-level attention.

A senior defense official told reporters April 23 during a background briefing that the new policy will allow more-experienced and less-partial officers to make the initial decision on whether a sexual assault case goes to trial. That will add consistency to how such cases are handled, the official added.

“The further ‘north’ you go [in rank] the more attention there is paid to this,” the official said.

“Elevating these cases to a higher level of command review is a very important step,” President Barack Obama said about the changes.

Obama reiterated that sexual assault has no place in the military, and service members “deserve an environment that is free from the threat of sexual assault, and in which allegations of sexual assault are thoroughly investigated, offenders are held appropriately accountable, and victims are given the care and support they need.”

Officials cited a hypothetical case in which an alleged attacker and victim belong to the same company-level unit of about 115 enlisted people and five officers working for the same Army captain.

In the past, officials said, a victim in that unit might choose not to report an assault because the commander liked the alleged attacker more, or because the victim’s performance in the unit might cause the commander to disbelieve the victim’s report.

Now, that unit commander must forward such reports up the chain of command to a colonel-level special court-martial convening authority. The new policy is intended in part to remove decisions from the immediate level of the crime, officials said.

Panetta also directed other new policies to take effect, including establishing “Special Victim’s Unit” capabilities within each of the services to ensure that specially trained investigators, prosecutors and victim-assistance personnel are available to assist with sexual assault cases, and allowing reserve component members who have been sexually assaulted while on active duty to remain in active-duty status to obtain the treatment and support afforded to active-duty members. ♡

*John Valceanu of American Forces Press Service contributed to this report.*

## BY THE NUMBERS

### 2.5 in 1,000

Rate of victims reporting a sexual assault in the Army in fiscal 2011, compared with 1.3 in the Marine Corps and 1.6 in the Navy and Air Force.



88% of victims militarywide in fiscal 2011 were women.



63% of victims were in junior enlisted ranks (E-1 through E-4).  
9% were NCOs (E-5 through E-9).



48% of alleged perpetrators were junior enlisted. 25% were NCOs.

► Read the full report at <http://j.mp/fy11SAMil>

— ANNUAL REPORT ON SEXUAL ASSAULT IN THE MILITARY

## CAPE completes study, releases first report

The Center for the Army Profession and Ethic at West Point, N.Y., released the Army Profession campaign’s first report April 2, which provides findings and recommendations after a year of assessing and reviewing the Army profession. Throughout the year-long study, more than 40,000 Army professionals provided feedback on the state of the profession and the way ahead. A key finding was the desire for certification of all Army professionals. According to the report, the criteria must measure competence in expert work, moral character and every member’s commitment to the Army Profession and its duty to the nation.

More: <http://j.mp/myl2cape>

## New assignments for women to open in May

Policy changes announced in February opening more than 14,000 new assignments to women in uniform will take effect May 14, Defense Department officials said last month. Officials confirmed that two changes to the 1994 Direct Ground Combat Definition and Assignment Rule can now move forward since the congressionally mandated notification period has expired. The changes were first announced Feb. 9 in a report to Congress.

More: <http://j.mp/myl2women>

## No ‘MRAP brigades,’ but vehicle has a future

The mine-resistant, ambush-protected vehicle has a future in the Army, said service officials, though it won’t be part of an “MRAP brigade.” MRAPs will be used for training Soldiers and for conducting route clearance. The vehicles will also be pre-positioned for use when needed. The Army has more than 20,000 MRAPs in a tactical wheeled vehicle fleet of more than 270,000 vehicles. “That’s a very small percentage,” said Col. Mark Bar-

BRIEFS CONT. ON PAGE 7 ►

# Order protects troops from bad schools

Obama targets high-interest loans, credits that don't transfer

BY SGT. 1ST CLASS TYRONE C. MARSHALL JR.  
Armed Forces Press Service

**D**uring a visit to Fort Stewart, Ga., April 27, President Barack Obama signed a new executive order that helps to safeguard military education benefits and protect service members from predatory schools.

Obama expressed his desire to protect military members, veterans and their families from predatory recruiters offering bogus and costly education programs.

"I've heard the stories ... you may have experienced it yourselves," he said. "You go online to try to find the best school for military members or your spouses or other family members. You end up on a website that looks official. They ask you for your email, they ask you for your phone number, they promise to link you up with a program that fits your goals."

Obama pointed to certain schools that "aren't interested in helping" because "they don't care about you; they care about the cash," later referring to them as "appalling" and something that "should never happen in America."

"I'm not talking about all schools," Obama noted. "Many of them — for-profit and nonprofit — provide quality education to our service members and our veterans and

their families. But there are some bad actors out there."

Obama declared he was "going to put an end" to hidden high-interest student loans, nontransferable credits and nonexistent job placement programs used as tactics to "swindle and hoodwink" troops through his signature of the executive order.

The order requires colleges to provide clear information about qualifications and financial aid through access to a fact sheet called "Know Before You Owe" and providing increased support through counseling.

"If you've got to move because of a deployment or reassignment, they've got to help you come up with a plan that you can still get your degree," he said. "[And] we're going to bring an end to the aggressive, and sometimes dishonest, recruiting that takes place."

Obama also indicated tougher restrictions to colleges and universities allowed on military installations and increased vigilance to prevent improper education program recruiting practices.

Defense Secretary Leon E. Panetta lauded the president's and first lady's commitment to protect the military, veterans and their families.

"I applaud the steps President and Mrs. Obama announced today to ensure military and veterans' educational benefits meet the needs of service members, veterans and their families," he said. "Ensuring quality educational opportunities are available to those who have served our nation in uniform is an essential part of enabling them to compete in today's economy."

Panetta said the demands of military service can make it difficult to find the right information from schools, especially those engaged in aggressive, deceptive recruiting practices.

"This effort helps preserve our nation's legacy, going back to the original GI Bill, of doing all that we can to help our troops lead productive and successful lives after leaving the military." ♡

◀ President Barack Obama signs an executive order April 27 at Fort Stewart, Ga., as first lady Michelle Obama and Fort Stewart Soldiers and civilians look on. The order is intended to prevent scams used to con veterans out of their federal education benefits. PHOTO BY SGT. URIAH WALKER





## ASK NCO NET

# How to handle the drawdown

*Each day, NCOs share their knowledge and experience on NCO Net (<https://nconet.army.mil>), the official forum for NCOs. Summarized here are some recent exchanges:*

**The post-war drawdown is affecting each military branch. The Marine Corps have said no one will be forced out; the drawdown will be accomplished through attrition and increased re-enlistment criteria. The Army and the Navy, on the other hand, will separate service members through the Qualitative Service Program. What do you think of how the Army is handling the drawdown?**

- ▶ "The Marines value the service of every Marine because they don't allow people of questionable character to even enter the Marine Corps. The Army, in its haste to get boots on the ground in Iraq and Afghanistan, cut corners when it came to recruiting. The fact is that many good Soldiers will be told to leave the Army, a majority of whom have played by the rules and worked hard to get promoted. When all of these Soldiers are let go, they are going into a job market that will not offer much to them."

— **SGT. ROBERT BRIMER**, battalion aid station treatment NCO, Health Services Command, 603rd Aviation Support Battalion, Hunter Army Airfield, Ga.

- ▶ "I have seen the Army downsize before in my 34 years of service. The term 'forcing Soldiers out' is the wrong term. Soldiers are being thanked for their service and put out of the Army because they cannot meet the standard. They fail the Army Physical Fitness Test, or height/weight or they are flagged. This is not something new, the Army has been doing it for years. Soldiers and leaders got lazy. Now you are being held to the standard, and you want to say you are being forced out? No one said it's an easy profession, and it gets harder every day."

— **MASTER SGT. TERRY DAVIS**, operations NCO, 368th Military Police Company, Barrigada, Guam.

— COMPILED AND EDITED BY JONATHAN (JAY) KOESTER

## ← BRIEFS CONT. FROM PAGE 5

bosa, the division chief for force development logistics for the Army G-8. With so few MRAPs in the Army's fleet, the vehicles will be prepositioned in "contingency sets," ready for Soldiers that need them for missions, he said.

More: <http://j.mp/myl2mrp>

## Cyber operations give leaders new options

Senior Pentagon officials are working to determine how the centuries-old law of armed conflict applies to potential operations in the newest military domain of the Internet, the deputy assistant secretary for cyber policy said last month. "We're trying to think about cyber operations as a new form of policy tool that gives the president or the secretary of defense new options," Eric Rosenbach told reporters. "We're not actively looking to mount operations in cyberspace just to do it," he added. "We want to do it only when appropriate and when there's a good reason to do it and when we can do it in a way that allows us to [avoid using] kinetic tools." More: <http://j.mp/myl2cyber>

## Military kicks off War of 1812 bicentennial

The bicentennial of the War of 1812 was launched last month in New Orleans with a cannon salute by the Louisiana Army National Guard's 1st Battalion, 141st Field Artillery Regiment, as a parade of ships made its way up the Mississippi River. It is hoped a series of commemorations during the next three years will bring into the public's eye the war Navy officials believe was that service's real start as a "blue-water force." Though the Army isn't planning any huge national events, it is printing a series of seven booklets to explain the war's campaigns, said John Maass of the U.S. Army Center for Military History. "We're trying to get as many first-person accounts of the battles as we can find," he said. More: <http://j.mp/myl2bicent> ♡

# Courses dealing with Islam reviewed

BY JIM GARAMONE

American Forces Press Service

The chairman of the Joint Chiefs of Staff ordered combatant commanders and directors of military education institutions to examine the scope and content of courses dealing with Islamic extremism to ensure they are in keeping with U.S. values and principles.

Gen. Martin E. Dempsey sent the letter after students at the Armed Forces Staff College in Norfolk, Va., raised concerns about a class entitled "Perspectives on Islam and Islamic Radicalism." Dempsey ordered the course closed until the study is complete.

"Our concern is there are some unprofessional things being taught to students in professional military education curriculum,"

Navy Capt. John Kirby, a Pentagon spokesman, told reporters April 25.

Defense Secretary Leon E. Panetta shares the general's concern, Kirby said. "He also completely endorses the chairman's intention to look at joint professional military education across the board to make sure we have done an adequate scrub on the content of this type of curriculum," Kirby said.

Some of the material in the course was not simply objectionable but inflammatory, Kirby said. One example was a slide asserting "that the United States is at war with Islam and we ought to just recognize that we are at war," Kirby said. "That's not at all what we believe to be the case. We're at war with terrorism, specifically al-Qaida, who has a warped view of the Islamic faith." ♡

# New team aims to reduce PT injuries

Soldiers benefit from the kind of guidance pro athletes get

BY T. ANTHONY BELL  
Fort Lee Traveller

The Army is assessing a new weapon in its battle against physical training injuries. Musculoskeletal Action Teams, or MATs, were put into operation at several installations last year as a pilot program to support the Army's new Physical Readiness Training regimen.

Dr. Matthew R. Pretrone, the MAT team leader with the 23rd Quartermaster Brigade at Fort Lee, Va., said the teams are a cost-effective means to combating PT injuries.

"A study came out to show that more than a billion

"Soldiers are no different," he said. "They need to have the best available training and the best care possible."

To accomplish its mission, the MAT team — made up of a physical therapist, a physical therapy technician, two strength and conditioning specialists, and a physical trainer — provides on-the-spot guidance to Soldiers who lead physical training sessions.

"We go out and observe the PRT sessions and make sure the exercises are performed according to the guidance provided in the PRT training circular," said Sgt. 1st Class Frederick Scott, the MAT team's physical therapy technician. "Through correcting body mechanics, we hope to prevent injuries most of the time."

In addition to their observations, members of the MAT team instruct Soldiers in Advanced Individual Training on injury prevention and exercise effectiveness. They also provide therapy sessions and prevention guidance to Soldiers already injured.

Therapy provided to Soldiers who have suffered injuries is somewhat the same as in the past but with one important difference, Petrone said — there is much more of an emphasis on preventative care.

"When you're done with the physical therapy part, that's when you're trying to say, 'OK, we are going to have to change our mindset and emphasize injury prevention. Yeah, I know you can probably run right now and you're cleared to go. But we need to work on running mechanics, movement patterns, how you do some of these exercises so that you don't get hurt again.'"

Scott said he sees much benefit in the program versus how the Army handled PT injuries in the past.

"We didn't have this," he said of the MAT program. "There wasn't a strength coach to ensure the [exercise] precision pieces were being executed by the Soldiers. Once they were healed and cleared to go back to their units, there was no one to check to see if the Soldiers' movement mechanics were correct to keep them from returning."

On average, the brigade's MAT teams see roughly 400 Soldiers each month during physical therapy sessions, Petrone said. Several hundred more are provided instruction on injury prevention. ♡



dollars is spent each year in the Army on musculoskeletal injuries," he said, noting the costs of treatment, aftercare and lost time.

The answer to preventing long lines at sick call is providing the know-how and guidance to people in the same way professional trainers support professional athletes, Petrone said.

▲ Sgt. 1st Class Frederick Scott, a physical therapy technician with the 23rd Quartermaster Brigade's Musculoskeletal Action Team, demonstrates the proper way to do lunge exercises April 10 at an injury prevention session at Fort Lee, Va.

PHOTO BY T. ANTHONY BELL



# Vietnam hero to receive Medal of Honor

Army News Service

President Barack Obama announced April 16 that Spc. 4 Leslie H. Sabo Jr., rifleman with the 101st Airborne Division, will receive the Medal of Honor posthumously May 16 for his actions during the Vietnam War.

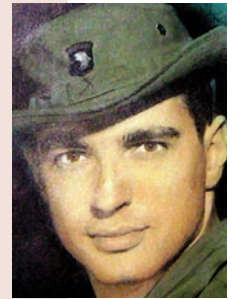
Sabo is credited with saving the lives of several of his comrades in B Company, 3rd Battalion, 506th Infantry Regiment, 101st Airborne Division, when his platoon was ambushed May 10, 1970, near the Se San River in eastern Cambodia.

Even though his platoon was ambushed by a large enemy force, Sabo charged the enemy position, killing several enemy Soldiers. He then assaulted an enemy flanking force, successfully drawing their fire away

from friendly Soldiers and ultimately forcing the enemy to retreat. While securing a resupply of ammunition, an enemy grenade landed nearby. Sabo picked it up, threw it and shielded a wounded comrade with his own body, absorbing the brunt of the blast and saving his comrade's life.

Although wounded by the grenade blast, Sabo crawled toward the enemy emplacement and, when in position, threw a grenade into the bunker. The resulting explosion silenced the enemy fire, but also ended Sabo's life.

Sabo's unit nominated him for the Medal of Honor, but the paperwork was lost until Tony Mabb, a Vietnam veteran of the 101st Airborne Division, came across a file on Sabo while doing research at the National Archives. ♡



Sabo

## 7th Infantry Division HQ to oversee five brigades at JBLM

BY MARISA PETRICH  
Northwest Guardian

Joint Base Lewis-McChord, Wash., will soon be home to the headquarters of the 7th Infantry Division, Secretary of the Army John McHugh announced April 26. The two-star headquarters, which will oversee the training and readiness of five of the installation's 10 brigades, will fill an administrative layer between those units and I Corps. The division headquarters will not be deployable.

"The I Corps headquarters has been very, very busy. It's only reasonable, it seems to me, to provide that layer of close-on command support just as we have at virtually every other similar-sized base," McHugh said in a press conference at the installation.

The intent is to install a new level of leadership and oversight to support those units, and ensure that Soldiers are properly trained, equipped and mentored.

McHugh's announcement comes after a period of massive growth for JBLM. Since 2003, the installation has grown by roughly 15,000 Soldiers and seen a military construction program totaling \$1.75 billion, putting it among the largest bases in the United States.

In spite of this, JBLM does not have an intermediate

level of command between the corps and many of its major subordinate units.

The soon-to-be reactivated division will encompass 2nd Brigade, 2nd Infantry Division; 3rd Brigade, 2nd Infantry Division; 4th Brigade, 2nd Infantry Division; 17th Fires Brigade and 16th Combat Aviation Brigade — a total of about 17,000 Soldiers. But as a nondeployable headquarters, the 7th ID and its estimated 250 personnel will

primarily focus on making sure Soldiers are properly trained and equipped, and that order and discipline is maintained in its subordinate brigades.

"When you have the number of Soldiers, the number of civilian personnel, the number of other service components in one location as they do here at JBLM, [having] eyes on those units is enormously important," McHugh said.

McHugh denied that the decision to create a division on the installation came in response to recent incidents involving

Soldiers from JBLM, emphasizing that the plan to station a division headquarters on JBLM has been in progress for some time.

The 7th Infantry Division headquarters is scheduled for activation on Oct. 1 and a command team is expected to be announced in a few weeks. Personnel should begin arriving in early summer. ♡



# Holistic treatments help NCOs battle PTS

Center's focus is healing wounds that are more than skin deep

BY JENNIFER MATTSON NCO Journal

For some Soldiers, the emotional scars of combat can be just as overwhelming as the physical ones. Often, Soldiers had only a choice between suppression or medical discharge. But the Warrior Resilience Center at Fort Bliss, Texas, seeks to help Soldiers treat their post-traumatic stress emotionally and spiritually, and return as functioning members to their units.

Sgt. Lance Bradford, a cavalry scout, deployed to Baghdad in 2006. He was on a battalion reconnaissance team made up of small kill teams that stayed in Baghdad for five days at a time.

His unit was hit by at least four IEDs and was shot at countless times. Five months into his deployment, he was shot; the bullet went through his arm, into his rib cage and out his back. He was medically evacuated from the battlefield and sent home to Fort Bliss for treatment. The hardest part about being wounded, Bradford said, was that soon after his return, his wife left him.

"I had no foundation to help me," he said. "I had none of my Soldiers to help me. My wife hit the door, and I was in a hospital bed and I didn't know where my career was going. That's when it really hit me."

His physical wounds merited the Purple Heart, but the

wounds no one could see were the ones he dealt with every day, Bradford said.

"I couldn't go to Wal-Mart unless it was 3 a.m. because I couldn't be in large groups," Bradford said. "I couldn't go to the mall. I hadn't gone clothes shopping for a year because I couldn't tolerate large groups. The only large groups I could tolerate were military."

After months of sleeping less than an hour a night, Bradford went to sick call to seek help.

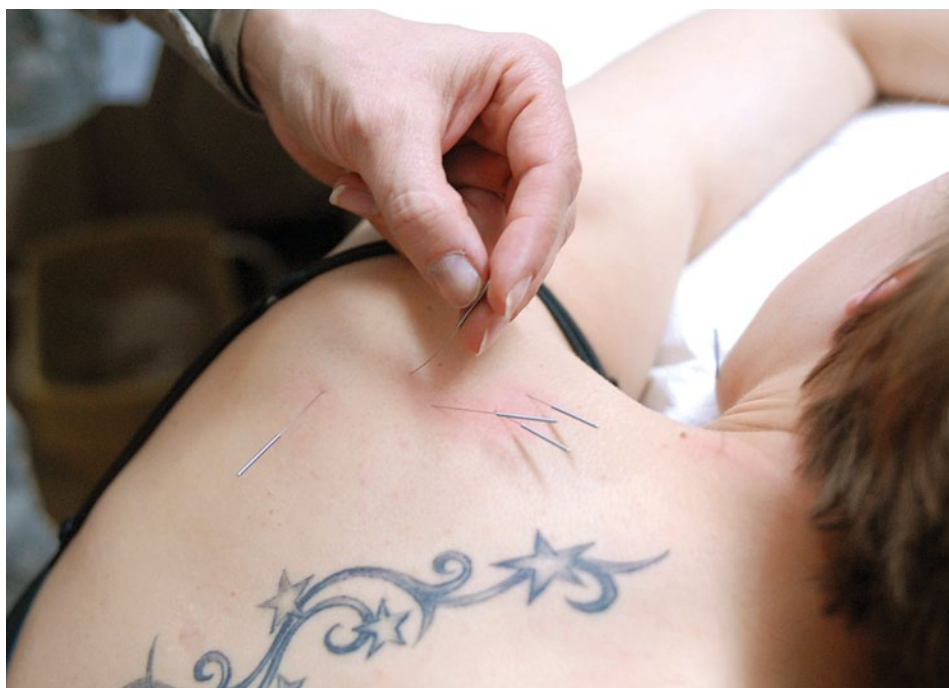
"They tossed pills at me, gave me a flier for a [Global War on Terrorism] therapy group and sent me on my way," Bradford said. "I didn't like taking the pills; I didn't even like taking the pain pills. But it was all I could do to bear the pain. I took the sleeping pills for two days. The first day I took it, it put me in a coma and I slept through my alarm. I saved one pill for the weekend. Then, I went to the GWOT group."

While at the support group, Bradford met Dr. John Fortunato, who had just started the Restoration and Resilience Center, the forerunner to today's Warrior Resilience Center. Fortunato thought Bradford might benefit from the alternative therapies the program provided and encouraged him to apply.

"[Bradford] not only fought through [the program here] to get better, but he had some serious injuries and intensive physical therapy," said Dr. Vicki Thomas, the current chief of the Warrior Resilience Center. "He could have easily [been medically discharged]; no one would have ever questioned. He didn't want to. And that's why the program started, for people like him."

"He went through hell to get back on that horse and ride it," Thomas said.

Some Soldiers try to self-medicate or avoid situations they think could trigger their post-traumatic stress. But that only leads to not being able to live a normal life, Bradford said.



◀ Lt. Col. Erica Clarkson, a physical therapist, adjusts needles on Staff Sgt. Jennifer Ciglar during an acupuncture treatment in January 2010 at Camp Victory, Iraq. The holistic treatment is similar to that offered by Fort Bliss' new Warrior Resilience Center to Soldiers suffering from post-traumatic stress. PHOTO BY SGT. LINDSEY BRADFORD



“NCOs have the bulk of the problems because they have to deal with all their Soldiers’ problems,” Bradford said. “Not to mention 90 percent of us are married, so we’ve got time away from our wives because of work and taking care of Soldiers. We’re going to sit and bottle everything up. That’s what I did, and it was a horrible idea.”

When Bradford went through the resiliency center program, he said he and fellow participants were able to see dramatic changes. Two of the Soldiers who suffered from injuries during his deployment and who were with him as they were medically evacuated have returned to active duty and currently serve in Korea.

“There are a lot of guys who are walking, breathing proof that it works,” Bradford said. “It’s all what you put into it. If anyone hates taking those pills, this is a much better alternative.”

The program has changed since Bradford went through it. With more Soldiers returning from combat with the crippling symptoms of PTS, the program has shortened to a four-week introductory course from the year-long course it was when Bradford went through in its first year, 2007.

“As the wars have changed and the Army has changed, our mission has changed,” Thomas said. “Originally our mission was to take Soldiers who had experienced combat traumas and post-traumatic stress disorders that were severe enough to where their careers were in jeopardy, and help those Soldiers get strong enough to return to the fighting force. We’ve since changed, since there are such great numbers.”

Soldiers in the program remain assigned to their current units. However, their duty station for four weeks is the Warrior Resilience Center. From 7:30 a.m. to 4 p.m., program participants experience a variety of alternative treatments designed to give Soldiers tools they can rely on to treat the symptoms of PTS.

“You can give them a lot of tools in four weeks, but you cannot cure [PTS] in four weeks,” Thomas said. “But I watch some of them who left here with those tools and they come back in for therapy and are continuing to do better.”

There are 14 similar facilities across the Army, and each program is somewhat different due to the local resources available and what the counselors there have found most helpful. The Fort Bliss’ center is the Army’s premiere PTS treatment facility, Thomas said.

“The goal is to expose them to a little bit of everything so that, at the end of the four-week program, they can help come up with an after-care program,” Thomas said. “So if someone found reiki tremendously helpful, but acupuncture wasn’t perceived as being as helpful, then we specialize when it comes to the after-care program. Especially for treatments, until you’ve actually experienced it, you don’t know if it’s going to be helpful or not.”

“There are a lot of guys who are walking, breathing proof that it works. ... If anyone hates taking those pills, this is a much better alternative.”

— SGT. LANCE BRADFORD

## Alternative therapies

The four-week program at the Warrior Resilience Center at Fort Bliss, Texas, uses the following alternative therapies to give Soldiers tools they can use to help combat post-traumatic stress:

**YOGA** exercises focus on breathing and relaxation, allowing Soldiers time to mentally focus and relax.

**TAI CHI** and its characteristic slow martial-art movements help Soldiers combat stress and find peace.

**QIGONG** combines rhythmic breathing with fluid movements to teach Soldiers how to control their reactions to stress.

**REIKI** seeks to reduce stress through the laying on of hands.

**DEEP-TISSUE MASSAGE** allows Soldiers to realign and relax.

**ACUPUNCTURE** uses needles applied to specific points to allow Soldiers to relax and rebalance.

**MEDITATION** enables Soldiers to focus and calm their minds.

**NEURO-FEEDBACK** looks at a Soldier’s thought process and how it could trigger PTS.

**BIO-FEEDBACK** looks at biorhythms — heart rate, eye movement, etc. — and allows Soldiers to understand their bodies’ reactions.

Denney Barrus, a social worker with the Warrior Resilience Center at Fort Bliss, said that because Soldiers won’t know which treatments will be effective, program participants agree to try all of the alternative treatments.

“When Soldiers come here, they have individual therapy twice a week, group therapy four times a week and we have a whole slew of alternative treatment therapies,” Barrus said.

The staff of 13 clinical social workers, psychologists, reiki master teachers, licensed massage therapists, an acupuncturist, and a yoga, tai chi and qigong instructor all work together to help these Soldiers get to a point where they can return to their unit.

The Warrior Resilience Center keeps objective data that shows its treatment methods work, Thomas said.

“We do objective outcome measures, and those have shown good results,” Barrus said. “But to me, more importantly, are the reports from the Soldiers or their families or their spouses who have said it’s so much better. It’s very common to hear Soldiers say, ‘This program saved my life.’”

After Bradford graduated from the program, he moved to Fort Hood, Texas, and deployed to Iraq for a third time. He continues to serve, and says he is now better equipped to help his Soldiers.

“There is no cure for PTSD,” Bradford said. “There are just control methods so you can live with it.”

## TOOLKIT

# NCO induction ceremonies

BY JENNIFER MATTSON NCO Journal

Becoming a sergeant is more than being promoted into the NCO Corps. It's about becoming part of the backbone of the Army, setting the example for your Soldiers and taking personal responsibility for your team.

NCO induction ceremonies mark this important accomplishment and do so while steeped in tradition and esprit de corps, said 1st Sgt. Kenya King, the first sergeant for the 1st Armored Division Signal Company. King has helped plan NCO induction ceremonies at his previous and current unit and said the NCO Corps needs to go back to these traditions to instill in young Soldiers the importance of being an NCO.

"So many NCOs who scale up the ranks so fast move onto becoming officers or warrant officers because we don't have ceremonies to show how much NCOs are appreciated," King said.

There is no official regulation for NCO induction ceremonies, so many units have slight differences when conducting their own ceremonies. Some items, though, are always a part of inducting new NCOs, including NCO sponsors, a guest speaker, reciting the NCO Creed and presenting copies of *The Army Noncommissioned Officer Guide*, King said.

"There are a lot of variations, a lot of ways you can do an NCO induction ceremony. But when it's all said and done, as long as you have swords and a Soldier or NCO walks from one threshold to another threshold so he can see and feel the change, that's all an NCO induction ceremony needs," he said.

Though the parts of the ceremony are important, what's more important is what the ceremony says about the NCO Corps, King said.

"Tradition is a big part of it," King said. "But more than tradition, it's something that allows the NCO to see, besides the rank change, that you have formally

been inducted into a group that is very unique to the Army. The NCO induction ceremony, for me, was an experience like none other. It made me feel like I was a part of an elite group of individuals."

An NCO induction ceremony is important for Soldiers, new NCOs, experienced NCOs and officers all to attend, King said.

"The NCO induction ceremony allows a Soldier to feel that they have hit a milestone, a stepping stone, in their career," King said. "All NCOs should go through an NCO induction ceremony to allow them to see actually what happens during the induction ceremony. It's also

◀ Sgt. 1st Class Jason Starr, the communications chief of 1st Battalion, 377th Field Artillery Regiment, 17th Fires Brigade, lights a white candle representing the present and purity May 31, 2010, during a NCO induction ceremony at Contingency Operating Base Basra, Iraq. PHOTO BY

SPC. SAMUEL SOZA







▲ Sgt. Michael Zeiler, of Headquarters and Headquarters Battalion, 1st Armored Division, walks through an archway March 30 at Fort Bliss, Texas, to become inducted into the Noncommissioned Officer Corps. PHOTO BY JENNIFER MATTSON

important for all the Soldiers who are watching to be able to see as well; to look on the heritage and tradition of the NCO and want to become one.”

During the induction ceremony, the newly promoted sergeant is often sponsored by another seasoned NCO. This sponsor has a critical role to play, King said.

“It’s not ‘who you know’ but ‘who you grow,’” King said. “If you can take a new Soldier, a private, and walk him through the steps through the ranks of the noncommissioned officer, you have not only taken care of that Soldier but you’ve already prepared that Soldier to become an NCO — not only through boards, tests, [physical training] and range qualifications, but you’ve also taken that ultimate step to ensure this Soldier is taken care of to become one of the elite members of the United States Army.”

► NEXT MONTH: TOXIC LEADERSHIP

## Inducting NCOs: A checklist

Though each unit is allowed some discretion in terms of developing components for their own NCO induction ceremonies, the following are considered key items to making any NCO induction ceremony a success:

- ✓ **COLOR GUARD** posts the colors at the start of the ceremony.
- ✓ **CHAPLAIN** leads all present in prayer after the colors are posted.
- ✓ **INDUCTEES & THEIR SPONSORS:** Each inductee will select an NCO sponsor to help guide their formation as NCOs.
- ✓ **CANDLES** are optional and some units choose not to use them. When candles are used, they are red, white and blue and lit during the “N,” “C,” and “O” portions of the NCO Creed respectively.
- ✓ **PRIVATES, PRIVATE FIRST CLASS AND SPECIALISTS** each cite their rank creed as a request from Soldiers at different levels to the new noncommissioned officer.
- ✓ **COMMAND SERGEANT MAJOR** of the unit acts as the host of the event. The unit’s first sergeants act as the command sergeant major’s assistants; together they form the official party.
- ✓ **A COPY OF THE NCO CREED** is presented to each inductee at the conclusion of the ceremony.
- ✓ **THE ARMY NONCOMMISSIONED OFFICER GUIDE** (FM 7-22.7) will also be given to inductees so they may learn their duties and responsibilities as new noncommissioned officers.
- ✓ **PRINTED PROGRAMS** are recommended so that family members who come to the ceremony may follow along and understand the symbolism of the ceremony’s elements.
- ✓ **SOUND SYSTEMS** may be necessary, depending on where the ceremony takes place. One may or may not be needed if the emcee has a commanding voice and can be heard by all.





# FUELING THE

The next phase in

STORY AND PHOTOS BY JONATHAN





# THE SOLDIER

a healthier Army

AN (JAY) KOESTER NCO Journal



**T**he U.S. Army demands a lot from its Soldiers. In addition to requiring NCOs to be tactically and technically proficient, there are fitness tests to pass and weight restrictions to worry about.

But the Army also provides and cares for its Soldiers. The latest efforts to make sure Soldiers have the best tools to gain nutrition knowledge and overcome health hurdles are the “Fueling the Soldier” and “Go for Green” initiatives. They aim to make sure the Army gives Soldiers healthful food options and nutritional guidance because so many young people come from a sedentary culture of eating fast food while playing video games.

Indeed, Army leaders are finding more and more young people who want to serve their nation but are in no physical condition to do so, said Sgt. Maj. Mark Warren, the sergeant major of the Joint Culinary Center of Excellence at Fort Lee, Va.

“We have an obesity epidemic in America,” Warren said. “Our children have been more apt to eat fast-food products, drink sugary products, and have more of a dormant lifestyle, utilizing technology, sitting at computers. Even among those who attempt to join the military, a high percentage of them are disqualified because they cannot meet the weight requirements to enter the service.

“It’s a problem with American society that the military has to address when indoctrinating young Soldiers when they join the Army or any of the services,” Warren said.

### **You’re in the Army now**

Once a Soldier joins the Army, that indoctrination into making good nutritional choices begins immediately. Under the

**“We have an obesity epidemic in America. ... Even among those who attempt to join the military, a high percentage of them are disqualified because they cannot meet the weight requirements to enter the service.”**

— SGT. MAJ. MARK WARREN

Fueling the Soldier initiative, the dining facilities at Initial Military Training sites today have reduced or eliminated unhealthy food items. There’s no soda, no fried chicken and no post-meal piece of chocolate cake.

“Of those who do enter the service, we use the IMT Fueling the Soldier initiative as a training tool, part of their integration into the military lifestyle, so that they understand that we have an emphasis on nutritional care,” Warren said. “We teach them that it is personal choice, and it is personal selection. With that, during the integration process, we have the opportunity during basic training and Advanced Individual Training to teach, train and foster an environment where they will make healthy choices.”

Along with learning about the food they eat, it’s just as important for young Soldiers to learn about the empty calories in soda and other sugary drinks, Warren said.

“Sodas were removed (at IMT locations), and they put in what they call ‘hydration stations,’” Warren said. “It teaches the IMT Soldier that hydration is part of fitness, and hydration is part of nutrition. It’s more important to drink fluids that help you replenish the nutrients that you need, instead of drinking a soda. That soda is high in sugar, high in sodium, and it’s just a short-term fix that won’t help them later in the day when they are at a high fitness level.”

Army leaders hope some of the healthy choices that are initially forced on Soldiers will lead to permanent healthy habits down the road, said Sgt. 1st Class Dexter Gray, a nutrition specialist at the Joint Culinary Center of Excellence.

“We are starting with the Soldiers at basic training,” Gray said. “We are trying to mold those individuals into becoming warriors. We are training them to fight, and also training them how to eat correctly. We give them good habits, and with those good habits, we have them take that from Initial Entry Training to Advanced Individual Training. Then, once they finish with AIT, they’ve already learned the values.”

After Soldiers are done at those training locations, making healthy choices is left up to them, said Rick Byrd, the chief of the quality assurance division of the Army Food Program at the Joint Culinary Center of Excellence.



“We have a special impetus at IMT locations, where we control the feeding a little bit tighter,” Byrd said. “As an entitlement, Soldiers have a right to a great meal. So in our permanent party locations, after we finish our controlled school environment and education has occurred, now the Soldiers are in an environment where they can choose. So if they choose to have a sugary drink, it’s available.”

### **Other changes**

Soda, fried chicken and chocolate cake may still be available at dining facilities outside of IMT locations, but healthy changes are taking place at those din-





**Above:** Sgt. 1st Class Motavia Alston works on a meal during the field competition at the 37th Annual Military Culinary Arts Competition in March at Fort Lee, Va. Alston was the senior NCO on Team Pentagon as his team made a three-course gourmet meal for 80 people using the Army's Containerized Kitchen. "It's pretty intense, especially getting the timing down and making sure all the food and all the plates stay hot because those are critical points we get scored on," Alston said. "We're up there tasting to make sure we get the seasonings right, but being up there around all the heat, all you want is water." **Previous Pages:** Staff Sgt. Marcos Allen Camin (left) competes in the cold dessert competition at the Military Culinary Arts Competition. Meanwhile, Sgt. Charity Michelle Julian works on a meal for the Nutritional Hot Food Challenge. "NCOs bring a lot of knowledge (to the competition)," Camin said. "The big thing is teaching young Soldiers about how to make things like you see here. Because you don't see this in the dining facilities. This is something we train for because we want to be the best."

ing facilities, too. Even that fried chicken has gotten a makeover. Recipes are being changed and cooking methods adjusted to make some of the old favorites a little bit better for you, Warren said.

"One of the things that we've done is looked at healthier selections that we can put into the catalog, like sweet potato

french fries that are oven-baked, instead of traditionally deep-fried; or oven-fried chicken, instead of deep-fried," Warren said. "We're trying to get away from food preparation processes that contribute to high-fat-content selections. If we can put high-quality food products on the serving line that individuals never see a difference

in, then they accept those choices more readily than if we just take away all the options from them."

Changing recipes is a goal of not only the Army, but all the military services, which are all dealing with many of the same problems, Byrd said.

"Each service at one point had its own



individual set of recipe development. But we now have the Joint Recipe Service Committee,” Byrd said. “This is not just an Army goal of getting good nutrition to its members, but in fact, it is the goal across the entire Department of Defense.

“So the committee takes a great recipe for meatloaf that’s probably existed for many, many years, and now, let’s produce the same great-tasting meatloaf — but let’s take a look at the ingredients we’re using,” Byrd said. “Subsequently it’s a healthier delivery because maybe it didn’t need as much sodium as we used before. Or maybe we’ll make sure that the ground beef, which we used to not be concerned about the ratio of lean to fat, now we will focus on the ratio of lean to fat. Ultimately, it’s still the same great-tasting piece of meatloaf, it just has a level of quality that allows it to be called healthy.”

The changes have reached every part of the dining facility, Warren said, including the salad bar. Some of those changes will require DFACs to purchase new ovens and equipment that haven’t been used in the past.

“Traditionally, in the olden days, the salad bar would just have lettuce on it,” Warren said. “And iceberg lettuce was the lettuce of choice because, for the managers, it was cost-efficient. With the new Fueling the Soldier initiative, we have incorporated leafy greens into our salad bar selections. We have mandated that low-calorie salad dressing options will be used. We have reduced from 2 percent-fat milk to 1 percent-fat milk. We have addressed changing out our platforms for equipment to incorporate ovens that have the ability to cook french fries and other items that are traditionally deep-fried.”

Despite all the small changes going on



## Digging deeper

The “Go for Green” program provides a way for an NCO to, at a glance, find out in general how a food item will affect his or her performance. But a lot of details go into the decisions on how various food items should be labeled, said Rick Byrd, the chief of the quality assurance division of the Army Food Program at Fort Lee, Va.

“You could take a simple item, a piece of chicken, and find that the chicken could be categorized red, yellow or green,” Byrd said. “Is it a piece of baked chicken, mildly seasoned? It’s probably green. As opposed to a chicken that has gravy, with the gravy carrying a lot of fat, it could be red.”

For those NCOs who want to dig deeper into the details of dining facility nutrition, the Joint Culinary Center of Excellence provides a website to learn more details about Go for Green.

Find the website at: <http://j.mp/GoForGreen>

**HIGH PERFORMANCE FOODS:** Premium fuel for the Soldier Athlete, fresh and flavorful, nutrient dense. *Go for Green: Choose frequently.*

**MODERATE PERFORMANCE FOODS:** Higher in calories, lower in vitamins and minerals. *Use Caution: Select less frequently.*

**PERFORMANCE LIMITING FOODS:** Highest in calories, lowest in vitamins and minerals, may hinder performance. *Warning: Limit intake.*

at dining facilities, it’s still up to individual NCOs and Soldiers to make the right choices. But the Army is easing the process of choosing healthful food items with the “Go for Green” program. Now at Army dining facilities, all food is labeled either green (eat often), yellow (eat occasionally) or red (eat rarely). The food is

labeled according to the effect it can have on a Soldier’s performance.

It’s a quick, simple way for NCOs and their Soldiers to judge food items, Gray said. “If I don’t know the details about the item, I know the color code system.”

The idea is to continue to offer all the food choices NCOs want and deserve, while at the same time make it easier for them to live a healthy lifestyle, Warren said.

“It’s an awareness program that highlights — based off of the traffic signals of green, yellow and red — the performance factors of the food itself,” Warren said. “Of course fried items are typically going to be a red item, which means very seldom should you partake of those products because they really don’t contribute to a healthy lifestyle. We’re not telling people to not have a piece of fried chicken periodically or a piece of pizza periodically. But what we are trying to do is inform them of the product performance enablers so that they make better choices, healthier choices.”

## At the schoolhouse

Changes in how the Army feeds Soldiers dictates big changes in the way in the way the Army trains those in the 92G food service specialist MOS. Soldiers in that military occupational specialty go through AIT at Fort Lee. How those Soldiers are trained to cook has changed significantly in the past two years, said Sgt. 1st Class Jesse

Paraday, a food service specialist instructor at Fort Lee.

“The new Fueling the Soldier initiative is really geared toward making a healthier Army, so we do train our 92Gs as they come through school on how to cook with low sodium, low carbs, low cholesterol and maintaining the proper amount of



protein,” Paraday said. “So they do a lot more on the healthy side than we used to. Back in the old days, we fried bacon and eggs in the grease. It’s definitely a healthier, fitter Army, especially when it comes to food service.”

Even having a nutrition specialist such as Gray assigned to the schoolhouse is a change in how the Army has looked at nutritional health in the past, Byrd said.

“In the past, he (Gray) would have been relegated to a hospital, where he would only have been able to address the nutrition concerns of a patient versus addressing the nutrition concerns of all of us,” Byrd said. “And that speaks volumes to where the nation, as well as the Army, is going as far as the importance of nutrition.”

“The reason why I’m here at Fort Lee is

that we’re training every 92G that comes through the military,” Gray said. “From the time they get here, I hit them with the foundation of things like knowing what a serving size is, knowing what the color code system means. So when they get out to the force, they know the correct answers and can help direct the customer on what he or she should be eating. It’s important to educate both sides of that serving line; not just the customer, but the person who is serving it, as well.”

Soldiers choose to become 92Gs for various reasons, Paraday said. But the majority of them come in with very little cooking experience — which can be a good thing.

“The last class I had was about 84 students, and I’d say about five of them had any food service knowledge,” Paraday said.

“Some of them had never even cooked as much as a scrambled egg at home. That’s OK. That’s what we expect.”

“What we do in the Army is different than what they do in the civilian world. Our standards are a little stricter; our sanitation is much higher. So some of the bad habits you learn as a civilian cook, we have to break you out of. Not having that knowledge coming in, it actually helps.”

### The hunger games

Chefs from all branches of the military were able to show off their skills and the pride they have in food service during the 37th Annual Military Culinary Arts Competition, held Feb. 29–March 7 at Fort Lee. There were eight days of competition in such categories as team buffet, field competition, chef of the year, ice carving



Sgt. Don A. Flournoy works on a dessert during the Military Culinary Arts Competition in March. “The culinary competition is a great experience for our young Soldiers,” Flournoy said. “To be able to come in and see that there is more to food service than just working in a dining facility. To be able to see different aspects of food service and what they can actually do.”



and nutritional hot food challenge.

In the nutritional hot food challenge, participants didn't know ahead of time what ingredients they would have to work with. The two-chef teams were provided a mystery basket of food items and then had two hours to figure out how to use those ingredients to make either an appetizer and an entrée, or an entrée and a dessert. The event was designed to test contestants' ability to prepare an impromptu meal that also follows nutritional guidelines.

Having to cook a nutritional meal quickly with ingredients you didn't know

**“92G is one of the most versatile MOSs in the Army. We know how to dig trenches; we know how to fight in foxholes; we kick in doors. We all know land navigation; we all drive vehicles. We're also pastry chefs.”**

— SGT. 1ST CLASS JESSE PARADAY

beforehand was quite a challenge, said Sgt. Charity Michelle Julian, a competitor from the 329th Quartermaster Company of the U.S. Army Reserve.

“You have to cook something that is nutritious but at the same time delicious,” Julian said. “A lot of this stuff we've never worked with before. Ugli fruit (a Jamaican tangelo) kind of tastes like grapefruit. I made a balsamic vinaigrette with the juice and sliced some of the fruit up and put it on the salad.”

Choosing healthy ways to add flavor to the dishes is the trick, Paraday said.

“You have to look at things that add flavor without the bad sodium and the bad sugars,” Paraday said. “Some sodium is OK; some sugars are good. One of the teams today used honey as their sweetener, which is a great alternative to sugar. We offer Nu-Salt, which is a sodium-free substitute salt that you use just like you would use salt in any baking or cooking.

“One of the teams today made a sorbet out of melon,” Paraday said. “So they took melon and Sweet'n Low, and it was great. It tasted good, and it was what you would expect a sorbet to look like and feel like. It had a nice melon flavor with no sugar. So you are looking at a sorbet under 200 calories.”

Amid the spirit of competition, what

really makes the event important is the pride it gives young Soldiers and NCOs about being a food service specialist. They get to see all the amazing food items that Army chefs are making and learn some of the tricks of the trade, said Staff Sgt. Edmund Perez, an enlisted aide at U.S. Army North (Fifth Army) at Fort Sam Houston, Texas.

“We're not the guy in the Beetle Bailey comic,” Perez said. “We're putting out gourmet food. And what this competition teaches young Soldiers is that they can take the things they learn here — the different types of cuts and different types of meats — take it back to their facility and feed it to their Soldiers. We don't want the experience to be, ‘Well, we're just coming to Fort Lee to do this one time.’ We want the Soldiers to say, ‘You know what, let me figure out how

I can do that and feed it to the Soldier.”

Food service specialists at the competition were gratified in their job and wanted people to know the breadth of their skills and how difficult the job can be. In addition to their cooking duties, food service specialists participate in all the usual drills every Soldier does, Paraday said.

“92G is one of the most versatile MOSs in the Army,” Paraday said. “We know how to dig trenches; we know how to fight in foxholes; we kick in doors. We all know land navigation; we all drive vehicles. We're also pastry chefs.”

The demands can be both physical and mental, said Sgt. Maj. Amelia Fisher, the 1st Armored Division food service sergeant major at Fort Bliss, Texas.

“I always tell my Soldiers, ‘We're the best of the best because we can drive a truck and shoot a weapon.’ But I can't bring just any Soldier in and say, ‘Come over here and cook for 300 people,’” Fisher said. “You have to be physically ready and mentally ready. There are the physical demands of getting up each day at 3 or 4 in the morning, getting off late, then doing basic soldiering. Then there are the mental demands of dealing with sleep deprivation and handling customer complaints. It's the total package.”



Other Soldiers would be amazed about how hard those in the dining facilities work, Julian said.

“I think what would surprise people the most is how much and how long we work,” Julian said. “People get this idea that we're just off goofing around. But we're the first ones up, and we're the last ones to go to bed. We're constantly working. We're up at 4 a.m., we're cooking breakfast, and after breakfast, after we serve you, we're cleaning up. And then we start cooking dinner right at lunch time.”

### **An NCO's duty**

As the Fueling the Soldier and Go for Green initiatives move forward, it's im-





Staff Sgt. Orlando Serna prepares desserts as part of Team Pentagon during the field competition portion of the Military Culinary Arts Competition in March at Fort Lee, Va. Serna made 80 plated desserts for the diners seen in the background.

portant for NCOs to know that a healthier Army isn't the responsibility only of food service specialists. The Army is counting on NCOs to make sure their Soldiers stay fit and make wise choices, Warren said.

"Under our current standards, AR 600-9 (*The Army Weight Control Program*), if a Soldier does not meet the body fat or weight requirement, it is our duty as noncommissioned officers to counsel those individuals and get them back on the right track," Warren said. "That's not only increasing their fitness level, it's also educating them on how to make healthy

selections so that they can improve their body composition and be high performers. Today's operational Army is an Army that is more demanding than ever.

"One of the things that we always need to look at is the importance of understanding where to send young Soldiers for nutritional counseling in the event that they have a difficult problem maintaining a healthy weight or a healthy body fat content," Warren said. "All of our major installations have nutritional care divisions, so if we do have Soldiers who are having weight control issues, it's our responsibility

as noncommissioned officers to provide mentorship to those young Soldiers and let them know where to seek help."

The combined force of dedicated food service specialists and watchful NCOs will lead to a healthier Army, Warren said.

"Soldiers should expect an increased emphasis on body fat composition and physical activity," Warren said. "The writing is on the wall. We are going to become a leaner, fitter force." ❧

To contact Jonathan (Jay) Koester, email [jonathan.a.koester.ctr@mail.mil](mailto:jonathan.a.koester.ctr@mail.mil)



# PRESERVING HIS TRAINING SOLD





# TORY IERS

A Fort Benning team works to  
give armor students a hands-on  
experience with history

STORY & PHOTOS BY  
CHRISTY LATTIMORE-STAPLE  
NCO Journal



Three tanks wait to be restored at the National Armor and  
Cavalry Museum's restoration shop at Fort Benning, Ga.

PHOTO ILLUSTRATION BY SPC. ASHLEY ARNETT





**T**he National Armor and Cavalry Museum at Fort Benning, Ga., is not scheduled to be complete for several years. But the museum's restoration shop already has an important role — preserving history while teaching and training Soldiers.

For NCOs, learning what Soldiers encountered during past wars and how they protected themselves could be life-saving lessons, said Len Dyer, the museum's curator.

"Our primary job is to teach Soldiers, and we use the artifacts here to do just that. We are the collective agent for the armor community's heritage, customs and traditions, and their macro artifacts," which include armor vehicles that were used in combat.

The museum's collection, temporarily housed at its restoration shop, comprises a variety of American and foreign armor vehicles, each with a vast history.

"When you look at it, we have

one of the largest armor collections in the world," Dyer said. "We have the equivalent of an armor division's worth of vehicles."

There are more than 300 vehicles located at the restoration shop. Some are extremely rare.

"We have the only British heavy Mark V\* tank remaining in the world. She is a combat veteran and was with the 300th Tank Battalion in the Meuse-Argonne battles of World War I. We've got more than 350 vehicles; out of those, 86 of them are combat veterans. The rest are training vehicles."

The main building where the vehicles are arranged is considered the museum's classroom, complete with

working areas to restore pieces in the collection. The restoration shop is a five-building facility filled with tactical vehicles from World War I, World War II, the Korean War, the Vietnam War, Operation Desert Storm, and the current operations in Iraq and Afghanistan.

"We have the evolution of vehicles from the M46 Patton used after World War I, to the M60A1 and the M60A3 Abrams used during the Cold War and Desert Storm," Dyer said.

The main part of the classroom holds mostly American pieces, including mechanized infantry, ordnance and amphibious vehicles, he said.

"We actually have four amphibious

**“It is very important to have the respect, knowledge, and experiences of these Soldiers from the past. It's their experiences that teach the lessons for today's and future combat situations.”**

**— COMMAND SGT. MAJ. MILES WILSON**



**Left:** Tanks line the inside of the National Armor and Cavalry Museum's restoration shop at Fort Benning, Ga. American vehicles are arranged on the right side with foreign vehicles on the left.

armor vehicles in the collection," he said. "Personal carriers and then cavalry vehicles are in the back, and I have more vehicles on the back lot, which will be our cluster of foreign vehicles."

### Hands on with history

The U.S. Army Armor School at Fort Benning teaches many courses, including the Armor Crewmen Course, Armor Reconnaissance Course, Cavalry Leaders Course, Cavalry Scout Course, Tank Commanders course and the Master Gunner course. The Master Gunner Course, for example, is an 11-week course on management and gunnery training that covers how to set up, identify and troubleshoot malfunctions in fire control systems, mastering the technical procedures needed to assess crew errors that can cause a tank to miss a target and operating a tank to its designed capabilities.

Sgt. 1st Class David Rozmarin, the senior maintenance training NCO with the Master Gunner Course at Fort Benning, finds the wealth of history at the restoration shop to be quite valuable for training armor Soldiers.

"I sent some instructors over to the restoration shop to check out the vehicles they had," Rozmarin, who majored in history when in college, said. "I think the work they do is amazing. ... Taking a 90-year-old tank and making it look like it did many years ago is awesome."

"The preservation work they do impacts the Army greatly. If you can't look back then you can't look forward," Rozmarin said.

"Everything is part of the creative instruction for the Soldier," Dyer said.

Command Sgt. Maj. Miles Wilson, who became the command sergeant major of the Armor School in February, said he believes preserving history is important.

"My opinion and my experience is that restoring and maintaining the history of the Armor division is very important work," he said. "It is very important to have the respect, knowledge, and experiences of these

Soldiers from the past. It's their experiences that teach the lessons for today's and future combat situations."

Having students see history firsthand is invaluable, Wilson said.

"At first many Soldiers do not understand the armor background. We use history to make the connection from past Soldiers to the ones now standing in their footsteps."

Using the restoration shop as a teaching tool brings history alive, he said.

"The work at the restoration shop helps bring that history connection together, because [the restoration shop] can put their hands on and get inside

of armor vehicles, and have an open discussion about a vehicle that in most cases is a combat veteran of a war era being covered in class," Wilson said.

"You can teach the concepts in the classroom," Dyer said. "But this is where we then have the vehicles set up so that Soldiers can come and see the development of the vehicles, and they can get inside."

Soldiers discuss how one vehicle evolves into another, or how these vehicles fought each other, Dyer said.

"That's where our focus is on — the Soldier and in the training. We can bring a group in and discuss the vehicle's capabilities and limitations,

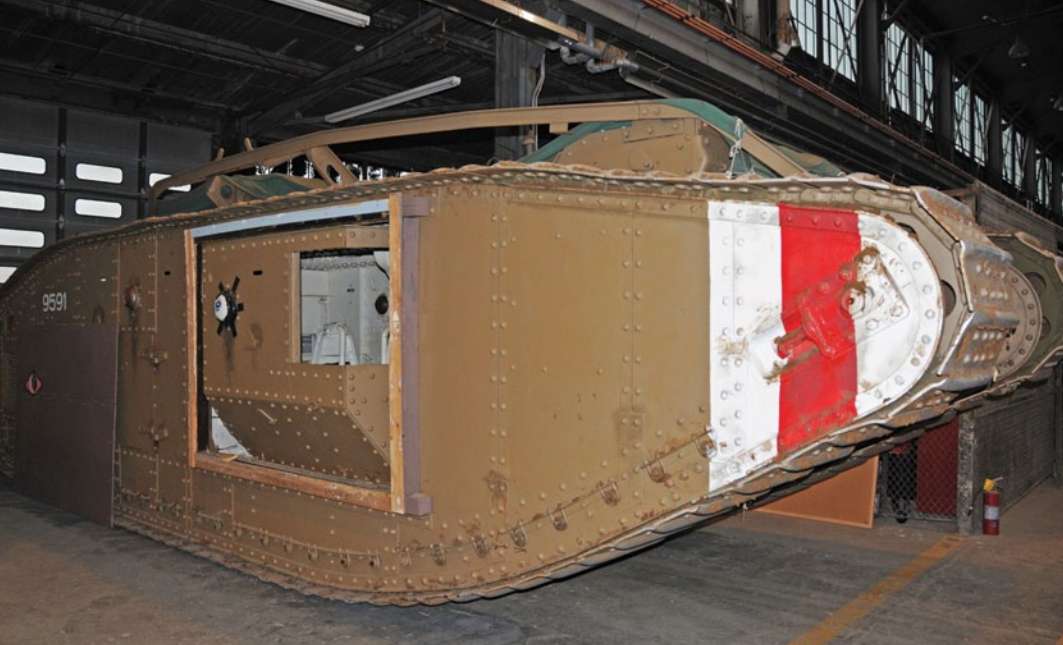


PHOTO COURTESY OF BOVINGTON TANK MUSEUM

### LEARNING FROM HISTORY: Improvised armor

Neither part of the original design nor centrally planned, improvised armor is added impromptu in the field. It has appeared on the battlefield for as long as there have been armored vehicles in existence. In World War II, for example, U.S. tank crews welded spare strips of tank track to the hulls of their Sherman, Grant, and Stuart tanks. During the Vietnam War, American "gun trucks" were reinforced with sandbags and locally fabricated steel armor plate.

The Bison Concrete Armored Lorry, or "mobile bunker," above is on display at the Bovington Tank Museum in Dorset, England, and features improvised armor made of concrete. It's an example of the desperate measures taken in the 1940s as Great Britain prepared for a possible Nazi invasion during World War II.



**Top left:** This World War I-era British Mark V\* Tank is the only one of its kind and is used to teach U.S. Army Armor School students about the history of their branch.

**Bottom left:** As part of the restoration process, this World War II-era Medium Tank M3 is stripped down to its bare frame.



how it was used by tankers in World War II and, hopefully, that will become lessons learned for the future generation to take into combat if they ever have to.”

The restoration shop features more than just American armor, Dyer said.

“We talk about Soviet vehicles, Russian vehicles, Iraqi vehicles and British, French, Israeli — you name it,

we’ve got it. We can teach to just about any group that works within the armor community to support their needs and their training requirements. We can also answer questions about history, customs, traditions and so forth.”

In addition to the hands-on experience, the real teaching tool is in connecting the historical dots for Soldiers, Dyer said.

**“Our primary job is to teach Soldiers, and we use the artifacts here to do just that.”**

— LEN DYER

“Some of these older vehicles may seem archaic,” he said. “But if you go to a second- or third-world country, these vehicles are still being used. In the hands of someone who knows what they are doing, these vehicles are still a threat.

“For example the German Panzer VI, the Israelis and the Arabs purchased a lot of those vehicles at the end of World War II and put a lot of those in defensive positions in the Golan Heights during the Arab and Israeli wars,” Dyer said. “So these things are still out there. They are still viable weapon systems, and Soldiers really have to be aware that they are a threat.”

The restoration of the macro artifacts and the development of new weaponry are critical to the U.S. Army Training and Doctrine Command, under which the museum falls, Dyer said.

“We as a museum, we work for TRADOC. Primarily we provide information for the Soldier, but we are also part of the [research and development] process for the next generation of Army vehicles,” Dyer said.

The restoration shop has Army electrical engineers and civilian specialists who focus on the various systems of each vehicle. They look at different concepts that were used when the tanks were on the battlefield.

“Soldiers from previous wars devised ways to protect themselves the same way Soldiers in combat are coming up with solutions today,” Dyer said. “Some Soldiers way back made things like a Spalding shield,” a piece of metal screwed into the armor plating with a piece of wood underneath. “So if a bullet hit the armor on the outside, small chunks of metal would be absorbed by the wood,” Dyer said.

“In many cases over in Iraq and Afghanistan, they were using Kevlar blankets and ballistic Plexiglas and doing the same thing those Soldiers were doing back in the 1920s,” he said.



## LEARNING FROM HISTORY: The Cobra King

When restoring a World War II Sherman tank called the “Cobra King,” the team at the National Armor and Cavalry Museum’s restoration shop discovered multiple layers of history.

During World War II, armor vehicles were often given names based on the unit they belonged to. Because the M4A3E2 Sherman “jumbo tank” was part of C Company, it was dubbed the “Cobra King.”

“It has a little extra armor and happened to be the commander’s vehicle,” said Len Dyer, the museum’s curator. “To restore her back to her World War II life, we started looking at the interior to see what condition she was in,” he said.

The process of verifying the vehicle’s history uncovered a bit of a mystery, Dyer said.

“By going inside, taking photographs, looking around and starting to pull things out, we started finding evidence of a raid,” Dyer said. “We found evidence that the tank had been used in the Task Force Baum raid, a military operation in World War II that was kept a bit on the secret side.”

The 300-man task force was set up in March 1945 to infiltrate 50 miles behind German lines to release prisoners of war in a camp outside Hammelburg, Germany. The mission was a failure, however, and most of the American troops and all their vehicles were captured. But they were liberated by American troops just two weeks later.

Dyer said he had to figure out how to restore the piece to tell its part in the raid, even though part of that history had been deliberately obscured. After removing layers of paint, Dyer’s team came across the original painted Cobra King name, which they preserved.

“Now that the exterior has been fully restored, if you look at the interior, you will see the evidence of the Task Force Baum raid.” That evidence helped the team figure out the Cobra King’s role in that secret operation.

In the Task Force Baum raid, the Cobra King was apparently hit twice. The first hit came from the back, which broke the track and put shrapnel in the radiator. The second hit the suspension system. At that point, the rubber track started to melt.

“This stopped the vehicle; she is not going anywhere else,” Dyer said. “Then another shot hits here on the track and caused the track to burn. Its rubber has oil in it, which starts to produce heat.” The problem was the machine gun and 3,000 rounds of small ammunition sat right above it.

“These guys are still fighting, and the small round ammunition starts detonating inside,” Dyer said. “They’re not



shooting out like bullets, but bullets are still flying around. At that point in time, the crew made a decision to get out.”

After escaping the vehicle, the crew was captured, and the vehicle was abandoned.

“Her interior still has the scorch marks from the ammunition reaction. We still found over 800 rounds of ruptured brass and the bullets spread throughout it,” he said.

“So when we look at a lot of these vehicles, and especially like with the German vehicles, we want to make sure that we find out as much history as we can,” Dyer said.

Top: The “Cobra King” crew — 1st Lt. Charles Boggess, Cpl. Milton Dickerman and Pvt. James G. Murphy, Hubert S. Smith and Harold Hafner — pose for a celebratory photo in December 1944. PHOTO COURTESY OF THE U.S. ARMY

Above: The Cobra King today with its completely restored exterior. PHOTO BY CHRISTY LATTIMORE-STAPLE



## LEARNING FROM HISTORY: The Convertible tank

The suspension design for the T4 Christie convertible tank was developed by American engineer Walter Christie in the late 1920s. The convertible drive allowed for the tank's tracks (above) to be removed for wheel travel on roads at a higher speed, which reduced wear and tear on the caterpillar track.

"It had the ability to do 20 miles per hour cross-country and 45 on the road," said Len Dyer, the curator of the National Armor and Cavalry Museum.

The tank took 15 minutes to convert. A crew of four men would lift one side of the track, pop out the pins, pull the track off and hook it to the side of the vehicle, then do the other side. But despite its versatility, it didn't catch on with American forces.

"The United States didn't really buy into the convertible-tank idea at the time because of its additional expense. But somebody else did," Dyer said. "The convertible tank idea caught the eye of the Russians and was a direct influence on the development of their T34-series during World War II. And that went into the T55, T56, up to the T72 used in Desert Storm. So again, there is linkage going back, and that's what we find really cool."

"There are a lot of ideas that young Soldiers are having in-theater today, and the young Soldier of World War II, the young Soldier in World War I, or the cavalry trooper back in the 1870s or 1850s had the same thoughts. So why waste a whole lot of time reinventing the wheel when the wheel was invented right the first time? You can

just pass on that knowledge, and that's what we do."

### Restoring armor artifacts

When they are not using the collection's macro artifacts to teach Soldiers, the museum's tiny staff works to restore and maintain the decades-old collection.



Top: The design of the the convertible tank allowed for the track to be removed so the vehicle could drive on wheels.

Above: The interior of the convertible tank before the restoration process began.

"We have the equivalent of an armor division here," Dyer said. "In most cases, there would be about 25,000 Soldiers working on and maintaining that division's vehicles." However Dyer's team is a staff of three.

The restoration shop consists of a main workshop, painting facility, metal shop, tool shop and wood shop. The restoration shop's goal is to refurbish armor vehicles to their original state.

"The first thing we will do when somebody says, 'Hey, we've got a vehicle,' is have them send us pictures," Dyer said. "Once we get the pictures, we can at least start looking at the exterior and interior and start figuring out what may be needed. Once the vehicle gets in, that is when then we get inside and photograph everything."

The team then guts the inside of the vehicle.

"We try to salvage as much of the material as possible," he said. "If we need to, we will fabricate pieces. But we try to save as much of the original elements as we can."

"We got this [tank] out of a collection at Aberdeen Proving Ground, Md. She sat outside over 60 years," Dyer said. "But she still has her original instruments inside, which is a huge plus. To find original instruments like that anymore is really an issue."

Cleaning the interior is just as important as cleaning the exterior, he said.

"You can paint the outside and make it look pretty, but what will happen is the inside will become very weak and unstable," Dyer said. "We keep as many spare parts and components as we can. So if we are fixing things up, we have that stuff on hand."

Once the inside is finished, the outside then gets a historically accurate paint job inside a huge paint booth that can accommodate up to an M1 Abrams.

"My team does the research to color match the original paint," Dyer said. "We do track colors for all foreign and American vehicles, so we are accurate in the color. We also track markings and road names and that kind of stuff."

For the museum's team of restorers, going through these vehicles is like an archaeological dig.

"We would love to have pictures of the entire life of the vehicle," Dyer said.



“The Armor branch is here at Fort Benning, and any armor or cavalry artifacts will also be here where the Soldiers are. This is their history, and it’s our job to maintain it and to keep it for the next 100 generations.”

— STEPHEN J. ALLIE

“But realistically, we will never end up seeing those.”

But the tedious restoration process is not for everyone, Dyer admits.

“This work is a life of passion. It’s one of those things that if you don’t have an interest and love tanks, this would be the wrong job for you. But if you do and you love research and, love the history of this or that time period, this is really the perfect type of job for that kind of stuff,” he said.

Looking forward, Dyer said he hopes the restoration shop will be around to impact troops for many years to come.

“Not only the Army, but the Marine Corps is impacted by what we do here. They come here quite often and learn a lot of valuable information,” Dyer said. “The bottom-line is we do teach. The long-term value is anything we can do that will enhance the ability for a Soldier or Marine to come back home safely because of a lesson learned. That is really why we exist.”

### Building a new museum

The eventual home of the vehicles the restoration shop is working on is the National Armor and Cavalry Museum, planned to be built just outside Fort Benning next door to the National Infantry Museum. The first phase of the estimated \$50 million project, an outdoor heritage walk featuring temporary displays, is expected to be complete next year. The second phase, a 50,000-square-foot building that will house the first indoor displays, is planned for 2018.

In the meantime, the neighboring Infantry Museum will display a

few armor vehicles from the armor museum’s collection, said Stephen J. Allie, the museum division chief of the Maneuver Center of Excellence at Fort Benning.

“The two vehicles that will be going in are the Renault FT (a French Army tank) and the Medium Tank M3, both of which will be undergoing restoration in the next few months,” he said. “We also have some vehicles coming in from England — a Panzer II; a Martyr II, which is a self-propelled anti-tank gun; and a Tiger I, one of six in the world. Eventually all the vehicles will be in the new museum; that’s the goal,” Allie said.

Though the vehicles’ final home is still years away from being built, the armor community is already reaping benefits from having ready access to the most comprehensive collection of

tanks in the United States, Allie said.

“The Armor branch is here at Fort Benning, and any armor or cavalry artifacts will also be here where the Soldiers are,” he said. “This is their history, and it’s our job to maintain it and to keep it for the next 100 generations.”

“Our collection here is priceless,” Dyer said. “In some cases we have the only one in the world. These vehicles are irreplaceable, because they are combat veterans. We are literally a national treasure.”

To contact Christy Lattimore-Staple, email [christy.c.lattimorestaple.ctr@us.army.mil](mailto:christy.c.lattimorestaple.ctr@us.army.mil)

### Helping history

The Armor and Cavalry Heritage Foundation is raising funds to make the National Armor and Cavalry Museum a reality. They are also recruiting volunteers to help with the maintenance and restoration of the museum’s collection of armor artifacts.

For more information, visit the foundation’s website, [www.armorcavalrymuseum.org](http://www.armorcavalrymuseum.org).



Once restoration is complete, this Renault FT tank will be displayed at the National Infantry Museum until its permanent home, the National Armor and Cavalry Museum, is finished.



# NATICK

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Improving the lives of Soldiers  
through research, surveys and tests

**NCO JOURNAL STAFF REPORT**





A cold-weather garment test in the Doriot Climatic Chambers produces frost on the faces of test subjects who brave temperatures as low as minus 40 degrees. PHOTO BY DAVID KAMM



**T**he U.S. Army Natick Soldier Systems Center helps develop the best possible equipment to put in Soldiers' hands and on their backs. The center's NCOs play a vital role ensuring that equipment is effective.

Almost everything the Army provides Soldiers to carry or eat is created and implemented by the top-notch civilian professionals at the center in Natick, Mass. However, it's Natick's NCOs who work with those civilians to test and improve the food, clothing, shelters, air-drop systems and myriad other Soldier-support items that go through the lab.

The Natick complex covers a total of 174 acres, including 459,000 square feet of lab space and 75 family

housing units. Its scientists, developers, and acquisition and sustainment experts work to improve equipment's combat effectiveness and survivability for all service members.

Of Natick's most well-known contributions are its meals, ready-to-eat. Natick's Combat Feeding Directorate is responsible for meeting the unique feeding requirements of each military service in combat. Aligned under the Natick Soldier Research, Development and Engineering Center, the directorate researches, develops, integrates, tests and engineers combat rations, field food service equipment and complete combat feeding systems.

The CFD strives to provide rations that service members actually want to eat while containing the nutrition they need to perform. Although

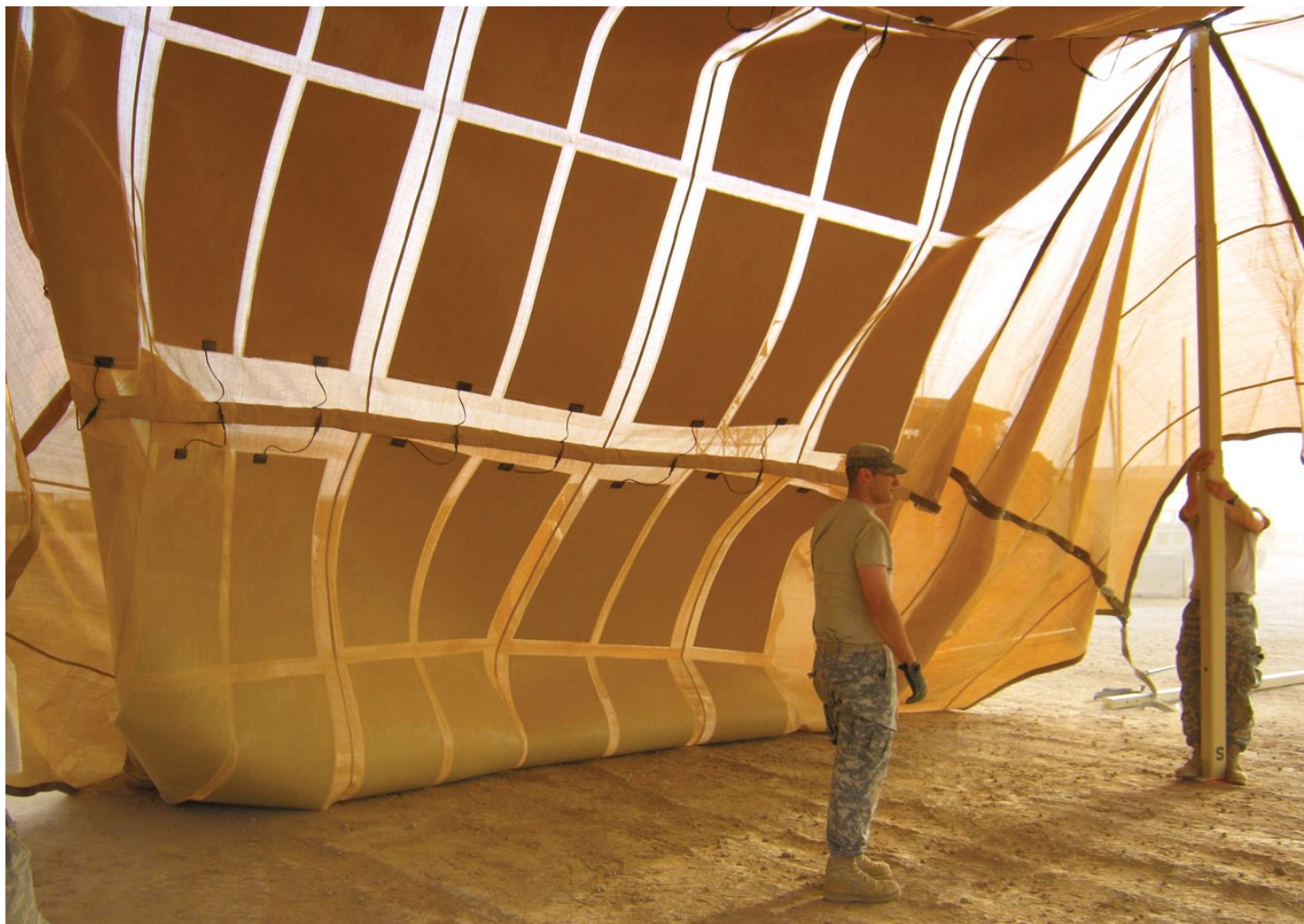
MREs have been around for 30 years, the CFD constantly updates them to improve taste, nutrition and cost.

"One of the ways we can keep it fresh and make sure people are actually enjoying the rations that they are eating is to change up the menu as much as we can," said Evan Bick, assistant outreach and education coordination for the CFD. "We go out into the field every year and we bring prototype MREs — test items that we've developed here — and serve them to Soldiers under realistic conditions.

"The way that works is we issue out these MREs; they all contain a survey. Our people will go out and interact with warfighters and ask them questions about what they're feeling. We actually dig through trash cans to see what they ate and see what they didn't eat. We'll figure out that, actually, nobody ate the cheese-and-veggie omelet."

Once data collection is complete,

**Durable and flexible solar shade panels are connected and readied for deployment at Camp Lemonnier, Djibouti. The system has been constantly cranking out two kilowatts of power daily since July 2010. Steve Tucker, the lead for alternative power programs at U.S. Army Natick Research, Development and Engineering Center, traveled to Djibouti to set-up the solar shade. PHOTO COURTESY OF U.S. ARMY**





the CFD team develops a statistical rationale to implement changes to the trial product.

"We make our recommendations to our approving authority on what should be placed in the MRE, and that's generally a three-year cycle," Bick

said. "The cheese-and-veggie omelet is a great example, actually, of how the system is supposed to work. It was introduced, it passed field test, and it looked good. It was brought into the ration system, and fairly quickly the feedback was loud and unanimous —

it was not a popular item. As a result, it was pulled out of the ration system."

However, because MREs have a life span of three years, an item may still be in the Army's supply even though it's out of production.

A great deal of research and

## Natick Soldier Invention Award: The Culvert Denial Process

Culverts act as filtration systems; they're the pipes located underneath roads that allow water to flow from one side to the other without going over the road. In the United States, culverts are all created to a standard. But in Afghanistan, culverts come in all shapes and sizes — anything that is round enough to fit the bill is used. And though American culverts may contain debris and drainage water, culverts in Afghanistan are perfect places to hide improvised explosive devices.

Sgt. Eric DeHart, a combat engineer, deployed to Afghanistan in August 2010 with the 428th Engineer Company, an Army Reserve unit from Wisconsin. Before he deployed to Afghanistan, DeHart worked with his platoon leader to think of a way to stop culvert IEDs.

"In April 2010, my platoon leader and I were sitting, waiting for orders to go to route-clearance training in Fort Leonard Wood, Mo., and it took a while for my orders to get cut," DeHart said. "He asked me what I did in my civilian career, and I told him I was a senior designer and instructor technician for Wausau Homes. He said he came back from Leonard Wood [after attending] an IED-defeat lane, and he was discussing how culverts were a major issue in Afghanistan for placement of IEDs. He asked if I could devise a device to counter that. My natural instinct is 'yes,' but not knowing what the culverts were like in Afghanistan, I couldn't give him a good idea. I didn't know what was going on there, and I put it in the back of my mind before I got in-country."

From his civilian job, DeHart had the experience and resources to think of a culvert denial process — a way to allow water to run under the road while simultaneously denying the enemy a chance to throw bombs into the culverts. In Afghanistan, DeHart's unit was responsible for route clearance.

"The denial system wasn't the first thing on my mind; it was getting a grip on what I was actually doing there," DeHart said. "After we took our first IED out of a culvert, I thought I needed to start looking at this again."

DeHart and his platoon leader worked on the culvert denial process until they were able to standardize it and train other companies how to use it.

"Once I had the process in place, we had companies all over Afghanistan come for training," DeHart said.

DeHart personally taught 20 Soldiers how to build and install the system. Though DeHart's unit installed only four such systems during his deployment, his unit passed the information on to the 101st Airborne Division units that replaced DeHart's.

"Our mission was route clearance, and that's why we took an interest in culverts," DeHart said. "We were constantly traveling up and down roads."

DeHart was presented the 2010 Soldier Greatest Invention Award at the 2010 Association of the U.S. Army annual meeting for enabling Soldiers to combat the IED threat. The award is presented each year to a Soldier who has provided significant contributions to the warfighter. It is decided by a panel of NCOs with recent combat experience and TRADOC field-grade officers.

— BY JENNIFER MATTONSON



During their 10-month deployment to Afghanistan, Soldiers with the 428th Engineer Company, 863rd Engineer Battalion, developed and constructed culvert denial systems that could be easily fabricated and quickly installed by local troops. To educate engineers in sound practices for installation of culvert denial devices, the company spearheaded the first known "Culvert Denial Academy," which trained Soldiers in the entire process of categorizing, measuring, fabricating and installing the systems. PHOTO COURTESY OF RDECOM



Soldiers walk on treadmills June 6, 2010, in the Doriot Climatic Chambers at the Natick Soldier System Center to help researchers evaluate new equipment.

PHOTO BY DAVID KAMM

development goes into not only the nutritional value of an MRE, but also the packaging itself. The containers are designed to drop out of an airplane, and it's resistant to light and moisture — things that are bad for food. The pouches within the package are four layers thick, three of plastic and one of foil.

"It's all extremely durable and is developed to provide a way to store food effectively," Bick said.

MREs may be among the best-known Natick product, but the CFD and other units touch almost every aspect of Soldiers' lives. And NCOs help those units garner crucial feedback from Soldiers.

The Operational Forces Interface Group collects information to define the needs of Soldiers on the ground in environments across the globe and to

determine the adequacy of their current equipment and technology. The OFIG was founded in September 1984 to solicit Soldier feedback on items being used by Soldiers and reports to the

**“It's a very small place, but we have a very large responsibility. We're in the business of ensuring the care and feeding of the Soldier.”**

— MARCEL “MAX” BIELA

Natick Soldier Research, Development and Engineering Center.

“Items under [the OFIG's] purview were anything that Soldiers wear, carry, consume, jump out of a plane with or use as a shelter,” said Marcel “Max” Biela, a team leader for the OFIG. “The director at the time had the foresight to say we need to get Soldiers' feedback

so we can either improve or replace these items. That's how this office came into existence — we went from gaining feedback to coordinating user assessments for new and prototype items.”

Now a 12-man team, the OFIG writes Soldier questionnaires for each testing item, finds and coordinates with willing units heading out to the field, acts as a liaison for the testing units, and conducts user assessments once testing is complete. After a testing cycle, the group gathers data, compiles reports and documents its findings to aid in the implementation and improvement of the tested item.

“For instance, years ago the Army looked at Velcro,” Biela said. “What works best in the field: the zipper or the button? We look at durability and performance from every aspect.”

The variety of projects OFIG encounters requires experience,



## Natick Soldier Invention Award: Ironman Pack (Ammunition Pack System for Small, Dismounted Teams)

Necessity is the mother of invention, and Staff Sgt. Vincent Winkowski had a need. Winkowski served as a squad leader in Afghanistan from October 2010 to July 2011. During his time there, he led six Soldiers on reconnaissance patrol. With only six Soldiers, how could he afford to have two — a gunner and a loader — operate the Mk 48 7.62mm machine gun they were issued?

In short, he couldn't — a third of his force would have been depleted to lay down the suppressive fire to allow them to move. Instead, he had his gunner do the work of two Soldiers, until it became apparent that wasn't working very well either.

"We were having lulls in suppressing fire against the enemy as the gunner was reloading," Winkowski said. "We joked at the time that we wished we had something like Jesse Ventura had in the movie *Predator* with an ammunition pack that fed ammunition directly to the weapon.

"The [common remotely operated weapon station] system automatically does that in the trucks, so we took the ammunition chute from that system that fed the ammunition to the gun. We welded a couple ammo cans, and we essentially had the same thing."

In December 2010, two gunners and Winkowski worked together to design and test what they would call the "Ironman Pack (Ammunition Pack System for Small, Dismounted Teams)." The three Soldiers worked together to make something that would feed the Mk 48 7.62mm weapon.

"We glued some wood on the inside to create the space necessary to hold the ammunition," Winkowski said. "We took it out to the range and tested it, and it worked out for us."

In February 2011, the system was operational and the first prototype proved itself in combat.

"We went out and got into another huge firefight," Winkowski said. "We were surrounded and outnumbered. My gunner who worked that system, it worked out great for him. He was able to consistently put down enormous amounts of suppressive fire, and we were able to counter and move in on the enemy."

In March 2010, science and technology field administrators asked about the equipment, and took it to the Natick Soldier Research, Development and Engineering Center in Natick, Mass. In less than 60 days, the Soldiers in Afghanistan had a working prototype that they could test, take out on combat missions, and give feedback on. In July 2011, Winkowski's 1st Battalion, 133rd Infantry

Regiment "Ironman," 2nd Brigade Combat Team, 34th Infantry Division, returned home. But it left the "Ironman Pack" in Afghanistan for the next unit to use.

"Now with version 2.0, the Army essentially has what Jesse Ventura had in *Predator* with the Ironman pack," Winkowski said. "We can deploy them with all the systems — the M240Bs and the M240 lights. So now what we've essentially done is make it possible for one infantry Soldier to be two. It makes infantry squads more lethal, more maneuverable and increases their survivability, which makes them a key asset on the battlefield."

The original Ironman pack is scheduled to return to Winkowski's National Guard museum in Iowa.

Winkowski was presented the 2010 Soldier Greatest Invention Award at the 2010 Association of the U.S. Army annual meeting for enabling Soldiers to combat the IED threat. The award is presented each year to a Soldier who has provided significant contributions to the warfighter. It is decided by a panel of NCOs with recent combat experience and TRADOC field-grade officers.

— BY JENNIFER MATTON



Spc. Derick Morgan poses with the Ironman Pack Ammunition Pack system for small, dismounted teams at the live fire range. PHOTO COURTESY OF NSRDC

knowledge and flexibility. The office is composed of veterans and NCOs, which allows the staff to connect and get accurate feedback from Soldiers, said Biela, an Army veteran himself.

"It's a lot different for me here," said Sgt. Seth Bullock, an NCO assigned to the OFIG. "We see the different side of things because we are actually here where they develop everything, and we can see the process. Because of the exposure I'm getting here, once I do go back to the line unit, I will be able to tell the other Soldiers, 'A lot of development and research has gone into this equipment to make your life better and help you survive so you can come back to your family.'"

Bullock, an 11B infantryman, assists the OFIG by setting up displays at various Department of Defense events throughout the country that showcase the equipment being developed at Natick. He also works with Soldiers when conducting user assessments.

"I get the best of both worlds being here," Bullock said. "Although I'm the only Soldier in OFIG, I still get to be mentored by all the other NCOs and the civilians here that retired from the Army. They all give me input and

advice to help me. Being here is a very important role, especially as an NCO."

Biela said, "It's a very small place, but we have a very large responsibility. We are in the business of ensuring the care and feeding of the Soldier."

Natick's handful of NCOs either coordinate the Soldiers who volunteer to take part in Natick's testing, or they are part of specialty career fields that make them particularly useful in assisting with the experiments and research.

"In order to get assigned here, you

**“I oversee and make sure that they get to the right place at the right time in the right uniform — I am an NCO.”**

— STAFF SGT. JASON REED

have to have either a bachelor's degree or you have to be at the top of your class," said Sgt. Matthew Dickson, a laboratory technician NCO assigned to Natick's U.S. Army Research Institute of Environmental Medicine, which tracks the health and well-being of warfighters and tests equipment tailored to the various climates and environments Soldiers may find themselves in. "We are just a smart group here. That's just the nature of the work we do."

Though Natick doesn't have many Soldiers assigned to it, many of those it does have are selected specifically for their technical expertise. The standards for Soldiers at Natick are high, and so is the level of responsibility.

"We allow Soldiers to have more control over [their actions]," Dickson said. "You have to allow them to learn and grow. If not, they will just stay stagnant, and we can't afford to do that, being such a small installation. We always have to develop. My job

as an NCO is to let them grow and do some different things."

Dickson takes that responsibility seriously.

"I have two Soldiers that I'm responsible for specifically," he said. "I take them with me wherever I go so

I can show them and teach them how to do what we are charged with here. That's how I was trained when I first got here as a specialist — I was taken under the wings of NCOs, and they grew me into what I am now."

Natick Soldiers are expected to be the most technically proficient in their specialties. But it is just as important for them to sustain basic soldiering skills and stay tactically dexterous in their tasks and drills, Dickson said.

"It's all important. Even though we're encompassed in research here all the time, we can't forget that we're Soldiers number one. So we conduct training all the time," he said. "We have a training calendar that's full until the end of the year. We do ruck marches every other week, building to 12 miles. We do a leader reaction course, land navigation training, range qualification and even special training like water survival training."

Although a joint-service environment, Natick has a chain of command like a conventional Army unit. USARIEM is divided into four divisions and has an NCO in charge of each division, which functions more like a squad.

"As an NCO, I have always been in



Zach Given, left, with Natick's Consumer Research Team, Operational Forces Interface Group, asks Soldiers to complete field evaluations on cold-weather rations in Alaska. PHOTO BY DAVID KAMM





**Sgt. Jay O'Hara gives instructions to other Soldiers from the Natick Soldier Research, Development & Engineering Center on Sept. 17, 2010, prior to a room-clearing exercise during training at Fort Devens, Mass. PHOTO COURTESY OF NATICK SOLDIER, DEVELOPMENT & ENGINEERING CENTER**

charge of and responsible for subordinate noncommissioned officers and Soldiers, and that is the same here at Natick,” said Sgt. 1st Class Scott A. Sickels, acting first sergeant for Headquarters Research and Development Detachment.

The NCOs assigned to the Headquarters Research and Development Detachment are tasked with the care and welfare of the Soldiers who test equipment at Natick. These new Soldiers arrive straight out of Advanced Individual Training and report to Natick for up to 90 days.

“I see a large number of Soldiers come and go because they are here for only 90 days. But it’s allowed me, I feel, to impact them in the early stage in their career and send them off in the right direction,” said Staff Sgt. Jason Reed, platoon sergeant for the human research volunteers. “It’s been a positive experience to be able to affect these young Soldiers.”

“It feels good to be in this role,”

Reed said. “As far as the platoon of [Heavy Repair Vehicle], they’re the ones here at Natick that are really conducting or are a part of the research and development of the equipment. I oversee and make sure that they get to the right place at the right time in the right uniform — I am an NCO.”

And Reed said his time at Natick has been valuable.

“It’s definitely been a positive experience, coming out of the 82nd [Airborne Division] and coming here, being able to see more of the big picture,” he said. “A lot of the time, Soldiers are either training or overseas and might not realize exactly how much work and effort is being put into providing Soldiers with the best equipment possible. Coming here, I’ve realized how much work is put into making sure the best

scientists are working on research and development of the best equipment. They truly care to put out the best product for the warfighter.”

Having NCOs play a role in the advancements developed at Natick helps to not only improve Soldiers’ equipment, but also allows Natick’s mission to be better known through the Army.

“I benefit from my experience in this position knowing that everything that we do as NCOs here at Natick will benefit every Soldier across all services by providing better protection, weapons, and quality of life while defending our great nation,” Sickels said. ♡

*Shejal Pulivarti, Jennifer Mattson and Clifford Kyle Jones contributed to this report. To contact the NCO Journal, email [tony.joseph@us.army.mil](mailto:tony.joseph@us.army.mil).*

# NCO honored for heroism

Odierno awards Distinguished Service Cross for driving into fire twice to evacuate wounded

BY MEGAN LOCKE SIMPSON  
Fort Campbell Courier

A 101st Airborne Division Soldier received the nation's second-highest military honor April 12 in a ceremony at Fort Campbell, Ky.

Sgt. Felipe Pereira is the first "Screaming Eagle" to be awarded the Distinguished Service Cross since the Vietnam War. The squad leader from A Company, 1st Battalion, 502nd Infantry Regiment, 2nd Brigade Combat Team, earned the recognition for what the official citation called "distinguished service and heroism" during a firefight Nov. 1, 2010, in Kandahar, Afghanistan.

"It's a great honor to represent the division," Pereira said. "It's real nice to be able to represent the 101st and show the caliber of Soldiers that we actually have here."

The 28-year-old Brazilian immigrant was

joined by his wife, parents and other family members during the award's presentation by Army Chief of Staff Gen. Raymond T. Odierno at the division's headquarters.

Odierno commended Pereira for his "extraordinary actions in the face of adversity."

"We are all here because your actions distinguish you as a hero," Odierno said to Pereira. "The reality is there are people alive today because of those actions."

"In that defining moment, Sgt. Pereira's actions will be forever etched in our nation's history," Odierno continued. "His actions were in keeping with the highest ideals of the warrior ethos — ignoring his own safety, forgetting his own pain, he defied the blizzard of gunfire blazing through the smoke, the bullets and the chaos to help his fellow Soldiers in their time of need."

After joining the Army in March 2009, Pereira soon deployed to Afghanistan's Zhari





District in May 2010. During a dismounted patrol that November, an improvised explosive device detonated, killing two Soldiers in Pereira's squad.

"Everything kind of started like just a regular patrol until pretty much the very end of it when everything just went haywire," Pereira recalled.

According to the award citation, Pereira sustained shrapnel wounds, and his lung began to collapse. With an ambush from the enemy under way and "with little regard for his own safety or care," Pereira drove an all-terrain vehicle into enemy fire to help evacuate wounded Soldiers, his award citation says.

After moving the first set of casualties, Pereira went back into the line of fire once more to help others.

Pereira, a specialist at the time, "is credited with saving the lives of two of his fellow Soldiers, while risking his own [on] multiple occasions," the citation reads. "Only after all of the wounded Soldiers had been evacuated and were receiving medical care, did he accept treatment himself."

Even though recognized for his heroic efforts during his first deployment, Pereira said he felt that he was only doing what he signed up to do.

"To be honest with you, it just felt like a normal day, doing my job," he said. "Obviously, yes, it was a hectic situation. It was extreme situation and everything, but it doesn't feel any different than something we should have done. I keep saying, had I not done it, somebody else probably would have, and the job would have gotten done the same way."

If anybody was a hero that day, the awardee feels the true honor goes to two Soldiers who lost their lives in the attack — Pfc. Andrew N. Meari and Spc. Jonathan M. Curtis.

"Every time I have the opportunity, I always say, 'Remember those who gave the ultimate sacrifice,'" Pereira said. "I still get to come back and enjoy barbecues with my family and their love and everything. Those guys, they really gave it all."

Pereira's said his experiences can be a valuable example to other Soldiers.

"If you actually stop and think, that's when you start panicking because you don't know what to do," he said. "The key is to keep moving, and hope the decisions you're making are the best that can be made." ❧

◀ **Army Chief of Staff Gen. Raymond T. Odierno presents Sgt. Felipe Pereira with a Distinguished Service Cross on April 12 at Fort Campbell, Ky., for his actions in November 2010 in Afghanistan.** PHOTO BY SAM SHORE

# Guardsmen sacrifices life for Afghan child

BY KRIS GONZALEZ Army News Service

A Rhode Island National Guard Soldier gave his life March 22 to save an Afghan child. Sgt. Dennis Weichel Jr. died from injuries sustained when he was struck by an armored fighting vehicle after moving an Afghan boy to safety.

"Sadly, today we realized the death of a Rhode Island National Guard Soldier in a combat zone, and we are once again reminded of the enduring sacrifice our Soldiers and airmen have made, and continue to make, in service to this great country," Maj. Gen. Kevin McBride, adjutant general of the Rhode Island National Guard, said March 23.

Weichel, an infantryman with C Company, 1st Battalion, 143rd Infantry Regiment, 56th Troop Command, was mobilized in November and deployed to Afghanistan in early March.

On the morning of March 22, Weichel and members of his unit were leaving the Black Hills Firing Range in Laghman province, Afghanistan, when they encountered multiple Afghan children in the path of their convoy.

Weichel was among several Soldiers who dismounted to disperse the children away from the vehicles. As one child attempted to retrieve an item from underneath a mine-resistant, ambush-protected vehicle, Weichel moved her to safety and was struck by the MRAP in the process. He was evacuated to the Jalalabad Medical Treatment Facility, where he died.

The circumstances of Weichel's death speak to his character, said Staff Sgt. Ronald Corbett, who deployed with him to Iraq in 2005.

"He would have done it for anybody," Corbett said. "That was the way he was. He would give you the shirt off his back if you needed it. He was that type of guy."

Weichel was considered a fun-loving guy yet a model Soldier, said 1st Sgt. Nicky Peppe, who also served with Weichel in Iraq.

"He was a big kid at heart," Peppe said. "He always had a smile on his face and he made everyone laugh. But as much as Weichel was funny, he was also a professional. When it was time to go outside the wire for a combat patrol, he was all business."

Weichel was posthumously promoted from the rank of specialist to sergeant March 26. He is survived by his fiancée, three children and his parents.

"Tragically, Sgt. Weichel has made the supreme sacrifice, and at this time, we are mindful of the impact of that sacrifice on his family and friends," McBride said.

"I pledge this command's perpetual support to Sgt. Weichel's family. We leave no Soldier behind, and we will not leave Sgt. Weichel's family behind." ❧



Weichel

## BY EXAMPLE

# 'Go beyond the standard'

Sgt. 1st Class Demtric Williams finds purpose in honoring his beginnings and helping Soldiers succeed

*Sgt. 1st Class Demtric Williams is the NCO in charge of the Morse Code Interceptor Course at Fort Huachuca, Ariz. He is also a special signals collector/analyst and Spanish linguist with the 304th Military Intelligence Battalion, 111th MI Brigade. In the Army since 2000, Williams has served in Korea and Germany and at Lackland Air Force Base, Texas, and Fort Bragg, N.C.*

## Why did you join the Army?

I was in JROTC in high school. I decided to join because I felt it would provide me with some structure and prepare me for being an adult. I ended up loving JROTC and had a good leader there, so I joined the Army and have loved the Army. I love to help. Along with that, I love taking care of Soldiers and NCOs every day. I wouldn't give it up for anything. That's why I'm still here.

## How did you choose your MOS?

When it came time for me to go to Integrated Personnel and Pay, the career counselor told me the jobs that were available to me. What is now called Morse code interceptor popped up. He told me, "You'll be like

James Bond." I said, "Sign me up." It was the hardest job I ever had. I wanted to be a paratrooper; I could have become a paratrooper from any MOS. But being a paratrooper and having James Bond powers ... those two powers together make an awesome person, so I took that job.

## What advice would you give to junior NCOs?

Strive for excellence and pass your knowledge to the next generation because it's not about us, it's about them.

## How do you set the example?

It starts with self-motivation. When I retire, I want to be able to sit at my table for breakfast with my wife and read the newspaper and know that the Army has everything going well because I taught those Soldiers and NCOs everything I knew. We have to pass off all the knowledge — both tactical and technical — that we have, so we can move on and they can take our place.

## What changes would you like to see in the Army?

I would love to see drill sergeants come back to Advanced Individual Training. Having that "brown round" around during Initial Entry Training and AIT, that's your foundation. Having that brown round in AIT will greatly help provide that firm and steady foundation.

## How does your job impact the Army?

Being in the military intelligence field, we are the eyes and ears of the ground forces and all the tactical forces. We drive them. They don't move without our information. They depend on us to properly disseminate our information so the battlefield commanders can prioritize their operations. Through that, we'll eventually end the Global War on Terrorism.

## What is good leadership?

Good leadership is providing that motivation, that direction, that purpose to Soldiers. I think motivation should start with yourself, but sometimes you have to get that little kick. I like to get in the dirt with troops. When I was a private, I had an NCO who would tell us what we had to do, and he would get out there with us. I respected that. You should go beyond the standard in everything you do. Just because I'm a sergeant first class doesn't mean I stop doing what I was doing as a private. Remember those things you did as a private. It doesn't stop once you reach sergeant first class.

— INTERVIEW BY JONATHAN (JAY) KOESTER



▲ Sgt. 1st Class Demtric Williams participates in a Memorial Day ceremony in 2011 at Fort Huachuca, Ariz. PHOTO COURTESY OF SGT. 1ST CLASS DEMTRIC WILLIAMS



# 'A lasting tribute and an inspiration'

## Memorials commemorate Rangers' ultimate sacrifices

BY JENNIFER HARTWIG

Hunter Army Airfield

In ceremonies March 16 at Hunter Army Airfield, Ga., Rangers of the 1st Battalion, 75th Ranger Regiment, were honored for their sacrifice, acts of valor and physical prowess.

The Staff Sgt. Jason S. Dahlke/Pfc. Eric W. Hario Combat Readiness Training Facility was dedicated to two life-long athletes who died Aug. 29, 2009, of wounds sustained when they were shot by enemy forces while conducting combat operations in Paktika province, Afghanistan. Dahlke and Hario served together in 2nd Platoon, A Company, and were both known for their natural athleticism.

"This building and the two men we honor here I think are a perfect match of providing a lasting tribute and an inspiration to others," said Col. Michael Foster, the battalion's commander. "Among other skills, Rangers have always placed a premium on physical fitness. How appropriate and unsurprising that we name this facility in honor of Staff Sgt. Dahlke and Pfc. Hario ... Rangers who worked out and did PT together; Rangers who fought and ultimately died together; Rangers who were both notable athletes in their own right."

The facility includes the latest in comprehensive physical training equipment, which, according to Foster, will help Rangers better prepare for the requirements of missions they will face — from intense cold to intense heat and in the harshest terrain on earth.

In a ceremony later that day, two benches that are now part of the 1/75 Ranger Memorial were dedicated to Staff Sgt. Kevin Pape and Sgt. Maj. Jack Schmidt.

Pape was a Ranger with the battalion who was killed by enemy forces Nov. 16, 2010, in Kunar province, Afghanistan. Schmidt was a Ranger who was paralyzed during a training jump in 1975, and died four years later of a heart attack.

During the Battalion Valorous Awards Ceremony, 80 Rangers were honored for their acts in combat in the last two years. Among the awards given were 10 Silver Stars, the military's third highest award for valor, 27 Bronze Stars with "V" devices for valor and 16 Purple Hearts.



According to Foster, the acts of these Rangers contributed in no small part to the battalion's success in its last deployment, in which it conducted 900 missions and killed or captured more than 2,000 insurgents. Yet none of the awardees seeks individual recognition, he said.

"It feels good to be recognized, but it's not really about individualism here. It's about the collective group," said 1st Sgt. Michael Eiermann of D Company, who was awarded the Silver Star for his actions May 19, 2010, when, during a coordinated attack involving multiple insurgent fighters and countless rounds of indirect fire, he entered a known minefield to extract two critically wounded Soldiers. "It's an honor to stand with these Rangers every day."

Two families were present to accept posthumous awards of valor for their loved ones. Sgt. Martin Lugo, who was killed in combat operations Aug. 19, 2010, in Afghanistan, was awarded the Silver Star; and Sgt. Alessandro Plutino, who was killed in action Aug. 8, 2011, in Afghanistan, was awarded the Bronze Star Medal with "V" device and the Army Commendation Medal. ♡

▲ Rangers carry a bench dedicated to Staff Sgt. Kevin Pape to the 1/75 Ranger Memorial on March 16 at Hunter Army Airfield, Ga. Pape was killed by enemy forces Nov. 16, 2010, in Konar province, Afghanistan. PHOTO BY JENNIFER HARTWIG

# An 8-star first

## Top generals come together to promote NCO special agent

BY COLBY T. HAUSER

Criminal Investigation Command

Throughout history, the success or failure of America's military has been directly linked to the caliber of NCOs serving within its ranks. For special agents serving as protective service officers within the U.S. Army Criminal Investigation Command, or CID, the responsibility is immense and failure is never an option. They just can't afford a "bad day at the office."

During a standing-room-only ceremony at the Pentagon March 19, two of the Army's senior leaders made time to promote to master sergeant Keith Ford, a CID special agent with the Protective Services Battalion, 701st Military

Defense, was handpicked by Cone and Gen. Raymond T. Odierno, the Army chief of staff, to serve as their PSO.

"I've been in the Army just about 36 years, and this is the first time I've ever seen two four-star generals promote anybody," Odierno said during the ceremony. "I am honored that he is working for me as my protective service officer and I look forward to working with him over the next several years."

Ford said he was at first a little apprehensive about working as a PSO for the Army's top brass.

"I was working felony investigations when I got the call to come serve as the PSB detachment sergeant," Ford said. "I was skeptical when I first got the assignment. But after my first mission, that was long gone. I love it."

Similar to the work of Secret Service agents, CID special agents assigned to the PSB provide personal protection for key Department of Defense and Department of the Army officials worldwide. This unique mission is mandated by Congress and includes protecting the secretary of defense, secretary of the Army and the chairman of the Joint Chiefs of Staff. When requested, PSB special agents also provide protection for foreign military dignitaries, general officers and VIPs visiting Army installations at home and overseas.

"He has earned the trust of not only his peers, but the leadership itself," Odierno added. "He's about *team*. He makes difficult things look easy and ensures that everybody is doing the right thing at the right time."

"A PSO is responsible not just for the principal but for the entire team," Ford said. "That is a heavy burden for anyone

because at this level you cannot fail — not ever.

"Every day is game day, because that's what the boss needs, and that's what the boss gets," he added.

The hallmark of a PSO is the trust he or she earns between the team and the principal. Without that foundation, neither one can do what has to be done.

"I can just tell you we do what we do because of guys like Master Sgt. Ford," Cone said during the promotion ceremony. "We don't have to worry about our personal safety, because of guys like this."

Before publishing the orders, Cone relayed how Ford came to be his PSO when he served as the commanding general of III Corps and Fort Hood, Texas.

"I called back to CID and I said we've got to have the best you have," Cone said. "And I got what I asked for." ❧



Police Group (CID), and recognize his contributions to both the Army and the NCO Corps.

"This is a guy you personally trust your life to," said Gen. Robert W. Cone, commanding general of the U.S. Army Training and Doctrine Command. "This is what a noncommissioned officer is. This is what leadership is about."

Ford, a 22-year Army veteran who has served on almost every type of protection detail within the Department of

▲ Master Sgt. Keith Ford (left), a special agent assigned to the Protective Service Battalion of U.S. Army Criminal Investigation Command, provides security for Gen. Raymond T. Odierno, the chief of staff of the Army, as Odierno is interviewed by a reporter following an event in New York City.

PHOTO COURTESY OF U.S. ARMY CRIMINAL INVESTIGATION COMMAND



## THIS MONTH IN NCO HISTORY

# May 3, 1783

Elijah Churchill, then a 20-year-old carpenter from Connecticut, volunteered for the Continental Army in July 1775. He was promoted to corporal after re-enlisting in May 1777, and then to sergeant on Oct. 2, 1780. As a member of the 2nd Continental Light Dragoons, later called the 2nd Legionary Corps, Churchill led men during several daring raids against British troops and loyalists.

In the first, Churchill and a few dozen men traveled across a storm-tossed Long Island Sound from Fairfield, Conn., to the north shore of Long Island, N.Y. From there, they marched to a stockade on the south shore known as Fort St. George. Approaching the triangular fort under the cover of darkness on Nov. 23, 1780, the men managed to remain hidden until just 40 yards away. Thanks to their surprise attack, the fort's forces quickly surrendered, and a large cache of enemy supplies was destroyed.

Despite long odds during the Fort St. George raid and subsequent actions at Tarrytown the following July and Fort Mifflin in October 1781, Churchill did not

lose a single man.

For his bravery and dedication to the Continental Army, Churchill and another NCO, Sgt. William Brown, were the first to be awarded the Badge of Military Merit by Gen. George Washington on May 3, 1783. The heart-shaped purple fabric badge was designed to recognize enlisted Soldiers, unlike awards in Europe that were given only to officers. However, Washington said, the "road to glory in a patriot army and a free country is ... open to all." The badge was the precursor to the Purple Heart Medal.

The street on which the U.S. Army Sergeants Major Academy resides at Fort Bliss, Texas, is named in Churchill's honor.



An artist's depiction of Churchill and his award.

— COMPILED BY MICHAEL L. LEWIS

# 1SG gives stranger new hope for life

BY SPC. LLOYD CLEVENGER

4th Infantry Brigade Combat Team, 3rd Infantry Division

In or out of uniform, a true American Soldier consistently exhibits the highest standard of Army values in every aspect of his or her life. A true American Soldier is a willing servant of our nation, and is ready to answer the call when needed — even if that call comes from a complete stranger from all the way across the world.

First Sgt. Christopher Williams of Headquarters and Headquarters Troop, 6th Squadron, 8th Cavalry Regiment, 4th Infantry Brigade Combat Team, 3rd Infantry Division, answered that call in March, donating bone marrow to a 33-year-old woman in Greece whom he had never met.

"I became a bone marrow donor after [Operation Iraqi Freedom] when a Soldier of mine was in need of a transplant after the deployment," Williams said. "Unfortunately, out of the 3,500 men and women who tested to be donors, none was a match and the Soldier passed away. Ever since that day, I wished for the chance to be that five minutes of hope when they find out they have a donor who could possibly save their life."

March 4, Williams was given that chance. He flew to Washington, D.C., to begin the procedure, which consists of strenuous tests to ensure that a donor is both 100 percent compatible and able to endure the strain on the body.

Prior to the operation, for example, a machine extracted white blood cells and plasma from one arm and pumped oxygen-rich blood into the other.

"After every shot ... my spleen grew to double its size, and I became very sore," Williams said. "But I knew the pain was nothing compared to what this woman had been going through her whole life."

Williams said he will have to wait months to learn whether she has survived the operation. Transplant operation patients have an 85 to 89 percent chance to make a full recovery after receiving the bone marrow, he said.

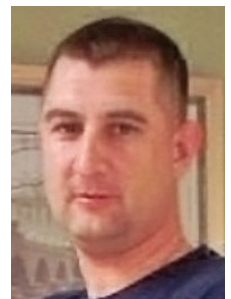
"Due to legal formalities, it will take that long to find out," he said. "Six months down the road I might get to meet her if all goes well."

Despite the grueling procedure, Williams said he hopes to one day do it again.

"It was a pretty painful experience, but I think that we Soldiers are battle-tested and hardened by our training, and our combat experience helps us handle any tough or adverse situation," he said.

Williams encourages Soldiers who are interested in donating their bone marrow to do a simple Internet search.

"They will send you the test kit in the mail, and you will be saving lives. Not only are we Soldiers 24/7, but we will always be servants of humanity as well." ❧



Williams

# Secretary lauds NCO innovators

EO advisor, team that developed humvee trainer recognized

BY C. TODD LOPEZ Army News Service

**F**our Soldiers who built a training device to teach service members to safely exit an overturned humvee were among 22 troops and civilians honored April 24 as part of the 2012 Secretary of the Army Awards.

Joseph W. Westphal, the undersecretary of the Army, hosted the ceremony at the Pentagon and told attendees that the “tools of innovation,” which include creativity and design, are key to America’s “ability to win wars, to shape the environment and to deter aggression.”

Winners were chosen in categories including diversity and leadership, small and disadvantaged business utilization, editing and publications, exceptional civilian service, and “sugesser of the year.”

The Secretary of the Army Awards program bestows upon Army civilians and Soldiers alike recognition from the service’s secretary, John M. McHugh. While the Army’s undersecretary presented the awards, McHugh spelled out in an official letter regarding the program the importance

of the contributions of the winners.

“People are our greatest resource,” McHugh wrote. “The quality of your service and the depths of your commitment are reasons why our Army is the best-led, best-trained and best-equipped force the world has ever seen.”

Westphal said the 22 chosen for recognition are “instruments of transformation, truly pioneers who have fundamentally changed the ways in which the Army is doing business. Our business processes are profoundly more powerful and proficient because of these men and women.”

With the awards program, the Army is able to “empower a culture of seeking the best solutions at the lowest cost,” Westphal said. “These leaders have driven down the cost of doing business, not only in terms of money, but more importantly in terms of lives.”

Among those whose contributions save lives are the four Soldiers who teamed to build the HMMWV Egress Assistance Trainer, or HEAT. The training device helps Soldiers and other service members learn to escape from an overturned humvee.

“We built the prototype, got it inducted into Army training, and now it’s part of the curriculum for every unit going downrange,” said Sgt. Mickey L. Hill of the 82nd Sustainment Brigade, XVIII Airborne Corps at Fort Bragg, N.C.

Hill was part of a team that included Chief Warrant Officer 4 Rick Cox, Sgt. 1st Class James A. Jett Jr. and Staff Sgt. Christopher R. Whiting that devised the HEAT. The device involves a humvee that can be mechanically flipped using hydraulics. Their construction of the device was in response to combat losses in-theater from Soldiers unable to escape from overturned humvees.

“After so many losses in Operation Iraqi Freedom to begin with — from vehicle fatalities specifically from vehicle rollovers — [Forces Command] directed its safety office to come up with an idea,” Jett said. “At the time, the only training tool was a graphic training aid — a card.

[Cox] had the idea and came up with the materials. We assisted him in actually fabricating from what his idea was to making it work.”

The Army has now adopted that training tool worldwide, and a similar tool is now going to be used that trains



▲ Undersecretary of the Army Joseph W. Westphal (left) and Thomas L. Lamont, the assistant secretary of the Army for manpower and reserve affairs, present Sgt. Mickey L. Hill an award April 24 at the Pentagon during a ceremony honoring winners of the 2012 Secretary of the Army Awards.

PHOTO BY C. TODD LOPEZ





## On point

▲ Sgt. Daniel Nelson, a squad leader for the security force element of Provincial Reconstruction Team Farah, points out the arrival of an expected convoy April 7 to Staff Sgt. Mark Scott at Forward Operating Base Farah in the Farah province of Afghanistan. PHOTO BY STAFF SGT. JONATHAN LOVELADY

Soldiers to exit overturned mine-resistant, ambush-protected vehicles, known as an MRAPs.

Whiting said the recognition is great, but he's more pleased with the results their efforts have had on the force at large. In the first year of use, Army tactical vehicle fatalities decreased 31 percent.

"I'm glad at the outcome, not necessarily what I'm receiving," Whiting said. "It's already a proven effect. The tool is there and it is a great success."

Also at the ceremony, Army Reserve Master Sgt. Tracy Marshall was named the Army's 2011 Equal Opportunity Advisor of the Year for her work when she was assigned to U.S. Army Central Command in Afghanistan.

"Marshall demonstrated rare qualities found in a senior noncommissioned officer," said Lt. Gen. Vincent Brooks, commander of U.S. Army Central (Third Army). "She selflessly gave of her time to coach, mentor and train 13 EOAs, instilling confidence in them, which resulted in improved performance in their programs."

She created and implemented a quality of life survey that resulted in the improvement of more than 11,000

Soldiers' and family members' lives, Brooks said.

"This is a significant achievement and is truly a testament to Tracy's hard work and dedication," said Neslie Etheridge, director of the equal employment office at U.S. Army Communications-Electronics Command, Aberdeen Proving Ground, Md., where Marshall now works. "I congratulate Tracy for doing a great job in supporting our Soldiers. We are glad to have her here at CECOM."

Before handing out the awards, Westphal told the awardees it is their kind of contributions that keeps America in a leadership position. The difference between an America that can lead or will fail to keep up is the failure of institutions to prioritize innovation, he said.

"Our Army, your Army, this nation's Army, will be an institution that leads in innovation, because of the people we honor today, and others like you who are currently working and will be working in this great institution," Westphal said. ♡



Marshall

# 'The strongest of the strong Sappers'

Officer-NCO team wins grueling combat engineer competition

BY J.D. LEIPOLD Army News Service  
& MELISSA K. BUCKLEY Fort Leonard Wood Guidon

For the winners of the 2012 Best Sapper Competition, laying claim to the trophy was well worth the 53 hours of ticks, mosquitoes and misery they endured trudging through the woods and trails of Fort Leonard Wood, Mo., April 19–21.

The two members of the winning team, Capt. Mike Kendall and Staff Sgt. Frank Batts of the 3rd Brigade Combat Team, 82nd Airborne Division, agree the biggest challenge was motivating one another during the journey.

"It's challenging to have the humility to say 'I'm not good at this, I need you to carry me on this one,'" Kendall said. "We also let the small stuff go whenever an event was over; we didn't fuss about it. What we could have done better, we just looked to the next event and focused on that."

Batts said mental preparation was also a part of the team's success.

"As soon as we knew an event was completed, we decided to take on the next event by quizzing ourselves, getting our minds fresh for the next [event]," Batts said.

Brig. Gen. Duke DeLuca, the commandant of the U.S. Army Engineer School at Fort Leonard Wood, was impressed as he cheered on the final 10 teams pushing

through the finish line early in the morning on the last day.

"Only the strong survive, and you are the strongest of the strong Sappers," he said. "You inspire us all with your mental toughness, physical resilience, strategizing and tactics, and your pure animal drive to survive and win on the battlefield. You guys are animals."

In the dark early morning hours of the first day of events, competitors began with a non-standard physical test, which proved to be quite the challenge for Batts.

"The first event was definitely the thing that broke me off. It hurt me pretty bad," Batts said. "As soon as I came across the finish line, I couldn't hold anything in. It all came out. I was puking everywhere."

But there was no downtime. The Sappers immediately continued on to the 10 tasks that made up the round-robin event, beginning with a helocast and swim. The rest of the day was spent navigating from one event to the next.

"We enjoyed the weapons [events], and we were pretty good at the breaching. We felt solid about everything we attacked," Batts said.

▼ Sgt. Russell Bean (standing) scores Sgt. 1st Class Cory Bell and Staff Sgt. David Jarquin as their water impulse charge explodes during the military operations in urban terrain breach event. PHOTO BY MELISSA K. BUCKLEY





► Sapper Leader Course instructors Sgt. 1st Class Matthew Zwolinski and Sgt. 1st Class Steven Jaynes time Capt. Thomas Hatfield and Capt. Nassar Jabour as they evacuate a “casualty” down a 92-foot cliff. PHOTO BY MELISSA K. BUCKLEY

From thermal breaching to casualty evacuation, the tasks were designed to push Sappers past their mental and physical breaking points — filtering the smartest and strongest Sappers to the next level of competition. Following the round-robin event, only the 30 top scoring teams advanced out of the original field of 38.

Overnight after the first day, teams participated in land navigation. Those scores cut the number of teams to 20 for day two — Sapper Stakes, eight events that tested the competitors in their combat engineer skills with tasks like field expedient charges, in-stride breaching and mountain operations.

During the mountain operations event, Sappers had to evacuate a “casualty” down a 92-foot cliff. This year, however, they weren’t using dummies; to add realism to the event, a Soldier was strapped into the stretcher called a Skedco. To the Sappers’ surprise, the command sergeant major of Fort Leonard Wood and the Maneuver Support Center of Excellence, Command Sgt. Maj. Robert Wells, volunteered to be rigged in the stretcher.

“A few of the Soldiers detailed to be strapped into a Skedco litter looked a little nervous,” said Wells, a Sapper himself. “A leader cannot know how their Soldiers are being treated unless you walk in their boots.”

Wells said he didn’t think twice about his safety. “The two Sappers executed the litter rappel to standard and in excellent fashion,” he said. “I told them we’re a metaphor — young leaders carrying an old Sapper off the field.”

The day wrapped up with a 16-mile ruck march, Well’s favorite event to watch. That eliminated 10 more teams.

“It was dark and quiet. In the distance, you could see two chemlights heading our way. It was inspiring to see,” Wells said. “As they passed us I told [my wife], ‘That’s what real Sappers look like.’ You could tell the competition took what little energy the Sappers may have been holding on to. I guess you’d call it a gut check. Their feet and strong backs didn’t get them through the foot-march; they just refused to quit and let their battle buddy down.”

With little to no sleep on the third and final morning of competition, the Sappers mustered their last bit of motivation to tackle the X-Mile Run, comprising 10 more physically demanding challenges spread across an undisclosed number of miles before the final finish line of the competition.

Batts said though winning hadn’t quite sunk in yet, he hoped his win would get more NCOs to enter and challenge themselves in the competition.

“I know there are other guys out there who want to take this trophy home to their units,” Batts said. “I know there

“A leader cannot know how their Soldiers are being treated unless you walk in their boots.”

— COMMAND SGT. MAJ. ROBERT WELLS, who volunteered to play a casualty during the mountain operations event



are a lot more guys out there who are physical training studs and beasts. They just need to come out and do this.”

The advice the pair has for Best Sapper hopefuls is to stay humble, stay physically strong and try to become a technical expert at everything. Rehearsals and training do pay off the more a Soldier goes through it, they said.

“Always look for ways to improve and don’t be satisfied that you know how to do something,” Kendall said. “Throw a twist into it and practice with that.”

Batts agreed, saying that training like you fight is important to being successful at Best Sapper. His team practiced with three other teams in the weeks leading up to the competition.

“I think that’s probably the biggest key,” he said. “If you’re not training with other

teams and throwing a little bit of competition into your train-up, well, it’s just hard to put that pressure on yourself training up for this event. You need that pressure.”

Capt. Thomas Hatfield and Capt. Nassar Jabour from the 54th Engineer Battalion in Bamberg, Germany, placed second; and 1st Lt. Isaac Olsen and 1st Lt. Casey Williams from the 307th Engineer Battalion in Fort Bragg, N.C., placed third. ♡

# ‘What it means to be a Ranger’

USASOC team battles 49 others to win Best Ranger title

BY VINCE LITTLE

Fort Benning Bayonet

Fort Bragg, N.C., can lay claim to the world’s sharpest, most durable set of Army Rangers — at least for the next year.

Master Sgt. Kevin Foutz and Sgt. 1st Class Thomas Payne, who represented U.S. Army Special Operations Command, emerged from a pack of 50 teams to win the 2012 David E. Grange Jr. Best Ranger Competition, held April 13–15 at Fort Benning, Ga. They outdistanced Staff Sgt. Raymond Santiago and Staff Sgt. Chad Acton

of Fort Benning’s Ranger Training Brigade and Sgt. 1st Class Zach Phillips and Staff Sgt. Matt Madiar, both of the Army National Guard, who wound up second and third, respectively.

“It’s a pretty amazing feeling,” Foutz said Monday. “We worked really hard for a couple of months and had a good game plan. ... We really focused on what we thought we needed to do and came out here and performed. I think we stayed constant and solid the entire time.”

The field held up relatively well at the 29th annual showdown, a 60-hour grind of physical endurance, mental strength and tactical proficiency that began early in the morning April 13.

Historically, 60 percent of competitors don’t survive the weekend with most being eliminated or withdrawing due to injury. But 34 teams reached the finish line April 15 at Fort Benning’s Freedom Hall.

Foutz said his whole body was “sore and in pain” after the first day, when competitors tackled two road marches, the “Darby Queen” obstacle course, day orienteering and an urban obstacle course.

“You just have to push through it knowing we have another two days of competition to get through,” he said. “Everything here makes you a better Soldier.”

This marked Payne’s third appearance in the Best Ranger Competition. But it was the first for Foutz, who got some advice from his teammate.

“He told me, ‘It’s gonna be brutal. It’s gonna be the toughest thing in your life.’ And it was,” Foutz said. “We realized all along we were going to be a great team. Where my weaknesses are, he had strengths, and vice versa. ... He dragged me along at some points in time; I dragged him along at other points in time. It’s a team event. You don’t go into it as an individual event.”

Gen. David Rodriguez, U.S. Army Forces Command’s commanding general, presented the Best Ranger Competi-

**“You just have to push through it. ... Everything here makes you a better Soldier.”**

— MASTER SGT. KEVIN FOUTZ



◀ Sgt. 1st Class Vince Castellanos of the Ranger Training Brigade climbs a rock wall April 14 during the 2012 Best Ranger Competition at Fort Benning, Ga. PHOTO BY STAFF SGT.

THADDIUS S. DAWKINS II



► Staff Sgt. Samuel Leritz of the 75th Ranger Regiment negotiates a cargo net obstacle at the “Darby Queen” obstacle course April 13 during the Best Ranger Competition at Fort Benning, Ga. PHOTO BY STAFF SGT. JAJUAN S. BROADNAX

tion’s signature Colt pistols to the winning team during an awards ceremony April 16.

“For a short 29 years, [this] has been and remains one of the premier events in our Army,” Rodriguez said. “It is without a doubt one of the most physically and mentally challenging events in the world. The Best Ranger Competition demonstrates what it means to be a Ranger. ... All the teams here are just a tremendous representation of what’s good in our Army.”

The Capt. Russell B. Rippetoe Trophy, which goes to the two-man team with the best combined time in two foot marches, went to Capt. Erik Edstrom and Staff Sgt. Sean McApline of the 3rd U.S. Infantry Regiment (The Old Guard). They finished Friday’s 15.5-mile foot march in 3 hours and 15 minutes before covering that night’s 14.8-mile trek in 2:56.

McApline ripped a groin muscle two weeks ago but managed to capture his second straight Rippetoe Award.

“Every Ranger epitomizes the attributes we want in our leaders today — adaptive, innovative, resilient, courageous,” Rodriguez said. “They’re trained to prevail over the toughest challenges and use their skills to overcome seemingly impossible odds, and accomplish the mission no matter what.

“I know the Rangers will continue to answer the na-



tion’s call to accomplish the toughest missions in the most demanding environments. ... We’re in our 11th year of combat. You have served the nation with courage, honor and upheld the Ranger Creed and Army values. America has asked a great deal of you, and you have over-delivered.”

Payne said every team had “phenomenal athletes and great Soldiers,” and that the battle is always intense.

“We’re definitely all competing against each other, but there’s still a strong brotherhood here,” he said. “We’re very respectful to each other. It’s great to serve with them.

“At the end of this competition, we’re all on the same team and looking at our [Ranger] tab.” ❧

## Army’s ‘best kept secret’ floats

BY CPL. JEFFREY DANIEL

1st Sustainment Command (Theater)

The 824th Transportation Company, an Army Reserve unit from Morehead City, N.C., recently arrived in Kuwait to start their yearlong deployment. Its home away from home has a unique feature: It floats.

The 824th’s floating home for the next year is the U.S. Army Vessel *Kennesaw Mountain*, a 174-foot-long *Runnymede*-class Landing Craft Utility 2000-series ship. The mission of its 17 Soldiers is to carry materiel throughout the Persian Gulf. The crew is made up of seven Soldiers on the deck side, seven watercraft engineers, two cooks, and a medic.

At it prepared to leave its berth at Kuwait Naval Base, Kuwait, the morning of Jan. 20, Sgt. Robert L. Wallace, the vessel’s boatswain, blew the horn to alert anyone within earshot that the *Kennesaw Mountain* was pulling away from its pier.

Wallace, like many of the other Soldiers on board, had no idea the Army had a fleet of watercraft until he went to the Military Entrance Processing Station.

“We are the Army’s best kept secret,” said Chief Warrant Officer 2 Kenneth “Neil” Styron Jr., the vessel’s chief engineer. Styron spent six years as an enlisted Soldier before becoming a warrant officer.

Sgt. 1st Class Ronald E. Buffkin is the vessel’s first mate. He served with the Navy in the mid-1970s and was out of the military for 18 years before finding out about the Army Reserve unit near his home that operated watercraft.

Buffkin said he’s reluctant to be promoted to the next level, since master sergeants have to come off the LCU and become part of the land-based crew.

“We have a saying,” said Buffkin. “If it ain’t got water under it, we don’t want anything to do with it.”

Even the *Kennesaw Mountain*’s skipper, Chief Warrant Officer 2 Tom Heald, said many Soldiers don’t know about the Army’s watercraft.

“The Army has more boats than the Navy. Most people don’t realize the size of our fleet.”

As Heald watched, Sgt. 1st Class Daniel A. Close, the 1st Theater Sustainment Command’s maritime mobility NCO, performed an anchor maneuver. The procedure

**VESSEL CONTINUES ON NEXT PAGE →**

← VESSEL CONTINUED FROM PREVIOUS PAGE

was part of Close's licensing process. Close and Wallace worked on their licensing packets during this trip, hoping to become certified for the next level of Army watercraft operation.

"The licensing process is very extensive," Buffkin said. "There are 22 tasks that must be evaluated."

"The boat field is run by license type instead of rank," explained Spc. Devan C. Foley, one of the *Kennesaw Mountain's* deckhands. That means if a specialist has a higher-grade license than a staff sergeant, the specialist is in charge while on the boat.

Foley, who is also an operator on Landing Craft Mechanized 8000-series vessels, known as "Mike boats," assists with all deck operations, including emergency drills, cargo loading and unloading, and battle stations.

"The Mike boat is run by all NCOs," Foley explained. The size of the vessel dictates the size of the crew. The Army's largest watercrafts are the Logistic Support Vessels, which feature a crew of 32 versus the three-person crew of the Mike boat.

Styron said that about 90 percent of the crew has worked together before this deployment.

"Unlike most Reserve units, during [annual training], we do real-life missions, and they usually last about 28 days," he said.

Styron recounted the missions the unit has had: Haiti, moving cargo to and from the Caribbean, and using one of company's vessels to aid in the recovery operation to raise the USS *Monitor*, a Civil War ironclad.

On this trip, after the crew took the *Kennesaw Mountain* beyond Kuwait Naval Base's high-water barrier, it opened up the engine to allow the engineers to check some work that was recently completed on the vessel.

Then, over the loudspeaker, a voice bellowed, "Man



overboard, man overboard, blue coveralls, port side." The crew raced into action to rescue "Oscar," the vessel's practice dummy. Even though the day's event was only a drill, the crew took it seriously, for going overboard could happen to any one of them.

On the bridge, Wallace and Close took turns at maneuvering the *Kennesaw Mountain* as the man-overboard drill was repeated until the skipper and first mate were satisfied. Next, Close and Wallace had to simulate a beach landing.

Heald said the LCU is similar to a barge; its depth in the water, or draft, is very shallow. In fact, the *Kennesaw Mountain* is capable of landing on a beach to load or offload cargo.

For this day's training, however, the LCU pulled up to a large concrete ramp. Wallace piloted first as Close stood at the front of the vessel assisting the deck crew. Close used a radio to call distance reports up to the bridge, letting Wallace know how far he was from the ramp.

As the LCU neared the shore, the ramp was lowered slightly to help the bridge crew see where it was going. As the vessel approached the target, the LCU stopped and lowered its huge ramp, falling within a foot of the waters' edge.

The crew raised the ramp, and Wallace, on the bridge, threw the *Kennesaw Mountain* into reverse, swinging the boat's bow around and heading back toward the sea. It was now Close's turn, during which he was just as successful.

The last duty performance test for that day's trip was bumper drills. The crew repeatedly pulled the LCU alongside a dock to show proficiency in using all the tools in the vessel's maneuvering arsenal.

Having passed those tests as well, Close and Wallace steered the *Kennesaw Mountain* portside for the vessel's next mission sustaining American troops in the Persian Gulf region. ♡

◀ Chief Warrant Officer 2 Tom Heald (right), the skipper of the U.S. Army Vessel *Kennesaw Mountain* (above), speaks to Sgt. 1st Class Daniel Close about the process to become licensed to operate the ship. PHOTO BY CPL. JEFFREY DANIEL





# Roll Call OF THE FALLEN

FINAL SALUTES

## Operation Enduring Freedom

**STAFF SGT. CHRISTOPHER L. BROWN, 26**  
*Columbus, Ohio, April 3, 2012*

**SGT. JAMIE D. JARBOE, 27**  
*Frankfort, Ind., March 21, 2012*

**SGT. DANIEL J. BROWN, 27**  
*Jerome, Idaho, March 24, 2012*

**2ND LT. CLOVIS T. RAY, 34**  
*San Antonio, Texas, March 15, 2012*

**PFC. JOHNATHON F. DAVIS, 20**  
*Griffin, Ga., March 29, 2012*

**SPC. DAQUANE D. RIVERS, 21**  
*Marianna, Fla., March 14, 2012*

**SPC. JAMES E. DUTTON, 25**  
*Checotah, Okla., March 31, 2012*

**SPC. DAVID W. TAYLOR, 20**  
*Dixon, Ky., March 29, 2012*

**STAFF SGT. JESSE J. GRINDEY, 30**  
*Hazel Green, Wis., March 12, 2012*

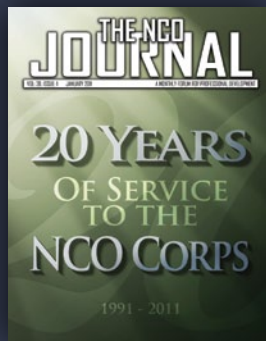
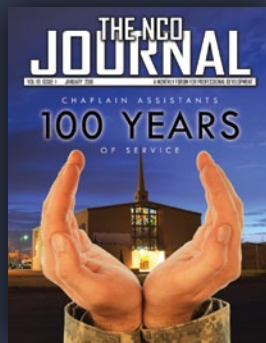
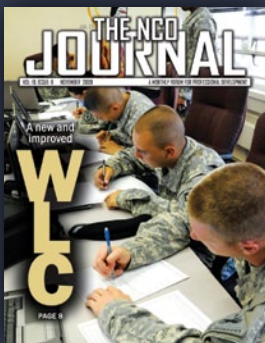
**SPC. DENNIS P. WEICHEL JR., 29**  
*Providence, R.I., March 22, 2012*

**CAPT. AARON D. ISTRE, 37**  
*Vinton, La., March 24, 2012*

**SGT. WILLIAM R. WILSON III, 27**  
*Getzville, N.Y., March 26, 2012*

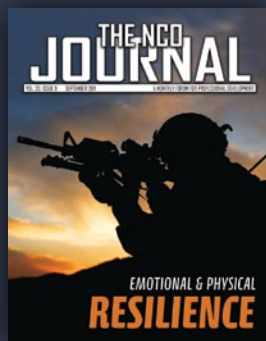
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ARE NOT  
FORGOTTEN

*This is a continuation of a list that began in the October 2003 issue of  
The NCO Journal and contains names released by the Department of Defense  
between March 10, 2012 and April 6, 2012.*



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