

The Voice of Sustainment in the West

# Provider Base

13th Sustainment Command  
(Expeditionary)

Spring 2013



53rd Quartermaster Co.  
builds FARP at Hood p.17



# Commander's Corner

I want to thank all of you for your input into the spring edition of the Provider. Our goal is to focus on one Branch/Functional area each quarter- for the Spring Edition the focus is on the Quartermaster Branch and the associated core competencies. Next quarter we will focus on (Ordnance), so please keep the articles coming.

As we roll into the summer there are a couple of areas I'd like to discuss.

First, training of our soldiers and development of our leaders.

There is nothing more critical to our combat readiness than insuring that our soldiers and leaders are trained and competent. Make time for technical training; balance your Sergeant's Time Training with soldier skills, the required Army warrior tasks and battle drills and other key tasks. Technical training should be consolidated at a level where you have a senior NCO (SFC or above) and Warrant Officer supervising and conducting the training. Reach out to the low density MOSs in your formations and bring them all together. This training should be hands on, with very little time in the classroom. It must include the use of all Technical Publications, key equipment and all supporting tools, test equipment and TMDE if required.

To build an effective technical training program, get the MOS specific critical task lists by contacting the propionate supporting school house. Reach out to other technical experts, including Logistics Assistances Representatives (LAR) from our supporting Life Cycle Management Commands (LCMCs), LNOs from Logistics Support Activity (LOGSA) and your supporting Army Sustainment

Command- Brigade Logistics Support Team (BLST), Army Field Support Battalion (AFSBn), or Army Field Support Brigade (AFSB). Your technical experts, the Warrant Officers and Senior NCOs, must drive this program to make it effective.

The second area that we need to look at is time management.

Relook how your subordinate units are spending their time, revalidate formation times, work call, end of day formations and take some time with your leaders and relook your entire weekly battle rhythm. Ensure that company commanders and first sergeants are not tied to their computers or in their offices during critical events like motor stables, Sergeant's Time Training, Ranges- etc. Don't allow ceremonies or other activities to be scheduled during these critical times. Talk with your junior leaders and find out what points of friction they are having. I think you will find that non-available rates, temporary profiles and details continue to top the list. Make sure you are maximizing your mission support, internal maintenance and training time. Senior leaders must remove distractions and accept risk in one area to insure the proper focus for another. Most important is to free the Company Command and First Sergeants to focus.

The Warrant Officer Corps birthday is July 9, 2013. Many of the Warrant Officer Association Chapters are conducting a week of activities related to professional development. I ask all sustainment leaders to support these events, reach out to all your warrant officers, regardless of basic branch, and encourage them be involved. Establishing a good warrant officer network at your location is a path to increased combat readiness. Establish a standing program of Warrant Officer professional development that brings together groups of Warrant Officers, by technical field and specialty, to solve your problems. Warrant Officers are an important combat multiplier.

Enhancing Excellence!

Within LSOC-West we have started a program called the Virtual Pre-Deployment Site Survey (VPDSS). The 13th ESC Support Operations shop is heading this. We executed the first VPDSS on 22 May for NTC 13-08. This was a great forum for discussion and we greatly appreciate the support from the 916th Sustainment Brigade at Ft Irwin and the Goldminers. There are notes available on the 13th ESC LSOC-W portal or you can contact CPT Robert Lewis, robert.a.lewis84.mil@mail.mil or 254-287-2035 for more information.

Thanks for your continued hard work across the entire sustainment continuum.

Keep focused on the supported units and look for better ways to do our business. Share your ideas and I encourage all of you to visit LSOC-W Portal (<https://www.us.army.mil/suite/files/39807718>).

Phantom Support  
Brig. Gen. Clark W. LeMasters Jr.  
Commanding General



# CSM's Corner

Brig. Gen. LeMasters has already expressed the importance of training and taking every advantage to make our forces better. Along with training, include safety and risk mitigation in everything we do. With spring/summer come the heat and a renewed emphasis on safety.

Hot weather and sun makes everyone happy to be outdoors performing more physical activities. Motorcycles are one of the most enjoyable outside recreation, but can be the most dangerous with untrained riders or undisciplined Soldiers who fail to operate their motorcycle in a defensive manner. Safety is everyone's business and no one can afford to walk past a safety violation that could cause harm to a Soldier or Family Member.

Alcohol is another safety concern that destroys lives. Avoiding a DWI is easy, if you follow these simple rules: Don't drive a vehicle to an establishment that sells alcohol, if you plan on drinking; before you take that first drink, put your keys in a safe location where you don't have access to them and last, but not least, one drink should equal to no driving. If you follow these simple rules, it is impossible to get a DWI for drinking. Think about safety in everything we do is a win-win for everyone.

Deployments/Redeployments have become normal operation for our Soldiers and Families; we must embrace the reintegration program that gets us to a balance state. Our Families, extended Families and communities are to be commended for their loyalty and support that keeps our fighting force strong.

LSOC Soldiers and Families, we have an enormous amount of resources and people to help in almost any situation. If you don't know exactly what to do, talk to someone you trust and your chain of command "they are always on duty to help"; besides my own Family, the Army Family is the best one I know. You are surrounded by brothers and sisters in the Army, who are peers, leaders, mentor and some that lead like parents. We as leaders have an inherent duty to ensure the well-being of our formations.

This edition shows leaders in action leading from the front with unit runs, building a cohesive team. We witness historical units casing their colors as the Army reshapes its' structure. "Reduction in force" is an expression we are all familiar with. Currently, we are going through a Qualitative Service Program (QSP) and a Qualitative Management Program (QMP) as another shaping action for our force. The Army Career and Alumni Program (ACAP) is essential for our Soldiers who are leaving the Armed Forces. ACAP provides services that will assist with resume writing, prepares them for job interviews and introduces them to tools which assist them with easing into civilian life.

Getting back to basics is the new buzz word around the command with garrison operation being the focus of our daily activities. Twelve years of war has refined our war fight skills to a point that no other nation can match, but now we must get back to the basics that made us this discipline force. Leaders must continue to learn their Soldiers' concerns and help them work through their issues.

Great services are available for almost anything you can think of; let that be an addition to the plan you and the Soldier work through. When leaders help Soldiers through challenges, that builds a relationship of trust as you get to know your Soldiers.

There is no greater honor then serving our Soldiers and Families; the Nation will benefit through our sacrifice. We must all stride everyday to be the best leader applying Army standards. No one is perfect, but we should be working towards perfection.



Phantom Support  
Command Sgt. Maj. Terry E. Parham Sr.  
Command Sergeant Major



# Command Safety Corner

SASOHI checklist provides standard measures for ensuring maintenance Safety



The Safety and Occupational Health Inspection Checklist arose out of the need for a comprehensive checklist for use during the Risk Management Integration Course conducted in the field, in which students survey a local facility as part of their training. It is important to remember that, despite the rather officious title, this is not an Official Army Document, merely a tool to assist you in maintaining a safe and healthful workplace.

The most current Standard Army Occupational Safety and Health Inspection (SASOHI) was used as the basis for this document, and updated references and citations, may be a handy reference guide for field safety managers, hence the document that you currently reading. I hope that you will find it useful.

If the document layout seems rather strange, I would ask you to remember that, wherever possible, the guide is so arranged that you may use one or two pages as a self-contained pull out.

There are two inherent hazards with any inspection checklist, one of which occurs during checklist preparation and the other during use. The difficulty with checklist preparation is not what items to add to the checklist, but rather what items to leave out.

Everything is important, but if everything is included, then there is no point to having the checklist, as you have just recreated the original document. Every effort was made to apply a modicum of common sense.

In some areas, most notably Respiratory protection, the standard was too copious for inclusion in this checklist.

While brevity is the object of any checklist, it is secondary to the primary goal of soldier and worker safety.

In many cases, the standards that I have provided here will require more extensive research through the use of other official publications. This leads directly to the second hazard, which is the tendency to use checklists as a replacement for the original Regulations, Codes and Policies.

That is not the intent, as this checklist is not all-inclusive. It is designed for use as a supplement to those documents, and should complement, rather than replace them. My primary research document was the 29CFR1910, and the inspection checklist reflects that. It will remain necessary to be conversant with the appropriate Army Regulations and publications in order to ensure the greatest degree of protection. I have provided the reference for each item in the checklist as an intentional measure to pull you back to the original document.

Every effort was made to ensure accuracy, however nothing is infallible and mistakes are made. When standards in Army publications conflict with a legal standard such as the OSHA Act, or provide a lower degree of protection, the legal standard will apply. When the Army standards are equal to or exceed such requirements in providing workplace safety, the Army requirement will apply. (AR 385-10;1-9)

Whenever possible, Commanders should evaluate the level of safety provided by established safety and occupational health standards to determine if additional safeguards are required. Priority for these reviews will be given to activities with high loss potential. (AR 385-10; 18-6)

Protect the Force!  
Donnie Robinson Sr.  
Safety Director



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# Human resources officer paves way for others to follow

*Story by Capt. Monika Comeaux,  
13th ESC Public Affairs Officer*

When Finance and Personnel Services Battalions were taken out of the inventory as part of the Army's Modularity transformation, the only battalion these officers could compete to command for were in the immaterial Special Troops Battalion Operations, Recruiting and Training Battalions in the US Army Training and Doctrine Command. (TRADOC). Until Fiscal Year 2012, finance (FI) and adjutant general (AG) officers were not given the opportunity to command special troop's battalions in sustainment brigades.

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) is the first AG officer who was selected to command in an "OID" (Finance or AG)-coded position, taking command of her formation in January of 2012.

"I believe AG and Finance officers have all the right skill sets to succeed in command of STBs in sustainment brigades and can attest to that from my first-hand experience," said the 4th Sust. Bde. Commander Col. Mark Simerly. "While it is very helpful to have their functional experience in leading the human resources and finance units in the brigade, I believe that we can also expect AG and FI STB commanders to have the entire core competencies required to accomplish the challenging requirements of a battalion command."

"I believe good leaders should be allowed to command regardless of branch," said Capt. Rock Aaron Stevens, the commander of the 207th Signal Company, 4th STB, one of Holbrook's company commanders.

When Holbrook found out about her selection, the commandant of



photo by Staff Sgt. Jason Thompson, 13th ESC PAO

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) leads her battalion during a run at Fort Hood, Texas on June 8, 2012.

the AG School at the time called her in to congratulate her and told her: "Now don't screw this up Holbrook, because you are the first one. If you screw up, the folks behind you won't get the chance," she recalled.

Holbrook commands approximately 1450 Soldiers. In her current task organization she has a headquarters and headquarters company, a signal company, a financial management company, three

truck companies and four movement control teams, she said.

Because of the Army's modular structure, her companies and the companies of her fellow battalion commanders in the sustainment brigade deploy independently. Accordingly, they are all at various stages of the Army Force Generation (ARFORGEN) cycle.

Holbrook says that she is partly to blame for her high personnel

numbers; when she was the personnel officer (G1) of her now higher command, the 13th ESC, during a previous assignment, she was part of the group that developed the plan called 'Provider Shift.' This system realigns 'orphaned' companies of battalions when their parent battalion headquarters deploy.

"You don't look like an STB in a brigade combat team or an STB in some other formation, because you are constantly changing your formation... You inherit their children or their units or you give over yours when it is time for you to go," Holbrook said.

Stevens thinks that some of the challenges of a Sust. Bde. STB command comes from the fact that "none of the companies have the same mission and an STB commander must find a way to leverage the unique capabilities of each company to build a cohesive team."

To get companies close to fully manned and ready to deploy, there is a constant movement of individuals between the companies in order to ensure whoever is next in the ARFORGEN cycle is fully manned for their deployment.

**Continued p. 8**



Courtesy Photo

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) (right), poses for a photo with her friend and that time battalion commander Col. Patty Collins, after racing in the Austin Muddy Buddy Series during the spring of 2012.



photo by 1st Lt. Hope Herring, 4th STB Unit Public Affairs Representative

(ABOVE) Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) gives 4th STB Command Sgt. Maj. Timothy Woods a questioning look while presenting battalion coins in front of their families and peers to all Soldiers who participated in the Alpha Male/Female competition during the 4th STB Family Fund Day and Safety Rodeo on Nov. 21, 2012.

(BELOW) Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), observes the casing of the colors for the 502nd Human Resources Company in preparation of their deployment on Nov. 23, 2012.

Courtesy Photo







photo by Staff Sgt. Jason Thompson, 13th ESC PAO

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) shares her thoughts during a 4th Sust. Bde. leader's team building event on Feb. 26, 2012 at Belton Lake.

"Sustainment units don't habitually get manned at the same level as BCTs, based on the HQDA manning priorities," Holbrook said. "You do a lot of cross leveling; you borrow from Peter to get Paul out the door. One of the biggest challenges of ARFORGEN in a Sustainment Brigade is manning. Equipping is not so hard, but manning is definitely a challenge."

Part of her manning challenges comes from having a 25-30 percent non-availability rate in her unit. "As a human resource manager I had been focused solely on getting units ready to go, making sure their manning was sufficient. And while I knew that the non-available population had been growing during the global war on terror, I did not realize what that looked like at a battalion level," Holbrook said. "It means there are less people rowing on the boat and it is affecting our ability to get the job done." As a company commander, or even as a division strength manger, the commonly accepted

average before 9/11 was around 10 percent, she added.

It was also a surprise to her how long it took to get some of the non-available Soldiers back into the fight, transition them to a warrior transition unit or get them through a medical board process.

Holbrook said that battalion command was her first job where she felt she brought something to the table from day one. "When I was told 'hey, you are going to command an STB in an SB,' I thought to myself, I can do that, I know what it looks like." [but] "It does not mean I knew how to do everything perfectly."

"Her understanding of human resource administration at the Army level based upon her time at Human Resources Command and as a G1 has been a tremendous asset," said Simerly. "Angie immediately established herself as the subject matter expert on all human resource matters in the brigade and her leadership of our human resources company significantly improved our ability to provide human resources support at Fort Hood and in deployed settings," said Simerly.

"I really think the reason why I can do well in the sustainment community is because I have previously been in the sustainment community," Holbrook said. "...you are usually the lone subject matter expert as an AG officer in a unit, so when you go in a new unit you need to learn to speak the language of the type of command you are in. It just makes you a little bit more value added to the organization if you already have situational awareness of how things work."



photo by 1st Lt. Hope Herring, 4th STB Unit Public Affairs Representative

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) addresses the veterans residing at the Central Texas Veteran's Home in Temple, Texas, during a Veteran's Day celebration hosted by the 4th STB on Nov. 11, 2012.

"Ultimately, success as a battalion commander is about leadership, not specific skill sets..." said Simerly.

If Holbrook did not get this command position, she would probably be sitting in a cubicle at HRC, managing a branch, she said. "Command is a great privilege, it is a heavy privilege." She grew so close to her staff, commanders and fellow battalion commanders, that she will have a heavy heart when she will leave command. "I better wear waterproof mascara on the change of command day, because I am sure that I will shed some tears. It will be a Class III leak if you will," she said smiling.

According to Holbrook, the Army does not yet have plans to open up sustainment brigade commands to AG or Finance officers, but she hopes to see that happen soon.



photo by 1st Lt. Hope Herring, 4th STB Unit Public Affairs Representative

Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) raises her right hand to return the salute of 207th Signal Company Commander, Capt. Rock Stevens, after the battalion's monthly 3-mile esprit de corps run on Feb. 28, 2012.



photo by 1st Lt. Hope Herring, 4th STB Unit Public Affairs Representative

Mr. JC Fischer, Hall of Heroes Memorial Museum representative, shows Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), some of the awards presented in the earlier 1940s during 4th STB's Veteran's Day celebration at the Central Texas Veteran's Home on Nov. 11, 2012.



Lt. Col. Angelia Holbrook, the commander of 4th Special Troops Battalion in the 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) (in pink shirt) poses for a photo with other participants of a 4th Sust. Bde. leader's team building event on Feb. 26, 2012 at Belton Lake.

photo by Staff Sgt. Jason Thompson, 13th ESC PAO



# She walks the yard

*By Sgt. Khori Johnson*  
**43rd Sustainment Brigade**

KANDAHAR, Afghanistan -- She progresses through her long days of hiking along shipping-container skyscrapers by spreading her infectious positive attitude and laughter, and keeping her loved ones not far from her mind, figuratively and in a literal sense, given that she keeps a photo of her family in her patrol cap.

Armed to the teeth with a friendly smile, and maybe even a joke or two, Sgt. Cynthia Landin, whose home station is Fort Hood, Texas, with the 553rd Transportation Battalion, 4th Sustainment Brigade, spends her deployed days as the noncommissioned officer in charge of the Kandahar Airfield Retro Sort Yard, which at face value may only seem to be another average assignment for a automated logistical specialist, but it is in fact a weight-bearing keystone to the responsible drawdown of coalition forces in Afghanistan.

As U.S. forces continue its transition with Afghan National Security Forces, it must safely recover military equipment, materiel, and infrastructure from eleven years of operations. This materiel recovery initiative is known as the US Central Command Materiel Recovery Element mission or CMRE.

According to Landin, the retro sort yard is a nerve center to the CMRE mission, where tons of American equipment, supplies, and various machinery parts are salvaged, organized, and cleaned as they venture through Kandahar to be redistributed to our Nation's armed forces to meet operational and training needs.

"We're here to save money," she said. "If anything is still of good use, we put it back into the supply system. The key here is always to save money."

Landin, who is a Compton, Calif., native, spends a good amount of her work day overseeing the productivity of the RSY and personally checking on her crew comprised mostly of civilian contractors from around the world. Although Landin is in a supervisor position, she never hesitates to lend a helping hand by maybe assisting in sorting through a shipping container or helping filling a generator with fuel.

"I'm a manual labor kind of person," she said. "So being around these hard-working people motivates me.

I love being an [automated logistical specialist],"

What Landin does on the day-to-day intricately plays into a large-scale, high-profile recovery effort in Afghanistan, which recently became the responsibility of the 43rd Sustainment Brigade CMRE.

The nation-wide CMRE mission was originally set into motion by the 593rd Sustainment Brigade CMRE, appropriately nicknamed the "Trailblazers." Since the 43rd SB CMRE has taken over the responsibility, the 43rd SB CMRE, also known as the "Rough Riders" intend to take the foundation laid by the Trailblazers and progress the CMRE mission to the next level, ensuring that the hard work of men and women, like Landin and her crew, will not be in vain.

According to Maj. Shane Upton, the 43rd SB CMRE brigade support operations officer, the Rough Riders are already seeing a significant increase in CMRE productivity, stating that the brigade will be able to move approximately 22 percent more materiel than the most productive month in the history of the CMRE mission. This spike in numbers has been due to the Rough Riders taking a fine-toothed comb to previous retrograde mission procedures, re-working some math, and re-aligning a few assets. This increase in productivity will lead to the 43rd SB CMRE being able to process and transport more materiel out of Afghanistan, which will shorten overall mission length, and will save money for the American taxpayer.

Although the Rough Riders are currently at the helm, creatively solving problems, Landin still describes the retro sort yard on KAF as being "business as usual," tackling the obstacles of the day one at a time, such as the meticulous job of sorting through containers.

One of the most daunting tasks of the KAF RSY crew is methodically sorting through the usually unknown contents of each shipping container that passes through the yard from any number of duty stations and military posts throughout Afghanistan. Each container, a virtual Pandora's Box, can take anywhere from a straightforward few minutes to a painstaking few hours, depending on the care taken by the unit or organization that packed the container.

According to Landin, the container issue not only has an adverse effect on productivity, but also



Photo By Sgt. Khori Johnson, 43rd Sustainment Brigade PAO

ABOVE: Sgt. Cynthia Landin, 289th Quartermaster Company, Kandahar Airfield Retro Sort Yard noncommissioned officer in charge, assists a civilian contractor in cutting a chain from a few gas cans near the tire cleaning station of the Kandahar Airfield Retro Sort Yard. Although Landin is in a supervisor position, she never hesitates to lend a helping hand by maybe assisting in sorting through a shipping container or helping filling a generator with fuel.

RIGHT: Sgt. Cynthia Landin, 289th Quartermaster Company, Kandahar Airfield Retro Sort Yard noncommissioned officer in charge, escorts the International Security Assistance Force senior enlisted adviser, Command Sgt. Maj. Thomas Capel through the Kandahar Airfield Retro Sort Yard.

jeopardizes the safety of crew members as well, which inspires her to spread her concerns as gospel during her briefings and tours of the yard held for distinguished visitors. In fact, during his recent visit to the KAF RSY, the International Security Assistance Force senior enlisted adviser, Command Sgt. Maj. Thomas Capel, made note of the issue and also commended the efforts of the entire CMRE team, from creative problem-solvers up at the 43rd SB to the calloused hands of the RSY crew.

"With the team that I've just seen out here today, I do not have a worry," he said. "We have a lot of hard-working men and women that are going to make this mission happen, and I thank them for what they are doing."



Photo By Sgt. Khori Johnson, 43rd Sustainment Brigade PAO



# Retrograde and redeployment:

By Sgt. V. Michelle Woods  
1st Sustainment Brigade

FOB FENTY, Afghanistan - Convoy escort teams provide security, help lead the way for retrograde, redeployment operations

While standing on the back of a MaxxPro mine-resistant, ambush-protected (MRAP) vehicle, convoy escort team commander, U.S. Army Staff Sgt. Steven Webb, watches as his CET, the “Dark Side”, a mixed group of experienced combat veterans and first-time deployers with the 359th Inland Cargo Transfer Company, finish preparing their trucks for a mission to Forward Operating Base Fenty, Afghanistan Feb. 22.

Although the company is stationed at Fort Eustis, Va., with a 90-day notice they trained to deploy to Bagram Airfield where they serve under the 157th Combat Sustainment Support Battalion, Task Force Durable.

The company commander, Capt. Neil Stevenson, walks in the 39 degree Fahrenheit drizzling rain to each truck, observing as the Soldiers conduct communications checks, mount their weapons and secure their gear in the miserable weather conditions. He bares

the weight of ensuring he brings each Soldier back home to their husbands, wives, parents, sons and daughters.

Following a security brief, the commander bows his head with the rest of the CET as the 157th CSSB chaplain offers a prayer for the Soldiers of

Dark Side. These Soldiers, who have had their boots on ground for two months, don their tactical gear weighing up to 75 pounds and climb into their up-armored vehicles.

After spending hours preparing for their mission, they pull up to the gate to exit Bagram Airfield when they get the word from their command: mission cancelled due to bad weather. This is the result known all too well to those responsible for the ground work behind retrograde and redeployment operations in Afghanistan.

The part of retrograde and redeployment least covered by the media is where the Dark Side CET, and thousands of other service members, start the process of moving equipment. It is a long and dangerous task for these Army truck drivers, cargo specialists and watercraft engineers who trained and deployed as gunners and security escorts.

The process for retrograde is recognized as the movement of equipment and materiel, piece by piece, from a forward location to a reset program or to another directed area of operations to replenish unit stocks, or to satisfy stock requirements. For the Dark Side CET, retrograde

means providing security for military and Afghan vehicles carrying cargo and ensuring the Soldiers and cargo reach their final destination safely.

Steven Webb, a 16-year veteran serving on his sixth deployment, tells his team to go back to their rooms and rest until the mission is back on. The following day the CET patiently goes through the same tedious process of preparing their gun trucks as well as their minds against the potential threats that loom outside the barbed-wire and concrete barriers of Bagram Air Field. Their vigilance peaks as they set out for the five-hour drive to FOB Fenty.

Most of the Soldiers are woken up around 7 a.m. the following morning by the sound of a vehicle borne improvised explosive device, also known as a car bomb, which was detonated in the nearby city of Jalalabad. All but a few of the Dark Side CET go about their day as usual. While his Soldiers rest, get haircuts and shop the local bazarr, Steven Webb grabs last-minute snacks for his troops and begins contacting his higher headquarters for updates on the VBIED attack, overall threat level, weather and cargo trucks.

The Dark Side arrives at their trucks at noon and prepare their MaxxPros to hit the road by 2 p.m. The mission is interrupted when several more cargo trucks, referred to as “NAT trucks” (National Afghan Trucks), by the Soldiers, are added to the convoy. These trucks have to be fueled, loaded with cargo

and fully prepared for the trip from FOB Fenty to Bagram Air Field.

The NAT trucks are owned and driven by Afghan workers who are hired through a local contractor.

The CET now has no estimated departure time and is on standby until the NAT trucks are ready to go. Steven Webb tells his mission commander, Sgt. Diana Webb, to tell the Soldiers to try and get some rest for now.

“We never get to stay on the same schedule,” said Steven Webb. “Sometimes we’ll leave in the morning, sometimes we’ll leave in the evening. It’s all based on different things like weather and the threat level.”

Diana Webb, a mother of one, who is not related to the CET commander, yells out to the CET to get some rest in their trucks. Despite the noise of the firing range a few hundred feet away and the occasional helicopters and airplanes coming and going, the Soldiers try to rest in any place they can find some comfort.

The seven-year veteran, who has deployed twice before, arranges for the Soldiers to get food and quickly return to

While standing on the back of a MaxxPro mine-resistant, ambush-protected (MRAP) vehicle, convoy escort team commander, Staff Sgt. Steven Webb, watches as his CET finishes preparing their trucks for a mission to Forward Operating Base Fenty, Afghanistan Feb. 22. The “Dark Side” CET, a mixed group of experienced combat veterans and first-time deployers with the 359th Inland Cargo Transfer Company, had a 90-day notice to train and deploy as gunners and security escorts.

## The Soldiers’ perspective

Photo by Sgt. V. Michelle Woods, TF Durable PAO

the staging area where they will wait for several more hours only to be told the mission is on hold until the next day. The Dark Side takes down their mounted weapons and carries their bags back to the sleeping area. The only part of these missions that seems consistent is the inconsistency.

The next day, the CET arrives at the staging area at 8 a.m. and goes through the same exact process as the day before. This time, the mission is only delayed an hour. Despite all the delays and interruptions, Steven Webb remembers why their job is critical.

“I feel our mission is very important,” he said. “We need to have the safe transfer of all this equipment as the drawdown continues. If all the equipment gets back safely, that’s money the military is going to save.”

Once the convoy is on the road, the Soldiers have the grueling task of getting a 30-vehicle convoy through downtown Jalalabad. Gunners remain vigilant and watch the roofs for any suspicious activity, drivers watch the hundreds of vehicles and pedestrians weaving in and out of traffic and the truck commanders set their eyes on everything. Truck commanders are the leaders in the trucks and are responsible for keeping track of the convoy vehicles, watching for VBIEDs, threats from the rooftop and children smaller than the truck tires running into the road. In a sea of civilians and vehicles, the threat of terrorists looming in the crowd is on everyone’s minds.

The importance of getting the equipment to its destination safely is a top priority for Steven Webb, however, he said his Soldiers’ safety trumps everything else.

“Of course I have to make sure my Soldiers get there safely,” said the Pennsylvania native who joined when he was 18 years old. “I mean, that is my number one priority. Soldiers can’t be replaced; equipment can be.”

After four blown tires on the NAT trucks and nine hours into the mission, the gunner, Spc. Koffi Assila, a cargo specialist and native of Africa, wipes his eyes. His body runs like a machine. He maintains constant eyesight on the road, the debris and trash, the caves in the mountains and the rooftops of houses. He reaches for a drink at the bottom of his feet but doesn’t take his eyes away from the area he is responsible for securing. He barely speaks except to say “I’m fine”, when Steven Webb checks on him.

After 10 hours into the mission, vehicle and pedestrian traffic picks up again. The truck driver, Spc. Brendan Geyer, a Virginia native, turns on a siren to help clear up traffic and make the pedestrians aware of the convoy. This is Geyer’s first deployment but he hardly lacks experience at this point. In the short time he’s been deployed, he has accumulated hundreds of miles on the Afghan roads battling traffic, animals, pedestrians, complacency and at times, sheer exhaustion.

After nearly 11 hours and about 110 miles through winding, mountainous roads, the Bagram Air Field gate comes into site. The Dark Side escorts all of the NAT trucks and cargo into their respective locations and finally returns to the 359th ICTC motor pool where they store their vehicles.

It’s just another mission completed for these Soldiers who come from different backgrounds and different Army jobs. The CET commander however, knows how important the bigger picture is.

“The best part of this deployment is knowing the faster we pull stuff out, the faster other Soldiers get to go home and be back with their Families,” said Steven Webb. “That’s what I told my son when he got upset about me deploying. I just told him we’re bringing everybody out so they can be home with their Families.”



# Different times, same design:

## A historical look at logistics innovation

By Sgt. 1st Class Jason Kucera  
13th ESC PAO

Every method we use to plan and execute mission in the military were thoughts that had to be born in someone's mind. This is a look at how an innovative approach to re-arming and re-fueling helicopters in Vietnam possibly changed the landscape of the battlefield.

As ideas and best practices are crafted and re-crafted in combat, Vietnam was not any different. Troop movement to and from battlefields was a constant hurdle for commanders. The implementation of air assault missions, moving combat forces or equipment with utility helicopters would not have gotten where it is today without an advancement in logistics such as the Forward Area Refueling and Rearming Point, during this combat period.

Lt. Col. (retired) Ray York, played a predominant role in helping commanders find their solution to this troop movement problem, by his account. His idealism, his ability to convey those ideas to his commanders and senior Army leadership at the Pentagon, inhibited longer range missions for helicopters that carried troops. Therefor allowing quicker, and deeper, insertion of American and friendly forces into enemy territories.

York's idea came as complete logic to himself. "We discovered one of our biggest problems was to refuel and re-arm out in the field," York said. "There was no book on it, it had never been done."

As a company commander at Fort Bragg, N.C., York took part in a training exercise that was implementing the original ideas of air assault missions. The challenge again, was long range missions assigned to helicopter aircraft. Through many observations during this exercise, years later he would be able to make changes to the basic operations of

a refueling point that would save lives, York said.

"We needed some way to refuel and re-arm helicopters close in proximity to where they were going to be used. You can't put 5,000 gallon tankers out there," explained York. "You can't put 1,200 gallon tankers out there. They're too susceptible to gun fire. You could use rubber drums, resupply them internally within the divisions."

His first day in Vietnam, Feb. 7, 1969, he recalled his unit was hit heavily by enemy forces. They destroyed the main supply refueling and re-armament site at his base. He instantly had a solution to prevent this from happening again.

From what York learned during the training exercise a few years prior, he implemented the ideas he had on the ground in combat.



2 Nov 1964 – Capt. Remond R. York (right), commanding officer, "A" Co. 54th CI Bn, briefs Brig Gen. Lester G Wheeler, chief of staff, 3rd Army, on his arrival at 5th Log railhead operation. Looking on is Col. Robert H. Colwell, commanding officer, 5th Log.

"I had troops go out and get four 350-gallon pneumatic pumps, all the hose they could get, 500-gallon rubber bags. And I told them I wanted it all there within two hours." He immediately laid out a plan to be able to refuel and re-arm six helicopters, two at each site, in one operation. They could pump 350 gallons of fuel per minute. He said the plan worked, and they were sure to put guards on it this go around.

"The next night, they (enemy) came back and got their butts kicked royally."

Continued P.18

## MASSTER TEST No 1039 FORWARD AREA REFUELING AND REARMING POINT (FARRP) TEST REPORT EXECUTIVE SUMMARY

MAJ EDMOND R. YORK

JUNE 1973

HEADQUARTERS

MODERN ARMY SELECTED SYSTEMS TEST EVALUATION AND REVIEW

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U.S. Army photo by Spc. S Thomas P. Kulick, 206th Signal Company (LB), Fort Bragg, N.C.  
Capt. Edmond R. York, commanding officer of Alpha company, 34th Quartermaster Battalion, explains the concept of operations to the commanding general of the Third Army, Lt. Gen. C.W.G. Rich, Oct. 13, 1964.

With that, the Forward Area Refueling and Rearming Point idea became a reality.

York's neighbor, Sgt. 1st Class Keith King, a human resources NCO assigned to Headquarters and Headquarters Company, 13th Sustainment Command (Expeditionary), recently returned from deployment with the ESC and is assigned to the unit's massive Support Operations section. Since meeting York, King said they have become good friends. "We talk about the old Army, the way it was and how it is. It makes me a better person."

"I think his significant contributions to the military need to be recorded, not lost. Especially when it comes to logistics. Something as important as a FARRP has been in conflicts, this is something logisticians should be proud of," said King. "The pride of that, I never saw before until I was told. It transcends what logistics is about. Everyone can identify something from his or her career field. For logistics, something like this is what identifies them."

While assigned at Fort Hood, York published an executive summary test report, MASTER TEST No. 109 in June 1973. This report is the foundation for ATP 3-04.94 for Forward Arming and Refueling Points, the regulation the Army uses today for its FARP mission.

As fate generally would have it, when York decided he wanted to join the military as a young man living in Shamrock, Texas, his initial interest was not the Army, it was the Marine Corps. At the time, the Marine Corps had a policy that did not allow for married men to join. So instead, he joined the Texas Army National Guard in 1951.

Following his enlistment, there were several twists



Photo courtesy of retired Lt. Col. Edmond R. York  
Soldiers take a look at warehouse tractor trains used to haul supplies.

of fate along the way and opportunities he was able to take advantage of.

His display of never having fear to take on challenges or assignments got York into a position where his methods, and ideals, were respected.

York also played a key role in getting "chem-lights" and motorcycles into the Army supply chain. He said when challenges presented themselves to his commander and the troops, solutions were always present. It just took some ingenuity and the fortitude to overcome the obstacles.

## Wrangler Bde. builds FARP, uses for training

By Sgt. Stephanie Woodson  
4th Sust. Bde. Public Affairs

The 53rd Quartermaster Company converted a fuel system supply point to a forward air refueling point, to assist 166th Aviation Brigade, First Army Division West in a training mission at North Fort Hood, on Monday.

"FSSP is the Army's primary means for the receipt and storage of bulk petroleum for its issue to combat forces under tactical conditions," said Ricardo Silva, a petroleum supply technician for Headquarters and Headquarters Company, 4th Special Troops Battalion, 4th Sustainment Brigade. "A FARP is a temporary arming and refueling facility that provides fuel to aircrafts."

During the 2011 deployment, 4th Sustainment Brigade received a tasking to plan the training mission for 166th, 53rd QM was to execute, once they returned from deployment, said Sgt. 1st Class Tracey Napper, a senior fuel operations sergeant, assigned to the Headquarters and Headquarters Company, 4th Special troops Battalion, 4th Sustainment Brigade.

Napper said, even being a seasoned petroleum supply specialist it was a little over whelming in the beginning.

"This mission was given to a unit that was not aviation, only bulk haulers.

Napper said, just like any other mission him and Silva had to backwards plan.

Napper and Sivla met with the reservist in charge of the mission, to determine when the mission was to take place and what equipment needed to execute mission.

Napper said, the training mission was supposed to happen several times before, but due to some restrictions and restraint the mission was postponed.

"I returned from SLC and found out about the Bladder Dike MPE system, said Napper. The bladder dike system is a fuel bladder secondary container system designed to contain catastrophic bladder failures and it is more cost effective."



Photo by Sgt. Stephanie Woodson 4th Sustainment Brigade Public Affairs  
Soldiers from the 553rd Combat Sustainment Support Battalion, 4th Sustainment Brigade, performs a hot refuel on a Blackhawk helicopter at North Fort Hood Garrison Area Monday.

"That's why this mission is so huge, said Napper.

Napper said, Silva came up with the idea to use this modified system and if the system holds up to mother nature the Army could be fielding this equipment.

"Not only will this be the first unit in the Army to use the dike system, but a quartermaster unit doing aviation operations from an FSSP converted to a FARP," said Napper.

"In addition, this is the first FSSP being built in a garrison and not being built the traditional way," said Silva.

Silva said, the system has been tested in Fort Lee, Va decided they were not going to buy off on it.

Napper observed operations from the ground.

"Everything that has happened, all the planning, coordinating, preparing has come from the 4th Sust. Bde.," said Napper.

53rd QM, 553rd CSSB executed the mission. "They have actually assembled the FARP."

Napper said, just to see all the planning that they have done and watch it come to life, it is going to be a monumental for III Corps, 4th SB and Fort Hood and he's looking forward to it.

"There's a lot of firsts going on with this system. The whole thing about being a fuel tech is you must stay relative and on top of your game," said Silva. "I constantly try to show petroleum supply specialists matter in the Army."



# 2012 Lessons Learned in Building Afghan Military Self-Sustaining Capability

## Build and Transition Host Nation Capability

By Col. John V. McCoy  
13th ESC  
Support Operations Officer

Vignette: Female Advisors

The expectation was that female advisors would not be effective in a male-dominated public Afghan society. Instead, it became clear that female advisors could be very successful and, in many cases, more effective than their male counterparts, as they were able to very well gain the attention of their Afghan counterparts: “If you take a picture with them, they then will listen to you all day long!”

Building Host Nation Sustainment Capability

Many consider the building of host nation sustainment capability as the single most difficult aspect of the entire operation. The process required a multi-pronged effort, one with foci in each of the D – Doctrine, O – Organization, T – Training, M – Materiel, L – Leadership & Education, P – Personnel, and F – Facilities (DOTMLPF) arenas. The entire NTM-A staff had to fully coordinate its advising efforts to ensure all prongs of the effort progressed at the same pace.

DOTMLPF Importance

The pace of progress was set at the pace of whichever DOTMLPF effort was lagging the most. Huge investment in one or more of the arenas would not pay off until progress had been enabled in all DOTMLPF arenas.

**D** - Doctrine

As mentioned in Chapter 4, Afghan Army doctrine was found in their ‘decrees,’ Afghan Police doctrine was found in their ‘policies.’ The decrees and policies were commonly referred to as the existing Army and Police doctrine, however, in reality, the decrees and policies were more like regulations rather than doctrine. The DCOM-SPO J5 drafted a very basic,



fundamental doctrinal document as a means of starting the ANA and ANP needed doctrinal foundation. ‘Take-away’ Technique: Encourage Multinational Input A great initiative in accomplishing the fuel requirement determination for the Afghan Army and Police was accomplished by a Lithuanian Fuels Officer with great experience in fuel support planning within a ‘former Soviet style based’ system. This system would not have been envisioned, let alone established, by western coalition members, and in this case, certainly the coalition’s diversity was its strength.

**O** - Organization

In the Afghan Army and Police, their organization was established by their ‘tashkils’ for both personnel and equipment. Tashkils were the Afghan equivalent to US Army Modified Tables Of Organization & Equipment (MOTEs). Because their elements were immature, no force development process was present in their forces. Instead, their ‘force development’ offices seemed to function more as the clearing houses for the jobs and equipment they most wanted to be given

**T** - Training

Afghan Police and Army training was accomplished during the deployment by school house training, Mobile Training Team (MTT) training, and over-the-shoulder training. The institutional training apparatus of the police and army forces were immature, with regional police and army units reluctant to send personnel to national level training for fear the trained personnel would be retained at the national level. Sending the training to the regions by use of MTTs was a stop-gap means of filling regional training gaps.

**M** - Materiel

Afghan Police and Army materiel provided included vehicles and equipment and all manners of parts and supplies. There was no end to the appetite of the Afghan Army and Police to be given more.

Vignette: ‘Bright, Shiny Objects’

The Afghan military leadership became quite astute at ‘asking for more!’ With the Afghans having been provided for a full decade more equipment and more-advanced equipment than they had likely ever seen or envisioned possible, it became a regular source of prestige

if an Afghan could be ‘the one that asked for from the coalition’ the great materiel they were provided. It was not uncommon to receive outlandish requests for additional materiel, even as great deliveries of great quantities were occurring. Our common advisory tactic involved pressing the Afghans not to count on the future delivery of outlandish quantities of supplies and organizations, and rather instead to focus on their building incremental capability as we routinely asked - “What can you best do with what you have!?”

**L** - Leadership & Education  
Afghan

Police and Army leaders were trained both in Afghanistan and elsewhere. With immature forces and an immature personnel and training system, it was not uncommon for personnel in very ‘senior’ positions to have very limited military experience, and in fact the same very limited military experience their subordinates had.

**P** - Personnel

The vast majority of Afghan Police and Army personnel served ‘few-year’ terms. While veterans of decades of military conflict were present within the leadership of the Army and Police, many of the hundreds and thousands of Police and Army forces had served in the military fewer than a few years. Because their personnel systems were immature, it was common for those in positions of power to be unrestrained by the system from keeping the English speakers and those with computer skills and education close to their own offices rather than sending them to their established positions for which personnel with those special skills were supposed to be destined.

**F** - Facilities

Afghan Police and Army sustainment ‘facilities required’ included command and control headquarters facilities requiring network connectivity. Also required were warehouse storage, barracks, dining facility, and maintenance facilities.

when the Coalition was trying to get the parts installation and requisition and supply systems smoothly operating. The incongruent Coalition and Afghan viewpoints were present incessantly as the Coalition and Afghan operated together.

‘Take-away’ Technique: Incentivize ‘Operating Now’

One way to incentivize the Coalition ‘Operating Now’ aim, was to make ‘conditional’ supply and equipment issuance activities. By tying the ‘future issue’ of a set of supplies or of a fleet of equipment to the near-term-taking-over of an aspect of the sustainment system by Afghan forces, the inherent friction of the two contrasting viewpoints could be mitigated.

‘Take-away’ Technique: Develop Interim Organizations

Another technique that evolved was the development of interim organizations as the long periods of necessary time were elapsing as all aspects of the DOTMLPF framework were established. An example was that on the way to establishing Regional Logistics Support Commands (RLSCs) within the Afghan Army, first their elements, Forward Supply Depots (FSDs) and Corps Support Battalions (CSBs) were established.

Transition:

A whole other complicated process that had to follow the complicated effort of establishing Afghan Army and Police sustainment capability was that of transitioning sustainment system parts from Coalition operation and control to Afghan operation and control.



Contrast In Viewpoints: Our View vs. Their View – ‘Operating Now’ vs. ‘Delay and Be Able to Operate Later’

The coalition aim was to have Afghan Army and Police self-sustaining sustainment systems operating at the soonest possible opportunity. This was driven by national objectives of quickly and efficiently building Afghan military capability in the shortest possible time. The Afghan aim was to delay their sustainment system operating to take advantage of coalition sustainment support as long as possible. This would allow there to be plenty of service life on their ‘newly given to them’ equipment when the Coalition departed, and it also would ensure the parts they were given now could be held until when they would be needed most, which they perceived as being ‘after the Coalition departed’ rather than at the present time



# 2012 Lessons Learned in Building Afghan Military Self-Sustaining Capability

## 'Take-away' Technique: The 'Ceremonial' Part of Transition

A key technique developed concerning transition involved the conduct of ceremonies to signify the specific point in time of transition of a certain aspect of the sustainment system, with the overall transition occurring gradually and over a very long period of time. Ceremonies involved gatherings, photos, ribbon cuttings, celebratory meals, and document signings – each insignificant, yet their overall combined value could not be understated their role in advancing the 'one way' Coalition-to-Afghan transition they symbolized.

## 'Take-away' Technique: Absorb Host Nation Members into the Requirements Determination Process

Over-the-shoulder training was conducted for Afghan commodity managers to enable them to take over national supply requirement determination for both the Army and the Police. This technique of identifying capable commodity managers and then training and certifying their ability to determine requirements was a key aspect of setting the stage for required transition. Class IX part, CL II clothing item, CL V munitions, and CL III Bulk Fuel requirements determination over-the-shoulder training occurred during the recent deployment time period.

## 'Take-away' Technique: Incremental 'Cease to Assist'

A key aspect in getting the Afghan forces to assume sustainment function operations involved the coalition deciding and determining what sustainment system functions the coalition would cease supporting when. By pulling the coalition 'crutch' out from the Afghan system components, in many cases the Afghan system components would stand. Risk had to be assessed prior, and



'reserve' crisis-mitigating capabilities had to be on hand in reserve prior. In fact, the provision of support too long beyond when the Afghan forces were ready to assume functions may have been the single most cause of delays in the evolution of the Afghan systems the coalition needed to rapidly establish. Careful assessments, course of action developments, and decisions had to be made during the process of incrementally 'ceasing to assist.'

## Post Transition

Following transitions that occurred after the Afghan forces had attained what the Coalition referred to as 'Capability Milestone 1A' (CM1A), it was important for the Coalition to continue checks and verifications that the Afghan forces had maintained the level of proficiency they had established at the time they had been

designated with the CM1A rating.

## Vignette: 'Chimtallah'

Following the transition of the first national logistics node, the Afghan Army Chimtallah National Ammunition Depot, the Coalition continued periodic checks at the depot during future ammunition deliveries to the depot to ensure the depot unit remained capable of receiving, inspecting, inventorying, accounting for, and securing munitions. Rather than transitioning and walking away from nodes, continued assessments not only reassured both the Coalition and Afghan leadership concerning the operation of the node itself, the continued assessments also served to augment overall confidence in both sides about the progress and way ahead in the overall and still ongoing transition.

## Process Improvement and Codification

By Col. John V. McCoy  
13th ESC  
Support Operations Officer

## Cultural Overview

Our Afghan counterpart culture involved a 'pride in saying they had denied' a request for sustainment support because of the strong signal of power associated with being in the 'approval or denial' position. The culture also involved limited literacy, a culture of 'haves and have-nots,' a leaning toward sequential rather than parallel processes, and a culture where initiative was not encouraged, at times punished, and was generally lacking. As of September 2012, only about 168,000 Afghan security forces personnel had passed a Level 1 literacy program; only 64,386 had completed Level 2; and only 42,177 finished Level 3. Level 3, the highest of the three literacy levels, translates into an ability to read, write and comprehend short paragraphs, as well as add and subtract using six digits and to multiply and divide with three-digit numbers. Computer literacy rates were even lower than basic literacy rates, with many computer operators needing to be shown how to turn computers on, and for many of those given basic computer training, their experience in that training was the first they had ever had in touching a computer. The highly-centralized power cultural situation was one where the 'publishing of orders' was quite both required and effective.

## Initial Assessment: Multi-Signatures; Rampant Denials; Choke points

On arrival to the six areas throughout Afghanistan to which our unit was assigned, initial on-the-ground surveys were conducted which resulted in us learning of many requests just 'disappearing in the system' and being found 'by the stack' in piles and garbage cans full of denied requests. Up to 26 signatures could be required on documents between the required initial request and the final approval and delivery. During the recent deployment, a concerted 'all hands' approach was used to improve the overall Afghan Army and Police Sustainment systems.

## Vignette: Depot Zero

All Afghan Army requests for Class IX repair parts eventually had to flow through a single room on the second floor within the Afghan Army's sole national Class IX parts warehouse called 'Depot Zero' (Depot 0) by the Coalition until its official Afghan Army name of Central Supply Depot (CSD) became more commonly used. The assessment was that the number of parts the depot would issue and the number of convoys emanating from the national depot was small due to the limitations of the single paperwork processing room in the second floor of Depot 0. The room involved only a handful of personnel using only a handful of

computer systems that were powered by a generator power source only operated a few hours a day and that used limited bandwidth and that had difficulty being steadily electronically 'pointed' to the proper processing servers. The culture of the Afghan Army CSD involved processing all paperwork and performing all of their operations only during daylight hours. Western culture '24 hour processing' was unheard of in Afghanistan.

## Process Improvement

Process improvement in a host nation military sustainment system in general can present many challenges. In order to cause the Afghan Army and Police forces to have a self-sustaining sustainment apparatus for their forces, a myriad of changes were required. The following three changes provide illustrative examples and a sampling of the changes required overall.

## **1** 'Manual' to 'Automated'

Causing the Afghan Army and Police to improve their manual process with automation was a significant challenge. The 'going-in' assumption was that acceptable sustainment systems of forces of the size and spread of theirs, totaling over 300,000 personnel throughout the many regions of Afghanistan, required the use of automation. Their original manual process involved no network connectivity nor computer systems involved with an automated system. Common was the production of request forms in one border area and then their transmission to central capital-city-based approval authorities by pickup truck involving days of hazardous travel each way. Following the establishment of network connectivity and the issuance of computer systems including printers, the request submission process time between the distant requesting unit and the Kabul-based approving organization was reduced to that of the time required to send an email with the scanned paper request as an attachment.

## **2** 'Approve or DENY' to 'Approve or Help Gain Approval'

Another process improvement change implemented during the recent deployment was improving the culture throughout the request-processing-chain from one of 'Approve or DENY' where denials were rampant throughout the system for a full variety of reasons, to a culture of 'Approve or Help Gain Approval' where requests received that may have been denied and kicked back for any of the variety of reasons were instead 'on the spot corrected' and then passed higher along their way to eventual approval. A clever guide book with pictures of how request forms could



# 2012 Lessons Learned in Building Afghan Military Self-Sustaining Capability

be corrected was provided to the personnel working at the help desk, (and it was also provided to the paperwork originating personnel as well). An effort was made to clarify to all in the process that the overall system can work if a ‘help-desk’ station is set up at paperwork-receiving desks to process all requests in a way that the entire aim of the help desk is to make the form match what is needed in a way that approval and continued processing of the form can occur. Help desks became effective by correcting part numbers, clarifying hand writing, reviewing and improving the listings of sizes and quantities, adding supplemental information on the back of the form, and other means of ensuring the request would survive the approval gauntlet of multiple points of review. The ‘help desk’ cultural change went a long way to improve the overall ‘paper-based’ system, whereas previously, and routinely, many paper-processing sites had been points of disapproval, rather than approval.

**3 Supply Request Process Improvement**  
A significant effort was undertaken to improve the supply request process. This effort involved the reduction of signatures required prior to final approval and delivery and the batching of requests at the regional level. Signatures equaled power within the request approval process, and ‘denial (and/or approval) power was firmly retained by many at the expense of the efficient operation of the overall system. Because each need for signature resulted in a time delay in the overall approval process, attempts were focused on reducing the number of signatures required. This initially was pursued by reducing the total number of signatures on each form, but this strategy met impenetrable resistance from the Afghan military culture. The batching of forms at the regional level did, however, set the stage for drastic future reduction of up to 80% of the total ‘ink’ signatures required as, even though the requests may flow through the same total personnel for review and approval, the number of papers needing to run the national-level approval gauntlet was greatly reduced via the batching all requests from individual company level into single, corps-level regional requests for consideration at the national level. With this approach, the ‘approvers and deniers’ of all the supply requests would have



80% fewer stacks of papers to consider, now freeing them up to address more of the complicated aspects of sustainment system operations and improvement.

## Process Improvement Codification

Getting doctrinal changes in Afghan Army and Police policy approved was a lengthy process involving years if left ‘un-expedited’ by the coalition. Afghan Army doctrine was found in their ‘decrees;’ Afghan Police doctrine was found in their ‘policies.’

‘Take-away’ Technique: Prepare in their language first, then translate to English – Not the other way around

A successful technique for expediting the evolution of Afghan Army and Police doctrine developed during the last deployment. This technique involved preparing updates to the doctrine in the local language first, and then translating that version to English. This technique greatly expedited Afghan buy-in, understanding, and approval of changes that would otherwise commonly get bogged down in ‘translation-error-caused’ document versions. The herky-jerky aspect or style of the language used when English versions were written and then translated into Dari, (the predominant Afghan local language), added to the resistance already there due to the Afghan inexperience in dealing with the new systems, techniques, and processes.

‘Take-away’ Technique: Master the interim and incremental change process while pursuing actual, official, formal policy change

The need to expedite interim and incremental policy changes was clearly present within the Afghan sustainment systems. Formal doctrine changes took too long to implement, years in most cases. Coalition impatience caused the Coalition to quickly learn out of necessity that written orders, or ‘ciphers,’ directing policy changes were

effective at enabling system improvements at a much faster pace than the pace of the glacier-like doctrinal improvement pace. Ciphers ‘worked’ because they were quick to draft and get signed and issued, and because they supported the Afghan military culture in place that ‘if I am ordered to do it, then I will.’ It became common to convince those at lower levels that process improvement change would work. We then pursued policy-improving ciphers which we also worked in parallel to have later approved and implemented in their official doctrine.

‘Take-away’ Technique: The Log Synch VTC to expedite cipher dissemination

Another technique for expediting process improvements was the use of the ‘shadow network’ coalition log synch VTC to rapidly expedite the dissemination of Kabul-base policy ciphers. The Log Synch VTC served as a powerful tool able to regularly establish common situational awareness while allowing timely system inputs from the many distributed execution areas throughout Afghanistan. Because the VTCs provided ‘same night’ explanation of policy updates scanned and sent across the country, what otherwise would take the Afghans days and weeks to



disseminate could be disseminated in hours to the country’s regions, and this while and after the Afghans had concluded their business day as the sun began to set. The pace of system improvement was thus expedited by the conduct of hundreds of these VTC sessions during the deployment.

‘Take-away’ Technique: Recognize the importance of politics in policy change

It became clear that not only did those involved with policy need convincing about the need for rapid change, but that also their superiors in the political arena needed convincing about the need for rapid change. If high-level officials signaled the appetite for change, then it could be approved to occur; if not, then approval would be delayed

indefinitely until the signals had been appropriately sent and received.

The political cultural structure of the ANA was different than that of the ANP. The ANP had more of a single, unified national staff and command structure under the Dep MIN Def for Support, whereas in contrast, the ANA had two parallel structures that had to work together side-by-side, and in practice, only did so with great friction. Within the ANA, one ‘branch’ of the culture involved the Chief of the General Staff and the subordinate Army Support Command (ASC) responsible for the regional logistics nodes, and the other ‘branch’ of the culture within the ANA involved the Assistant Minister of Defense with a subordinate Logistics Command, (or ‘Log Command’) responsible for the national-level logistics nodes. The two branches of the ANA only met at the top at the Minister of Defense office itself, and therefore, very high-level approval was required prior to any doctrinal changes effecting the whole army’s sustainment system, (including the two separate ‘branches’ of the sustainment community). The high-level nature of the efforts themselves meant that politics would always be involved, and our most senior

level Coalition advisors were an essential network at effecting positive changes.

Important Caution: Recognize that constantly going to senior leadership for exceptions may in the short term gain a minor objective while at the same time, doing so was ‘overall signaling’ that the system may not ever work on its own, was eroding necessary overall system confidence, was bypassing an opportunity for staff development, and likely stifling the initiative of the senior leadership’s subordinates.

‘Take-away’ Technique: Share widely internally the ongoing developments in the evolution

Sustainment system improvements also had to be very widely and rapidly shared throughout the many other aspects of the coalition beyond the sustainment community. This is because

‘new changes’ became the ‘talk of the moment’ and as the change improvements got widely disseminated, every Afghan that received the update would ask their coalition counterpart for confirmation. If the ‘confirmation’ were not pre-positioned in place within coalition counterparts prior to each Afghan asking for confirmation, then the process improvement would get delayed by a lengthy ‘back and forth’ about ‘is the change in effect yet?, Not yet – Oh yes, it is according to one but not according to the other, So and so who I have found says it has not changed yet, so I will do nothing to support it,’ and so on through the delay until all have been brought up to date with understanding of the process improvement.



# Bridging the gap between business and bullets

By Chief Warrant Officer-2 Robert K Hunter  
4th Sustainment Brigade SASMO

**A new way of doing old business**

A decade of war has made the Army become increasingly dependent on automated information systems of all types to conduct unified land operations. Support for these systems has become a necessity for the War-Fighter. Today’s Army Sustainment Brigade is the closet Army organization similar to a fortune 500 hundred company like Wal-Mart, responsible for moving commodities through distribution hubs around the world. I submit Army leaders at all levels must think like Soldiers and business executives evaluating procedures and metrics to increase efficiency and save tax payer dollars. A new way of doing old business requires leaders to think outside of the box to meet the Commanders intent with dwindling fiscal resources and personnel downsize. “In short we have to learn new way of doing more with less”.

The Installation Sustainment Automation Support Management Office (SASMO), 4th Sustainment Brigade, is responsible for executing Enterprise Resource Planning (ERP) for Logistics Information Systems (LIS) supporting III Corp, Directorate of Logistics (DOL) and 15 Non-Divisional Brigades on Fort Hood, TX. SASMO provides technical and tactical war fighter support by consolidating key sustainment functions outlined in FM 4-0 and ATP 4-0.6

SASMO comprises Soldiers from various backgrounds to include but not limited to, Signal, Logistics, Ordnance, Transportation and Medical Corps. Each Soldier brings functional knowledge and experience to support specific system or operations.

The SASMO tasked to “bridge the gap between business and bullets”. I must manage an extensive suite of Sustainment Information Systems (SIS) and specific commodity tracking requirements critical to Commanders and staffs of 15 Non-Divisional Brigades. Providing comprehensive information on all aspects of SIS support from the strategic to the tactical level requires me to use functional business tasks to accomplish an ever expanding mission. How can a section provide quality automation support for thousands personnel while planning split-based operations and integrate new LIS systems? Simple, staff members must think like a corporate executives and use proven business practices like Lean Sigma Six and Project Management to conduct Army business. This concept of centralized operations to support multiple logisticians and automation systems at various locations to increases efficiency at all levels.

**MDMP identifies the problem, business strategies solves the problem.**

Military Decision Making Process (MDMP) is a great tool the Army teaches leaders to help identify and solve problems. I submit that leaders also look at corporate business strategies to solve Army processing problems. Here three improvement strategies: Evolve and Involve, Empower Innovation, and Customer Centric training.

*Evolve and Involve.* Evolution requires species evolve to survive the ever changing environment. Leaders must evolve to not miss what they once had but create what they need through innovation. This includes use your current resources and the resources of adjacent agencies to support the Army mission. SASMO created a joint venture with the Communication Electronic Command (CECOM) Logistics Assistance Representatives (LAR). CECOM LAR assist the SASMO in training the Senior Logisticians and customers base with average historical knowledge of 20 years of experience. If there are other agencies or units that have a common interest or goal a joint venture could be the solution to limited manning cycles.

*Empower Innovation.* To empower Soldiers to introduce a new method or process of completing a task. Soldiers and junior leaders have the answers you are looking for, they just need to be reassured they can affect change at any level. Teach Soldiers the essentials of Lean Sigma Six and they will develop and be able to articulate on how to improve processes at each level of customer service. Teach junior leaders the basics of Project Management. Essentials of Project Management include time management, communication pipeline and fiscal effects of their decisions. Soldiers that understand the essentials of Lean sigma Six are able to identify complex processes that should be modified to increase process output. These developmental strategies helped to prepare junior leaders to make informed decisions and Soldiers to focus on efficiency.

*Customer Centric Training.* Logistics Soldiers are required to process maintenance jobs and order equipment using a 3D mindset. 3D Mindset is understanding the item requested, pipeline distribution and accounting allocations. The ability to resolve complex logistic automation problems required Soldiers to have knowledge of specific assigned duties. Customer Centric Training is to teach the most efficient way complete assigned duties at the location and time the best suits the mission. The most popular training structure has been doing 2 day formalized class room training then instructors transitioning to the customer work area for a 3 day on the job reinforcement training. Commanders from Company to Brigade level agree that this 1 week training method yields the greatness results for logisticians.

# 13th ESC CSM speaks at WLC graduation

By Capt. Monika Comeaux  
13th ESC PAO

The Fort Hood Noncommissioned Officer Academy, Families and fellow Soldiers celebrated the graduation of 201 Soldiers of Warrior Leaders Course Class 05-13 March 21 at Sadowski Field.

Command Sgt. Maj. Terry E. Parham, Sr., the 13th Sustainment Command (Expeditionary) senior noncommissioned officer was the guest speaker of the ceremony.

Parham complemented the students on their achievements. He cautioned them to do the right thing on and off duty, lead by example; meet military uniform, appearance and physical fitness standards. “Soldiers see you everywhere and they are paying attention ... Soldiers deserve the best, leaders, that is your task!”

He also shared a few words of encouragement. “Do not worry about making mistakes; making mistakes is part of the learning process.” Parham encouraged Soldiers to use as much of what they learned at the Warrior Leader’s Course as possible. “Soldiers will tell you that is ‘schoolhouse stuff.’ But remember, ‘schoolhouse stuff’ is doctrine.”

Sgt. Maj. William A. May, the NCO Academy commandant described some of the individual tasks Soldiers had to learn, leading up to a cumulating field exercise, which put every student to the test. “This could not have been achieved, if it wasn’t for the teamwork, attention to detail and discipline of the students, the teaching of the cadre and the Families’ support,” May said.

Several command teams from across Fort Hood came out to witness the

graduation, proudly displaying colorful unit guidons along the parade field. Staff Sgt. Richard E. Parks, a satellite communications systems operator/maintainer and platoon sergeant from the 207th Signal Company, 4th Special Troops Battalion attended the graduation with his commander and first sergeant, to support his Soldiers.

“I have three of my Soldiers from my platoon graduating. One made the commandant’s list and he was going to lead the NCO creed,” Parks said.

He prepared his soldiers by conducting clothing inventories, and rehearsing land navigation and drill and ceremonies with them. Parks also prompted his Soldiers to lead the physical fitness training in the mornings. It was very important to him that they succeed in such a fundamental course.



Photo by Capt. Monika Comeaux, 13th ESC PAO  
(ABOVE) Distinguished honor graduate, Sgt. Tyler M. Duran; honor graduate, Sgt. Amanda N. Baugh; the recipient of the Command Sgt. Maj. Jimmy Johnson Leadership Award, Spc. Francis Adam J. Sinsuat; the recipient of the Commander’s Challenge Award, Sgt. Brian L. Medley and the recipient of the Iron Soldier Award, Spc. Jorge A. Hennandez line up in front of the formation to receive their awards and honors during the graduation ceremony of Warrior Leader Course Class 05-13 March 21 at Fort Hood’s Sadowski Field.



(RIGHT) Command Sgt. Maj. Terry E. Parham Sr., the senior noncommissioned officer of the 13th Sustainment Command (Expeditionary) addresses graduates of the Fort Hood Warrior Leader Course Class 05-13 during their graduation ceremony at Sadowski Field March 21. Parham commended them on a job well done, highlighting the importance of junior leaders in the military.



# Vehicle swap mission saves Army money

*By Jean Dubiel*

*Fort Polk Guardian editor*

FORT POLK, La. -- The idea was simple enough: Fort Hood, Texas, had a crane destined for Fort Polk. Fort Polk had 12 Humvees destined for Fort Hood.

Rather than incur the cost of private shipping lines, contractors and piles of paperwork, not to mention scheduling that could take several weeks to work out, Mario Sorce, logistics readiness specialist for the Joint Readiness Training Center G4 (logistics), saw an opportunity to not only reduce that cost but also provide valuable training.

“When I recognized the (opportunity), I got in touch with III Corps and Fort Polk’s G4 to see what could be worked out,” said Sorce.

Once the mission was given a green light from III Corps, Fort Polk and Fort Hood, the 154th Transportation Company and 96th Transportation Company, both of the 4th Sustainment Brigade, Fort Hood, were tasked with bringing the 2.5-ton crane and a large generator to Fort Polk via heavy equipment transports, or HETs, which are large, multi-axle vehicles fitted with crane arms and sliding decks for loading vehicles. The Fort Hood drivers were all newly trained and this mission helped them become more familiar with the trucks and their loading procedures.

The crane was destined for the 1st Maneuver Enhancement Brigade and the generator for the 4th Brigade Combat Team, 10th Mountain Division.

Once the crane and generator were unloaded, 12 Humvees from Fort Polk’s 519th Military Police Battalion were loaded onto

the HETs for the trip back to Fort Hood, where they would be given to the 1st Cavalry Division.

The training benefit of this endeavor was clear, but an underlying principle was also at work: An Army initiative known as the “Logistical Support Operations Center,” or LSOC, which is intended to reduce the Army’s dependency on civilian contractors, save money and improve the overall efficiency and effectiveness of Army logistics.

Maj. Gen. Raymond Mason, Headquarters Department of the Army, deputy chief of staff, G4, explained the basics of the LSOC initiative during an Army Logistics conference in Austin, Texas, in January.

Mason said that while deployed to Iraq or Afghanistan, expeditionary sustainment commands, or ESCs, control sustainment brigades in theater, but at home higher headquarters units that are not logistics-oriented control these brigades.

LSOC, according to Mason, creates a formal mentorship relationship between the ESCs and other logistics units to help with training, mission support and overall

coordination and communication between units.

The end result equals a cost savings with the added benefit of real-world missions to support ongoing training.

In the Fort Hood/Fort Polk vehicle swap mission, this goal was achieved.

“This is proof positive that the concept of the LSOC can work,” said Sorce.

Sgt. Maj. Benny Valdez, Sorce’s military counterpart at Fort Polk’s G4, agrees.

“This (venture) puts Fort Polk on the map with Major General John O’Conner, FORSCOM deputy chief of staff, G4,” said Valdez. “It is a test of systems that not only track the ongoing mission in real time, but also prepares (units) for real world missions once deployed.”

The additional benefit is the cost savings.

“It really helps us utilize funding for transporting equipment,” said 1st Lt. Jesse Kangas, convoy commander, 96th Trans Co. “When you add in the (HET driver) training, it accomplishes two things at once.”

Sorce said he predicts there will be more lateral transfers of assets between installations as the LSOC initiative grows in its implementation Army-wide.



The 154th Transportation Company and 96th Transportation Company, both of the 4th Sustainment Brigade, at Fort Hood, Texas, were tasked with bringing a 2.5-ton crane and a large generator to Fort Polk, La., via heavy equipment transports, or HETs.

A humvee is prepared for transport at Fort Polk, La., by members of the 154th Trans. and 96th Trans. Co. from Fort Hood. The units delivered a 2.5-ton crane and a large generator to Fort Polk via heavy-equipment transports, or HETs, and then returned to Fort Hood with 12 humvees that were being permanently transferred between the installations.



# Phantom Support provides sustainment training assistance for Wranglers CPX-F

*By Staff Sgt. Jason Thompson  
13th ESC PAO*

Soldiers from the 13th Sustainment Command (Expeditionary) provided operational controller oversight for 4th Sustainment Brigade Soldiers as they engaged in their Command Post Exercise-Functional April 8-18 at the Mission Command Training Center on Fort Hood, Texas.

Providers from 13th ESC also worked alongside some available trainers from U.S. Army Combined Arms Support Command and U.S. Army Forces Command for the duration of the training.

For the exercise, 4th Sust. Bde. Soldiers replicated Combined Joint Task Force – Caspian Sea sustainment operations by using a realistic battle rhythm, Army Battle Command Systems, Tactics, Techniques, and Procedures, and best business practices. The exercise was designed to assist with preparation of the sustainment brigade staff's functionality as they prepare for their next mission.

The 4th Sust. Bde. and 13th ESC Soldiers worked with the additional outside resources through this training exercise in order to further develop future training opportunities and to help establish a standard for how the Army will train other sustainment brigades in the future.

In the past, higher commands would send a more formidable group of trainers for an exercise of this level, said Col. Steven A. Cook, 13th ESC G3, adding that to help conserve available funds, 13th ESC stepped up to serve oversight and prepare the Wrangler Brigade for future missions while also assisting the Army to develop sustainment brigade level



Photo by Staff Sgt. Jason Thompson, 13th ESC PAO  
Sgt. 1st Class Sheena Sanders discusses exercise operations with Capt. Sharia Rodriguez, both with the 13th Sustainment Command (Expeditionary), during the 4th Sustainment Brigade's Command Post Exercise-Functional April 8-18 at the Mission Command Training Center on Fort Hood.

training for other units.

"What I want you to look at, from your point as an ESC staff or brigade staff, 'does this stuff really replicate the systems that I would be using when I'm in these situations,'" said Brig. Gen. Clark W. LeMasters, commanding general of the 13th ESC.

"The Sustainment Brigades were built during war time; there hasn't been an opportunity to test drive the model before putting it into action," he continued, adding that in order to grow, it's important to learn from past experiences and improve. "We're going to look at the training available

and annotate where it can be improved for ensuing training opportunities with other sustainment brigades."

Col. Mark Simerly, commander of the 4th Sust. Bde., looked at this exercise as not only an opportunity to train his staff in order to prepare for future missions, but also an opportunity for all involved on the many levels to learn.

"We have one targeted training objective during this training exercise, and that is to train and prepare the brigade – but everyone involved will be able to take something out of this training opportunity," said Simerly.

# 13th ESC Soldiers complete contracting officer representative class

*By Staff Sgt. Jason Thompson  
13th ESC PAO*

Eight Soldiers from the 13th Sustainment Command (Expeditionary) Support Operations completed a two-day Contracting Officers Representative's course held at the Fort Hood Education Center March 19-20.

These individuals are now able to serve as a direct liaison between a contracting officer and the contract executor to ensure required work is completed to the level in which a contract is agreed upon.

The contracting officer's representatives play a critical role in ensuring that contractors meet the commitment of their contracts. They assist with proper development of requirements and assist contracting officers in managing contracts.

"The COR is the only individual making sure the government is getting what it pays for," said Sgt. 1st Class Willie Signil, contracting officer and lead instructor with the 901st Contingency Contracting Battalion. "The contracting officer overseas numerous contracts at a time, so the only oversight on a project comes from the COR on the ground, thus making their job 100 percent invaluable."

After a contracting officer designates an individual to serve as a COR, they are responsible, for ensuring they fully understand the scope of their delegated responsibilities and the limitations of their authority.

Due to the important role CORs play in the fulfillment of contracts and ensuring tasks are completed correctly, the 13th ESC has placed extra attention on training Soldiers on the responsibilities of these representatives, since several members of the unit acted as CORs during their recent deployment to Afghanistan, at times overseeing multi-million dollar contracts.

"It's important that as many people within the command receive this training as possible," said Maj. Tatiana Quintana, financial management officer, SPO, 13th ESC, noting also that the class would provide a great base knowledge for all Soldiers as well as CORs. "Not only as 13th ESC personnel, but as senior leaders and Soldiers we will always be around contracts in some form or fashion and this training will be useful for all future endeavors."



Sgt. 1st Class Willie Signil, contracting officer and lead instructor with the 901st Contingency Contracting Battalion, discusses contracting operations with Soldiers from 13th Sustainment Command (Expeditionary) during a Contracting Officers Representative's course held at the Fort Hood Education Center March 19-20.



# 101st Sustainment Brigade 'Lifeliners' case their colors

By Sgt. 1st Class Mary Rose  
Mittlesteadt

101st Sust. Bde. PAO

FORT CAMPBELL, Ky. — The 101st Sustainment Brigade "Lifeliners", along with the brigade's 101st Special Troops Battalion, case their colors in an outdoor ceremony, April 12, at Fort Campbell, Ky.

Col. Charles R. Hamilton, the brigade's commander and his senior noncommissioned officer in charge Command, Sgt. Maj. Eugene J. Thomas Jr., simultaneously with Lt. Col. Derek G. Bean, the battalion's commander and his senior noncommissioned officer in charge Command, Sgt. Maj. Christopher T. Crawford, roll their colors and sheath them in sleeves. Both the brigade and its special troops battalion colors will remain encased until the two units arrive in Afghanistan later this spring. The act of casing the colors is an Army tradition that symbolizes a unit's upcoming deployment.

This deployment will be the brigade headquarters' third deployment to the Afghanistan theater in five years and marks the Lifeliners sixth deployment between Operation Iraqi Freedom and Operation Enduring Freedom, since 2001.

"We are deploying with a group of highly experienced Soldiers to execute a very important mission and I am confident that the Lifeliners Soldiers will have a successful rendezvous with destiny," said Col. Charles R. Hamilton, the brigade commander prior to casing the brigade's colors. The mission for the Lifeliners in Afghanistan "is clear", added Hamilton. The brigade will provide sustainment support and retrograde operations. The brigade will also be providing sustainment support to the



Photo by Sgt. Leejay Lockhart, 101st Sust. Bde. PAO

Col. Charles R. Hamilton and Command Sgt. Maj. Eugene Thomas, the command team of the 101st Sustainment Brigade, 101st Airborne Division (Air Assault), case the brigade colors April 12, at Fort Campbell, Ky. The color casing ceremony is one of the final events for the unit before it deploys to Afghanistan later in the spring.

Soldiers of Regional Command-East, commanded by Fort Campbell's Maj. Gen. James C. McConville.

"One of our primary missions will be retrograde operations in a land locked country," said Hamilton. Along with the brigade headquarter's special troops battalion, the Lifeliners will pick up two additional battalions downrange and several other detachments to ensure our mission will be met.

"We will have the task of retrograding our fair share of 35 thousand vehicles and 95 thousand

shipping containers," said Hamilton. "The theme here is that Lifeliners have been in the fight since shortly after combat operations began in 2001.

"Our soldiers have trained hard and are fit, trained and disciplined and ready to execute this mission."

In closure Hamilton recited an inspirational quote by Dr. Martin Luther King, "The ultimate measure of a person is not where they stand in moments of comforts and convenience but where they stand in times of challenge and controversy."

# 'Rough Riders' take on recovery mission

By Sgt. Khor Johnson

43rd Sust. Bde. PAO, 4th Inf. Div.

KANDAHAR, Afghanistan — A few weeks after arriving in Afghanistan, Soldiers of the 43rd Sustainment Brigade, 4th Infantry Division, said farewell to their brothers in arms, the 593rd SB, during a transfer of authority ceremony at Kandahar Airfield, March 3.

The 593rd SB, U.S. Central Command Materiel Recovery Element, appropriately nicknamed the "Trailblazers," was the first unit to take on the CMRE mission in Kandahar and paved the way for the Rough Riders to continue the operation.

"(We) entered into theater at less than 50-percent manning, 50-percent equipment, on short notice, with no culminating training event, no predeployment site survey and no benefit of a relief in place or placed framework," said Col. Douglas McBride Jr., commander, 593rd SB. "Nine months later, we have truly blazed a trail and set the conditions for all current and future CMRE operations to follow."

Since Coalition Forces' initial offensive against the actions of the Taliban and the Al-Qaida terrorist group, a substantial amount of infrastructure and materiel has been accumulated within Afghanistan. As Coalition Forces continue their responsible drawdown, the Rough Riders will strategically and fiscally recover assets from within Afghanistan.

The transfer of authority ceremony signified the Rough Riders taking the lead role in the CMRE mission in Afghanistan. After a seamless transition by the Trailblazers, the Rough Riders leadership said they intend on not only accomplishing their set goals within the recovery mission but taking the mission to the next level.



Photo by Sgt. Khor Johnson, 43rd Sust. Bde. PAO, 4th Inf. Div.

Col. Todd Heussner, left, commander, 43rd Sustainment Brigade, 4th Infantry Division, and Command Sgt. Maj. Anthony Traylor, brigade senior enlisted leader, uncasing the unit colors during a transfer of authority ceremony at Kandahar Airfield, Afghanistan.

"We have great leaders and we have great Soldiers who have prepared hard, are creative problem-solvers and are ready to attack this problem," said Col. Todd Heussner, commander, 43rd SB. "We will make tremendous progress, leave this area better than we found it and make sure that the folks who follow us will be in a great position to finish this up."

McBride said he expects to see great success with the 43rd SB taking over the mission.

"The trail has been blazed and the conditions have been set for the 43rd SB to build upon the foundation and successes of the first nine months and take it to the next level of excellence," said McBride. "The Army could not have picked a better command team or unit to come in behind my Trailblazers."

The 43rd SB deployed Feb. 9 to Kandahar Airfield for a nine-month rotation in support of Operation Enduring Freedom.



# INACTIVATION

## Closing chapter in unit's legacy

### *LifeLiners case colors, close book on storied 305th Quartermaster Company*

*By 1st Lt. James Seguin  
and 1st Lt. Damon E. Derby  
101st Sust. Bde.*

FORT CAMPBELL, Ky.— Sitting in the office of Col. Charles Hamilton, commander of the 101st Sustainment Brigade “Lifeliners” at Fort Campbell, Ky., it’s clear that he has stories to tell. The photos, plaques, and coins accumulated over three decades of military service let you know that, but they are only evidence. They are not the story. As he sits behind his office desk near the end of another long day, catching up on email, he recounts a particular story some 20 years ago about a run he led as a company commander through the streets of Yongsan Garrison, Korea.

“The motto was ‘Fired up, 305th’,” Hamilton explained, referring to his time as commander of the 305th Quartermaster Company in Yongsan. “Back then we were the biggest company so we could be pretty loud. One morning we were running down the street early and waking up people in the housing area. A Lieutenant Colonel came running out to talk to me about it... saying ‘Hey I don’t know if you’re supposed to be running this close to housing.’ But the unit was so loud and fired up that he just kept running with us the whole time.”

It’s a simple story, and one that sounds familiar to nearly every Soldier who has spent more than a day in the Army.

It’s also a snapshot in history for 305th, when the company was over 400 Soldiers strong in Korea and responsible for processing all supplies that entered the

country through their Supply Support Activity (SSA). For (then Captain) Hamilton, it was one of those memories cherished from his command time with his former company.

Fast-forward 20 years to December 13, 2012 at the Passenger Processing Center (PPC) at Fort Campbell. Col. Hamilton sits among a modest crowd of Soldiers, leaders, and family members gathered in a cavernous bay as the colors of the 305th Quartermaster Company are furled and cased during an inactivation ceremony. With him is his longtime friend and also a former commander of 305th, Col. Jason Vick, who flew in especially for the occasion. For the current Soldiers of 305th, it’s the culmination of months of hard work to inventory, process, turn in, and transfer hundreds of pieces of equipment in preparation for this day. It’s the final page in this chapter of the 305th. But it’s not the whole story.

First Lieutenant Damon Derby, the last commander of 305th and the Officer that oversaw the inactivation of the company, has his own tale to tell. Shortly after first getting to Fort Campbell and 305th in April of 2010, he realized that he was becoming part of a tight-knit unit. He recalls a promotion ceremony his first day – watching a newly pinned sergeant get dunked in a vat of who-knows-what, per company tradition. He also recalls what the atmosphere was like prior to his first deployment.

“I remember leaving for deployment to Iraq in May 2011; all of the anxiety and excitement when we were saying goodbye to our families. It was my first deployment. Just before stepping off the plane in Kuwait they told us it was 99 degrees, and it was almost midnight. My platoon sergeant looked at me and said ‘welcome to deployment.’”

Then commanded by Capt. Ervin Williams, 305th deployed from May to December 2011 in support of Operation New Dawn. The company played a vital role during retrograde operations in Iraq, operating the largest SSA and Container Repair Yard in theater, as well as

the Mobile Redistribution Team Yard in Balad. Among 305th’s accomplishments during their shortened deployment, they processed over 300 million dollars worth of equipment back into the Army supply system and pushed out hundreds of containers before closing down the Container Repair Yard. This was 305th’s third deployment to Iraq since 2005, and yet another chapter in their long and proud history.

The inactivation of 305th Quartermaster Company is part of the Army’s strategy to move certain support capabilities towards the reserve component, particularly those with water purification assets. In fact, 305th was the second direct support quartermaster company in the 101st Sustainment Brigade to be inactivated in just three months. However, this was not the first time the unit has cased its colors.

Since first constituted as the 305th Quartermaster Company on March 20, 1942, the unit has transformed numerous times throughout its lineage dating back to World War II. In fact, this was the fifth time the company has been inactivated, with numerous re-designations and relocations along the way ranging from New York to Vietnam to Thailand – to name a few. The 305th only recently moved to Fort Campbell in 2006, after a 34-year stay in Korea.

Through all of the relocations, re-designations, personnel and equipment changes, the legacy of the 305th Quartermaster Company is carried by the Soldiers who have written its history. It’s written with the blood and sweat shed during many deployments and the long days out on the range. It’s written with the cadence of an early morning company run that wakes up the neighborhood and the stark reality of a first deployment. Staff Sgt.



Photo by Sgt. 1st Class Mary Rose Mittlesteadt, 101st Sust. Bde.

The leadership of 305th Quartermaster Company, 129th Combat Sustainment Support Battalion, 101st Sustainment Brigade “LifeLiners,” 1st Lt. Damon E. Derby (right), company commander, and 1st Sgt. Richard Fairley, company senior noncommissioned officer (left), encase their company guidon during a ceremony held at Fort Campbell, Ky., Dec. 13. The 305th QM Co. has had a long history of activation and deactivations as it has supported our country’s missions for nearly 75 years.

Corey Somerville carries a piece of the legacy through his memory of “burning the midnight oil” in the SSA in preparation for inspections; working overtime to uphold the standard of excellence passed down from those before, and ultimately writing his own piece of 305th history.

With the current economic climate and plan to continue downsizing the Army, it is unlikely that we will see the activation of 305th or similar units any time soon. But judging from history Col. Hamilton says not to rule out the possibility in the future.

“I think that when called upon as we go into other conflicts... they will again be activated and surge, and over a number of years either in garrison or into a conflict, they’ll serve,” Hamilton said. “Their flag will resurrect again one day.”



# 13th ESC Soldiers briefed on retention options

By Staff Sgt. Jason Thompson  
13th ESC PAO

Career counselors from the 13th Sustainment Command (Expeditionary) talked with approximately 50 Soldiers from the 13th ESC and the 4th Sustainment Brigade regarding different retention options available during a retention brief at the 13th ESC Soldier and Family Readiness Center March 22.

The Soldiers who attended the brief are slated to either end term of service or reenlist to remain in the active duty Army.

Master Sgt. Humberto Flores, the senior career counselor for 13th ESC, led the briefing which featured subjects such as future possibilities for the Soldiers ability to reenlist, reenlistment options available for various occupational specialties, and different benefits available to Soldiers dependant on the options they choose.

Throughout the briefing, Flores emphasized one subject more than any other; education.

“The number one thing I want to share, regardless if you’re getting out or staying in, (is that) it’s important to take the necessary steps to prepare yourself for transition to civilian life,” said Flores. “While you’re in, take advantage of the opportunity to receive as much education while you’re still in, both with military training and civilian education.”

“If you’re staying in, the education and training you pursue will help to build you into a stronger leader and Soldier and prepare you to go on to great things for the Army,” Flores continued. “If you are moving on to a new chapter outside the military, it will give you an additional step towards whatever goals you have moving forward.”

Flores also stressed the importance of taking advantage of whatever options are available within reenlistment when they come available, as they are not always going to be available.

“For example, for the MOS ‘88M’ (motor transport operator) there are only 45 slots in the entire 13th ESC we can reenlist to stay,” explained Flores



Photo by Staff Sgt. Jason Thompson, 13th ESC PAO  
Master Sgt. Humberto Flores, the senior career counselor for 13th Sustainment Command (Expeditionary), discusses career options with Soldiers from the 13th ESC and 4th Sustainment Brigade during a retention briefing at the 13th ESC Soldier and Family Readiness Center March 22. The Soldiers who attended the brief are slated to either end term of service or reenlist to remain in the active duty Army.

referencing the Commander’s Allocation Process which allows commanders to retain a limited number of Soldiers serving in an over strength MOS or skill level. “However, once those available slots are filled, Soldiers with that MOS will be required to either reclass or get out.”

Flores went on to say that if anyone had any additional questions or needed clarification, the best source for information would be to meet with the Soldier’s career counselor.

The Soldiers in attendance were presented with a lot of information and many walked away with more clarity as to the options available to them.

“There was a lot of great information that was put out that I was not completely aware of,” said Spc. Pedro Perez, an automated logistics specialist with the 289th Quartermaster Company, 553rd Combat Sustainment Support Battalion, 4th Sust. Bde., 13th ESC, who said he was in the process of discussing his options with his Family, and had not yet decided if he was to reenlist. “It’s good to see exactly what all my options are and it’ll help me decide on what my future holds.”

Soldiers can also look on [ArmyReenlistment.com](http://ArmyReenlistment.com) for additional information.

# Provider couples ‘Up-Armor’ their marriage

By Staff Sgt. Jason Thompson  
13th ESC PAO

Maintaining readiness of the Soldiers within a formation is more than simply ensuring passing scores on an Army Physical Fitness Test or qualifying with an M-16 rifle; it’s also about building the strength of the Soldier’s support system.

The leadership of the 13th Sustainment Command (Expeditionary) understands that the strength of the unit begins with strength in a Soldier’s Family.

Maj. Ernest Ibagna, the 13th ESC chaplain, invited Doug Snyder, professor of clinical psychology at Texas A&M University in College Station, Texas, to teach a marriage enrichment seminar March 6 at the Spirit of Fort Hood Chapel focusing on Up-Armoring the Marriage. Snyder said he’s worked with military chaplains for more than eight years addressing different counseling techniques for married Soldiers.

More than 20 Phantom Support Soldiers and their spouses participated in the marriage seminar focused on providing tools needed for the couples to strengthen their marriages subsequent to the return of 13th ESC from deployment to Afghanistan in December.

“The work today is all about ‘Up-Armoring your Marriage,’” said Snyder. “It’s not about fixing broken marriages, it’s about taking marriages and strengthening them and making them work better.”

The main topics covered in



Photo by Staff Sgt. Jason Thompson, 13th ESC PAO  
Lt. Col. Robert Rodefer and his wife Denelle Rodefer discuss marriage communication strategies during a marriage enrichment seminar at the Spirit of Fort Hood Chapel March 6. Rodefer serves as the chief of staff for 13th Sustainment Command (Expeditionary).

the seminar were: dealing with stress, learning how to communicate in ways to solve differences in a marriage, coping with differences, keeping the spark alive with physical and emotional intimacy, and dealing with the deployment cycle.

Snyder said that he’s given this class previously and has received positive feedback from the Soldiers, stating that “Couples value the opportunity to remind themselves what healthy communication looks like, they value the opportunity to perfect some new communication skills, but a lot of

them really value the opportunity to just come together, take a break from the normal daily routines and dedicate an entire day to sit down and figure out, ‘how can we make our marriage better.’”

The Soldiers who attended this seminar said that they appreciated the opportunity afforded to them, believe the training will be beneficial and looked forward to practicing their newly learned techniques at home.

“It’s great to see from the leadership that they are concerned about the strength of our Family units as well as

the mission at hand,” said Spc. Joseph Weikum, a radar technician with the 13th ESC Support Operations. “It makes me feel better prepared to serve wherever I’m called.”

Alicia Weikum agreed with her husband, adding, “It’s important to attend, especially with your spouse. It definitely feels like the leaders value you and the Family together as a single unit.”



Photo by Staff Sgt. Jason Thompson, 13th ESC PAO  
Pfc. Johnny Watkins and his wife Kyrina Watkins practice healthy communication techniques during a marriage enrichment seminar at the Spirit of Fort Hood Chapel March 6. Watkins is an automated logistical specialist with 565th Quartermaster Company, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary).



# Phantom support leaders learn about individual's 'wiring'

By Capt. Monika Comeaux  
13th ESC PAO

Senior leaders of the 13th Sustainment Command (Expeditionary) learned about the Real Life Management system during a leaders' professional development session March 26 at the Texas Land and Kettle restaurant in Killeen.

Capt. Robert Cook, chaplain and III Corps RLM subject matter expert, himself a firm believer and an active user of the system for the past 10 years, taught the session.

Leaders had to arrive having completed a three-minute survey, which provided them with scores in four categories: Tactical (T), rational (R), impulsive or independent (I) and mellow (M). The four categories are represented by the first letter of each word: T, R, I and M.

In each category, respondents are asked to circle any or all of the 10 listed adjectives which describe them. The number of adjectives circled will provide individuals with a four-digit number. Each of the four categories has to have its own assigned numeric digit - identical scores are not allowed.

Respondents then arrange the four letters in decreasing order of their numerical score, so respondents will end up with 32 different variations of the four letters, which, correspond to the individual's "wiring," according to the book "The 3-Minute Difference," which was written about Real Life Management.

The book also provides a more extensive explanation on what various scores and letter variations reveal about people.

"I have seen this material and I actually got some training in this material," said Lt. Col. Brian P. Crane, 13th ESC command chaplain.

When the 13th ESC came back from their deployment to Afghanistan, the material was presented to the command



Capt. (CH) Robert Cook, III Corps executive wellness coach, talks to senior leaders of the 13th Sustainment Command (Expeditionary) during a leader professional development session March 26 at a restaurant. The unit places special emphasis on Comprehensive Soldier Fitness. Cook taught his audience about some basic personality traits which define what individuals find important in life and at work. Cook also explained that most issues in life stem from money, relationships or health. So if leaders are able to identify issues in their own lives and their Soldiers' lives at an early stage, those issues can be dealt with.

team, who liked what they saw. So much so, that Brig. Gen. Clark W. LeMasters, the commander of 13th ESC, sat in the first row for the training and spoke about it enthusiastically to his subordinates before the session begun.

"The biggest thing is just to be honest about the assessment because you can skew it if you want to," said LeMasters. "It is about understanding each other - when I start seeing these looks on people's faces as Chaplain Cook goes through it, I will know that we are getting it right."

Cook explained that most issues in life are grouped around three things: health, money and relationships.

He asked the poetic question, "If participants knew each other's wiring, their own soldiers' wiring, their bosses' wiring or their family's wiring, would that help them with assisting them with issues or communicating more effectively?"

Cook also believes that leaders must connect the dots of suicide, domestic violence and sexual assault to relationship, money and health issues, and the RLM survey allows users to do this.

Since all participating leaders had to display their own four-letter code, Cook was able to quickly highlight certain individuals' characteristic traits and do a little compare and contrast.

Cook's event went as far as describing LeMasters' personality, using another individual in the room as an example, with the same four-letter wiring as the commander.

"Whatever I say about her is true about your commanding general," Cook said.

Participants were rolling with laughter when Cook, never having been to any of the unit's command update briefs, described the level of detail LeMaster likely demands in data presented to him.

Cook also taught participants how the first letter of their "wiring" is their strongest trait, whereas the last letter is usually something individuals with the particular wiring feel very uncomfortable to do.

For example, someone with a "TRIM" wiring is likely very detail oriented, precise, punctual, and demands respect, however they are uncomfortable when they are patted on the shoulder or when they need to express their emotions. People with a wiring that starts with an "MI" or an "IM" are more relaxed, loving and kind, but often base their decisions more on their emotions and not so much on facts and figures, said Cook.

Cook shared that ever since he has been exposed to Real Life Management, it influences everything he does as a father, a chaplain or a leader. Before he joined the military and worked at a school, he even used the three-minute survey during a teacher's hiring process.

"It is very effective to help communications amongst groups of people who work together," Crane said.



Photo by Capt. Monika Comeaux, 13th ESC PAO

Capt. (CH) Robert Cook, III Corps executive wellness coach explains leaders of the 13th Sustainment Command (Expeditionary) how each person is 'wired' differently on March 26, at a Killeen restaurant. Cook made leaders with similar personality traits stand up, so other leaders could see who had similar personalities in the unit. Cook also expanded on each group's most typical characteristics, like being detail oriented, tedious, or just being fun-loving happy go lucky individuals who do not like paperwork or deadlines.

Cook has already trained 50 chaplains on Fort Hood, 15 of them have since changed stations and took the method with them.

Some units and leaders liked the system so much, that they made it mandatory to fill out the assessment upon arrival to the unit.

One commander made leaders display their "wiring" on their doors, Cook shared.

Cook claims that out of 200 Fort Hood senior leaders, he dealt with, 198 said that the test results described them 80 percent, and the remaining two said they were 60 to 70 percent correct.

In some of his closing comments talking about the effectiveness and practical applications of the system, Cook asked his audience the following, "When you get an officer evaluation report or a noncommissioned officer evaluation report, what does that represent?"

Then answered his own question, "The rater's perspective. So you better know what he is looking for."

According to Crane, members of the 13th ESC interested to learn more about the program will have future opportunities to do so.

RLM is a civilian enterprise, however one can complete the three-minute survey at [www.3minSurvey.com](http://www.3minSurvey.com) at no cost.

Individuals wanting to learn more about the system or would like to include it in their unit's Comprehensive Soldier Fitness Program, should contact their unit ministry team.

Additional information can be found on the Real Life Management website at [RealLifeManagement.com](http://RealLifeManagement.com).



# Providers, Lakewood Elementary celebrate Old Glory Day



Photo by Sgt. 1st Class Jason Kucera, 13th ESC PAO

Col. Kevin Vizzarri, commander, 166th Aviation Brigade, and his wife Dominika wave to Lakewood Elementary School students as they marched in a parade around the campus during Old Glory Day April 11, 2013, in Belton, Texas. The Army couple have children who attend Lakewood and said they appreciate the support the school gives military families.

**By Sgt. 1st Class Jason Kucera  
13th ESC PAO**

Fort Hood, TEXAS- At its annual Old Glory Day event, April 11, 13th Sustainment Command (Expeditionary) provided color guard honors at Lakewood Elementary in Belton, Texas.

The ESC and Lakewood partnered up through the Adopt-A-School program earlier in 2013.

“Old Glory Day is a patriotic event to get the kids aware of the military around us,” said Lori Hobbs, a fourth-grade teacher and the chairman for the school’s event. “The kids learn about the different military branches, learning about the flag and what the flag means and learning how to show pride in our country.”

Not only were a few Provider Soldiers present at the school for the day, local law enforcement visited the school as well as additional special guests. Wounded warriors, participating in the annual Ride 2 Recovery Texas Challenge, a 350 mile cycling journey from the Center of the Intrepid at Fort Sam Houston which winds its way to Fort Worth, Texas, also stopped in on a break to eat lunch and visit with the children.

School Counselor Leah McGuire, who also manages the adopt-a-unit program for Lakewood, said it had been about two years since they had Soldiers at the school, so they were more than excited for this day to come.

“I’d really like to see the program get to where it was

before. We like having the Soldiers out here so much. Tutoring, volunteering to spend time with the kids individually is great, too,” said McGuire. “Learning what it takes to join the military one day is really good for them to hear. Younger and younger we start teaching them about their future after they graduate high school.”

At one point in the morning, about 1,000 parents and friends were present to watch their children sing patriotic songs. For the sustainment Soldiers in the color guard, it was a great ceremony and day to be a part of, according to Spc. David Foster, a supply clerk from Headquarters and Headquarters Company, 13th ESC.

“It’s just really cool to be around the kids, they’re all really good kids and the staff here at the

school has been great. This is my first time doing something like this, so I’m just happy to be here,” said Foster.

Once the Soldiers and supporters riding with the Ride 2 Recovery coasted in on their various design of bikes, things at the school really got busy. With at least 200 active duty troops and veterans riding under their own power, there were also nearly 40 veterans on motorcycles from various regions of the country escorting throughout the entire route.

The children flocked to the riders, as well as the Soldiers, to plead for autographs on their “Old Glory Day” T-shirts and even their hands and arms. The constant bright smiles and cheery voices kept these combat veterans, of old and young, fully engaged as they could not take a breath before a little one searched for answers to their questions about anything and everything that had to do with the Army.

“It’s such a good feeling. It just makes you so proud to have the Soldiers that we have and how much we have respect for everybody,” said Hobbs. “I’m just proud to be here, proud to be free and it’s just such a great way for the kids to learn the same.”

The students then rotated through various classes taught from the Soldiers, Morgan’s Point Resort Police Department and Bell County Sheriff Department. They spent time learning about K-9 operations from the police and the Soldiers discussed the M-16A2 rifle, along with other topics that concerned the young audience.



Staff Sgt. Joe Contreras and Staff Sgt. Steven Choat, members of the color guard, Headquarters and Headquarters Company, 13th Sustainment Command (Expeditionary) sign their signatures on Old Glory Day T-shirts the students of Lakewood Elementary School in Belton, Texas, were sporting throughout the day’s events. The Soldiers also answered dozens of questions from the young, curious students throughout the visit.

Photo by Sgt. 1st Class Jason Kucera, 13th ESC PAO



## A man in a U.S. Army camouflage uniform, identified by his name tag as 'WEST', stands on a stage addressing a group of children. He is gesturing with his hands. The children are seated in the foreground, facing him. The background features a white brick wall and a red curtain.

In the end, Henry said he and the other Zoomers had a fantastic time and look forward to future opportunities to visit Fort Hood. “The Soldiers and everyone have been more than hospitable and have made the occasion memorable. We look forward to returning.”

Sgt. 1st Class John West, retention noncommissioned officer with 13th Sustainment Command (Expeditionary), talks with students at Marlin Elementary School during a career information presentation for the school's after-school program Jan. 25. West, along with Master Sgt. Humberto Flores, also a retention NCO with 13th ESC, were invited to speak to the students about what a Soldier does, a standard day for Soldiers at Fort Hood, and also opportunities available to Soldiers in the Army.

“The most important thing I hope the children take out of today is the importance of sticking to school and studying,” said Wornat, “and some of the different career paths that they are looking for, you can still do some of those things in the Army as well, as an alternative career opportunity.”

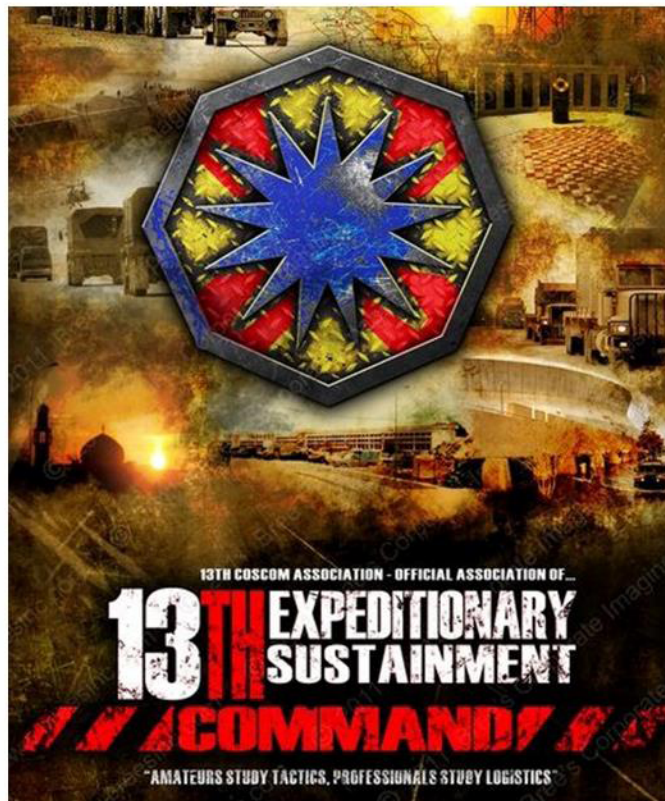


Spc. Cameron Mayer (left), with the 1st Cavalry Division's Horse Detachment, provides a tour to the Zoomers from Sun City, Texas, at the detachment April 25.





# ***13TH COSCOM ASSOCIATION***



## **WHO WE ARE:**

- Current and former members of the 13th ESC (and predecessor units)

## **WHAT WE DO:**

- Support the soldiers of the 13th ESC
- Maintain a tribute to 13th ESC fallen - the 13th ESC Memorial Pavilion
- Help educate the 13th ESC family - Provide two annual scholarships through AUSA
- Record the history of the 13th ESC
- Be the 13th ESC veteran connection
- Link 13th ESC to the local Community

## **HOW TO JOIN:**

- Sign up for a free membership on our website
- Send an email to [Contact13CCA@gmail.com](mailto:Contact13CCA@gmail.com)

## **HOW TO CONNECT:**

- Visit our website at [www.13cca.org](http://www.13cca.org)
- Like our page on Facebook (13th COSCOM Association)

## **HOW TO SUPPORT:**

- Make a donation to the Association via our website
- Buy a brick for the 13th ESC Memorial Pavilion (available on website)
- Volunteer to serve on an association committee

**[www.13cca.org](http://www.13cca.org)**