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COMMANDER'S COMMENTS

BG Owen W. Monconduit

HOOAH Engineers and Family Members!

Happy Mother's Day to all Moms. May and June present great opportunities to continue

training and partnering with our Iraqi Army Engineers towards increasing capacity. Focus on performing your military duties in an outstanding manner as we move forward in a continuous operations (CONOPS) environment.

My focus for this Engineer Express edition is on the criticality of family members to Soldiers' success in CONOPS. Genuine support from family members has been tremendous to date. CONOPS is demanding on every Soldier often because of the intensity of missions.

Departure ceremonies and Transfers of Authorities (TOAs) are distant, and it is very important that every Soldier systematically performs his/her occupational duty above military standards. Family members can sup-

port and strengthen their loved Soldier through cards, letters, emails, packages, and passing a memorable time during Environmental and Morale Leave (EML). Together, Soldiers and their family members, make the Engineers more effective.

Soldiers, remember safety outside of your immediate duty When conducting position. physical fitness training, walking through the base camp at night or just lifting a heavy object ensure you enforce safety Train with your measures. buddy, utilize your flashlight at night and keep your back straight when lifting. Practice safety measures even during Safety in theatre and EML. when on EML all counts to a

Safe Deployment = Safe Return.

Message from Castle 7

CSM Joseph Major

Greetings Engineer Soldiers, Partnership: What does it means and how do we achieve the goals of the Command teams of the 1st Cavalry Division (MND-B) and 225th Engineer Brigade?

First, we must understand partnership and how to utilize it with the Iraqi Army Engineers. Partnership with the Iraqi Army Engineers is sharing our training, experiences, and technical knowledge and understanding their cultures, mindset, and attitudes. We must also understand their lack of state-of-the-art military equipment. Our challenge is to work through the language

barrier and provide them with a coaching, teaching, and mentorship mindset.

Our goal is to partner with the Iraqi Army Engineer at every opportunity possible: route clearance missions, troop construction efforts, and midlevel leader training. The more partnership and training we do, the more Iraqi Army Engi-

neers take over area of responsibility in their Area of Operations (AO). We, as United States Army Engineer Soldiers, need to setup the Iraqi Engineer Soldiers for success. Share your experiences and knowledge with the enlisted, NCOs

and Officers of the Iraqi Army Engineers. Their success is our success. Remember team

work, team work, team work.

"Teamwork is the ability to work together toward a common vision – the ability to direct individual accomplishments toward organizational objectives.

It is the fuel that allows common people to attain uncommon results." Author Andrew Carnegie

Safe Deployment = Safe Return,

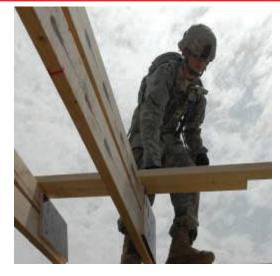
CSM Joe Major



On the Cover:

Photo by Scott Flenner

Spc. Todd Buckmeier from Wasilla, Alaska, moves purlines into place before he secures them to the B-Hut truss system. Buckmeier along with his fellow future Non-Commissioned Officer specialists are in the lead in the building of 30 B-Huts, a dining facility extension, and food prep area at combat outpost Carver, located in the southeastern outskirts of Baghdad, May



Editor: Maj. Pat Simon

Contributing journalists: 1st Lt. Janeene Yarber, Sgt. Rebekah Malone,

Scott Flenner

Chaplain's Corner

By Chap. (MAJ) Jeff Mitchell

What type of person do you want to be?

At the outset of Proverbs 1:20-22, four types of people are described; the naïve, the scoffer, the fool, and

the wise. The question to the naïve is, "how long, O naïve ones, will you love being simple-minded?" The naïve want to stay safe and keep things on the level

of simplicity. To

the scoffer the question is, "how long scoffers will you delight yourselves in scoffing?" The scoffer keeps things on the level of it's everybody else's fault and never takes responsibility for the only thing in life they can control, which is themselves. To the fool the question is "how long fools will you hate knowledge?" Solomon in Proverbs 1:7 states, "the beginning of knowledge is the fear of the Lord." The

starting place of knowledge is fear; that is, reverencing and honoring God for who He is. The fool says in his heart, there is no God. Do you see the progression? It goes from naïve to scoffing and

on to being a fool. Proverbs 1:23 is wisdom's invitation; "turn to my reproof." In other words, turn around from which ever one of the three you are and become wise. If you do, wisdom's offer is "and I will pour my spirit out on you and I will make my words known to you." In other words, I will pour the heart or spirit of wisdom out on you and I (wisdom) will reveal myself and my words

If you choose to be a person of wisdom, then the 30 other chapters of Proverbs which contain 100's of proverbs will be food to your heart. Other invitations to wisdom are Proverbs 2:4-5 and 3:13-18. Turn around and jump into wisdom!

of wisdom to you.

Chaplain Jeff Mitchell



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Joke of the Week

Submitted by Staff Sgt. Richard Hebert

The trip to the rifle range had been canceled

At one Army base, the annual trip to the rifle range had been canceled for the second year in a row, but the semi-annual physical fitness test was still on as planned.

One soldier mused, "Does it bother anyone else that the Army doesn't seem to care how well we can shoot, but they are extremely interested in how fast we can run?"

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Changing Command, Continuing Mission: "Steel Spike" Spartans Pass the Guidon By 1st Lt. Janeene Yarber; photos by Sgt. 1st Class Eric Padron









ABOVE: Childersburg, Ala., native Capt. Kimberly Cowlin addresses the distinguished guests, visitors, and Soldiers of the "Steel Spike" battalion after assuming command of Headquarters and Support Company, 46th Engineer Combat Battalion (Heavy).



ABOVE: Lt. Col. Matthew Zajac, commander, 46th Engineer Combat Battalion (Heavy), passes the company guidon to the incoming commander of Headquarters and Support Company, Childersburg, Ala., native Capt. Kimberly Cowlin, May 1.

RIGHT: Childersburg, Ala., native Capt. Kimberly Cowlin (left), assumes the duties of company commander of Headquarters Support Company, 46th Engineer Combat Battalion (Heavy), 225th Engineer Brigade, May 1. Lt. Col. Matthew Zajac (center), commander, 46th ECB (H), and outgoing HSC commander, Capt. Angela Smoot (right), from High Point, N.C., are also pictured.



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515th Sappers hunt IEDs By Scott Flenner



- Combat engineers from the 1st Platoon, 515th Sapper Company, completed another successful route clearance mission in Baghdad, April 30.

The 515th is somewhat of a special crew of route clearance personnel—special because during the past year within their deployment they have conducted more than 300 route clearance missions down some of the most dangerous roads all over central Iraq, never staying in one place for long.

"We started in Balad for a month, and then went to Adar near Tallil for four and a half months. Next came Striker then Kalsu....and now we are here in Baghdad," said Staff Sgt. Termayne Walker, from Lufton, Ga.

During their long journey transitioning from base to base, living conditions may have changed, food may have been a little different at the dining facilities, but one thing did not change, the mission.

That mission of the combat engineers with the 515th is simple — hunt down explosive devices planted along the roadside and get rid of them, making it safe for travel once again. No matter what base they happen to be stationed at when they depart for a mission, or what stretch of road they travel down that day, their presence increases safety for drivers on Iraq's roads. The 515th has just had the opportunity to see more roads then most teams.

"It is spectacular to work with Soldiers that are at this level of skill these guys just have it, they have it down. They have been doing this for the past year," said Guntersville, Ill. native 2nd Lt. Jacob Niewold, platoon leader, 515th Sapper Co.

The 515th was transferred to their current location on Camp Liberty to replace the 4th Engineer Battalion, 225 Eng. Brigade, Multi-National Division – Baghdad, who recently transferred combat theaters from Iraq to Afghanistan.

Funnies from the Front

On working out and eating right: "I've been eating healthy; in three months, I'd better be hot!" — Sgt. Danny Diaz, Chicago, Ill.

On the odd weather phenomenon in Iraq: "It was raining dirt on me!"
— Scott Flenner, Wamego, Kan.

"Rome wasn't built by going to meetings; it was built by killing those who opposed them."

— Author Unknown

MAJ Hall scored 296 points overall on the PT test, but was beaten on the 2-mile run at the finish line by the short-legged Malone: "Sgt. Malone made ESPN highlights on my a%\$!" — Maj. Willus Hall, Alexandria, La.

"I DEPLOYED FOR COMBAT, BUT THEN GARRISON BROKE OUT!"

— Author on door of Port-A-John

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Happy Mother's Day!

FOR MOMS

She was there at the beginning When the world was new to you -She was there to turn to happy times Those when, you were hurt or blue.

She was there to listen to your thoughts And when you asked, to give advice -She was there to tell you, "Those don't natch!" Or, "Hon, you sure look nice."

She was there with you at nighttime
To help you say your prayers _
She was there to tell you, "It's alright."
When you had a dream that scares.

She was there at morning time
To get you up and out of bed She was there when you didn't feel good (or
did)
To say, "You'd best stay home, instead."

She was there when you were hungry And when you had those dirty clothes -She was there when you needed her How she knew? Only heaven knows.)

She was there at the beginning nd she'll be there your whole life through She'll be there in your mind and heart Just like a mother is supposed to do.

Submitted By: Del "Abe" Jones

By 1st Lt. Jerry Rodriguez

Since TOA, the 225th EN these, 17 were personal one classified as other. With the being personal injuries, the 225th ages all soldiers to take the following precautions:

BDE has had 19 accidents. Of injuries, 1 was a vehicle accident, and majority of the recordable accidents EN BDE Safety office encour-

- Soldiers need to ensure that all issued PPE is on hand and serviceable. If the equipment is missing or unserviceable, the soldier should consult with supply to replace such items.
- Soldiers with pre-existing heat injuries need to self identify with their leadership. Supervisors need to know such heat injury history, as to
 prevent future heat injuries.
- Soldiers conducting physical fitness training need to stretch and perform/review their unit CRM prior to start of activity. If it is a non-organized sporting event, the team leader needs to conduct a hasty, onsite risk assessment and discuss with team members. Additionally, a medical plan needs to be incorporated into the assessment.
- Soldiers need to be mindful of their physical limitations. PT should be conducted during cooler times of the day (early mornings and late afternoons).
- Knife injuries have been a common problem throughout the BDE. Soldiers need to utilize the appropriate tool for the job. If a knife must be used, ensure to use knives safely. Always cut outward and away from your body.
- · When lifting weights, ensure that you have a personal spotter.

The 225th EN BDE Safety staff has seen a slight decrease in accidents in the past 2 weeks. The only way to continue this reduction in accidents is for individual soldiers to think safety and for leaders to get involved and make on-the-spot safety corrections.



Safe Soldiers

Staff Sgt. Lance Theriot's efforts as the HHC maintenance sergeant have ensured that all the equipment utilized by HHC Soldiers was operating safely. SSG Theriot's weekly hands on inspection of non tactical vehicles at motors tables ensure operator safety and operators continued maintenance of their

vehicles. He does this through instructing the vehicle operator in safe procedures to maintain their vehicles. SSG Theriot also functions on a BDE level to ensure the entire BDE remains safe and functional in his duties as the BDE maintenance NCO.



Pfc. Barry Tucker

By: 1LT Stephen Clements

It's an afternoon in early May, hours before the time to link-up and roll out to a horizontal construction mission in Multi-National Division-Baghdad area of operations. Pfc. Barry Tucker, of Addison, N.Y., is checking his tie-downs for a D7 bulldozer on the back of his 916 trailer.

"For something this big, you can't just count on the weight to hold it down. It can still fall off if you hit the right bump," Tucker said while adjusting the chains binding the bulldozer securely to the bed of the trailer.

In the Equipment Platoon of Headquarters and Support Company, Tucker and his fellow Soldiers are the workhorses of the 46th Engineer Combat Battalion (Heavy) when it comes to hauling building materials and heavy equipment around Baghdad. Whether its sniper screen gauze and fencing for force protection or pallet after pallet of plywood and Styrofoam for living quarters, Tucker has hauled a lot in his tour in support of OIF 08-10.

"One thing people try to take short-cuts on when they're loading up stuff for us to take out is they don't tie it down right. Sometimes they don't put but one or two straps for a lot of material, and sometimes they tie it down in pretty useless ways," Tucker explained. "That's why we have to come back through and check our loads, especially with Styrofoam, which will just fly off."

Even though the bulldozer weighs several tons, Tucker still makes sure to tie it down properly with chains at key points of the vehicle attached to designated spots on the trailer. His leadership also knows when to use the right kind of vehicle and trailer to move certain types of equipment.

When asked whether the bull-dozer fit the capacity of the 916 trailer, Tucker responded, "Yeah, this fits alright. What you want to avoid is having any of the load hanging off the sides or the back of the trailer. You also want to make sure it's not too heavy or tall, so you don't throw off the vehicle's center of gravity and cause it to flip."

In addition to ensuring the safety of his charge for the night, Tucker made sure he was safe in doing his job. While working, he had a buddy nearby to help with the tie-downs and in case something went wrong, and he made sure to wear gloves to protect his hands in case of accidents.

In the Iraqi sun, his sun glasses were a welcome relief, too.

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'Alpha Dog' oversight means quality of life for Iraqis

By Maj. Pat Simon

They call him "Alpha Dog" for staring down a "vicious" dog a few weeks ago, but Sgt. 1st Class Rodney Norby, Tioga, La., 225th Engineer Brigade, is really more of a gentle giant who oversees construction work being done at various sites throughout Abu Ghraib, May 4.

Nordby, a stout Soldier with a calm demeanor, is the Task Force Paxton engineer projects NCOIC for the 225th. He is currently responsible for quality assurance and quality control of some 27 projects that include anything as basic as patching a hole in the bathroom of a local clinic to the more massive undertaking of renovating a huge cold storage building for Iraq's largest milk factory that

was reportedly destroyed by terrorists in 0 0 "We'll have to knock down the walls and ceiling and basically rebuild it," said Nordby, referring to the 90 day project to gut and restore the fire damaged building which once housed large refrigerators for products like raw cheese and various types of milk.

Nordby said money for these types of projects is made available through brigade funds. When the work is done, Nordby said it will positively affect the lives of many Iraqis.

"It will increase the production level of the factory, which is now at about 20 percent," said Nordby. "That helps the government of Iraq get back on its feet, and it means more milk for the children."

One of the top civilian engineer advisors who is the liaison official between coalition forces and local contractors agreed that these kinds of projects will help create a viable economy for the people of Iraq.

"The milk factory is number one here and very popular in Baghdad," said Mudhafar Janab, a bilingual bicultural advisor. "When the work is done here, 100 or more Iraqis will be employed and it will improve the economy of Abu Ghraib. The people are starving. They need money to eat so this will help them."

At a nearby site, Iraqi civilians are building a school supply warehouse as part of the same program. Right now, the 153 schools in Abu Ghraib have no room for storage. Nordby said the warehouse will not only provide relief for the schools, but also room for school copy machines which are now on order and is expected to be fully functional in around three weeks.

Job sites like these take careful

four other inspection teams throughout Baghdad.

Ude said so far he is pleased with the work being done. He said the Iraqis will have something to feel positive about when construction is completed.

"It will show them, 'hey, look at what your government _____ is doing for you,'" he said.

"It is also a good deterto terrorist elements because it shows that progress is being made, and when you have 'Alpha Dog' on your side, that can only be a plus," Ude said with a smile.





oversight to make sure money is spent properly and standards are met.

"We're making sure they are doing what they need to do," said Lt. Col. Michael Ude, Hornbeck, La., the 225th engineer projects OIC who works closely with Nordby and other



School's in session: Task Force Paxton makes textbook improvements

by Sgt. Rebekah Malone

For Capt. Jackie Manton of Ponchatoula, La., the giggling of Iraqi school girls and the short legs of Iraqi boy's running to match his long strides are all the reward he needs at the end of a long day.

The 225th Engineer Brigade Soldier manages projects under Task Force Paxton of the 2nd Battalion, 112th Infantry. He said it is at night, back in his bed that the emotion of what he experiences as he watches daily improvements to the lives of Iraqi kids hits him.

"Any time you deal with kids and you see their smiling faces, it is a reward," Manton said, himself unable to keep from smiling.

cal, sewage and water improvements to replacing windows, installing ceiling fans and fixing inoperable bathrooms, all of which are aimed at making learning a little more comfortable for Iraq's youngest generation and future of Iraq.

The contracts awarded by brigade combat teams are checked regularly by a project manager for quality assurance and control. The manager acts as the liaison between the contractor and owner of the building, or in the case of the schools, the headmaster.

"Seeing a school come from having broken windows, no paint, restrooms not functioning to kids smiling and happy, waiting for the teacher to release them to wave to us, is an amazing feeling," Manton said. "I feel like I have the best job and am the luckiest Soldier in the brigade. It's a lot of work, but when you go home, you can feel good about yourself."

At Esrah, one of the schools engineering team visited, the U.S. Soldiers enforcing the scope of work for the contract is a relief for the teachers and headmasters concerned with providing quality education to their pupils.

"I know if the American's say something, they will do it," said Assistant Headmaster Abdul Wahed Mahmoud.





LEFT: Excited school girls in Balabak School in Nasr Wa Salem, greet Soldiers on April 29. The window the girls look out will have screens replaced and glass installed as part of basic civl capacity upgrades. RIGHT: Capt. Jackie Manton of Ponchatoula, La., project manager for the al-Wefag School talks to Amer Abed, owner of the construction company. Bottom left: Basic upgrades have allowed the students to have clean, running water.

Bottom right: A student gets a cool drink of water after recess at Esrah School in Nasr Wa Salem as part of the six schools in the neighborhood receiving renovations.

The project manager is currently responsible for 27 projects aimed at building civil capacities through small projects that collectively make a huge impact.

DEXAD BOTOF KSAL

On April 29, Manton's team visited six schools in the Nasr Wa Salam neighborhood of Baghdad that are in various phases of improvements from electri-





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A series of historical places in Iraq: Christianity in Iraq

Article & Photos by Foy Hartman, engagement coordinator

Before the arrival of Islam. thousands of Churches and monasteries dotted the plains of southern, central and northern Iraq. The ruins discovered in 1976 by an archeological team in the desert west of the holy Shi'ite city of Karbala are

believed to be the oldest Eastern Christian Church ever discovered. The church, known as Al-Qusair, was built in the 5th cen-120 tury, lam and two centuries



years before Dair Rabban Hurmiz, The Rabban Hurmiz the appear- Monastery Location: 34 miles north of Moance of Is- sul & 2 miles north-east of Al Qush.

before the spread of Islam in what is known today as Iraq. Nineveh became the hub of Christianity and remains the location of the monasteries which have survived.

The plain of Nineveh inhabited by the descendants of the ancient Assyrians was predominantly a Christian center up to few centuries after the 7th century Muslim conquest. From then on people of other nationalities such as Arabs, Turks, and more recently the Kurds migrated to the region.

Dair Rabban Hurmiz is the most famous and most visited monastery in Iraq. Dair Rabban Hurmiz was the holy seat of the Patriarch of the Assyrian Church of the East for several generations. Situated directly above a large cave in

the Al Qush mountain, until a few years ago, the monastery was unreachable by automobile nor did it have electricity or running water. The monks to act as support beams. relied on mountain springs and oil lamps for everyday life. it became a famous center The monastery contains sev-

eral eral ters, archs n

manuscripts as old as 1497, 'Baith Sahdeh' or 'house of tinued successfully until the martyrs', 'Baith U'matha' or Kurdish uprising in North

'house of baptism', and over 40 small caves used by monks scattered all over the Algush mountain. Some of the caves contain numerous carved writpertaining ings to the date of establishment as well as other historical details. The monastery also includes

large rooms carved in the ued to care for it till mountain stone including a today. large dining room able to hold over 100 monks. This truly

amazing (15 ft. high) dining room is completely carved inside the mountain with small vertical columns left

Built during (628-644 AD) of learning and religion, especially during the 10th wings 12th century during which including time many famous religious a church Assyrian scholars spent with sev- their lives in this monastery. al- The monastery was then a attacked by the Mongols. burial site The monastic life returned for saints to Dair Rabban Hurmiz a and patri- few years after, but on a smaller scale. In 1722, over (Baith 60 monks fled the monas-Sahdeh), tery after the attack by Musa library lim forces and took refuge currently in the nearby Mar Mikha contain- church in Algush. Monastic g life returned once again in 1808. The monastery con-

> Iraq between 1963-1974 which caused the monks and priest to vacate the mountain. The Chald e a n Church was able to return to the monastery in 1975 and has contin-



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Trusting the gear: Engineers walk away from attack

Photo and Article by Staff Sgt. Mark Burrell

Two deafening booms followed bright, orange flashes. The Mine-Resistant Ambush-Protected vehicle shook violently. Smoke engulfed the vehicle inside and out. The engineers travelling inside the MRAP in western Baghdad, April 25, knew they had just been attacked with two RKG-3 anti-tank grenades, but that wasn't all they knew.

"I pretty much knew it was over with, we got hit and braced for impact," said Staff Sgt. Scott Daigrepont, the personal security detail noncommissioned officer in charge assigned to the Headquarters Support Company, 46th Engineer Battalion, 225th Engineer Brigade. "I'm tremendously surprised it didn't breech," the Baton Rouge, La. native continued. "The armor and the glass are the only reasons we're alive, I guarantee it."

The 46th Eng. Bn. Soldiers survived the insurgent attack because of the heavily-armored MRAP and also because they were wearing the right personal protective equipment (PPE).

"It was a really loud metallic ding and a really big boom. The concussion felt like somebody kicked me in the chest," said Spc. James Belcher, the turret gunner from Paducah, Ky., also assigned to HSC, 46th Eng. Bn., 225th Eng. Bde. "All the glass on the right side flew up and over into the turret. The only thing that kept it from putting my eye out was my eyewear."

It wasn't a coincidence Belcher was wearing his eye protection; PPE is a ritual for these engineers.

"We check our [ballistic armor] plates to make sure the lot numbers aren't defective, the gunner's "The only harness to keep you in the turret so you don't get thrown out, eyewear 'cause you don't want

large scratches to make it defective, your Kevlar 'cause there are a few out there that are defective; and gloves because of burns and the heat of the metal on your weapon," explained Belcher from behind his dark

eye protection that stopped shrapnel just a few days prior while on mission.

Before every mission, the engineers check each other during pre combat and inspections, enforcing safety standards.

"Though we sit there and cry and complain about [PPE] everyday... when you need it and it comes down to it, this is why the commander says to wear it," a d m i t t e d Belcher. "We smiling and adjusting his

"The only thing that kept it

from putting my eye out

was my eyewear."

eyewear. "If I didn't have these, I'd have one eye right now, I'd be blind...it'd be a hell of a way to let down your team."

For these Soldiers, letting down

their team and not accomplishing the mission is unthinkable.

"Considering we were hit twice and the damage to the

vehicle, it could have been a mobility kill," stated Sgt. Michael Starkey, a personal security detail driver from Spokane, Wash., assigned to the 277th Eng. Co. attached to HSC, 46th Eng. Bn., 225th

Eng. Bde. Instead, the engineers had a mission to accomplish and continued on for the next seven hours.



wear all this equipment for a reason, but you don't see lit until you need it!" he added while added while make sure it is functioning.

Spc. James Belcher, a personal security detail gunner from Paducah, Ky., assigned to Head"It gives to the first gives and the rest of his crew do daily maintenance checks of all of their equipment to make sure it is functioning.

MRAP.

"It gives dence in equipment," Tacoma, native, Sg Paganister.

"We were still mission capable after all that," he continued. "I kept checking the gauges and they were good. We had seven people in that vehicle and we're all here to talk about it, so I'd say [the MRAP] is worth every tax

dollar!"

"It's like the NCO creed says, 'My two basic responsibilities will always be uppermost in my mind - accomplishment of the mission and the welfare of my Soldiers," said Belcher about why didn't iust thev return to base with damaged their MRAP.

"It gives you a lot more confidence in your equipment," added Tacoma, Wash. native, Sgt. Troy Bannister, a personal security de-

tail mechanic assigned to the 227th Eng. Co. attached to HSC, 46th Eng. Bn., 225th Eng. Bde., with a serious look. "You perform your job better when you have confidence in your equipment."

The 46th engineers survived an RKG-3 antitank grenade attack because they did the right thing, used the right equipment and had the right attitude. It is an important lesson that these engineers take to heart.

Daigrepont explained, "I got seven grateful guys that have lived through a hellacious attack!"



2009: Year of the NCO

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-PAO Team

"Four hostile newspapers are more to be feared thousand than a bayonets."

United States Army Non-Commissioned Officer Creed

NO one is more professional than I. I am a Noncommi sioned Officer, a leader of soldiers. As Voncommissi Officer, I realize that I am a member corps, which is known as "The Backb am proud of the Corps of Noncommiss will at all times conduct myself so as to br the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence bilities ment o

strive aware o my res titled shi soldiers a impartial wh ment.

two basic responsimind -- accomplishf my soldiers. I will ally proficient. I am d Officer. I will fulfill All sol**diers** are enide that leaderplace their needs onsistently with my will be fair and ninform ending both rewards and punish-

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

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