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# LIFELINER WEST

*"If you want it done, call the 101!"*

Volume 2, No. 10 *Deployment Edition*

Q-WEST BASE COMPLEX, IRAQ

March 1, 2006

## 584th Maint. Co. metal shop forges victory



Photo by Sgt. Rachel A. Brune

By Sgt. Rachel A. Brune  
*Editor*

**FOB SPEICHER, Iraq** – A machine shop in northern Iraq is a long way from a blacksmith's forge at the Ponderosa Ranch, made famous in the old television Western "Bonanza."

Yet Phoenix, Ariz., native, Cpl. Dustin J. Mace, finds himself equally at home in either venue.

"I've worked with metal all my life," said Mace, a shop foreman with 584th Maintenance Company, 561st Corps Support Battalion.

The 584th service section began working around the clock recently to fulfill their mission of performing various types of metalwork on Humvees from customer units across the forward operating base.

With the section NCOIC, Sgt. Jesse Jouben, on leave, Mace stepped up to the leadership position to get the job done.

Heading up the whole project, Chief Warrant Officer (3) Bryan S. Cogdill, allied trades technician, made sure the resources were available for the job.

In addition to the increase in working hours, the mission required an increase in shop space, manpower and materiel.

Oscar Garcia, LSI worker, from Puerto Rico, grinds a sheet of metal in the 584th Maint. Co. service section Feb. 16.

*Continued on Page 2*

## Artillery Soldiers share skills: QBC Battery trains Makhmur troops

By Sgt. Patricia Tso  
*Brigade Multimedia Illustrator*

**MAKHMUR, Iraq** -- What do you get when you mix a handful of American Soldiers and a platoon of the Iraqi army?

For Soldiers of second platoon, Battery B, 4-11th Field Artillery Regiment, based at Q-West Base Complex, Iraq, it means using their personal experiences, techniques and skills to train the Iraqi Army. Battery B Soldiers come from the 172nd Stryker Brigade Combat Team, from Fort Wainwright, Alaska.

"We illustrate what we already know despite the language barrier," said Spc. Raphael Knight, who is from Richmond, Va. Knight, who is a cannon crewmember, assists instructors and demonstrates techniques during the week-long training at Makhmur, which is home to the 3rd Battalion, 3rd

Brigade, 2nd Division, Iraqi Army (IA).

The battalion assumed responsibility for its area of operations in a ceremony Dec. 27, 2005, and has since been training with the American Soldiers. Training during the week consists of instruction in hand and arm signals, battle drills, reacting to contact, weapon familiarization and other infantry tactical skills.

Every week, a new group of Soldiers from the 4-11th comes and rotates in, giving the previous group of instructors some time off. Soldiers seem to enjoy the opportunity to train the Iraqi Army soldiers, and the experience Battery B receives through teaching is utilized to better their unit's training.

"We are thankful, and we appreciate the training being offered through the American forces," said Iraqi Army officer, Lt. Firek, through an interpreter.

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Photo by Sgt. Patricia Tso

**Battery B Soldiers watch as an Iraqi army Soldier practices entering and clearing procedures.**



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## Metalwork

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"We're doing something that's going to be saving people's lives," said Mace. "Everybody's willing to work a little harder."

Cogdill had nothing but good to say about the civilian contractors who work alongside the Soldiers to get the mission done.

"We have had all the support we've asked for and needed," said Cogdill of Lear Siegler Services, Inc., or LSI, the contractor supplying the workers. "They've supported me 100 percent."

Robbie Edwards, LSI foreman, from Detroit, Mich., is comfortable working alongside Soldiers. He was a military brat whose father was an Army colonel.

Edwards has more than 26 years of experience working around mechanics and machines. He is a master certified mechanic who has worked for General Motors in a dealership, in automotive manufacturing and corporate.

From Motor City, Edwards now finds himself in Humvee heaven, using his experience to get resourceful and get the mission done.

"I think I've got the best crew in Iraq," said Edwards. "We have some really dedicated people here."

"Give us a mission, we'll make it happen," said Cogdill.

Like Mace, most of his Soldiers have metalworking experience, which enables them to complete the mission of servicing customer units on the base.

After his time in the Army is over, Mace would like to



Photo by Sgt. Rachel A. Brune

**Sparks fly as a 584th Maint. Co. Soldier cuts a piece of metal in the service section shop Feb. 16.**

go back to blacksmithing which, he explained, is his family's business. In the meantime, he is able to apply his experience to saving Soldiers' lives and learning NCO leadership.

The whole process may come as a surprise to Jouben, Mace's NCOIC, when he returns. Mace said: "He doesn't even know this is going on right now."

## Training the troops

*Continued from Page 1*

He said, the IA soldiers have seen a great improvement in the training and are always willing to learn new tactics.

On Feb. 22, Battery B Soldiers took most of the afternoon training Iraqi Army soldiers to the standard of clearing the hallway of a building. Among the group of young Soldiers from Battery B, military interpreters translated the instructions into Kurdish on how to execute the procedures step by step.

"The IA soldiers show a lot of motivation, and they are very smart," said Sgt. 1st Class Jason Christianson, training and planning NCOIC, from Miles City, Mont. "The bottom line is, we train the Iraqi Army."

Christianson works alongside 1st Lt. Luke Haverstick, Iowa native, who compiles and manages the daily and future training schedules.

"It is a great experience. I learn a lot from training the Iraqi Army soldiers," said Spc. John Collins, who is from Tecumseh, Mich., and is very outspoken. "The training forces and challenges me to know what I am doing or saying."



Photo by Sgt. Patricia Tso

**Spc. John Collins, left, and Spc. Raphael Knight, Battery B field artillery, demonstrate room clearing procedures.**

The Battery B Soldiers not only train the Iraqi Army, they also conduct convoy logistics patrol mission in conjunction with a civil affairs team from Q-West.

"The 13 Bravo [military occupational specialty] is very diverse. We cover and conduct training that the infantryman does as well as the military police," said Staff Sgt. Scott Matthew, platoon sergeant. "Our job is never done."

# Logistics switch: 305th Quartermaster changes

**By 1st Lt. Norman Tidmore  
71st Corps Support Battalion**

Capt. Heather Labrecque assumed command of the 305th Quartermaster Company from Capt. Kimberly Jordan in a ceremony Feb. 21 here.

The ceremony was hosted by Lt. Col. Russell Livingston, battalion commander, 71st Corps Support Battalion.

Labrecque takes over a company that consists of a petroleums, oils and lubricants, a supply support activity, a maintenance and headquarters.

The 305th QM Co. is at the approximate midpoint of a one-year tour in Iraq. According to Livingston, the 305th general support hub has transported more multi-class items, not including Soldiers personal gear, via air transport than any other unit in theater possibly saving the lives of



Photo by 1st Lt. Norman Tidmore

**The former and future 305th QM Company commanders: Capt. Heather Labrecque, left, and Capt. Kimberly Jordan, right.**

numerous soldiers.

The unit revamped the SAA, established ASL locations and turned in more than 10 million dollars worth of

excess supplies. Because of the diligent efforts of the Soldiers of the 305th QM CO., the unit has exceeded Department of Army Standards in demand satisfaction, zero balance, inventory accuracy, receipt processing, material release denial and requisition wait time.

The water section has purified more than eight million gallons of water distributed via combat logistics patrols and retail operations. The unit's operations have kept more than 600 Soldiers and 300 trucks off the road.

The unit has also issued more than 40,000 meals ready to eat, 180,000 gallons of bottled waters, as well as 356,000 gallons of bulk water to support Kellogg, Brown and Root operations on Q-West.

At the Forward Operating Base Sykes fuel farm, 305th QM has issued

more than 300,000 gallons of JP8, 20,000 gallons of DF2 and 20,000 gallons of MPGAS.

The company is responsible for providing Class I, II (B&P), bulk water purification and distribution to non-divisional units. The unit also provides Class IV repair parts, General Supply Hub (GS HUB) / Joint Distribution Center Operations, Empty Container Collection and Arrival Departure Air Control Group (ADACG) operations in support of Operation Iraqi Freedom.

The 305th, which has 121 Soldiers, is an active-duty unit based out of Yongsan Korea.

Labrecque has assumed the task to lead the unit in continuing its mission through the completion of their current deployment and support of operations in Iraq.

# IA NCO Academy honor grad takes on teaching mission

**By Sgt. Rachel A. Brune  
Editor**

A few weeks ago, Sgt. 1st Class Ala, Iraqi army, was getting his fellow noncommissioned officers into shape as a platoon guide at the Iraqi Army NCO Academy here.

At that time, Ala's stated intention was to return to the Academy as an instructor. After graduating as distinguished honor graduate from the Primary Leadership and Development Course, or PLDC, he received the invitation to fulfill that goal.

"[Ala] showed leadership potential through the whole PLDC," said Sgt. 1st Class Jomo Anderson, NCO Academy senior instructor, from Headquarters and Headquarters Company, 423rd Infantry, 172nd SBCT. "He took charge of the whole company."



Photo by Sgt. Rachel A. Brune

**Staff Sgt. Willie Signil, NCOA instructor, watches as Iraqi soldiers in the basic combat training course conduct a tactical road march after going to a marksmanship range Feb. 21.**

Anderson and fellow senior instructor Sgt. Maj. Walter Murrell, Sgt. 1st Class Academy commandant, and Wesley E. Derrick, from Van Alstyne, Texas, consulted with graduation day, Feb. 10.

Ala is now working alongside fellow Iraqi army cadre Sgts. 1st Class Mohammed and Neshwan on a probationary basis.

"I'm learning very good things and try every day to improve," said Ala, through an interpreter.

One of the challenges was relating to former Iraqi army soldiers he knew before becoming an instructor.

"We were sleeping the same place, we were friends," said Ala. "I had to tell them, I couldn't talk with them or joke with them."

The class currently attending the NCO Academy is a basic combat training cycle, learning the basics of soldiering. The instructors "need very strong character," said Ala.

Ala did well at the rifle marksmanship range, said Neshwan. Now, he must prove

himself during the other classes.

"In the long run, the [Iraqi cadre] will end up taking over the course ... so the more Iraq cadre, the better," said Anderson.

Many of the American cadre mentioned that Ala's English-language skills were a positive factor in making the decision to invite him.

Ala, who learned English when working as a contractor for the 101st Airborne Division on Q-West in 2003, has performed several different kinds of missions as a soldier, from manning a traffic checkpoint to acting as an escort to government officials.

"I like to change my life, get to know more people," said Ala. Now that he has a chance to train his fellow Iraqi soldiers, "I'd like to stay here for a little bit."

## JRTC pays visit to Iraq

**By Sgt. Marshall Thompson  
207th Mobile Public Affairs Det.**

**LSA DIAMONDBACK** - A group of senior trainers from the Joint Readiness Training Center out of Fort Polk, La., spent five days in Iraq gathering information to make their training more effective.

"We attempt to capture lessons learned in the form of better protection, tactics, training, procedures, and products," said Lt. Col. John "Jack" Curran, JRTC senior logistical observer/controller. "The Soldiers in theater are an invaluable part of the feedback and recovery process in the training of the JRTC."

With a high-ranking group of O/Cs observing a unit, one might expect the unit to feel some pressure. However, for the 142nd Corps Support Battalion here, it was a great opportunity.

"Their intent with us was strictly to evaluate and gather tactics, techniques and procedures and take them back to Fort Polk so they can be used by units getting ready to deploy," said Capt. Daniel Chase, 142nd CSB adjutant. "We actually encouraged their visit. It really wasn't stressful at all."

The 142nd shared the handbook the unit had compiled on combat logistics patrols with the JRTC visitors.

"Everybody contributed to the [handbook]," said Pfc. Jonathan Harrison, radio telephone operator. "It's going to be a good training guide for people coming over here."

Curran agreed that the handbook was going to be helpful in training groups to come to Iraq and underlined the need to update procedures constantly.

"Conditions change, the insurgents change, and we have to remain relevant. We do that through on-site recons ... and just remaining in contact with units we trained at the JRTC," said Curran.

The 142nd, based in Fort Polk, La., went through a mission rehearsal exercise at the JRTC before leaving. One of their O/Cs went on to join the unit before deploying.

"We've got our systems in place," said Maj. Richard Lazik, support operations officer, and former O/C at the JRTC. "Our battle rhythm is established."

Even though the 142nd has been accomplishing its mission for more than half a year, some Soldiers said it was helpful to have their tactics, techniques and procedures reevaluated.

"It was great to have an outside agency come in and look at our [troop task protocols] and see how we've been doing things for the past six months," said Maj. Donald MacCuish, battalion executive officer. "It's a mutually beneficial experience."

In Iraq, the logistics mission has moved to the front lines of the conflict.

"Logistics are so important that the enemy is no longer pursuing combat arms, they're going to the backbone of the Army," said Chase. "The enemy knows that if they remove logistical support, they will succeed. Logistics is a huge, huge contribution to our success in Iraq."

Because of the importance of their missions, Soldiers involved with the review said they have been pleased with their work in Iraq.

"It's kind of thrilling to know that the things I'm doing right now are being used to save lives for hundreds, thousands of Soldiers throughout the theater," Chase said. "To me, that makes my job that much more important."

Curran said he felt the same way. "If you're not commanding Soldiers in combat, I think one of the most rewarding jobs you can have is to help them be successful in combat," said Curran.

## 561st CSB says: "Send 'em south!"

**By Capt. William D. Stogner  
561st Corps Support Battalion  
FOB SPEICHER, Iraq**

The first platoon of the 155th Cargo Transfer Company recently increased operations at the unit's upload/download site, or UDS, as the 561st Corps Support Battalion began the enormous task of collecting excess vehicles and battle-damaged equipment from across FOB Speicher and northern Iraq.

"We can make it happen" said 1st Lt. John Coakley, 155th OIC, as he briefed his team of seven soldiers. The 561st CRSP is one of the first units to begin the mission.

The collection is a coordinated effort with Army Materiel Command, or AMC, to take excess property directly from unit supply sergeants, and redistribute it through the installation property book officer, or IPBO, to see if another unit needs the excess equipment.

Coakley and Sgt. 1st Class Frederick Jones, 155th NCOIC, did some rearranging in the UDS lanes in order to receive more than 220 excess vehicles within a 24-hour period.

Sgt. Jessica Begay and Sgt. Mark Carter actually control the movement and designate which lanes the equipment moves into. They also facilitate the upload of the retrograde equipment onto the flatbeds, directing both the drivers and loaders.

Some of the equipment to be



Photo by Capt. William D. Stogner

**Soldiers from first platoon, 155th CTC, pose before beginning to organize the excess vehicles headed to Kuwait. From left to right: Sgt. Mark Carter, Sgt. Jessica Begay, Pfc. Nicole Edwards, Pfc. William Moleon, Pvt. (2) Luis Bonilla and Pvt. Tyler Gebhardt.**

moved included: M931 (5-ton tractors), M871 (trailers), M1114 and M1083 (gun trucks), and M1070 HETs with trailers (M1000), and M967's (Fuel tankers).

There were a few minor problems to overcome, such as height restrictions and adequate spacing on the trailers. Nonetheless, the 155th CTC adapted by placing "taller" vehicles onto HET trailers, which actually sit lower to the ground, and loaded the "shorter vehicles" onto the M871 flatbed trailers.

All of the unit's efforts ensure that excess equipment is removed from a unit's property book, and is either redistributed or sent to Kuwait for rebuild or refurbishment.

### 101st Finance, Alpha Detachment New Hours of Operation



Tuesday through Saturday  
9 a.m. to 4:30 p.m.  
Lunch: 12:45 p.m. to 2 p.m.  
Closed Sunday and Monday  
NCOIC: Cpl. Jon Owens

# 71st CSB NCOs reflect on induction into Corps

The 71st Corps Support Battalion conducted an NCO Induction Ceremony Jan. DATE here. Lifeliner WEST asked two NCOS for their reflections on crossing the time-honored line.

## Sgt. Jason Glover 53rd QM Co.

When the majority of Soldiers hear that they are going to be in a ceremony, their thoughts and initial reactions are to find a way out of it.

When the ceremony is for you, it's another story. I had never witnessed an noncommissioned officer induction ceremony before, so I did not know what to expect.

This is currently my second deployment to Iraq, and I never expected to reenlist after my first tour in Baghdad. I did reenlist, however, and have returned to Iraq as a sergeant.

When I heard that the 71st Corps Support Battalion was planning an NCO Induction Ceremony, my initial thought was: "It's about time I got to go to one."

The induction ceremony always seemed to be something so secretive that it needed to be hidden from the junior enlisted. This impression was totally false as I was about to find out.

An NCO Induction Ceremony was not a secret at all. It is a time honored-tradition that should give every NCO who witnesses it or participates in it a sense of pride.

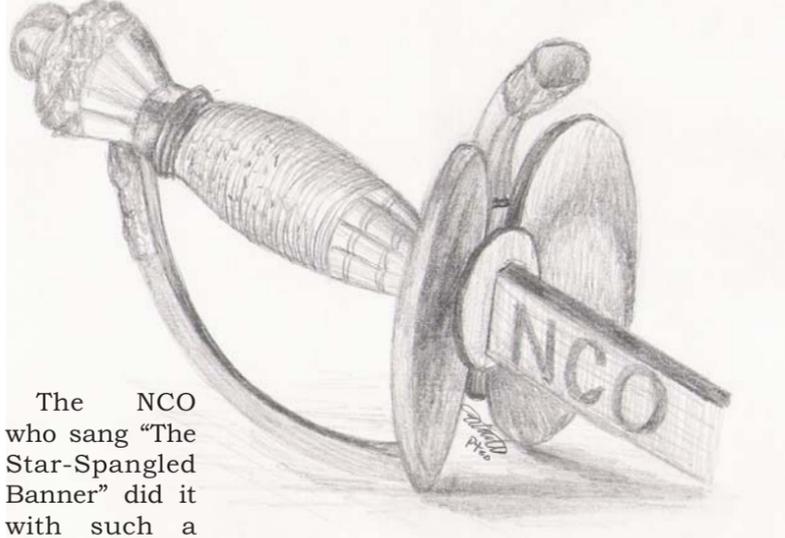


When I first attended the rehearsal, I was a little confused due to the fact that I missed the previous practice. I eventually caught on and understood what we were doing.

The cues to stand, to sit and all the subsequent practices after that seemed the same. They were the same cues, but as we continued to practice our performance was not the same.

Our proficiency increased and we seemed to be getting better and going through the practice with fewer mistakes. Of course there were other requirements. Our uniforms needed to be clean, our hair needed to be cut and our boots needed to be clean. All of this preparation, time and effort lead us into the ceremony.

The ceremony began with an excellent slide show created by Spc. Paul Braddick of the 53rd Quartermaster Company. After the posting of the colors, the national anthem was sung like I had never heard before.



The NCO who sang "The Star-Spangled Banner" did it with such a sense of pride and honor that it brought chills to my spine. After he completed the Anthem, this sense of pride was prevalent throughout the theater.

Every Soldier seemed to stand a little taller and knew the importance of the event. Following the national anthem, three Soldiers recited the "Soldier's Request," showing the NCOs how important they are to junior enlisted Soldiers, and that they need our guidance as NCOs.

I was proud and honored when my sponsor announced his support, when we crossed the line in the sand and when I received my NCO Creed. It is an experience that I will never forget.

When the other NCOs and I sounded off with the NCO Creed, I then knew I was a noncommissioned officer, the backbone of the Army, A LEADER OF SOLDIERS.

## Sgt. Jared Wakeland 109th Trans. Co.

Being inducted into the Corp of Noncommissioned Officers gave me a sense of completion. I had finally made it past the first stepping stone in the army.

As I looked around at the ceremony, I could see all the NCOs who had molded me into the leader that I have become. Being recognized for this great achievement while amongst my peers and leaders gave me a sense of pride.

As I was saying the NCO Creed and the noncommissioned officer charge, I thought about what it meant to be an NCO. I thought how my leaders lived up to the qualities of a great NCO.

I thought of all the things

***No one is more professional than I. I am a noncommissioned officer, a leader of Soldiers ... I am a member of a time-honored corps, which is known as the Backbone of the Army!***



that my platoon sergeant had to deal with when I was a young private, and how he would see me being accepted into the NCO Corp. I was honored to have so many NCOs there to accept me into a Corps that has stood strong through peace and war, and know that it will be there for my Soldiers when it comes time for me to be an onlooker.

This event will be in my memory for my entire military career. It is something that I can look back on and think to myself, it was my time to shine and be recognized for my accomplishment.

I will be able to look back and see my platoon sergeant and first sergeant as they accepted me into the Corps just by being there.

# 425th Trans. Soldier gets practical about the mission

By Sgt. Rachel A. Brune  
Editor

When the 425th Transportation Company loadmaster was approached for a newspaper interview, he thought it was a joke.

Staff Sgt. Joe S. Johnson, from Moline, Ill., has been known to play his fair share of pranks, often involving 550 cord and clear packaging tape.

However, when it comes to making sure the Sioux City, Iowa-based Reserve unit's combat logistical patrols are properly loaded to embark from Q-West, Johnson and his crew are all business.

Before the patrols can leave on their missions of hauling various supplies to destinations at outlying forward operating bases, the loads must be correctly established on the trailers. This is where Johnson and his team step up.

Along with Spcs. Eli Wayman and Carl Lindell, Johnson makes sure that all the unit's trailers are loaded correctly at the general support, or GS, hub. In addition, Johnson's team fulfills troop movement requests, or TMRs, by making sure the trailers and

needed equipment are available.

Johnson estimates he can find five trailers for a mission within a few hours notice.

In one instance, Johnson's team received a TMR requiring 39 trailers. Johnson "talked to the right people," and found the right number of trailers to carry the load.

"We got that TMR taken care of," said Johnson.

Johnson and his team make sure the loads are ready to go so the unit truckmasters can get their patrols on the road to their destinations on time.

"I like to call myself the 'Master of the Impossible,'" said Johnson. He added: "My guys and I make [the mission] happen."

In another instance, Johnson was confronted by a TMR requiring two five-ton trucks to be loaded onto trailers, necessitating the services of a crane, which the 425th Trans. Co. does not possess.

"I didn't know we had a crane on post," said Johnson. He got in touch with Kellogg, Brown & Root, who arranged for him to borrow a crane, and the trucks got loaded.

"That's the kind of stuff ... I just come up with," said Johnson.

"[Johnson's] ability to get the job done efficiently and proactively is incredible," said Maj. Julie Perez, commander, 425th Trans. Co., from Lincoln, Neb.

"He's a good guy," said Wayman, who is from Glenwood, Iowa. "He makes sure the work is done properly, and all the loads are tied down."

Johnson jokingly refers to Wayman and Lindell as his "lackeys," and he is trying to teach them how to do his job.

Sometimes, Johnson has been known to use unorthodox methods to complete the mission.

That is not the only reputation Johnson has around his unit. He is known for playing sometimes elaborate practical jokes.

One example was tying all of the operations officer's Humvee's doors shut with 550 cord.

"I'll do it and leave, and they still figure out it's me," said Johnson. As he spoke, his first sergeant stepped up and slipped a piece of paper onto the table.

It read: "Joe is really STRANGE."

"He was going to get me on my birthday, but I told him, 'No,'" said Perez, who is from Sioux City, Iowa. She suspects he will eventually play some kind of practical joke on her before the end of the deployment. "He gets my driver on a regular basis."

"As much of a joker as I am, I get the job done," said Johnson.

His team agrees.

"He's always willing to accept further responsibility," said 1st Lt. Ray Aucker, operations officer, from Garner, Iowa. He added: "He's always willing to help Soldiers."

Johnson takes time to sit and talk with his team, said Wayman, who didn't know of Johnson's reputation before joining his team.

"His enthusiasm motivates people, and he's able ... even during stressful situations, to keep the morale up," said Perez. "He truly cares about the Soldiers."



# Leadership key to combat deployment, operational stress

By Sgt. Rachel A. Brune  
Editor

Scenario One: A Soldier logging long hours on the roads of Iraq witnesses the death of an enemy combatant. Months after the mission is over, the Soldier remains haunted by the distressing images.

Scenario Two: A Soldier, working 18-hour days in the tactical operations center, begins to have vivid nightmares, disrupting the little sleep he or she is able to catch.

Scenario Three: A Soldier, distracted by problems at home, begins to show atypical behavior, showing up late for work and lashing out at his or her superiors.

All of these Soldiers may be suffering from combat or operational stress, which is the stress that occurs in any kind of deployed environment, according to Capt. Sean P. McDonald, brigade psychologist, Company B, 101st Brigade Troops Battalion. His unit comprises the majority of the 101st Sustainment Brigade's medical assets.

"It's basically something we're all going to experience," said McDonald, of Clarksville, Tenn.

This kind of stress is not always negative, said McDonald. Positive stress can result in a greater sense of the importance of the mission, maintaining awareness of one's surroundings and in the ability to endure harsh environments.

When stress becomes "battle fatigue" and begins to impair a Soldier's performance or to impact the unit mission is when the stress becomes negative, said McDonald.

Negative combat and operational stress may be caused by a variety of factors ranging from external causes, such as a high operational tempo, and may also vary in intensity based on such factors as a Soldier's mental, physical and spiritual fitness. "Hooah 4 Health," an Army Web site, lists symptoms and simple techniques for overcoming combat stress.

Combat stress can manifest itself as a headache, anxiety, a change in appetite, pounding heart, upset stomach, the "1,000-yard stare," or many other symptoms. If the symptoms progress to suicidal or homicidal thoughts, with a stated intention to act on those thoughts, combativeness or significant mood swings, a Soldier may need professional help, said McDonald.

Company B, 101st Sustainment Brigade, offers that help to any Soldier on Q-West. Located at the unit command post, in Building 6-04, McDonald and his colleagues are available for counseling or clinical assistance on an individual or unit basis.

Stress is a basic fact of life on deployment. The operational tempo can sometimes rob Soldiers of even basic familiar patterns.

"I have to look at my watch to see what day it is," said McDonald.

The Co. B behavioral specialists offer a wide variety of services to soldiers on post. In his briefs to newly-arrived units, McDonald emphasizes to troops and their leaders that his team continue to provide training to Soldiers on combat stress, anger management and unit cohesion.

Maintaining combat stress is equally important on both the level of the individual Soldier and his or her unit, said McDonald. Although Soldiers must

remain aware of their levels of stress and take responsibility for seeking help when needed, leadership is responsible for creating the kind of environment that allows Soldiers to manage stress.

"Everyone's aware of [stress]," said Spc. Randell J. Romero, Company A, 101st BTB, joint network node signal switch operator. The Los Angeles, Calif., native has not experienced a

high level of stress, but instead sees it more apparent in veterans returning to Iraq who may be distressed at being ordered to return.

"We keep open communications with each other," said Sgt.

1st Class Brian Kisor, JNN platoon NCOIC, of Wellston, Ohio. The unit is a small group, so "we can tell when someone's not feeling right."

Kisor's platoon holds what he called "second platoon Sundays." The Soldiers grill steaks, attend church if they wish or just have time to themselves.

"We stay alert to each other," said Kisor. Although the Soldiers have time to unwind, he added: "We've made the mission happen."

If a Co. A. Soldier were to suffer from combat stress, Kisor would probably refer him or her to the brigade or battalion chaplain, then to the Co. B behavioral health specialists.

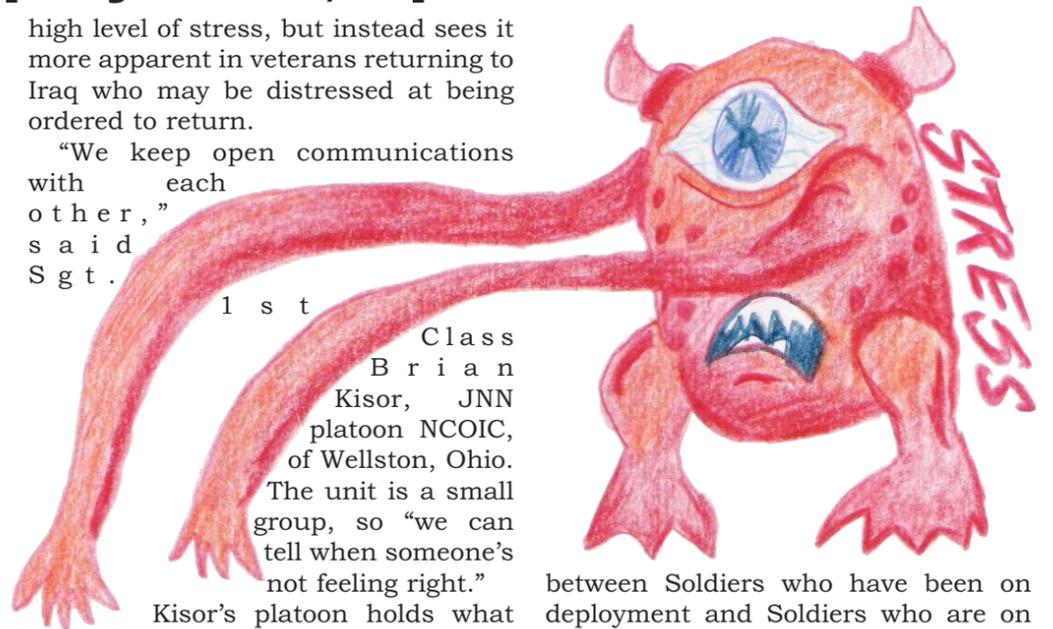
"It's a leader's responsibility to know their Soldiers and be able to recognize [stress]," said Kisor.

"The mission" seemed to be one of the biggest factors in stress and stress management, according to the Soldiers interviewed for this article.

The change in focus of mission from Operation Iraqi Freedom I to the current deployment may be another source of stress, said Sgt. Tiffany Lowe, Headquarters and Headquarters Company, 101st Sustainment Brigade, unit level logistics system - ground NCO, from Brooklyn, N.Y.

Lowe was deployed in support of OIF I, where she faced a higher degree of environmental stress. Now, she faces a different kind of stress as the Soldiers around her strive to remain battle-focused.

Sometimes resolving differences



between Soldiers who have been on deployment and Soldiers who are on their first trip overseas can also be a source of stress, said Lowe.

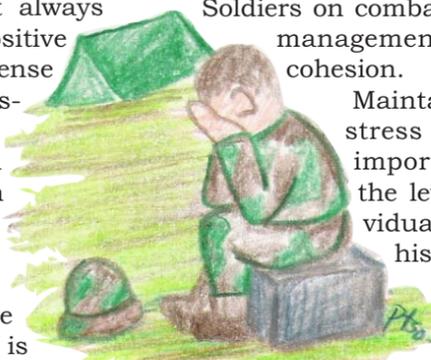
If Soldiers can retain for themselves a personal knowledge of what their particular missions mean in the greater scheme of things, they are more likely to be able to gain meaningful purpose from those missions, with which they can combat the stress that arises from the daily operations, according to McDonald.

"My buddy is here, my squad is here, and I need to be here for them," is one example McDonald gave for the personal justification of the mission.

"This is where leadership is so crucial," said McDonald. Soldiers need clarified what the mission is, why they are here and how their contributions are making the mission a success.

One of the ways leaders can help their Soldiers manage stress is by listening to them both on a formal and informal basis, said McDonald. One example would be to hold sensing sessions where the senior leader just listens to his or her Soldiers and their issues, instead of trying to take the opportunity to refute their concerns.

For Q-West residents, the behavioral health team is located in Building 6-04, and is open Mondays through Fridays from 9 a.m. to 4 p.m. and Saturdays from 9 a.m. to 12 p.m. For emergencies, walk in anytime.



## Women's History Month: The role of women in the military

By Sgt. 1st Class Lori Simmons  
Brigade Public Affairs Officer

"From the beginning of time, nothing was accomplished without women...and nothing has been ignored more than their accomplishments." B.A. Wilson, Author, *Military Women in Operation Urgent Fury and Just Cause; Desert Fox*.

Women defended their homes, property and family long before the Continental Congress drafted the Declaration of Independence. So, it makes sense they would continue to defend our country long after the Revolutionary War was over.

Much of the written records of history covers men's role in combat. But, even so, women endured the same living conditions as male soldiers while working under fire, even being captured and killed to support the U.S. military.

During the Revolutionary War, women cooked, sewed and washed clothes in exchange for rations to feed themselves and their children. But, their dedication didn't stop there. When push came to shove, women were seen stepping up to take over combat

roles in place of their wounded or killed husbands.

One tale many have heard is about Molly Pitcher. Mary Ludwig Hays McCauley followed her husband onto the battle field. She was named Molly Pitcher because she would carry pitchers of water to the soldiers. According to the story, during the battle of Monmouth Courthouse, New Jersey, Molly Pitcher replaced her husband at his cannon after he collapsed from heat exhaustion. She fought in his place the rest of the battle.

Although the story of Molly Pitcher has never been confirmed, women were seen on the battlefield with the Continental Army.

In addition to the women serving to assist on the battlefield, there are accounts of women actually enlisting in the Continental Army. Although regulations prohibited women from joining, some were so determined to do so, they dressed as men to join the ranks.

Deborah Samson (Gannett) enlisted in the Army as Robert Shirliffe in 1778. She served three years and was wounded twice. It wasn't until a doctor dis-

covered her secret, that she was given an honorable discharge and eventually a pension from the Massachusetts legislature. The *Congressional Reporter* called her an example of "female heroism, fidelity, and courage."

Women continued to serve the military as nurses, spies and in secret as men well into the Civil War. It's estimated that 400 women dressed as men to join the Union and Confederate armies.

These stories whether true or not, show how determined women have been throughout U.S. history to serve and fight in the military. During the twentieth century, women have continued to forge the path for future generations.

Thanks to the dedication of strong women in the past, women today are able to serve in more and more jobs in the U.S. military as equals with men.

March is Women's History Month. This year's theme is "Women Inspiring Hope and Possibility." I encourage all Soldiers, male and female, to take a moment to reflect on how far our military has come since the first shots of the Revolutionary War.

## MedTalk: Treating Uniforms

By Capt. A. Michelle Moore, M.D.  
Brigade Surgeon

As the weather begins to become warm the insect population will grow rapidly.

The insects we worry about in northern Iraq are mosquitoes and sand flies.

These insects can carry diseases such as leishmaniasis, sand fly fever, West Nile virus, and malaria. We are at highest risk in the months of March through November.

To prevent these diseases we must protect ourselves from the bites of sand flies or mosquitoes. Everyone should wear permethrin-treated uniforms.

It is important that you make sure your uniform treatment is still effective. If you sent your uniform to the factory for treatment -- Buzz Off --- the permethrin is effective for 100 washings, or about one year.

If you treated your uniform with the "shake and bake" method, you need to re-treat every three months or 30 washings.



If you sleep in a tent you should sleep under a permethrin treated bed net. Permethrin-treated uniforms are safe.

The liquid form of permethrin can be minimally toxic to humans, so it is important not to get it on your skin.

Once the treated uniform has dried, the permethrin is so tightly bound to the uniform that it does not come off and does not get on your skin. That is why it is safe.

The next line of defense is DEET. DEET should be applied to exposed skin that is not protected by the uniform. If you are going to wear DEET and Sunscreen, you should apply the sunscreen first, and wait 30 minutes before applying the DEET.



### March is...

**Women's History Month**  
Watch the Lifeliner West for upcoming EO announcements regarding Women's History Month.

## Safety: Prevent disease

By James Fraser Jennings  
Brigade Safety Officer

A few weeks ago, I overheard a Sergeant Major scoff: "I've never washed my hands so much in all my life."

He was irritated by the frequency with which we are required to soap up and wash our hands in Iraq. We wash before all three meals and after each visit to the port-a-john or ablution units.

But all this hand washing is just another unnecessary administration intrusion into the gritty, Spartan existence of a combat warrior, right? Another example of the out-of-touch bureaucrats imposing silly requirements, eh? Wrong. Dead wrong.

Poor personal hygiene cripples armies at war. Just as accidental losses degrade combat capabilities, so can disease and non-battle injuries, or DNBI, due to inadequate hygiene bring a military force to its knees.

The Soviet Army's experience in Afghanistan is an excellent example of the devastating impact of poor hygiene and disease control. In the Military Review article *Beaten By The Bugs: The Soviet-Afghan Experience*, the authors reveal that 67 percent of the 620,000 Red Army soldiers who served in the conflict were hospitalized for a disease or serious illness.

Two of every three soldiers were rendered combat-ineffective by a DNBI. The most common diseases were hepatitis, typhoid fever, plague, malaria, cholera, dysentery and meningitis.

The most common causes included lack of hand washing, clothing cleanliness, lice infestation of garments and bedding, and other personal hygiene issues that made soldiers susceptible to diseases, often rapidly spread by close proximity to others in tents or barracks.

In January 2006, a French research team unearthed the remains of a group of soldiers who died during Napoleon's invasion of Russia in 1812. As you may recall from your history classes, this expedition ended in a humiliating defeat for Napoleon's mighty *Grand Armee*.

Using DNA testing, the researchers were able to determine that infectious diseases may have rendered up to one-third of the French Army combat-ineffective. Like the Russian experience in Afghanistan 180 years later, the French were beaten by the bugs.

So what does this have to do with the U.S. Army in Iraq in 2006? Why do combat soldiers have to bother with such trivial nonsense as washing hands and changing undergarments?

History clearly shows that commanders who ignore the hygiene habits of their soldiers place mission success at risk. Any threat to the fighting ability of the unit must be eliminated as a force protection measure. This includes the causes of DNBI.

The next time you reach for a door-knob, think about how many hands have touched it before you. Like your mother used to say: "You don't know where that hand has been."

## On Leadership, A Series: Part Two, Character

By Sgt. 1st Class Lori Simmons  
Brigade Public Affairs Officer

The Army's manual on leadership, FM 22-100, says leaders should aim to achieve excellence by "developing a force that can fight and win the Nation's wars." To do this, leaders must develop characteristics outlined in the Army's leadership doctrine as "be, know and do."

At the time I joined the Army, the slogan "Be All You Can Be" was in every recruiting commercial aired on television. Over the next 16 years I began to realize these words were more than a catchy phrase to get people to enlist. These words symbolize what a Soldier is.

While at school to change my job to broadcast journalist, I had the opportunity to get to know Soldiers who had just joined the Army. I had numerous conversations with these new recruits about the many rules we as Soldiers must follow. During our discussions, we almost always wound up comparing the Army with civilian life.

These young Soldiers were having a difficult time accepting the way things were done in the Army. They had not yet realized the Army is not simply a job.

Soldiers are not only accountable for what they do during their work shift the Army holds them to certain standards after work hours as well.

To be successful, Soldiers must realize the Army is more than a way of life - it's what they must "be." Simply put, Soldiers are the Army.

This transformation begins with the oath of enlistment, "I do solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will

obey the orders of the President of the United States and the officers appointed over me, according to the regulation and the Uniform Code of Military Justice. So help me God."

I have said this oath three times in my military career. Each time it reminded me of who I am as a Soldier and what my responsibilities are as an NCO. As a leader, I must live up to this oath and help my Soldiers do the same.

Knowing who you are, or your character, is the first step in becoming a good leader. Leaders who don't know who they are cannot effectively develop a Soldier to be all he can be in the Army. The inner strength a leader draws from his character will ultimately help him make the right decisions.

Character is the sum of our beliefs and values and most of the time, it directly reflects in how we act.

When I joined the Army, my beliefs and values were a mirror of my life. The Army has its own set of values, the Army values, for Soldiers to follow.

After I said my initial oath to enlist in the Army, I found myself packed up and heading to Ft. Jackson, South Carolina. Little did I know, the way I looked at life was about to change.

I don't think any of the other Soldiers standing in formation with me the first day of basic training, really understood the transformation that was about to begin any more than I did.

For many Soldiers, the transformation to becoming the Army happens without recognition. For others, it can be difficult.

The day I stood, knees shaking, face to face with my basic training drill sergeant, was the day I started to cross the bridge from my beliefs and values to the Army's beliefs and values.

The gap I had to cross wasn't terribly wide thanks

to my father. He taught me how to be loyal to my friends, family and God, taking the time to show me each person has a duty to society as a whole. He also pushed me to go to church which made the concepts of selfless service, integrity and personal courage easier to grasp.

Not every Soldier in my platoon had the upbringing I experienced. This presented these Soldiers with a greater challenge to cross the bridge from the values they were brought up with to the Army values.

Drill sergeants can only take a Soldier so far. It is our responsibility as leaders to take Soldiers the rest of the way across bridge.

Before he can help his Soldiers on their quest, the leader must be sure he has completed the journey over the bridge to the Army values. Otherwise it would be the blind leading the blind.

Becoming the Army doesn't happen overnight. Leaders must constantly develop who they are so they can lead Soldiers more effectively without forgetting the human factor.

No one leader is a perfect example of "be, know and do" all the time, even up to the top ranks of the military. A true sign of leadership is the effort a leader makes to be an excellent leader, recognizing and taking responsibility for success as well as failure.

Even though we are "leaders" and are bound by the definition of what the Army feels makes an excellent leader, we are still human beings and humans cannot be perfect.

What gives us the character to be excellent leaders is the understanding we are all human. Soldiers and NCOs should strive to be the best while allowing for the imperfections of humanity within ourselves and others.

# FUN

**Sunday**  
QBC Unplugged Coffeehouse 2000

**Monday**  
Tournaments Galore!

**Tuesday**  
Acting Class 2000

**Wednesday**  
Salsa Lessons 1900  
Guitar Lessons 2000

**Thursday**  
Tournaments Galore!

**Friday**  
Alternating Country & Hip Hop Night  
2100

**Saturday**  
Flea Market 0800-1600  
Alternating Karaoke & Latin Night 2100

**5K RUN! March 17**  
6:30 a.m., Sign up at the fitness center!

# FITNESS

**Sunday**  
Take a break!

**Monday**  
Abs & Core Conditioning 0530  
4-Week Weight Training Program 1000  
Spinning Class 1600  
Dynamic Abs 1700  
Cardio Kickboxing 1800  
High Impact Step Aerobics 2000

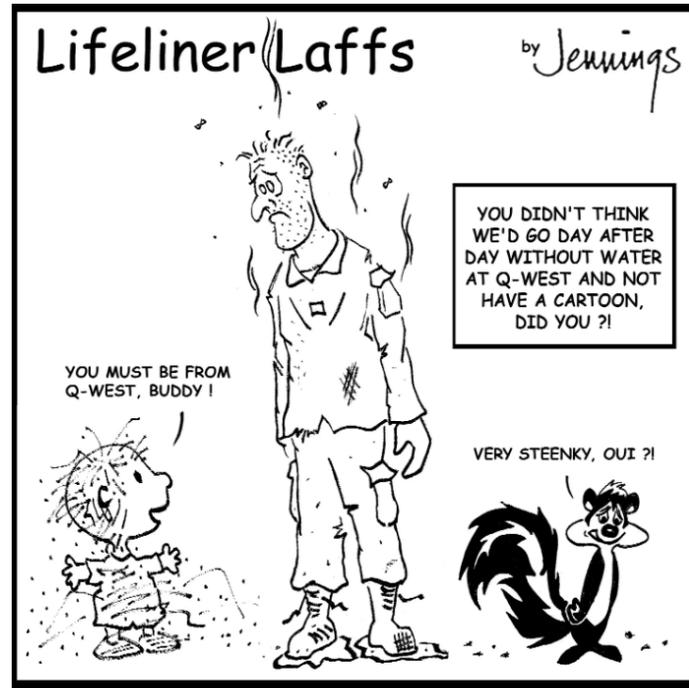
**Tuesday**  
Extreme Abs & Core Conditioning 0530  
Yoga & Mat Pilates 1900  
Abs & Glutes 1800 & 2000  
Spinning Class 2000

**Wednesday**  
Abs & Core Conditioning 0530  
4-Week Weight Training Program 1000  
Spinning Class 1600  
Dynamic Abs 1700  
Cardio Kickboxing 1800  
High Impact Step Aerobics 2000

**Thursday**  
Extreme Abs & Core Conditioning 0530  
Yoga & Mat Pilates 1900  
Abs & Glutes 1800 & 2000  
Spinning Class 2000

**Friday**  
Abs & Core Conditioning 0530  
4-Week Weight Training Program 1000  
Spinning Class 1600  
Dynamic Abs 1700  
Cardio Kickboxing 1800  
High Impact Step Aerobics 2000

**Saturday**  
Abs & Glutes 1800  
Yoga & Mat Pilates 1900  
High Impact Step Aerobics 2000  
Spinning Class 2000



## In the gym: A brief introduction to weight training

**By Pfc. Jerry Leal**  
**101st Brigade Troops Bn.**

There are a lot of people out there always looking for the fast ways to lose weight. Well there is one answer to that — there is no quick way.

To lose those spare tires and double chins takes months of dedication to your health and the gym. Every body is different.

There are three steps to achieving your goals of physical fitness. First step is to set goals that you want to achieve.

Look at yourself in the mirror and decide what you want to do — lose weight and get toned, or just to lose weight.

The second step is to change your diet. Instead of going to the dining facility and getting hash browns,

sausage, scrambled eggs and pancakes, get an omelet with egg whites only, some fruit and bowl of oatmeal. For lunch, get a baked chicken salad with fat-free Italian dressing and a Gatorade.

For dinner, get a steak or chicken with rice and vegetables.

If you have a physical training test or cardiovascular workout the next day, eat some pasta with no sauce the night before. It will give you energy to run for long periods of time.

Step three is to get a steady workout plan and a partner to motivate you. The best way to get a workout plan is to design it around your and your partner's schedules.

Work your upper body

one day, and then work your lower body the next. That way, you will always have a rested body part.

The first day of working out, start light and slow and remember to stretch.

Do at least 30 minutes of cardio or aerobic exercise, such as running on the treadmill or working out on the Stairmaster before you do your workout.

The cardio will work up a good blood flow, and this will help your body to burn more fat. Then, work your desired muscle groups: your arms, shoulders, back, etc.

Towards the end of your workout you can work your abdominal muscles. This will strengthen your core — always work out your abs.

The more weight and fewer repetitions, the stronger you will get. Less weight and more reps will tone you more.

The way you achieve both is to alternate by week. For example, workout with heavy weights one week, then light weights the next week.

Remember, every body is different, so it is okay to ask questions and for tips from other people.

Don't skip meals because your body will store your fat. Your body does not know when it is going to get fed again, so it stores the fat and you will not burn it. Make sure you eat three times a day.

If you work out regularly, and eat healthily, even junk food may be okay once in a while in moderate amounts.

## News from home: Soldiers visit civil rights museum

**By Spc. Chris Jones**  
**40th Public Affairs Det.**

A group of Fort Campbell Soldiers spent a snowy Friday afternoon touring the National Civil Rights Museum in Memphis, in recognition of Black History Month.

The trip, organized by the Better Opportunities for Single Soldiers program, gave 49 Soldiers the chance to see the historic Lorraine Motel, where Martin Luther King, Jr., lost his life to an assassin April 4, 1968.

The museum is divided into three buildings — Lorraine Motel, the Young and Morrow Building, and Main Street Rooming House, the motel where James Earl Ray shot King, Jr.

Each portion of the

museum was either untouched following the assassination or recreated to look exactly as it was April 4.

Exhibits throughout the museum recount "some of the world's most crucial human rights movements and achievements," according to [www.civil-rights-museum.org](http://www.civil-rights-museum.org).

Included in the exhibits is a recreation of the bus where Rosa Parks, an elderly black woman, took a seat near the front of the bus.

Visitors can walk through the bus, where a statue of Parks is perched three rows from the front.

Private 1st Class Ashley Bell, a water purification specialist with the 20th Quartermaster Company,

said some of the exhibits seemed "completely real, like [the events] are happening right in front of you."

At the motel room where Ray opened fire on King, Jr., Bell said the exhibit, with its dirty bathtub and unkempt floor, "made it seem like [the sniper] was standing up right in front of me. I could actually feel the gunshots."

Bell, a native of Baton Rouge, La., said the snow outside gave the hotel room exhibits, with their tall windows, added emotion.

The trip was made up of Soldiers of many ethnicities and backgrounds. Private Shaun Vasquez, an all-wheel mechanic with 20th Quartermaster, got a

new perspective on King, Jr. Vasquez, a San Antonio native of Mexican descent, said: "I feel kind of bad that I didn't know so much about [Martin Luther King], like how he wasn't just fighting for the rights of blacks, but for all minorities and every race."

"It's cool that I can go to the museum," said Vasquez. "Even though I'm not African-American, it still has something to do with me."

Vasquez said the exhibit that affected him the most was Room 306 of Lorraine Motel. "For them to keep [King, Jr.'s] room so intact and together, like it was when he was killed," he said, "it makes you realize how important [his life] was."

## OFF THE WIRE: News from the American Forces Press Service

### Local Security Forces Provide Protection Around Iraq

#### Army News Service

**WASHINGTON, Feb. 24, 2006** – Iraqi security forces are leaning forward to provide security in areas of sectarian strife prompted by this week's terrorist bombing of a prominent Shiite religious shrine, a U.S. military official said here today.

"Iraqis are in the lead; coalition forces are prepared to support as required," DoD spokesman Army Lt. Col. Barry Venable said.

The world-famed Golden Mosque, a Shiite religious shrine located in Samarra, Iraq, was bombed Feb. 22. The mosque's golden dome was blown off in the explosion, which touched off a round of Sunni-Shiite discord across the country.

Some Shiites have accused the Sunnis, who constitute the majority group in Samarra, of complicity in the shrine bombing. At least 100 Iraqis have died in street fighting and other violence in recent days.

Iraqi security forces provided security during the

country's constitutional referendum in October and December's nationwide voting held to select a general assembly, Venable said.

Today, Iraqi security forces have secured the area around the damaged mosque and some other areas in Iraq touched by sectarian violence over the bombings.

"In the places where they are responsible for the battle space, they've done a very credible job," Venable said of Iraqi soldiers and police. This "is another indicator of the continued forward progress we see in Iraq," he said.

U.S. officials have downplayed the possibility of an Iraqi civil war erupting between Shiites, who compose about 60 percent of the population, and Sunnis, who make up around 35 percent of the populace. Sunnis were favored during the reign of former dictator Saddam Hussein, while Shiites and Kurds were persecuted.

Iraqi government and

religious leaders have appealed to the general population not to allow peaceful demonstrations over the bombing to descend into violence. Those entreaties seem to be working, Army Col. Jeffrey J. Snow, a senior U.S. military officer stationed in Baghdad, told Pentagon reporters during a satellite teleconference today.

"It appears as though the people have really listened to the government of Iraq, as well as the religious leadership, in terms of not allowing this to break down into violent acts," said Snow, the commander of the 1st Brigade of the 10th Mountain Division.

Snow said his unit works closely with Iraqi military units. There's no apparent split or animosity between the Sunni and Shiite soldiers, the colonel said. "We're not seeing any indications within the ranks of an allegiance on way or another," Snow said. "The allegiance is to the government of Iraq."

### Military Women

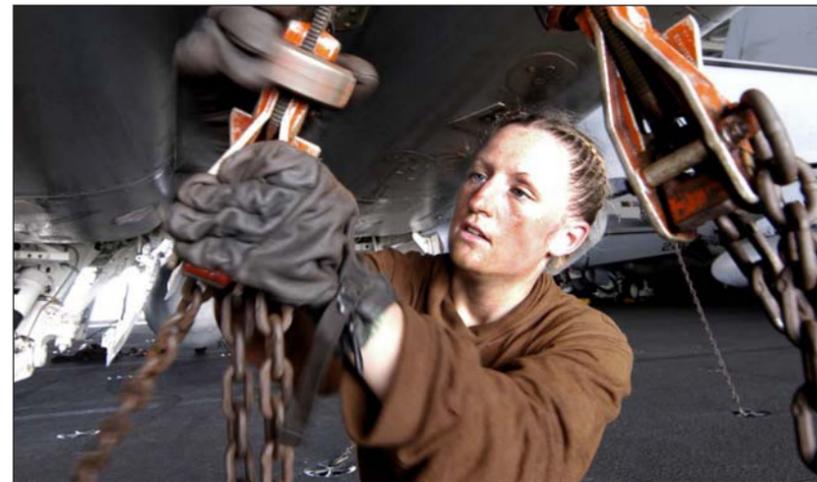


Photo by Petty Officer 3rd Class James R. McGury, U.S. Navy

**Airman Jolenea Pederson tightens a tie-down chain on an F/A-18E Hornet aboard the aircraft carrier USS Abraham Lincoln (CVN 72) on Feb. 3, 2005. The Lincoln Strike Group is operating off the coast of Indonesia in support of Operation Unified Assistance.**



Photo by Spc. Leslie Angulo, U.S. Army

**U.S. Navy Lt. Cmdr. Kim Kaufman gives a dose of de-wormer medication to an Afghan girl during a village medical outreach in Maywand District, Afghanistan, on Jan. 27, 2006.**



#### AMERICAN FORCES INFORMATION SERVICE

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### Bush: Iraqis Will Overcome Divisions to Achieve Democracy

By Donna Miles

#### American Forces Press Service

**WASHINGTON, Feb. 24, 2006** – President Bush expressed optimism today that the Iraqi people will move beyond sectarian divisions fueled by the Feb. 22 bombing of a sacred Sunni Muslim mosque to continue their path toward democracy.

Bush, speaking at the annual American Legion Convention here, said violence between Iraq's sects, set off by the bombing of the Golden Mosque in Samarra, presents what he called "a moment of choosing for the Iraqi people." The attacks sparked widespread protests, attacks on Sunni mosques and killings.

Bush praised Grand Ayatollah Ali al-Sistani and other Iraqi leaders for urging restraint following the bombing, which destroyed the mosque, one of the holiest for Shiite Muslims.

The days ahead will be intense, said the president, who acknowledged that Iraq remains in a serious situation. Terrorists working to divide the country "are going to continue their campaign of violence and destruction," he predicted.

"But I'm optimistic, because the Iraqi people have spoken and ... made their intentions clear," Bush said. He said heavy turnout during Iraq's successful national elections demonstrated the country's commitment to democracy.

Iraq is making steady progress in forming its new democracy. Bush pointed to numerous develop-

ments, including the country's democratic constitution, its democratically elected government, and strides in forming an independent judiciary system, building economic institutions, and training the country's military and police forces. These successes demonstrate that the U.S. strategy for victory in Iraq is working and have far-reaching implications on security in the region and in the United States, he said.

America's long-term security depends on the advance of liberty in other nations, the president said. Societies not built on the foundations of democracy risk backsliding into tyranny, he said. Free societies don't take root overnight, especially in countries that have suffered decades of tyranny and repression, Bush said. "No nation in history has made the transition to a free society without setbacks and false starts," he said, citing the United States' early days.

Bush urged patience as the process takes shape and vowed that the United States will keep its course as it promotes freedom and democracy and fights terror.

"We will stay on the offense. We will continue to hunt down the terrorists wherever they hide," he said. "We'll continue to stand with the people of the Middle East as they step forward to claim their freedom."

Shifting to other troubling parts of the region, the president expressed concern about developments in



Photo by Petty Officer 1st Class Michael Larson, U.S. Navy

**U.S. Army Spc. Allen Hill passes out candy to a line of Iraqi children in the village of Saba al Boor, Iraq, on Feb. 20, 2006. Hill and the U.S. Army 490th Civil Affairs Unit are visiting villages to address current economic and health issues with the local people.**

the Palestinian territories and Iran. Just as Iraq is making choices, so too must leaders of Hamas, who recently took power in the Palestinian territories, Bush said. He urged Hamas to renounce terrorism and recognize Israel's right to exist.

"The international community must continue to make clear to Hamas that democratically elected leaders cannot have one foot in the camp of democracy and one foot in the camp of terror," he said.