

Puget Sound

SUSTAINER

Spring 2011

Fighting to Become the Army Reserve's Best Warrior

Who
Will
Be
the
Best?

INSIDE:
Training to
Sustain -
Jointly

THE SHOOT HOUSE

Whirlwind Tour:
CAR Keeps Moving During First Trip
to Big Sky Country

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The Puget Sound Sustainer is an authorized, unofficial publication printed under the provisions of Army Regulation 360-1, and does not necessarily reflect the views of the Department of Defense or personnel thereof.

On the cover: Spc. Stephen M. Parnell, a chemical operations specialist with the 423rd Transportation Company, and Sgt. Steven N. Fairbanks, a wheeled vehicle mechanic with the 786th Quartermaster Company, race to become the first to cross the finish line in the Army Physical Fitness Test's 2-mile run during the 96th Sustainment Brigade's Best Warrior competition at Camp Williams, Utah, March 4, 2011. (Spc. Kayla F. Benson/358th PAD)

COMMANDING GENERAL:

Brig. Gen. Jonathan G. Ives

COMMAND SERGEANT MAJOR:

Command Sgt. Maj. Thomas Jennings
PUBLIC AFFAIRS OFFICER/EDITOR-IN-CHIEF:

Capt. Christopher Larsen
PUBLIC AFFAIRS NCOIC:

Sgt. Joseph A. Villines

JOURNALIST/LAYOUT EDITOR:

Cpl. Christopher A. Bigelow

364th Expeditionary Sustainment Command
Public Affairs Office
4570 Texas Way West
Seattle, WA 98199
206-301-2267



Whirlwind Tour:
CAR Keeps Moving During First Trip to
Big Sky Country

THE SHOOT HOUSE



Fighting to Become the Army Reserve's Best Warrior



**96th SB Logisticians
Turn "Purple"**

Training to Sustain - Jointly



STAR NOTES



Brig. Gen. Jonathan G. Ives

By now, you all know that the 364th Expeditionary Sustainment Command will be mobilizing this summer for overseas service.

Our mission in Kuwait will be an historic one. As all U.S. forces prepare to leave Iraq by the end of this year, it will be up to us to keep American forces supplied with everything they need to maintain their role during the drawdown, set the conditions for the transition from Department of Defense to Department of State-led operations in Iraq, and be prepared to reset Kuwait's theater sustainment posture in support of Central Command's operational requirements across its area of responsibility.

It's historic for other reasons as well. ESCs are a relatively new concept in military sustainment, and have only been in existence for several years. New ESCs are still being organized and activated. The 364th has been around for less than two years – not very long in Army time. Yet, we were the ones the Army asked for – by name – when the mission to support the draw-

down of the U.S. presence in Iraq was developed.

This deployment will be the first instance in which an ESC is used to its exact, doctrinal mission: providing deployed, expeditionary command and control capabilities for echelons above brigade logistics units. As our time in Kuwait goes by, we're also scheduled to support the 1st Theater Sustainment Command as it re-sizes its forward footprint, picking up responsibility for the entire sustainment mission in the Middle East.

The time to mobilization will pass quickly. We have much to do, and little time in which to do it. There are an incredible number of individual and collective tasks to accomplish before deployment, and I will be asking more of you as our mobilization date approaches.

It's absolutely necessary that all of us are personally and professionally ready to do our jobs in a combat theater. In the last issue of our magazine, I spoke to you about readiness. With our impending deployment, readiness takes on even more importance.

First and foremost, prepare your families. Are they aware of all the Army Reserve assets at their disposal, from family programs to medical care? As we move towards our mobilization date, our Family Programs and Yellow Ribbon staffs will be hosting a number of events to inform and educate our Soldiers and families about the support systems that exist throughout the Army Reserve to help them during our deployment.

Are your finances in order? Don't overlook financial readiness. Support issues, allotments, and something as simple as paying bills can become problematic when serving overseas. If you have questions, the G-1, finance office, or staff judge advocate's office can assist. Make sure you're ready!

Personnel and medical issues can often wreck a Soldier's deployability. Each of you must have current Department of Defense Form 93 and Servicemembers' Group Life Insurance policies. If you haven't, I urge you to do so as quickly as possible.

I am proud to serve with each and every one of you. As we get ready to deploy, the eyes of your families, our communities, and the Army Reserve are upon you. I know you will excel.

Sustain the Fight! ●

THE CSM's CORNER

This command is dedicated to excellence. Our noncommissioned officers are the finest in the United States Army Reserve and are committed to leading Soldiers at any time and any place.

As leaders, we must focus our attention on the professional development and performance of all enlisted personnel. I believe this begins with you, the first line leader.

The squad leader and section leader are the most important element in this process. You are the driving force behind our Army's readiness, discipline and strength. You have the responsibility to define and sharpen the knowledge, skills, and abilities of our enlisted Soldiers. Your task is not easy and will require patience, understanding and a genuine concern for the welfare and personal growth of our future leaders.

As the 364th ESC continues to prepare for deployment, first line leaders must actively engage at every level. Your character, integrity and understanding of the Army Values are paramount. You must be knowledgeable in your duties, diligent in your performance and courageous in your leadership. Your responsibilities are great and will have a profound impact on the command's ability to accomplish the mission.

Balancing our Soldiers' professional growth with mission requirements will be difficult. Leaders must prioritize and re-



Command Sgt. Maj. Thomas Jennings

main focused on every aspect of the mission, while at the same time taking into account the professional growth of our Soldiers. The decisions you make will have tremendous effect on our Soldiers, their careers and the ESC.

As leaders, you will enforce standards across the command. Good order and discipline are essential in our Soldiers' performance of duty. Provide stellar instruction, superior counsel and live the Army Values. Through your mentorship, Soldiers will remain vigilant, dedicated and professional. Remember: mission first, people always.

I challenge each of you to lead from the front. Establish yourself as a leader with integrity and courage. Be accountable for your actions and take responsibility for every Soldier on your team. Provide an environment that is respectful and dedicated to excellence in all that we do. Remember, you are the primary influence on our Soldiers, their professional development and performance in the United States Army Reserve.

Sustain the Fight, to the End! ●

364TH ESC
ON THE WEB

364TH EXPEDITIONARY SUSTAINMENT COMMAND

Now you can keep up with the 364th Expeditionary Sustainment Command anywhere!

Harnessing the power of the internet and social media, our soldiers are only a mouse click away!

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Chief of the Army Reserve, Lt. Gen. Jack Stultz and Leonard Wortman, chief of the Jefferson County Commission, sign a Community Covenant May 6 in Boulder, Mont. The covenant pledged mutual support between the community, the U.S. military, veterans. (Sgt. Daniel T. West/358th PAD)

Whirlwind Tour:

CAR Keeps Moving During First Trip to Big Sky Country

Sgt. Daniel T. West
358th PAD

BOZEMAN, Mont. – Almost 100 people turned out to welcome Lt. Gen. Jack Stultz, chief of the Army Reserve, on his visit to Bozeman and Helena during the first week of May.

Stultz was busy during his short stay. Events included a community covenant signing in an aging courtroom; a private tour of a military museum; lunch with the Montana Military Affairs Committee; a round-table discussion with fel-

low soldiers; and finally, the commissioning of six brand-new second lieutenants at Montana State University - Bozeman.

It was Stultz's first trip to Montana, and the number of activities kept him moving.

"That's one of the things that set him [Stultz] apart from other general officers I've known," said Maj. Casey Miner, Stultz's aide-de-camp. "He doesn't [just] limit himself to events which are traditionally considered to be three-

star level."

Stultz's down-to-earth nature showed throughout the trip, as he visited with soldiers and civilians from a number of Army Reserve units, including the 4225th U.S. Army Hospital, the 652nd Regional Support Group and the 478th Human Resources Company at Fort Harrison. After presenting an award to Col. Bradley Clair, the 4225th's commander, and promoting another soldier, Stultz sat down to a round-table discussion with the

group.

Stultz spoke on the state of the Army Reserve, saying Reservists had proven they can perform their duties professionally, and in many cases at a higher level than their active-duty counterparts, due to their civilian training in their job fields.

"The challenge as the Reserve moves forward," he said, "will be doing more with less, as our overall importance grows within the overall Army mission."

Soldiers need to be



Chief of the Army Reserve, Lt. Gen. Jack Stultz, presents his commander's coin for excellence to newly-commissioned second lieutenants following Montana State University's ROTC commissioning ceremony, May 7. (Sgt. Daniel T. West/358th PAD)

part of the solution and tell their leader when something isn't working, Stultz said.

"You need to tell me when we're doing something that doesn't make sense," he added. "You guys have got to give us some sanity."

After the presentation, he took a private tour of the Fort Harrison

museum and moved on to a luncheon held by the Helena Chamber of Commerce Military Affairs Committee. Those in attendance included Montana Lt. Gov. John Bohlinger and Brig. Gen. John Walsh, Adjutant General of the Montana National Guard.

Bohlinger spoke of the nature of Montanans,

their independence, tough-mindedness and patriotism.

"Per capita, Montana has the second-highest population of veterans," he said.

Additionally, Bohlinger pledged the continuing support of the state government for both the military and its veterans.

Stultz reiterated the

significance of the challenges facing the reserve components in the way ahead, recounting some of the changes he had seen over the course of nearly 40 years in the Army. Most significant, he said, was the increase in educated and motivated soldiers that has come with the evolution of the all-volunteer force.

"These people are a national treasure," he said.

Following the luncheon, Stultz headed south of Helena to the tiny town of Boulder, the Jefferson County seat. In a small ceremony at the county courthouse, town and county officials joined Stultz in signing an Army Community Covenant with both communities.

The signatories sat down in the high-ceilinged old courthouse to cement a public commitment to build partnerships supporting military members, veterans and their families. The commitment is a reminder that everyone can make a difference, the signers said.

Jefferson County Commissioner Leonard Wortman spoke of misplaced values in American society, which place more emphasis on celebrities than service members who put their lives on the line to defend American society. He strongly underscored the importance of the covenant in strengthening the bond between the American people and their service

Whirlwind Tour: continued

members.

Following the covenant signing, Stultz headed to Bozeman for the final event of his visit, commissioning the Army's newest group of second lieutenants.

After personally administering the oath of office to two of the six new lieutenants, Stultz addressed the group, stressing the significance of what had happened that day.

"You are now leaders," he told the lieutenants. "You will be looked upon to lead. At your units, you will have older, veteran soldiers looking to you to lead, to make the right decision on the battlefield. Standing there, taking that oath is not something to be taken lightly.

"I'll tell you," he said, "There's no better place to be."

He told the lieutenants they are standing on the shoulders of great individuals.

"You are the future, and the future is bright," he said.

After thanking the families for instilling the values of respect and love for country that would make the new lieutenants superior officers, and the support that would allow them to succeed, Stultz closed his remarks with a piece of advice.

He reminded them that the noncommissioned officer corps is the backbone of the Army, and what distinguishes ours from any other army in the world.

He told the new officers to listen to their NCOs, because they would make the lieutenants better officers. However, he urged caution.

"That doesn't absolve you from the ultimate responsibility," he said. "You are in charge."

The Inspector General: Serving Soldiers

Lt. Col. Daniel Eddy
364th ESC Inspector General

Where can a soldier go for assistance with an issue when nothing else has worked?

If a soldier has concerns, has worked with their chain of command or other established avenues to resolve the matter, and the issue hasn't been solved, the office of the inspector general may be able to help.

The inspector general acts as the commander's eyes, ears, and conscience, as an impartial observer of everything that goes on in the command, and makes sure the unit operates within Army Regulations, policies, and guidelines.

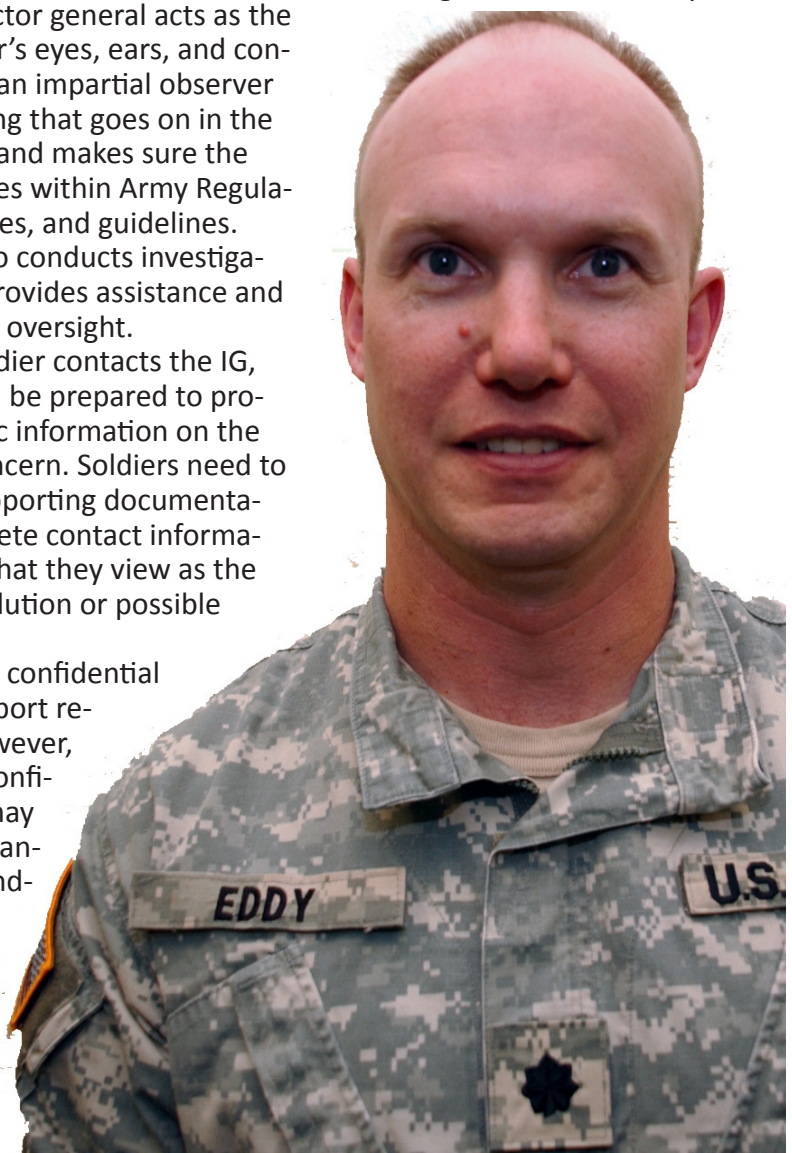
The IG also conducts investigations and provides assistance and intelligence oversight. When a soldier contacts the IG, they should be prepared to provide specific information on the issue or concern. Soldiers need to provide supporting documentation, complete contact information, and what they view as the issue's resolution or possible outcome.

The IG is a confidential soldier-support resource. However, complete confidentiality may not be guaranteed, depending on the circumstances.

Additionally, the IG is a great resource to

help soldiers understand regulations and policies. The entire staff, including Maj. Victor McGee, deputy IG, and Master Sgt. Michael Damitio, assistant IG, stands ready to assist soldiers.

The 364th Expeditionary Sustainment Command IG is located in Room 302 of Fort Lawton's Leisy Hall. The IG office can be contacted at 206-301-2245, by fax at 206-281-3038, or via e-mail at esc364igactions@usar.army.mil.



SOLDIERS LEADERS
CIVILIANS FAMILIES

Take **5**
before taking
that shot!

Aim for Safety

- Treat every weapon as if it were loaded
- Handle every weapon with care
- Identify the target before your fire
- Never point the muzzle at anything you don't intend to shoot
- Keep the weapon safe and your finger off the trigger until you intend to fire
- Wear hearing and eye protection
- Don't drink alcohol or take drugs before or when handling firearms



What Have You Done
to Save a Life Today?



ARMY SAFE
IS ARMY STRONG



Fighting to Become the

Army Reserve's Best Warrior



Spc. David L. Wiegman, a transportation specialist with the 146th Transportation Company, and Staff Sgt. Leith W. Strachan, a transportation specialist with the 419th Transportation Company, put their combative skills to the test in the final round during the 96th Sustainment Brigade's Best Warrior Competition at Fort Douglas, Utah, March 6. (Spc. Kayla F. Benson/358th PAD)

Spc. Kayla F. Benson
358th PAD

SALT LAKE CITY — Staff Sgt. Leith W. Strachan swayed on his feet, visibly exhausted, sweat dripping from his forehead.

Three days of intense competition had just culminated in a three-minute grappling match for the combatives championship. As the judge held up hand, a winner by decision, Strachan gave a small smile, finished with both the match and the 96th Sustainment Brigade's Best Warrior competition

and the champion of both, in his division.

Fifteen other soldiers joined Strachan, a transportation specialist with the 419th Transportation Company, in the competition at Camp Williams and Fort Douglas, March 4-6.

The participants competed in eight events, including a written essay, land navigation, and a grueling 10-mile road march.

Completing the Best Warrior competition is not easy, and significant preparation is required if a participant wishes to excel,

participants said.

Train hard

Each soldier worked hard before the competition to prepare for the tasks ahead. Those who were prepared did well appearing before the board of senior noncommissioned officers and on the Army physical fitness test.

"I spent at least three or four weeks training, just about every day. Running, hiking, back-country skiing, trying to do a lot of high altitude hiking to open up my lungs,"

said Strachan.

But getting ready for the Best Warrior competition involved more than just physical work, soldiers said.

"I studied my brains out! Everything we did during the competition, I studied that," said Pfc. Mark A. Hansen, a transportation specialist with the 889th Transportation Company.

Be well-rounded

A competitor had to be knowledgeable in every task because they receive points from each task based

on their performance, which are tallied for the final score.

"A Best Warrior is a leader that performs all of their duties, and every kind of performance here, not just average or good, but the best," said Pfc.

Jose Castro, a transportation specialist with the 423rd Transportation Company.

"It's all important because there's not just one certain skill you can excel at that's going to save you on the battle field, or anywhere else," said Staff Sgt. Kenneth W. Harrison, a drill sergeant with Company C, 2nd Battalion, 414th Regiment, and one of the scorers.

Lead the way

A high score isn't the only thing the judges look for. The cadre wants a natural leader.

"[We're] going to want to pick the guy who's most assertive, and the guy that took the most command, and presented himself the best; because that's ultimately who you want to lead your soldiers," said Sgt. Joshua J. Wallow, another Charlie Company drill sergeant.

Being a leader means watching out for your teammates.

"Even though it's a competition, I didn't just look out for my-

self; I looked out for everyone competing," said Pfc. Jared W. Campbell, a food service specialist with the 786th Quartermaster Company

Never give up

To succeed in the Best Warrior competition, a soldier has to be tough. The eight events occur one after another over three days, with very few breaks, making the competition extremely physically demanding.

"A Best Warrior is a person who is able to push past the pain when it gets hard," said Strachan, "and has the fortitude to be able to follow

through."

Commit to winning

To win the Best Warrior competition, one has to be completely dedicated to the event and stay motivated.

"Just stick with it. That's it," said Hansen.

At the award ceremony, the participants stood in a two-column formation. As each of the competitors filed out to receive their Certificates of Achievement, Hansen and Strachan realized they were going to be the last called – the Best Warriors in their divisions.

Hansen took first place in the junior enlisted division, and

Strachan took top spot in the noncommissioned officer division. Their finishes earned them not only an Army Commendation Medal apiece, but bragging rights throughout the 96th Sustainment Brigade, and a trip to the higher-level Best Warrior competitions being held later this year.

"It's up and down the entire time, but just stick with it 100 percent every single time," Hansen said.

Spc. Kayla F. Benson is a photojournalist with the 358th Public Affairs Detachment, Salt Lake City.



Soldiers competing in the 96th Sustainment Brigade's Best Warrior competition are challenged during the run; the soldiers did not have time to rest between events during the modified Army Physical Fitness Test. Staff. Sgt. Leith Strachan, left center, won the brigade's competition. (Sgt. Ruth Harvie/358th PAD)

THE SHOOT HOUSE

FORT HUNTER LIGGETT, Calif. – More than 200 soldiers of the 364th Expeditionary Sustainment Command spent three grueling weeks at this base in the California high desert preparing for their mobilization this summer.

Called Regional Training Center – West, the exercise was developed to get the Puget Sound Sustainers ready for anything they might encounter during deployment to a combat zone.

“This was a premium opportunity to bring the NCO corps together to give focus to our upcoming deployment,” said Command Sgt. Maj. Thomas Jennings, the 364th’s top enlisted soldier. It was great watching the NCOs gel and come together as a team.”

Early mornings, late nights, and desert heat pushed the soldiers to their physical and mental limits.

The soldiers experienced everything the 91st Division trainers

could throw at them: combatives, land navigation, convoy operations – with live ammunition – and hours upon hours of weapons training.

Some of the toughest, most realistic training came when the soldiers conducted their military operations in urban terrain. The MOUT complex, built to resemble a village, was packed with hidden dangers. The soldiers had to perform dismounted patrols, react to sniper fire, clear buildings, and rescue a hostage.

One 364th ESC soldier said the training offered a lot of realism.

“It gave us a good idea of what we may expect down-range,” said Spc. Samuel Fink, a personnel specialist assigned to the 364th’s headquarters company.

“It was informative and fun,” Fink said.

On the following pages, you’ll go inside the Shoot House with the 364th’s soldiers. See how they put their training into action.

-Capt. Christopher Larsen



Photo essay by Cpl. Christopher Bigelow

THE SHOOT HOUSE

364th ESC soldiers! We have reports of possible POWs inside this insurgent compound. Your mission is to breach and clear the compound, secure the POWs and neutralize any resistance you may encounter.



**GO!
GO!
GO!**



READY...



Don't shoot, don't shoot!



THE HOSTAGE IS SECURE.



MISSION ACCOMPLISHED

SOLDIERS
LEADERS
CIVILIANS
FAMILIES

Take 5

before cycling!

Take Off the Training Wheels

- Stay off roads when possible and use approved bicycle trails
- Always use a headlight and taillight when riding during periods of reduced visibility
- Wear a reflective upper body garment
- Do not wear headphones
- Always use a Consumer Product Safety Commission approved helmet and other safety equipment



What Have You Done
to Save a Life Today?



ARMY SAFE
IS ARMY STRONG



Families bid farewell to Deploying Soldiers

Spc. Kayla F. Benson
358th PAD

SALT LAKE CITY – The sun had not yet risen and snow was lightly falling as Liz Brown watched her husband board the bus Jan. 9.

This didn't keep Brown or members of several other families from saying a final farewell to their son, daughter, parent, or spouse before they left Fort Douglas, bound for Iraq and Afghanistan.

"I feel confident; I feel he's doing a great service for our country," Brown said. "And I feel good everything's going to work out well and in a year, he'll get to come home."

To make the days go by faster, Brown and her husband, Staff Sgt. Jeremy Brown, started a list of goals to accomplish together while he's away, such as working on a service project and even learning some Spanish.

Brown admitted she'll miss all the little things in their young marriage, and that the toughest part will be learning to be away from each other.

"A positive and optimistic attitude, I think, is the best way to handle these situations," she said.

More than 50 soldiers of the 395th Financial Management Company boarded the two buses. Half the soldiers will be serving in Iraq; half will be in Afghanistan.

When a soldier deploys, his or her family has to alter their lifestyle at home.

Barbara Jansson is taking care of her two granddaughters, ages three and five, while her daughter, Pvt. Ynez Veenstra, is deployed for the first time.

Jansson said she's scared to let her daughter go overseas and

her girls will miss their mom, but "[Veenstra] is striving to move forward with her life to benefit all of them, herself and her girls."

Sarah Bennett, wife of Sgt. Gregory Bennett, tries to focus on the benefits as well.

"There's also a lot of good that will come from it for our family," she said. "For one, we'll actually be better financially, so that is helping our family out."

She said it's a good opportunity to grow as a family and be there for her two sons, ages two and eight.

"It will give [us] some one-on-one time," she said.

The toughest part of any deployment for a soldier is the separation from his or her family.

"This is the first deployment I've spent away from my son, so that will definitely be the hardest part. And being away from my wife,"

said Staff Sgt. Daniel Rusch.

"It's the second time he's deployed and you think every time it's going to get easier, but it doesn't," said Rusch's wife, Mari-

anne Rusch.

Other soldiers said they felt the same way.

"It's different this time going over because I was single before, and now this time I'm going over and I'm married, so I have a family to worry about back home," said Sgt. Nathan Stevens.

Though deployment can bring fear and worry to military families, the family members of the 395th are staying hopeful.

"I trust he's in good hands and I know what he's doing," said Stevens' sister, Amy Jones. "I feel confident he'll come back, along with all the rest of [the soldiers]. And I believe in the Army."

Pfc. Kayla F. Benson is a photo-journalist assigned to the 358th Public Affairs Detachment, Salt Lake City.



Air Force Senior Master Sgt. Chris Burroughs, a member of the 75th Logistics Readiness Squadron, explains fuel distribution to soldiers of the 96th Sustainment Brigade.

96 SB Logisticians Turn “Purple”

Lt. Col. James Groark
96th SB

Soldiers from the 96th Sustainment Brigade took a step towards becoming “purple” logisticians during their joint logistics day at Hill Air Force Base, Utah, last November.

The color purple is used to describe a joint service operation to denote that it’s more than just Army green or Air Force blue, the Soldiers explained.

The logisticians explained that U.S. armed services seldom have the sustainment resources to meet joint mission objectives on their own.

“During our deployment, we dealt with all the services as either

their sustainer or customer,” said Maj. Kelly Marchant, the 96th’s deputy support operations officer. “To optimize sustainment, we need to know how to interface with other services’ logistics capability in our area of operation.”

The first stop on the road to becoming a “purple” logistician was the 748th Supply Chain Management Group at Hill. Air Force Col. Reggie Hall, the 748th’s commander, discussed the challenges of managing the more than 24,000 separate items needed to maintain the service’s aircraft and other equipment.

Controlling the inventory and

distribution of so many items can be a daunting task, Hall said, especially when the logisticians receive phone calls asking, “Where’s my part?” Cooperation among the services is a key to mission success.

“We don’t run the Air Force, but we make the Air Force run better,” Hall said.

The 748th’s supply chain managers provided some best practices on how they manage their \$1.1 billion logistics budget. Like Sustainment Brigade organizations, the 748th periodically reviews their vast parts stockage list to ensure that no unnecessary repair

parts spending put a strain on their budget. In addition, they offered some details on how they repair older items in their equipment inventory, such as intercontinental ballistic missiles, when the original manufacturers of repair parts no longer exist. Both the Air Force and the Army Reserve maintenance organizations must have the capability to fabricate repair parts in many situations when the original manufacturer can no longer produce the part.

The 96th logisticians also received hands-on training in fuel operations from the 75th Logistics Readiness Squadron. The Air Force/Army training exchange helped establish a fuel testing training partnership between the Air Force and two quartermaster detachments in the 96th Sustainment Brigade. In the next training year, Army Reserve fuel technicians assigned to the 96th SB will train side-by-side with Air Force fuel technicians at the state-of-the-art facility at Hill AFB.

"I love training with the Army; it gets me ready for deployment," said Air Force Senior Master Sgt. Chris Burroughs, a member of the 75th. "I understand their fuel tactics, techniques, and procedures and they learn unique Air Force fuel handling and issuing requirements."

The Deadeye logisticians' final stop during was at Hill's Defense Logistics Agency distribution depot. DLA provides 84 percent of all services' repair parts, and almost 100 percent of fuel, food, clothing, medical supplies and construction material. It's critical for sustainment brigade logisticians to understand key operational enablers within DLA's global supply chains, according to Army Col. Jim



Workers at the Defense Logistics Agency's distribution center at Hill Air Force Base, Utah, get parts ready for shipment to customers.



An Air Force fuel technician shows Spc. Timothy Boswell, 96th Sustainment Brigade, some of the equipment used in their operations.

Kinkade, the director of the depot's aviation section.

"We have DLA representatives all over the globe supporting Army sustainment brigades' commodity distribution missions," Kinkade said.

Maj. Norman Covalt, the 96th's transportation officer, said he enjoyed the Joint Logistics Day experience.

"I learned some Air Force and DLA best practices on how they tackle some of the same logistics challenges faced by sustainment brigades," he said, "and I'm definitely a little more purple."

Lt. Col. James Groark is the support operations officer, 96th Sustainment Brigade, Salt Lake City.

Army 'Sailors' Back Home After a Year in Kuwait



Lynda Salathe, left, hugs her husband, Sgt. 1st Class Kenneth Salathe, as he comes home after nearly a year in Kuwait. The couples' daughter, Melissa, right, surprised her dad – he didn't know she'd be at Sea-Tac International Airport waiting for him.

Capt. Christopher Larsen
364th ESC PAO

SEATTLE – Fifteen soldiers whose jobs had them spending more time at sea than on land returned April 3 from nearly a year in Kuwait.

The troops, members of the Army Reserve's Tacoma-based Detachment 3, 467th Transportation Company, made up the crew of a Landing Craft, Utility (LCU) 2000, a 174-foot-long ship designed to carry personnel and cargo.

The soldiers returned to a rousing welcome at Seattle-Tacoma International Airport, where a group of family, well-wishers, and fellow troops anxiously waited for the group's plane to land.

As the soldiers stepped off the escalator into the baggage claim area, they were welcomed by thunderous applause from those

at the stop of the stairs. Other passengers in the area added their congratulations as well, shaking the soldiers' hands and saying, "Welcome home!"

Some soldiers were surprised by the welcome and the people who showed up to greet them. Sgt. 1st Class Kenneth Salathe's wife, Lynda, was on hand to greet her husband. As the two embraced, the couple's daughter, Melissa, came running up.

"I didn't know you'd be here!" Salathe exclaimed, hugging Melissa close. The family, reunited, hugged, kissed, and cried, together again for the first time in a year.

Chief Warrant Officer 3 Larry Clafin, the detachment's commander, said the crew performed admirably during its time in Ku-

wait.

"We sailed more than 11,400 nautical miles," he said, "and hauled 1,643 short tons of cargo."

Clafin said the detachment expected to spend a week to 10 days at Joint Base Lewis-McChord, finishing post-deployment training, equipment turn-in, and other reintegration requirements.

"It'll take a little while to get settled," he said. "It didn't really hit me until I was on the plane that I was coming home."

"It's great to be back," he said.

Capt. Christopher Larsen is the public affairs officer for the 364th Expeditionary Sustainment Command, Seattle.

SOLDIERS LEADERS
CIVILIANS FAMILIES

Take
5
before you
leave!



What Have You Done
to Save a Life Today?

Headed Out

- Ask neighbors to watch your house while you're gone
- Leave on a low-wattage light at your home
- Take adequate food, water and entertainment for the road
- Have a plan for what to do at your location
- Include 'free time' to reduce stress
- Leave early enough to allow for some rest when you return home



ARMY STRONG



<https://valley.army.mil>

ARMY SAFE
IS ARMY STRONG



Dempsey Outlines 9 Focus Areas for Army

Rob McIlvaine
Army News Service

ARLINGTON, Va. — Army Chief of Staff Gen. Martin E. Dempsey brought his intent for the Army of 2020 to the Association of the U.S. Army Institute of Land Warfare breakfast May 5.

Dempsey said the Army has a sense of history. It has existed for 235-plus years with leaders who change constantly and continue to build on a legacy. This is important to understand, he said, when examining where the Army is and where it's heading.

DEMPSEY'S FOCUS AREAS

This brought Dempsey to his focus areas, a framework, he said, that by the time of the Army birthday, June 14, will be published with the possible title, "The Chief of the Staff of the Army's Intent."

"This will allow me to express my intent from a broad statement of the role of the Army," he said.

His nine focus areas



Chief of Staff of the Army Gen. Martin E. Dempsey outlines his nine focus areas for the Army of 2020 at the Association of the U.S. Army Institute of Land Warfare breakfast, May 5. (Rob McIlvaine/ARNEWS)

are: The Nation, The Joint Fight, The Profession, The Army Family, Leader Development, Mission Command, Squad, Human Dimension, 21st Century Training.

"One of the things my transition team did for me is to help me understand that the force is wondering, 'what happens after Iraq and Afghanistan.' Well, we're going to try and answer that question in this particular document,"

Dempsey said.

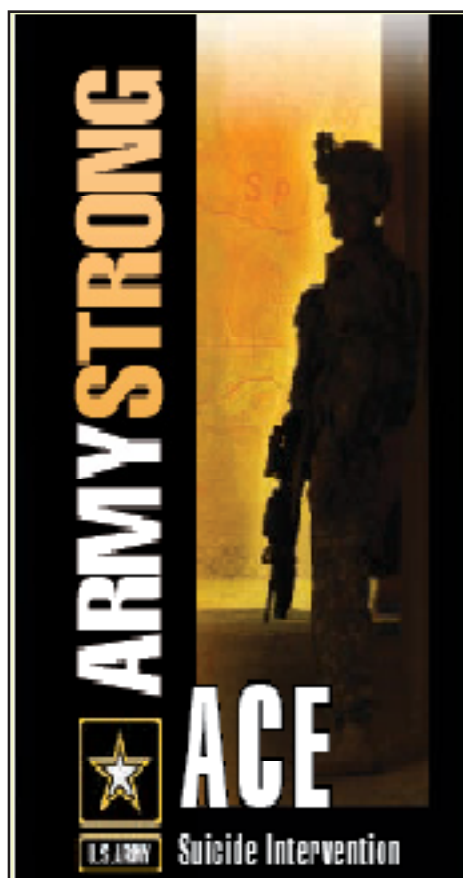
This will be a collaborative effort, he said, among the senior military and civilian leaders.

"I've had several, what I think are, terrific sessions with Secretary of the Army John McHugh, who is a wonderful teammate, I mean he's my boss, but he's a wonderful teammate in this effort to try and articulate what we're about, a little differently.

The focus areas, he said, help him to bundle

initiatives under each area, make sense of them, and help people understand how, for example, the Human Dimension can be delivered.

"So I'm not going to walk my way through all of them there, but those are the focus areas I've selected. The staff is working on some suggestions I've given them about initiatives that will nest underneath those focus areas so that we can actually deliver



Ask your buddy:

- Have the courage to ask the question, but stay calm
- Ask the question directly: Are you thinking of killing yourself?

Care for your buddy:

- Remove any means that could be used for self-injury
- Calmly control the situation; do not use force
- Actively listen to produce relief

Escort your buddy:

- Never leave your buddy alone
- Escort to the chain of command, a chaplain, a behavioral health professional, or a primary care provider

them.

THE NATION

"It occurs to me that whatever we do with this Army through the next four years, this team that I and the secretary have will build the Army of 2020.

"Whether we do it (purposely) or inadvertently, we will have a clearer understanding of what the nation needs, and that's the point. What does the nation need of us in 2020 and how do we move ourselves from where we are today to where we need to be in 2020," Dempsey said.

The other aspect of this, he said, is giving the nation the most options possible.

"The Army has always done that and always truthfully done that better than anyone. And we will continue to do that as we decide what this Army of 2020 should look like," he said.

Dempsey said the Army is connected to the nation today in ways that are absolutely brilliant.

"We are in conflict, the nation knows we are in conflict, they support us in that conflict - thank God - but we have to think through what changes will be needed when the conflict begins to diminish. How do we stay connected with America," he said.

THE PROFESSION

"As we build this Army of 2020, clearly we're going to build it to meet the needs of the combatant commander. The study of the profession is resonating out in the force and it's resonating not just with officers, but with noncommissioned officers, warrant officers, active, Guard and Reserve and with our DA civilians.

"It's resonating because the other thing the Army brings to the nation is it brings a sense of belonging. People really want to belong to something today and we should reinforce that and we should take

advantage of that and we are. As we look at what it means to be a professional, this will cause us, I believe, to change some of the attributes by which we describe the profession," Dempsey said.

Dempsey said this will cause the Army to look at policies, such as personnel policies.

"We'll decide if there are policies that potentially erode the profession - promotion rates, for example, so that we actually can determine earlier within the profession who is meeting those professional credentials that we desire," he said.

THE SQUAD

"When I first put up the squad as a focus area, I was questioned by my transition team. Here's my motivation: I've seen the Army in the last 10 years of my career, from the top down, and thinking about the Army and where it over matches its potential adversaries.

"We don't want to send a soldier into harm's way who doesn't over match his potential enemies. It's at the squad level where it becomes too much of a fair fight. So, the motivation was to lie on my back and look up and look at the Army from the bottom up, and see what that does. It's a focus area," Dempsey said.

Over the last years of war, he said, the Army has pushed a lot of things to the edge.

"In so doing, we're learning as we push these things to the edge. So you push all these 'emitters,' let's call them, all of which require some kind of power and energy to drive them, and all of a sudden you find yourself in a situation where the squad is almost overwhelmed by the requirement for batteries," he said.

Dempsey used a cliché common in Afghanistan to illustrate his point.

"You can follow a U.S. infantry

patrol by the disposable batteries that it trails behind it, almost like bread crumbs, to find their way back to their FOB. The question is, what does the squad need? When we figure that out, then we figure out a way to deliver it," he said.

To alleviate this, he said, TRADOC is producing a capabilities-based assessment and an integrated capabilities document that will actually establish the requirements - what it means to be a squad and how does the Army empower that squad to do its job.

SUMMING UP

"I have another image I carry around in my head. The way the squad entrenches itself today is with the entrenching tool. This is the 21st century and I'm just not convinced that the best we can do is an entrenching tool," Dempsey said.

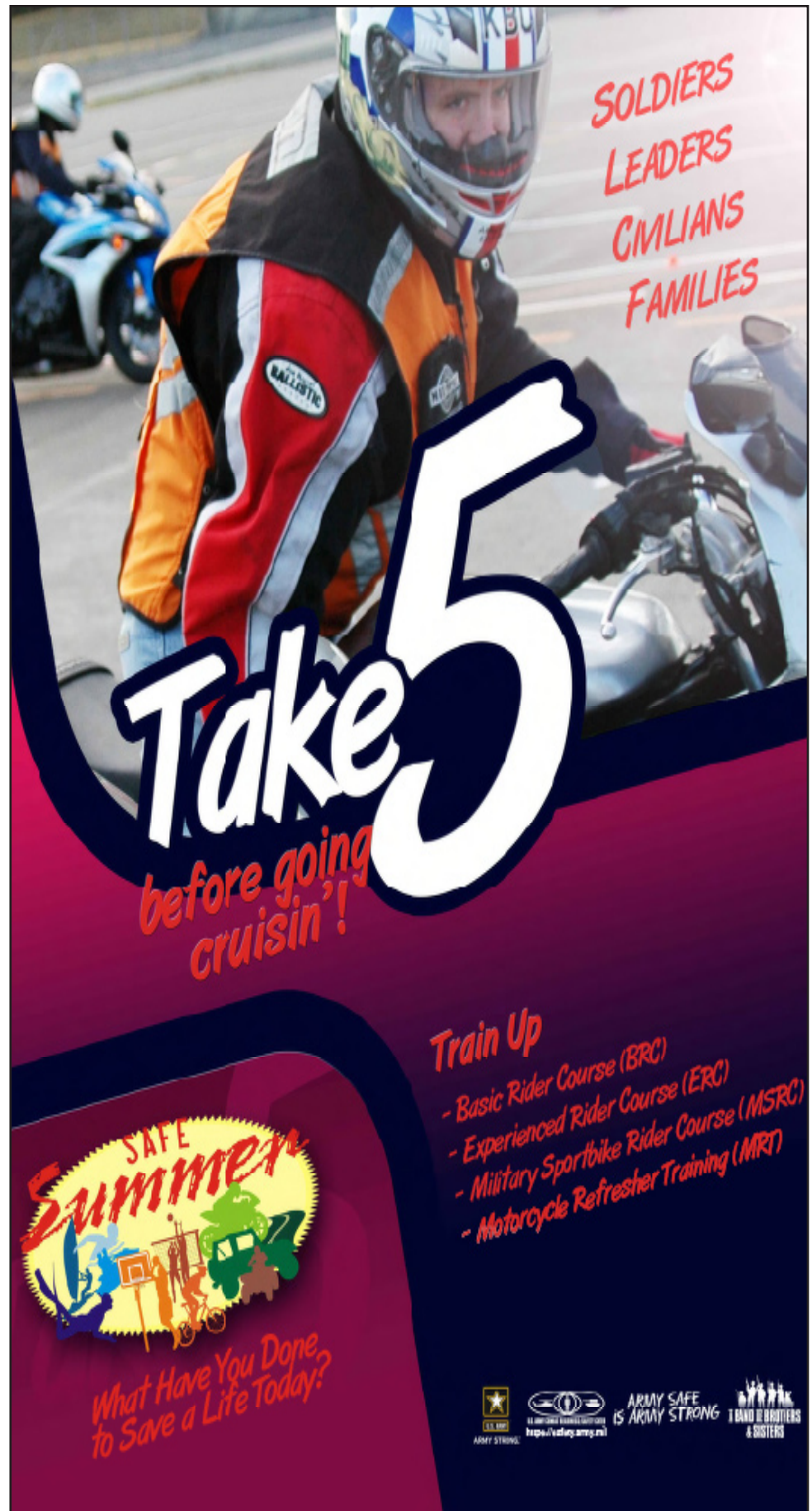
Dempsey said he is reminded of a Jerry Seinfeld episode where the Chinese steadfastly stay with the chopsticks, just like the Army sticks with tradition.

"And they've seen the fork," Dempsey said. "And I sometimes feel that way about some of us. So, we're going to try and see ourselves a little differently and I want to see it from the bottom up and then decide what it looks like," he said.

There are two core competencies the Army must provide the nation, he said. It must be able to maneuver to seize the initiative when it doesn't have it and it must be able to establish security over wide areas to consolidate the gains that are made by maneuver.

"I think we should all put our shoulders to that and make sure we don't make mistakes along the way," Dempsey said.

Rob McIlvane is a writer with the Army News Service.



**SOLDIERS
LEADERS
CIVILIANS
FAMILIES**

Take 5
*before going
cruisin'!*

SAFE Summer
*What Have You Done
to Save a Life Today?*

Train Up

- Basic Rider Course (BRC)
- Experienced Rider Course (ERC)
- Military Sportbike Rider Course (MSRC)
- Motorcycle Refresher Training (MRT)

ARMY STRONG
<https://valley.army.mil>

ARMY SAFE IS ARMY STRONG
A HAND TO BROTHERS & SISTERS



From left, Col. Brian Shea, G-3; Command Sgt. Maj. Thomas Jennings, Brig. Gen. Jonathan G. Ives, commanding general; and Col. Ruben Rodriguez, deputy commanding officer, receive a briefing during the 364th ESC's joint operations center exercise. (Cpl. Christopher Bigelow/PS Sustainer)

Training to Sustain – Jointly

Cpl. Christopher Bigelow
364th ESC Photojournalist

Soldiers of the 364th Expeditionary Sustainment Command seemed to be speaking a different language during their unit's Joint Operations Center Exercise, Feb. 28-March 4.

Acronyms like COP (Common Operating Procedure) and RFI (Request for Information) could be heard everywhere as soldiers trained to perform each of their staff functions in a deployed, joint environment.

During the exercise, soldiers are working in a simulated JOC. Their function is to monitor and implement operations orders and ensure the commanding general's objectives are being met. They

also have to maintain ground, air and naval situations while continuously monitoring the enemy threat.

"The staff here is learning to acquire the information necessary to make good decisions and develop good plans so that their commander can make the right decisions," said Sgt. Maj. Jesse Amado, an observer controller/trainer (OC/T) and the noncommissioned officer in charge (NCOIC) of the 2nd Battle Command Training Group, 75th Battle Command Training Division, here to oversee the training.

Sgt. 1st Class Sid Grant is the 364th ESC's force protection NCOIC.

"JOCEX is teaching me how to

receive and decipher information as a staff-level NCOIC for force protection," Grant said.

As the force protection NCOIC, Grant's duties are to monitor the status of his assigned forces and their resources. Grant provides information to aid in allocating and moving those forces and their materials.

Soldiers working in the JOC receive different types of information through what they call 'injects' and fragmentary orders, or FRAGOS. The information is sent to the JOC via telephone and e-mail; once received, it is up to soldiers and their individual staff sections to gather and disseminate the information as quickly as possible.

"I'm a hands-on guy," Grant said. "I learn by doing, and this training is requiring me to test my skills as an NCO."

"It's helping me to develop the skills that I will need to accomplish my mission downrange," he added.

Trainers said the exercise has real-world implications for the soldiers of the 364th ESC.

"Soldiers participating in this exercise learn that the recommendations that they make to their commander have serious impacts for soldiers on the ground," Amado said.

Without accurate information commanders can't make informed tactical decisions, units aren't able to receive the support needed to accomplish their mission, troops on the ground are unaware of enemy in their areas and higher headquarters will be misinformed.

"A commander should be able to walk into his JOC and understand, without asking, what is happening in his area of operations within 10 minutes," Amado said. "That is the goal we are trying to reach with this exercise."

"The end result of this training is mission success," he added.



Composite Risk Management

CRM MATRIX

CRM MATRIX			HAZARD PROBABILITY				
			Frequent	Likely	Occasional	Seldom	Unlikely
			A	B	C	D	E
SEVERITY	Catastrophic	I	EXTREMELY HIGH		HIGH		
	Critical	II	HIGH	HIGH			
	Marginal	III		MODERATE		LOW	
	Negligible	IV					

Carving Up Funds

One piece at a time

Cpl. Christopher Bigelow
364th ESC Photojournalist

An Army Reserve craftsman is using his bowls to raise funds.

Maj. Bruce Fennigkoh, the readiness officer for the 364th Expeditionary Sustainment Command's Mission Support Element, is seen by some as an expert and professional woodworker.

Taking a look behind Fennigkoh as he sits in his office during battle assembly, soldiers find themselves staring at tables covered in handmade wooden bowls, cutting boards and napkin rings.

Hours of meticulous work completed, only to be given away.

"The best part is giving," said Fennigkoh. "I really enjoy it; it's my personal, hands-on, way of helping my fellow soldiers."

Last Christmas, Fennigkoh donated several bowls to the 364th's Family Readiness Group to be raffled off during the unit's holiday party.

"Fennigkoh's donation was very generous," said Master Sgt. Gail Engler, the noncommissioned officer in charge of the FRG.

"His gifts generated a significant amount of money to the FRG, she said, "Money that will be put towards sending care packages to our soldiers downrange, family events like Christmas parties and family days, and overall family readiness."





Brig. Gen. Jonathan G. Ives, commanding general of the 364th Expeditionary Sustainment Command, speaks to 364th ESC soldiers about the challenges they will face on their upcoming deployment to Kuwait, during training at Fort Hunter Liggett, Calif..
(Capt. Christopher Larsen/364th ESC PAO)