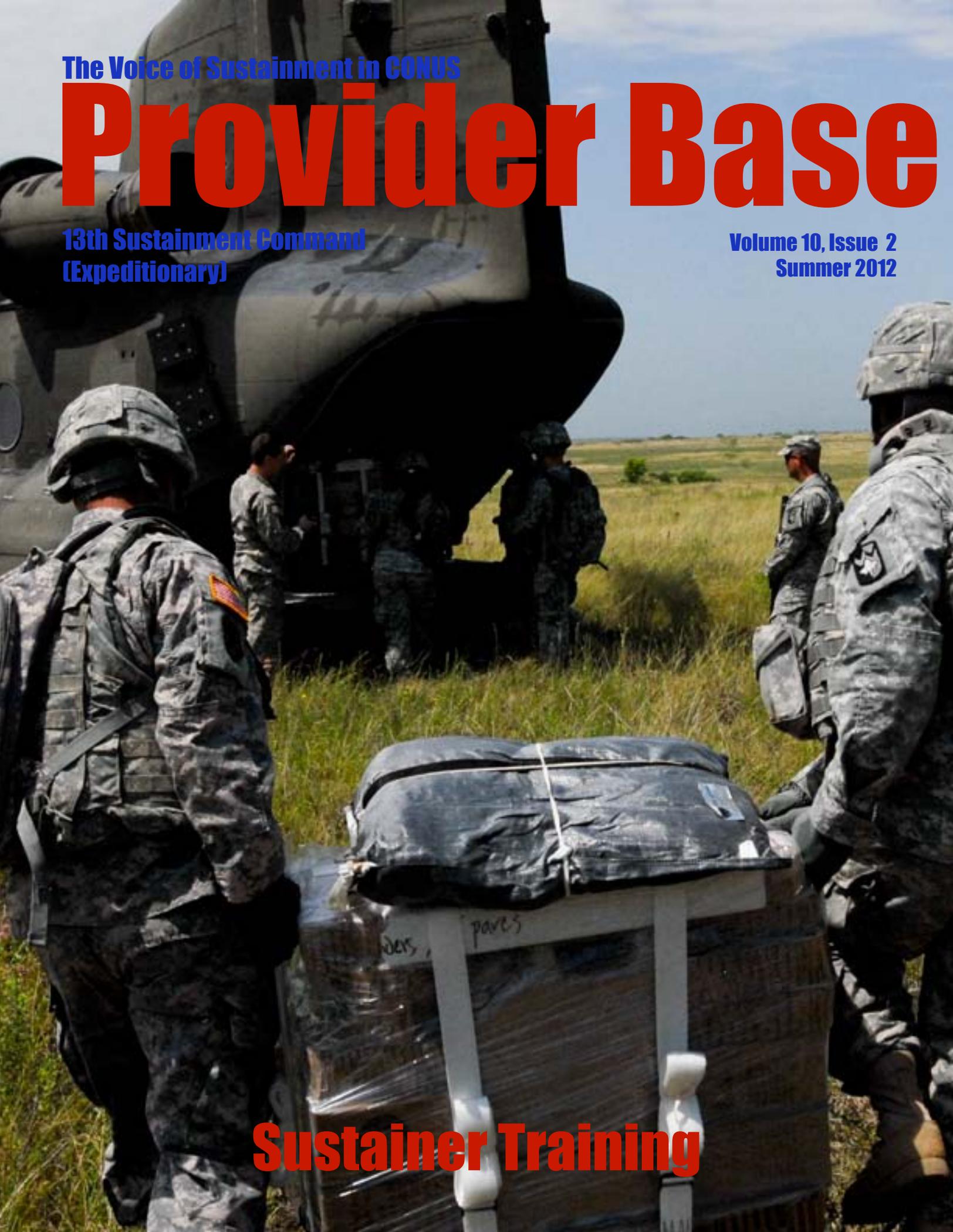


The Voice of Sustainment in CONUS

Provider Base

13th Sustainment Command
(Expeditionary)

Volume 10, Issue 2
Summer 2012



Sustainer Training



Commander's Corner

COLONEL
Knowles Y. Atchison

Teammates,

The Sustainment Operations Center (SOC) is no longer a concept that some Brigade Commanders wanted to do and some did not. This past April FORSCOM Commander made the decision that every FORSCOM Installation that has a Sustainment will have a SOC. This decision is a huge victory for all Sustainers Army wide, it now allows us to train as we fight from every level of Sustainment ranging from the BSB Commanders, BDE S4s, Division G4s, Corps G4s, MSE Staffs, Sustainment BDEs, AFSBs and ESCs. In addition, it serves as an Agency. We all have worked hard at setting conditions to enable the rapid resetting of our Army and getting back to a contingency based force. This is a huge step forward in that endeavor.

In this edition we will look at training from a standpoint of putting Soldiers back to work in Garrison that maintains our core competencies as Sustainers and reduces contract cost to our Army. Leveraging Sustainment Operations CONUS (LSOC) is nothing more than matching training opportunities with support requirements that reduce unnecessary contract cost. The best example of this is when 4th SB moved the 4th CAB from Fort Hood to Fort Bliss as part of the BRAC realignment. LSOC is also about relationships, not just between the ESCs and the SBs, but also between all Sustainment providers (AMC, DLA and SDDC). We have come a long way in the last two years with building the team of teams and we cannot all a reversal, our Army cannot afford it. Commander, this publication is a place to tell your story and one-way to share best business practices, let's maximize the power of media. Thank you for all you do everyday.

Welcome LSOC's newest Sustainment Brigade Commanders



COLONEL
Douglas McArthur McBride, Jr.
593rd Sustainment Brigade
Fort Lewis, Wa.



COLONEL
Charles R. Hamilton
101st Sustainment Brigade
Fort Campbell, Ky.

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Soldiers participate in ammo inspectors course

By Pfc. Brian LaBombard
13th ESC Public Affairs

FORT HOOD, Texas - Ammunition specialists across Fort Hood had the opportunity to participate in the Ammunition Inspectors Course hosted by the 664th Ordnance Company, 180th Transportation Battalion, 4th Sustainment Brigade. The course began April 2 and will conclude May 11.

The 10 Soldiers in the course were taught at the Fort Hood Ammunition Supply Point by a mobile training team from the Defense Ammunition Center in McAlester, Okla.

"They kept a small class because we have to keep down the number of people out here for the hands on portion of the class. The cardinal rule is 'minimum people, minimum exposure and minimum hazard,'" said Jerra Kemper, a DAC instructor since 2006.

Kemper added, "This class was funded by DAC. This is the first time the mobile training team has come out to teach this particular class."

Soldiers participating in the course will gain the knowledge required to safely inspect ammunition and explosives. When the 664th assumed full responsibility of operations at the ASP in September of last year, the contracts of the civilian contractors expired and Soldiers replaced those employees, said Sgt. 1st Class Jorge Berrios, the senior ammunition inspector at the 664th Ord. Co.

Berrios said that "this is a condensed version of the 18-month-long training that the Quality Assurance Specialists (Ammunition Surveillance) civilians receive." There are still five general schedule civilians working at the ASP, three of which are QASAS certified.

"This course, which is focused around safety and waste prevention,



Photo by Pfc. Brian LaBombard

Staff Sgt. David Bennett assigned to 664th Ordnance Company, 180th Transportation Battalion, 4th Sustainment Brigade, Sgt. 1st Class Greg Stokes assigned to B Company, Headquarters and Headquarters Battalion, III Corps both ammunition specialists, replace a damaged rocket tube at the Ammunition Supply Point. Both are members of the first Ammunition Inspectors Course held on Fort Hood. During the course, Soldiers learn how to safely inspect ammunition and explosives. The course began April 2 and will conclude May 11.

provides invaluable knowledge to ammunition specialists," said Sgt. 1st Class Greg Stokes, an ammunition specialist assigned to B Company, Headquarters and Headquarters Battalion, III Corps.

Stokes explained that the most important thing he has learned from the course is the ability to locate deficiencies that he may not have noticed before.

When Soldiers improperly handle ammunition, it must be "turned in and demilitarized," said Kemper. This course is invaluable to Soldiers and the Army because it helps keep Soldiers safer while cutting down on wasted materials and extra costs, she said.

QASAS civilians go through much longer training than Soldiers do and when the ammunition inspection portion of the ammunition specialist advanced individual training was removed years ago, Soldiers lost the ability to perform an important set of skills, said Stokes.

After attending the course,

Stokes was quickly able to identify deficiencies that would usually only be found by senior QASAS civilians.

"We're receiving the training so we can actually enforce safety standards and save the Army money by using our own assets already in place," said Berrios. The 664th Ord. Co. recently took over operations at the ASP with an estimated savings of \$2.4 million yearly.

As part of the course, "we are conducting on the job training which consists of area inspections and bunker inspections," said Berrios. "We go out to the ranges and do ammo safety inspections and we do arms room inspections as well. We don't check the weapons (in the arms rooms); we check the ammunition that is stored inside those arms rooms."

"Since the military already has noncommissioned officers in place, the staff sergeants and sergeants 1st class are going to be the ammunition inspectors" and they will enforce the Army's standards, said Berrios.

297th ICTC retrain on sustainment basics

By 1st Lt. Bryan P. Langley
297th ICTC UPAR

The 297th Inland Cargo Transfer Company, 180th Transportation Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) went back to fundamentals for its weekly training on May 10th by camouflaging a M998 Humvee and building a field kitchen.

As a force sustainment unit, the 297th ICTC has a broad array of tasks to perfect before any future deployment. In addition to normal operations, its Mission Essential Task List requires training in food service

support, equipment concealment, and field sanitation.

Although in recent years units have enjoyed established dining and hygiene facilities while deployed, Sgt. Jason P. Fruish, of Seattle, Wash., stressed the importance of focusing on basic Soldier skills. "It's good to go back to your roots so you don't forget the skills you might need someday."

Among those skills is concealment from enemy air forces, which is not typically a priority in a counter-insurgency campaign.

"We're driving trucks and Kalmars (container handling equipment). There

might be a time we have to move close to the front lines and hide along with combat arms units," Fruish continued.

In addition, Soldiers practiced setting up a Mobile Kitchen Trailer. In the event the 297th is deployed to a new theater, the MKT would provide warm meals for the unit's Soldiers.

Spc. Diana M. Murphy, a cargo specialist, found the training not only practical, but interesting.

"It was fun to watch how they set it up, going from a small, closed up box to a full kitchen to serve people," she said.



Photo by 1st Lt. Bryan P. Langley

Soldiers of the 297th Inland Cargo Transfer Company, 180th Transportation Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) demonstrate how to set up a Mobile Kitchen Trailer. The unit is rebuilding its basic skills in the wake of its return from deployment in 2011.

1st enlisted Soldier attends logistics course



Photo by Spc. David J. McCarthy

Sgt. Maj. Sean Rice, 82nd Sustainment Brigade S-3 NCOIC, briefs his section of the Rehearsal of Concept Drill at The Army Logistics University at Fort Lee, Va. Sgt. Maj. Rice is the first NCO to attend the Theater Logistics Planners Program Course.

By Spc. David J. McCarthy 82nd Sustainment Brigade Public Affairs

Fort Bragg, NC— Any operation in the Army requires planning and preparation. Often, many fail to realize just how much planning has to go into an event to make it work. For the students attending the Theater Logistics Planners Program at the Army Logistics University at Fort Lee, Va., they are immersed in it daily.

“This course gives you a whole new level of confidence in yourself,” said Sergeant Major Sean Rice, 82nd Sustainment Brigade S-3 NCOIC and the first enlisted Soldier to attend the TLPP Course. “That confidence is bolstered through being involved in the premier logistics course in the Army and by the fact that you are truly a demonstrated master logistician upon graduation,” he said.

The TLPP Course is held twice a year and is a five and a half month long course, immersing students in every aspect of sustainment planning.

“The Theater Logistics Program was created from a

previous course when it was identified by the Combined Arms Support Command (CASCOM) commander that there was a gap in the Army education program for logistics at the operational level,” said Lt. Col. Alexander Greenwich, Director of the TLPP. “The TLPP was re-invented to create planners. We needed the equivalency of the planning capability that the School for Advanced Military Studies (SAMS) produces for the Army,” he said.

Greenwich went on to clarify that before the TLPP Course existed, Army logistics officers attended the Logistics Executive Development Course (LEDC). The course was designed to get logistics officers to see the bigger picture, see who the players at the strategic national level were, and develop skills to assist in the executive or operational level of sustainment.

When the LEDC Course was replaced with the TLPP Course, it was made a compliment to the SAMS Course. Whereas SAMS graduates had more of a focus on operational maneuvering, TLPP graduates could bring that

same level of advanced operation from the sustainment operations side.

The TLPP Course is taught so that students will have a full comprehension of logistical operations at the corps level and above. Throughout the course students are constantly tested on the “So what?” factor. The “So what” factor refers to the question- why is what you are briefing important? That lesson begins at the very start of class.

“Initially you have a lot of academic and classroom-oriented work in this program,” said Capt. Matthew Panepinto, Delta Company TLPP Student. “I have learned that you have to make sure that the information that is available to you is both relevant and credible,” he said.

However, simply verifying the information is not enough. TLPP students are taught to look at information from all angles.

“When you present information to a superior, whether that’s your company commander or your brigade commander, you have to consider what this information means to them as a leader,” said Panepinto. “You have to consider how the information you are giving them will assist them in managing the organization and support Soldiers going forward,” he said.

The TLPP Course has traditionally been reserved only for senior company, field grade officers and DOD Civilians. However, with Rice being the first enlisted Soldier to attend the course, there is the potential for great opportunities for the senior enlisted corps. “The training here makes me a combat multiplier wherever I go,” said Rice. “TLPP-trained Sergeants Major now represent a double-edged sword as the Army learns to do more with less,” he said.

While the potential addition of senior NCO-s to the course could prove to be a force multiplier for the Army, the instructors warned that the course is not for everyone.

“You have to realize that Sergeant Major Rice is a unique individual,” said Greenwich. “He’s got skill sets that not a lot of Sergeants Major have that I’ve ever met in my 27 years have come close to; so he’s a unique guy. But the keyword is, are they qualified?” he said.

Greenwich delineated that many Sergeants Major are precluded from attending the class because of their own military education. Rice recommended a possible solution.

“You’ve got to have the formal education to attend this course,” said Rice. “One of the requirements for this course is four years of college. If you can start an NCO out young on his or her career path and give them the time for their education, they should be able to attend,” he said.

The uniqueness of the TLPP Course makes for a powerful learning environment paired with students who want to learn as much as they can about sustainment operations.

“TLPP gives you the ability to take the appropriate action to get done what is needed,” said Maj. Theresa Armstrong TLPP Course Facilitator and Instructor. “It gives

you the confidence, the knowledge and the doctrinal base to know where you’re coming from and be able to reach out and not be afraid of getting it done,” she said.

As the TLPP Course moves forward, the instructors are hopeful that commanders will begin to see the potential that the TLPP program has for the future.

Students are doubly rewarded not only by the unique instruction they are receiving, but by the fact that their training gives them 12 credit hours of advanced training at Florida Technical University. Rice is planning on using the credits to help him work towards the completion of his master’s degree.

“Our graduates are proven assets,” said Greenwich. “The word is slowly getting out there because our graduates can hold their own when it comes to applying the skill sets they learned here,” he said.

As for the senior NCO Corps getting involved, Rice has a few suggestions. “The implications of this course for the NCO Corps are huge; we need to get the senior NCO Corps more involved,” said Rice. “The return on the investment in this course is invaluable,” he said.



Photo by Spc. David J. McCarthy

Sgt. Maj. Sean Rice, 82nd Sustainment Brigade S-3 NCOIC prepares a written outline of the presentation he is about to give at the Army Logistics University at Fort Lee, Va.

Wrangler SOC provides 'Onestop Shop' for Fort Hood logistical needs

By Spc. Amy Lane
4th Sust. Bde. Public Affairs

FORT HOOD, Texas –As the drawdown in Afghanistan progresses and fewer Soldiers are deployed, training and readiness become more of a focus in garrison. And as the military experiences budget cuts, saving money is another important focus. The Wrangler Brigade is one of the leaders among Sustainment Brigades in this transition.

The 4th Sustainment Brigade (Provisional) initiated the Sustainment Operations Center Oct. 3, 2011, under the guidance of former provisional commander Col. Knowles Atchison and lead project manager, Maj. Sedric Burrell as the SOC chief. The goal is to make 4th SB the logistical one-stop shop to help customers on Fort Hood with their logistical needs and concerns. The SOC coordinates support to provide advice, manpower, equipment and a link to other supporting agencies on Fort Hood to help units accomplish their mission.

"We're here to support the logistical needs of this installation," said Capt. Evelyn Ogwu, the SOC battle captain "Customers can come to us with a logistical problem and we will find a way to resolve it. We are a centralized link to subject matter experts within the brigade and the Fort Hood community to resolve logistical problems and needs."

"So far, the SOC has coordinated and executed several line haul missions from requested units, to name a few, on installation," said

Burrell. "For example, they've moved an entire battery worth of equipment from Fort Hood to Fort Sill saving the unit over \$200,000. They've relocated brigade equipment from Fort Hood to Fort Bliss, due to base realignment, saving the unit more than \$500,000



Photo by Spc. Amy Lane

Col. Mark Simerly, commander of the 4th Sustainment Brigade, speaks with Lt. Gen. Dennis Via, the deputy commanding general/chief of staff of the Army Materiel Command, at the brigade's Sustainment Operations Center at Fort Hood, Texas, May 4.

and they've just completed line haul mission support for another brigade from Fort Hood to Fort Huachuca and back to Fort Hood saving the unit over \$250,000. All in efforts of contract reduction using line haul assets, military man power and cost avoidance for the Army. Moreover, the requesting unit(s) provides valuable training opportunities for our leaders, Soldiers and their equipment being exercised while learning their profession and practicing the art of garrison support."

Col. Mark Simerly, commander of the 4th Sustainment Brigade, said he estimates these transportation missions saved the Army nearly a million dollars, but more importantly they

provided line-haul experience to the Soldiers.

"Previously, we never would have been able to provide real-world training to this extent," he said. "This allowed not only the company to practice this type of mission, but our battalions and brigade the training experience of coordinating the mission as well."

The SOC has also helped coordinate the 664th Ordnance Company taking over the ammunition supply point. This facility, which was run by civilians for approximately 10 years, is now run entirely by Soldiers, with a few civilians working here as technical experts.

"The ASP is now commanded and controlled entirely by the 664th. The Soldiers are training

daily while running day-to-day operations of the facility," Simerly said.

The 664th Ord. Co. is the first unit to take over an ASP from the civilians who were previously running them.

Another mission that the SOC supports is the 157th Quartermaster Company's linen services. The company took over laundry services that were previously contracted out. Soldiers recently began washing linens for the reception detachment.

The company also set up a sewing shop and completed a project repairing leather gloves for the Air Assault Course. They've also begun repairing linens and the shop has plans to expand sewing services to benefit

other Fort Hood customers.

"As we train more units in home station, at the same time the Army is experiencing budget cutbacks, we are able to provide measurable savings to Fort Hood and to the Army," Simerly said. "We estimate that the SOC can help save \$9-million through the end of this fiscal year."

The SOC is a new concept to Fort Hood, and a fairly new concept to the Army. Only two other installations have implemented a SOC previously, and the 4th Sust. Bde. works closely with them to exchange ideas and

information to operate efficiently.

"In the past, units had to contact different agencies for sustainment assistance," said Lt. Col. Jerry Gaussoin, the 4th Sust. Bde. support operations officer in charge. "The SOC consolidates the process into a one-stop shop where customers can come to one place. If we don't have someone on-site who can help, we will act as a liaison in contacting them."

While the SOC has seen an increase in customers in the last couple of months, Simerly said they are hoping for more opportunities to support the

installation. Gaussoin said the SOC is a continuous work in progress, as it focuses on evolving and expanding to provide more and more support.

"It's important for units to know that even when the brigade deploys, the SOC will continue to operate here, and provide uninterrupted services to Fort Hood," said Gaussoin.

Units can contact the SOC with any questions by calling 254-288-6979 or to request services visit their Share Point on the intranet at <https://intranet.hood.army.mil/units/13sce/4sus/SOC/default.aspx>



Leaders of the 4th Sustainment Brigade brief Lt. Gen. Dennis Via, the deputy commanding general/chief of staff of the Army Materiel Command, at the brigade's Sustainment Operations Center at Fort Hood, Texas, May 4

U.S. Army photo by Spc. Amy Lane

'Cost for caring'

By Capt. Shane Phillips

Leaders in our Army today serve in more roles than their civilian counterparts could ever imagine. Today's all-volunteer force has yielded a new breed of Soldier. Unlike the draftees of the Vietnam age, many of our Soldiers today are more educated academically but lack many of the life skills held by their 1960's counterparts. The responsibility to teach these life skills falls squarely on our shoulders as leaders; a job that is more daunting than we often realize. Teaching a Soldier to survive in combat is simple by comparison; there is a series of field manuals to teach just about any task the Army expects of its Soldiers. A Soldier's combat skills are tested and graded frequently and we preach the "Warrior Ethos." Additionally, failing to adapt to the rigorous physical and mental demands of the Army Warrior Task List can be grounds for dismissal. Nowhere in the Warrior Ethos is responsible spending mentioned or how to cope with failing relationships. Thus, teaching a Soldier the skills needed to survive in life is a different story altogether. There are no field manuals for personal financial management, choosing the right mate, or drinking responsibly. While we have tons of resources (Army Community Services, Family Advocacy, etc.) to educate Soldiers on these very things, more often than not these resources are put into play as a reactive measure to recover from bad decisions, not as a means to avoid them. The constant, building stress caused by dealing with and assisting young Soldiers through life's problems is taking its toll on our leaders just as surely as Post Traumatic Stress Disorder (PTSD)¹. The new enemy is called compassion fatigue.

Compassion Fatigue has been studied by the field of traumatology, where it has been called the "cost of caring" for people facing others' emotional pain. As "a debilitating weariness brought about by a repetitive, empathic response to pain and suffering, compassion fatigue is a result of absorbing and internalizing the emotions of clients (i.e. Soldiers) and, sometimes, coworkers..." according to Karl LaRowe, a Licensed Clinical Social Worker (LCSW) as stated in his paper "Compassion Fatigue"². As leaders, we often refer to the high emotional cost of dealing with troubled Soldiers as being "Burnt out." This burnout occurs when there is no joy left in doing our jobs and we feel constantly exhausted. There is often apathy, loss of emotional investment, and an adoption of a, "what's the point?" attitude. Far from a new phenomena, it was first diagnosed in nurses in 1950³, and has been discovered in many other professions, including social workers, doctors, disaster response/relief workers, attorneys, and charity workers, as well as other "giving" professions. Easy to

overlook in this list of people subject to compassion fatigue is today's Army leaders,, who give of themselves every day to help take care of Soldiers.

As of 2010, approximately 16% of the Army force was non-deployable⁴. The stress of meeting the demands of a high operational tempo for deployments has become increasingly high. It is a constant struggle to care for Soldiers who are wounded and incapable of performing their wartime function while dealing with Soldiers who use the medical system as a means to shirk responsibility. In these circumstances, the line between good Soldier and troubled Soldier becomes imperceptibly thin. The stress can seem bone-crushing at times.

According to an article by Saptakee Sengupta, the affects of compassion fatigue are often subtle but can be debilitating to the individual. Compassion fatigue causes reduced effectiveness in nearly every aspect of their life. It often results in a lowered self-esteem and feeling guilty for not fulfilling one's commitments. Additionally, to those you love, you become emotionally drained and disconnected or aloof. The symptoms of compassion fatigue can mimic the symptoms of depression³:

- Despair, hopelessness, lower self-esteem
- Constantly stressed, anxious, angry, irritable
- Negative attitude, feeling overwhelmed
- Chronic lateness
- Exhaustion (physical, mental, emotional)
- Substance abuse (maybe not just drugs/alcohol; i.e. overeating)
- Problems sleeping, frequent headaches, high blood pressure
- Inability to maintain balance of empathy and objectivity
- Diminished sense of personal accomplishment

One of the ways the 263rd Maintenance Company has chosen to tackle this problem is by facing it head on. In a recent training event, the "OUTLAWS!" senior leaders took a day to discuss and reflect on their compassion fatigue, refocus their energy, and have a little fun at the same time.

The "OUTLAWS!" headed by the company commander, executive officer, and first sergeant, started their training event with the officers challenging the non-commissioned officers to a game of kickball. Following the game, the leaders reconvened at the Lions Club Park Event Center in Killeen to discuss compassion fatigue and develop ways to mitigate its affects on the unit. Most notably, they discussed the importance of recognizing the symptoms, identifying what is critical, and accepting the limitations of family, work, and self. In addition to looking in depth at compassion fatigue, the "OUTLAWS!" also took time to do some teambuilding.

The teambuilding games focused on three areas of developing teams in the Army. The first game forced leaders to evaluate how well they took care of the most junior Soldiers in their ranks.

The second game encouraged leaders to think about the strengths and weaknesses of each team member and employ them accordingly. The last event emphasized the importance of working not just to achieve the success of one's own team, but of the entire organization.

When they left, the "OUTLAWS!" took away some very key points. First, they took an understanding that frustration is normal and that they have one another to rely on, as well as, the various resources available to every Soldier, like ACS and ArmyOneSource.com. They also learned that waiting for it to go away was not an effective strategy and that they should forego making major life decisions like ending a relationship, giving up on their jobs, or spending a lot of money in the hope that it would somehow alleviate the negative feelings associated with compassion fatigue. They learned to anticipate the affects of compassion fatigue on themselves and their family and to keep their sense of humor. They found that many of them were feeling the same things and seeing it as the subject of clinical research

helped them realize they were not alone in their struggles. Finally, they learned to discuss it with their peers without falling into the trap of complaining or placing blame on the system and to devote time and energy to things they enjoy.

The "OUTLAWS!" finished out the day understanding more than ever that leaders in today's Army are expected to be proficient at things that many of us never considered. A squad leader today is not just a Soldier's supervisor; he or she may be the Soldiers' lifeline to learn things about the world that they didn't get before leaving home. A staff sergeant or lieutenant today may be responsible for the welfare of Soldiers' who may or may not have ever held a job before enlisting in the Army. Many of these Soldiers are away from home for the first time and essentially living the "college life." They often make financial and relationship decisions (read mistakes) in an instant that will impact their lives for years to come. When they do make these mistakes, it is up to that platoon sergeant or platoon leader to help put them back on track. That responsibility can be backbreaking when piled on top of the already immense responsibility of training Soldiers in preparation to fight and win wars.

"NO SLACK!"



Photo by Sgt. 1st Class Thomas Anderson

Capt. Phillips leads the non-commissioned officers during a portion of the teambuilding exercises.

1. Compassion Fatigue: Coping with Secondary Stress in Those who treat the Traumatized, edited by Charles R. Figley, Ph.D, Page 19

2. Compassion Fatigue. By Karl LaRowe, MA, LCSW www.valueoptions.com/.../032106_Compassion_Fatigue.pdf

3. Compassion Fatigue. By Saptakee Sengupta www.buzzle.com/articles/compassion-fatigue.html

4. Fact Sheet: Army Soldiers Who Are Non-Deployable. www.hood.army.mil/facts/FS%200715%20-%20Non-Deployables.pdf

Texas ARNG, 36th Sust. Bde. hosts EFMB

By Sgt. Mark Scovell
36th SB Public Affairs

As the soldier moves through the brush the sudden sound of gunfire makes him dive to the ground and start to low crawl. The gunfire stops and he looks around and runs for concealment behind some tall brush. Gunfire erupts again and he begins to low crawl to a safer location. "Help Medic, Help Medic," he hears someone yell in the distance. This is not a real battle it's a combat testing lane during day one of the 2012 Texas Army National Guard Expert Field Medical Badge (EFMB) standardization and training.

The Texas Army National Guards 111th Multifunctional Medical Battalion hosted the EFMB standardization and training June 7-16 at Camp Bullis, Texas.

The EFMB was designed as a special skill award for the recognition of exceptional competence and outstanding performance by field medical personnel.

"One of those Army things that we do when we meet another soldier is look at their rank and you see what skill badges they have," said SFC Kristine Morgan, EFMB Test Control Officer for the Army Medical Department, Fort Sam Houston, Texas. "There is such a small percentage of medics that have the EFMB, so those that do set up a little bit higher."

For the 87 candidates from all over the United States, this is a chance to earn the right to wear the EFMB, but for the state of Texas and the Army National Guard this is a historical moment. This was the first time the Texas Army National Guard has ever hosted the EFMB competition.

"Having a National Guard unit run an EFMB does create some unique challenges because they are on a time constraint," said Morgan. "An active duty unit will have a lot more time for

preparing the lanes and running through these lanes prior to the validation process."

"The 111th MMB has been successful at hosting an EFMB because they have been point on with the preparation and planning and getting as much preparation done as possible," said Morgan.

EFMB testing begins with a week of standardization training. The candidates will first need to pass a 90 minute written examination. Then the candidates will begin six days of warrior tasks and field medical testing. The testing will be broken up into three different Combat Testing Lanes. Each lane will have 11-14 different tasks to complete and over

100 performance measures the soldier will be tested on. Candidates will also have to complete a day and night land navigation course. The final day the candidates will have to complete a timed 12 mile foot march.

"Another factor the candidates will be dealing with is heat, normally you won't see at an EFMB run this time of year, especially in the south," said Morgan. "The 111th MMB has done a good job putting all the safety factors in place so they won't have any heat casualties."

"Typically an event this size is run by a regular Army medical brigade with division support and we're doing it with a National Guard company with brigade support," said LTC Darrin Weaver, commander of the 111th MMB. "I truly think that we are setting a new standard for what it takes to set up and run the EFMB."

"You just have to have talented people in the right places plan, plan, plan and hopefully things come together for you but I don't think it takes a medical brigade," said Weaver. "To do this, it just takes a good battalion with a good staff."

At a glance, more than 200 cadre, graders and support personnel from units throughout Texas were needed to make the EFMB successful, said Weaver.

Out of the 87 candidates that started the EFMB competition 10 were awarded their badges by Brigadier General Stephen G. Sanders, Assistant Division Commander-Support, 36th Infantry Division, Texas Army National Guard.



Photo by Sgt. Mark Scovell

Candidate SGT Mark Sandford, WRAIR, MD assembles a weapon while being timed in Combat Testing Lane 2 during the EFMB competition at Camp Bullis, Texas.

EFMB Candidate SPC Sheldon Bostic, USARIEM, MA low crawls when gunfire erupts during a Combat Testing Lane 1 exercise at Camp Bullis, Texas.

157th QM Co. takes over laundry operations for Fort Hood

By Pfc. Brian LaBombard

13th ESC Public Affairs
FORT HOOD, Texas – The 157th Quartermaster Company took responsibility of laundry operations that were previously performed by civilian contractors on April 1st. Since beginning the assignment, the unit has serviced over 150 loads of laundry on Fort Hood.

Soldiers with the 157th QM Co, 553rd Combat Sustainment Support Battalion, 4th Sustainment Brigade, 13th

Sustainment Command (Expeditionary) are very knowledgeable and efficient on the Laundry Advanced System which can wash and dry “no more than 200 pounds of laundry in about one and a half hours,” said Spc. Richard Balogun, a shower/laundry and clothing repair specialist from the 157th QM Co.

“The estimated cost avoidance to the Army is \$193,800 annually,” said Maj. Mariwin Lara, the 4th Sust. Bde. support operations supply and service officer in charge.

Before taking over the operation, the Army was spending between \$10,000 and \$20,000 a month to wash the laundry from the Warrior Leader Course and the 21st Replacement Detachment, said Capt. Eric Vasquez, the company commander of the 157th QM Co.

The Soldiers in the 157th QM Co. are no strangers to the LADS system, said Vasquez. “In October of last year, we took six shower, laundry, and clothing repair teams to the National



Photo By Pfc. Brian LaBombard
Spc. Travis Holdridge (left), Spc. Richard Balogun (middle) and Spc. Jose Rodriguez (right), shower/laundry and clothing repair specialists assigned to the 157th Quartermaster Company, 553rd Combat Sustainment Support Battalion, 4th Sustainment Brigade, use the touch screen control of the Laundry Advanced System.

Training Center in Fort Irwin, Calif.” Numerous field training exercises and platoon level training has ensured that our Soldiers are fully trained on the LADS and the equipment is operational, he said.

“Soldiers are excited about putting their skills to work and while we are saving the Army some money we are also keeping the Soldiers’ skills polished,” said Vazquez.

Balogun, a native of the Togolese Republic in West Africa, explained that when washing and drying throughout the day, performing preventive maintenance checks and services is essential to keep the LADS fully operational and to clean the clothing properly.

157th QM Co. currently has three LADS trailers set up and running and each trailer has two washing/drying systems onboard. “We wash about 10 loads a day which averages to about 1500 pounds of laundry,” said Spc. Travis Holdridge, also a shower/laundry and clothing repair specialist from the 157th QM Co.

Holdridge, who is from El Paso, Texas, walked through the steps of operating the newer touch screen model of the LADS noting that, “the water is recycled and thoroughly cleaned for later use but when the water is too dirty to be recycled, the LADS will automatically get new water from the water supply.”

This laundry point is also excellent training for the quartermaster Soldiers who operate the same equipment downrange, said Holdridge. “This is the same setup that Soldiers would bring dirty uniforms and equipment to downrange.”

For other units taking the reins and supporting laundry operations, Holdridge, who has been operating the LADS for over five years, gave this advice: “I’ve seen this too many times, a unit tries to start up operations and the equipment is broken because it has not been maintained. If you take care of this equipment, it will take care of you. We PMCS daily and without the proper maintenance these machines will not function.”

MCTP trains 2 units for deployment

By Capt. Eileen Hernandez
MCTP Public Affairs

Mission Command Training Program’s Operations Group Sierra, the sustainment headquarters training team, spent the last three weeks at Fort Knox, Ky., training two deploying units, the 3rd Expeditionary Sustainment Command and the 1st Sustainment Brigade during the first United Endeavor exercise of 2012.

Both units are expected to deploy in the fall to Afghanistan to conduct sustainment operations. The 3rd Expeditionary Sustainment Command will be the 1st Sustainment Brigades’ higher headquarters while they are deployed.

Over 100 members of the 1st Sustainment Brigade traveled from Fort Riley, Ks. to participate in this training. The 3rd Expeditionary Sustainment Command is based at Fort Knox, Ky.

“This exercise is the first opportunity for these organizations to work together in an environment similar to what they will face downrange,” said Col. Clay Hatcher, Chief of Operations Group Sierra.

In order to make the training even more realistic, Sierra’s operation section coordinated for personnel to staff response cells. Reponses cells are groups of individuals who actively replicate organizations that training audiences will encounter in theater.

A response cell could have only two to three people replicating an entire higher headquarters element. While that might seem like a stretch of the imagination, the response cells provide a critical function.

“It works because we don’t replicate staff officers when we build response cells, said Col. J.P. Silverstein, chief of observer/trainers, OPSGRP Sierra. “We replicate the function of what that office does.”

Each sustainment training audience faced over twenty storylines during the course of United Endeavor 12-1. Storylines were written by members of OPSGRP Sierra’s seasoned logistics experts.

One of the many O/T responsibilities is to know the storylines inside and out and to watch and observe how the training audience reacts to the storylines as they are presented. Recording a timeline of actions taken by the training audience feeds the final evaluation process called



Operations Group Sierra, Mission Command Training Program, traveled to Fort Knox, Ky. to teach, coach and mentor members of the 1st Sustainment Brigade and the 3rd Expeditionary Sustainment Command for their upcoming deployment to Afghanistan. 1st Sustainment Brigade members traveled from their home station in Fort Riley, Ks. to participate in United Endeavor 12-1 and conducted sustainment operations out of this (DRASH) Deployable Rapid Assembly Shelter tent during United Endeavor 12-1 at Fort Knox, Ky.

the after action review.

“During the after action review units can see which actions they want to sustain and areas that they need to improve on in the future,” said Lt. Col. Ismal Gharagozulo, lead sustainment observer/trainer, OPSGRP Sierra.

Even with all of the required training that takes place during a large scale training event like United Endeavor, OPSGRP Sierra O/Ts take initiative to dynamically script events when they see a training opportunity.

Maj. Steve Gerber,

information operations observer/trainer, OPSGRP Sierra, organized a mock visit from Command Sgt. Major Thomas Capel, the senior most enlisted advisor currently in Afghanistan.

“It a novel idea, because we do a lot of staff centric training during these exercises, but there wasn’t anything NCO centric, said Gerber. “It’s a great opportunity for NCO’s to take the lead, develop a brief and deliver it to a visiting Command Sergeant Major.”

Sustainment units provide maneuver organizations with the supplies they need to conduct combat operations.

Retired Maj. Gen. Walter Wojdakowski, MCTP senior mentor, stressed the need to stay customer focused to both training audiences citing his own challenges as a maneuver commander in getting his troops critical supplies, such as fuel and ammunition from sustainment organizations.

“Your priority will be to service the customer,” said Col. Kristin French, commander, 3rd Expeditionary Sustainment Command, while speaking to members of the 1st Sustainment Brigade during a concept of operation brief.

“However, you will need to do the in-depth analysis in order to balance the resources in your areas to provide maximum effectiveness,” said French.

That analysis is exactly why staff exercises like United Endeavor exist. Sierra O/T’s monitor the training audience as they go through a process called mission command

Mission Command concentrates on the commander’s need to empower operational adaptive leaders to conduct full spectrum operations.

“Mission command is the very essence of what we do,” said Wojdakowski.

5-4-5 program enhances communication between Soldiers, Leaders



Photo by Spc. Amy Lane

Spc. Andrew McAllister, an ammunition stock control specialist with Headquarters and Headquarters Company, 4th Special Troops Battalion, 4th Sustainment Brigade, participates in a 5-4-5 session with his noncommissioned officers, Staff Sgt. Michael Kingsland, an ammunition specialist at the unit's motor pool May 15 at Fort Hood, Texas.

By Spc. Amy Lane
4th Sust. Bde. Public Affairs

Good leaders understand the importance of knowing what is going on in their Soldiers' lives, and they are often looking for ways to improve communications with their Soldiers.

In 2010, the 5-4-5 program was developed within the 4th Special Troops Battalion, 4th Sustainment Brigade, as an experimental program to enhance communications with Soldiers and their leaders.

Capt. Mark Lee, the battalion chaplain, and Lt. Col. John Hickey, who was the battalion commander at the time, put their heads together to develop the program.

Lee and Hickey believed that small, informal discussion groups would help Soldiers open up more with their leaders, rather than a one-on-one conversation that can seem more formal and intimidating. The 5-4-5 program is a guided conversation, with a small group participating in short weekly discussions.

"The topics and quotes are provocative," Hickey said. "They sometimes provoke disagreement from Soldiers and that's important. I bet in every session, leaders have learned something new about their Soldiers."

Lee provides small pamphlets with thought-provoking statements or questions in five different subject areas. Each subject is discussed for 4-5 minutes.

"The key is 20 minutes," Hickey said. "The discussion is quick and it resolves the burden of time. It keeps things

simple and straight to the point."

Currently, the battalion participates in 5-4-5 sessions on Monday mornings when the companies are already gathered for motor stables.

Staff Sgt. Gabriel Hamilton, a platoon sergeant with Headquarters and Headquarters Company, 4th STB, 4th Sust. Bde., said he's found the program useful in getting to know his Soldiers, even during a busy time.

"It's a good way to dialogue with your Soldiers if you don't have the opportunity during the week," he said. "It helps give you some awareness of what's going on in their lives and how they approach problems."

1st Sgt. Rogelio Rodriguez, with HHC, 4th STB, 4th Sust. Bde., said he has found 5-4-5 benefits Soldiers because it gives their NCOs the opportunity to share some knowledge

and experience in an informal setting.

"Soldiers can hear you better in a casual conversation," he said. "Soldiers are more receptive and they learn more when you talk with them instead of at them."

Lee said his program is functional in deployed environments as well as in garrison. It is simply a small gathering of Soldiers.

"As we share our own story, we find the greatest resource we have is each other," Lee said.



Photo by Spc. Amy Lane

Sgt. Billy Speedy and Spc. Christian Johnson, both command group drivers for the 4th Sustainment Brigade, participate in a 5-4-5 session at the unit's motor pool May 15 at Fort Hood, Texas.

Wrangler leaders confer on safety, health issues

By Spc. Amy Lane
4th Sustainment Brigade Public Affairs

Wrangler leaders attended a health promotion council meeting to discuss issues and share ideas for improvements June 6 at the Freeman Café dining facility.

The purpose of the council, which meets monthly, is to share incidents and accidents that occur within the 4th Sustainment Brigade, and exchange ideas to prevent similar occurrences in the future. Leaders can share lessons learned and develop new strategies.

Specific events are described and opened up for discussion for the senior leaders to analyze. Leaders identify what went wrong and what can be done differently next time.

"We can get complacent in our routine tasks," said Command Sgt. Maj. Jessie Bates, with the 553rd Combat Sustainment Support Battalion. "We still have to be thinking. We always have to take a look at our routine tasks."

The leaders address safety issues both on duty and off, as

well as discipline issues. Each battalion presents scenarios to the 4th Sust. Bde. commander, Col. Mark Simerly, and describes the way the unit handled each problem. Then other leaders are invited to make comments and suggestions.

"We have to be constantly reevaluating the risk to our Soldiers," Simerly said.

The group discussed the importance of getting to know Soldiers, by initiating conversations and participating in the chaplain's 5-4-5 program discussions. They discussed safety concerns with both military and personal vehicles. And they shared strategies for dealing with Soldiers who have discipline problems.

"Look closely at your formation, and look outside your formation. You can learn from others and make your organization better. Keep engaging, keep communicating, keep training and I guarantee you'll see improvements," said Command Sgt. Maj. Rex Ray, the 4th Sust. Bde. command sergeant major.



Photo by Spc. Amy Lane

Col. Mark Simerly and Command Sgt. Maj. Rex Ray, with the 4th Sustainment Brigade, participate in the monthly health promotion council meeting at Fort Hood, Texas June 6.



A grader watches as a candidate clears an M-240B machine gun while trying to earn the "Order of the Sustainer" belt buckle May 7. PHOTO COURTESY OF 123RD BSB.

Sustainers earn coveted belt buckle

By Staff Sgt. Casey J. McGeorge
15th Sustainment Brigade PAO

The infantry has the expert infantryman badge. Medics have the expert field medical badge. Armor and cavalry units have the coveted Stetsons and spurs. A Soldier who earns these items will set himself apart from his peers. Soldiers of the 123rd Brigade Support Battalion, 4th Heavy Brigade Combat Team, 1st Armored Division now have something of their own to earn.

Members of the 123rd BSB participated in a grueling eight-day event, wearing full gear, to include helmet and body armor, culminating in 11 Soldiers earning the "Order of the Sustainer" belt buckle. The buckle is earned by a Soldier proving their resolve under the careful and watchful eye of those who have earned the buckle before them.

"We started this event in 2009 during our deployment to Iraq," said Command Sgt. Maj. Saeed Mustafa, command sergeant major of the 123rd. "We did this in order for our Soldiers to stay engaged and focused; to keep their skills sharp."

What started as a small event in the forward operating bases of Iraq has morphed into much more for the Soldiers of the 123rd.

As the battalions leadership has come and gone, each successive leader has found ways to make the event bigger and better; ultimately providing more and more training to the Soldiers who take part.

The event started with a week of training to prepare those who were taking part. While those participating were training on basic Warrior tasks and drills, the bare minimum would not cut the mustard to earn the buckle.

The first event was the Army Physical Fitness Test. Participants needed to score 70 points in each event, with a total score of 250 in order to move on.

Next was a situational training exercise, or STX lanes. The lanes tested individual movement techniques, such as reacting to enemy fire or an improvised explosive device. Soldiers were also tested on their combat lifesaving techniques under the watchful eye of graders. Make too many mistakes and the chance of earning a buckle disappeared.

"I enjoyed participating in this event," said 2Lt. Viola Kelly, the executive officer of A. Co., 123rd. "I really got a chance to see what my Soldiers go through when they train. It has been a long time since I have done something like this."

Those who completed the lanes

were then taken to the M-4 range to qualify on their personal weapon. Shooters needed to receive a first time go while hitting at least 30 targets out of 40. There was a twist however; they were not allowed to use any optics at all. Only old-fashioned iron-sights.

"This was my first time qualifying in a situation like this; with elimination on the line," said 2Lt. Travis Cope, a distribution platoon leader with A 123rd. "It was also really windy that day."

Once the range eliminated those who could not meet the standard, the remaining sustainers of the 123rd conducted a day and night land navigation course. The day course was done on an individual basis, while the night course was done with a battle buddy.

Soldiers needed to plot and successfully navigate four out of five points in three hours during the day, while navigating three out of four points in three hours during the night portion.

With heavy winds and rain that day, it made the course that much more difficult.

"This is my first time since advanced individual training doing land navigation," said Pfc. Kenneth Boyer, a unit armorer with B Co., 123rd. "This was not a self-correcting course at all. If you could not plot your point correctly, there was no way for you to find your way back."

After only a few hours of sleep, the remaining sustainers were woken up bright and early and then participated in a board. The board consisted of several first sergeants and two command sergeants' major.

Candidates were tested on their

knowledge of unit history, weapons and many other topics. They also had to sing the "Iron Soldier March" with passion and love.

"The questions just kept coming at us," said Spc. Steven Eppley, a motor transport operator with A Co. "As soon as you answered one question, someone else fired another question at you."

"I had no idea what to expect during a board," said Kelley. "The

only 11 were successful in earning the coveted buckle.

Those who did, now have a greater task in front of them.

"We are now responsible for training the next set of Soldiers that will come through," said Spc. Eduardo Guerra, a wheel vehicle mechanic with B Co.

Even though the event is for the Soldiers of 123rd, there is a bigger goal in mind.

"We hope this is the spark that ignites the sustainment community at large," said Mustafa. "Training like this give Soldiers the fundamentals to build on. We hope that this can become a post-wide event open to all the sustainers on Team Bliss, with the eventual goal of this going Army wide."

That sentiment is echoed by many who participated in the event.

"The more units that are involved, the

more it will help validate the event," said Sergeant 1st Class Guillermo Rivera, a transportation platoon sergeant with A Co., who was also one of the graders for the event.

They may already have someone on their side who can help with that.

Command Sgt. Maj. Larry A. Parks, the 15th Sustainment Brigade command sergeant major and the senior enlisted sustainer on Fort Bliss, was invited to observe the events and was the guest speaker at the award ceremony. Parks was pleased with what he saw.

"The Warrior spirit, the Warrior ethos and the word Warrior applies to those who completed this task," said Parks.



Photo by Staff Sgt. Casey J. McGeorge

The 123rd Brigade Support Battalion "Order of the Sustainer" belt buckle. The buckle was presented to the sustainers who performed during a grueling 8 day event on Fort Bliss from May 4-11.

other candidates were a great help. I now have a better understanding of what my Soldiers actually have to go through when they are preparing for the promotion or Soldier of the month board."

For the lucky few who remained, all that was left was perhaps the most grueling part. A 12-mile road march that had to be completed in less than four hours.

"I honestly thought about quitting at some point," said Pvt. John Deleonguerrero, a wheel vehicle mechanic with B Co., 123rd.

"Everyone around me wouldn't let me. They told me of all the good things that you get out of earning the buckle. I am glad I stuck with it."

Out of 43 who started the event,

CALL answers your call when you need them

By Capt. Monika Comeaux
13th ESC PAO

Fort Hood, TEXAS--The Center for Army Lessons Learned under the United States Army Combined Arms Center has been around for over 25 years, collecting, analyzing, archiving and disseminating information.

"It is not just Army green-suiters, but CALL supports Congress, the State Department, some of our allies and our sister services," said Gregory L. Morgan, one of the three CALL liaison officers (LNOs) supporting III Corps and Fort Hood. There is no joint services center for lessons learned, however the Air Force and Marine Corps have similar initiatives, explained Morgan.

The information collected by the center is checked and vetted, before it is further distributed or made available to CALL customers, said Kirt Highberger, another Fort CALL LNO primarily supporting the 13th Sustainment Command (Expeditionary) and a few smaller units on Fort Hood. "They have government employees and contractors from all the war fighting functions; they reach out to the schools and centers to verify [the information]."

One can search the CALL database online on both the secret and unclassified server. They can also contact the representatives on the ground to obtain lessons learned, after action reviews, tactics, techniques and procedures, best practices or any other desired product. "There is no reason for Soldiers to reinvent the wheel," said Morgan.

"If a Soldier needs an example of a policy letter or how to write one we can provide that, SOP's [standard operating procedures] we provide those ...if you're a private first class and you need to learn room clearing, if you're a squad leader or crew leader wanting to know how to do a combat convoy, if you're a master gunner wanting to know how to write an operation order for gunnery, we can provide that," said Morgan.

Morgan recalls a story from two years ago, when the center received a request for information from a lieutenant colonel who was deployed to Afghanistan. He was a field artillery officer who heard about an article that was written some time ago about how to prioritize your life and what you do.

"He didn't know the author, he didn't know the title but he pretty much knew the gist of it and he wanted to know if I could get a hold of that article for him," added Luis Rivera, the third CALL LNO assigned to Fort Hood, primarily supporting the 1st Cavalry Division.

"I submitted a formal RFI [request for information] to the other CALL website," said Morgan, "so within about four hours I received a response that said: 'Greg, we do not have a copy of that article but the guy who wrote that article is a contractor in DC, this is his email address this is his phone number.' I immediately called him. Within

one hour he sent me a copy of that article and within the hour I had forwarded a copy of that article to the officer in Afghanistan."

Another local example of CALL stepping in and helping out is providing material for logistics units to set up convoy live fire exercises. CALL also assisted the 553rd Combat Sustainment Support Battalion's subordinate companies, when they were tasked with providing a disaster contingency response force. "They weren't familiar with the planning or execution of that mission, so they asked: 'What do you have on this?' I got 44 different articles from CALL centers and put them on a CD for the companies," said Highberger.

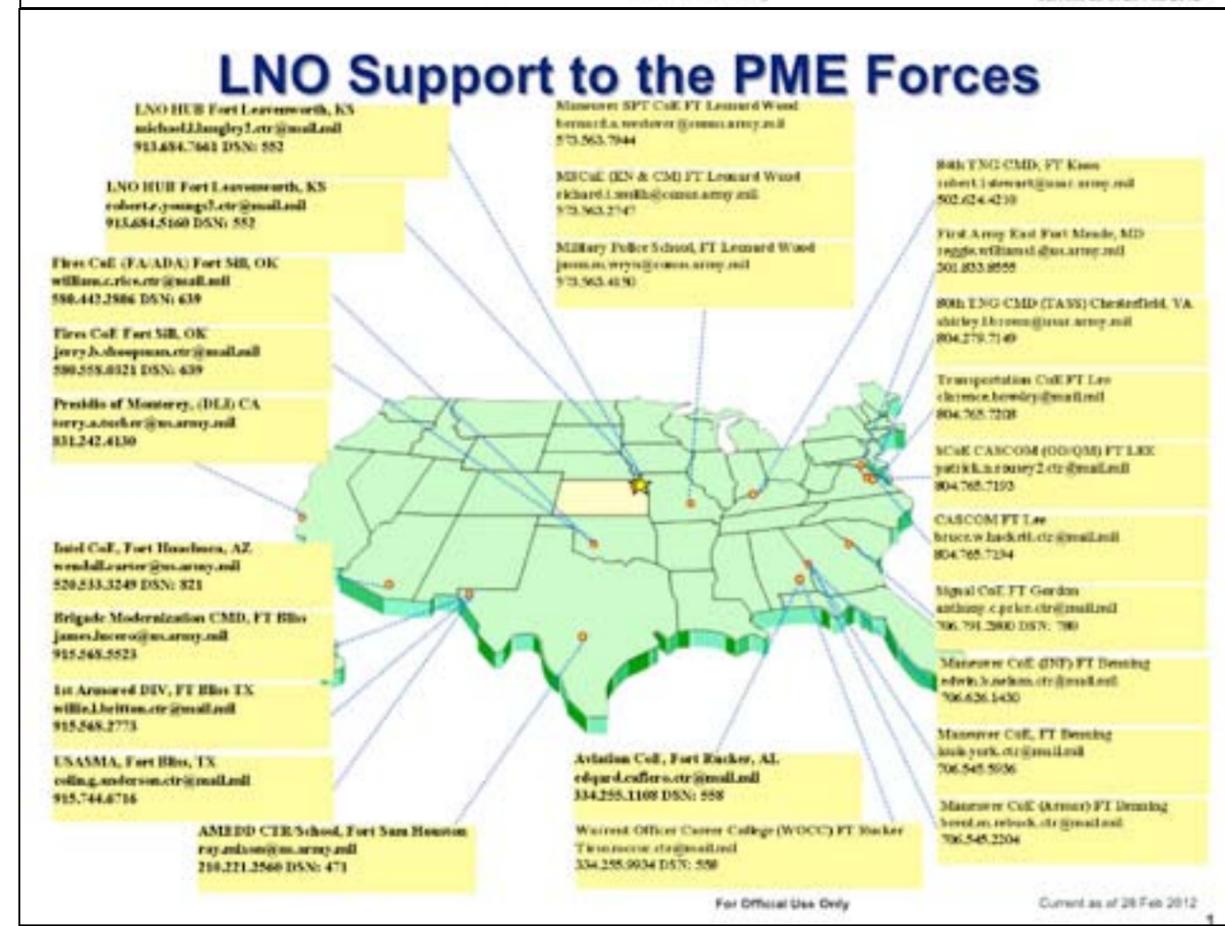
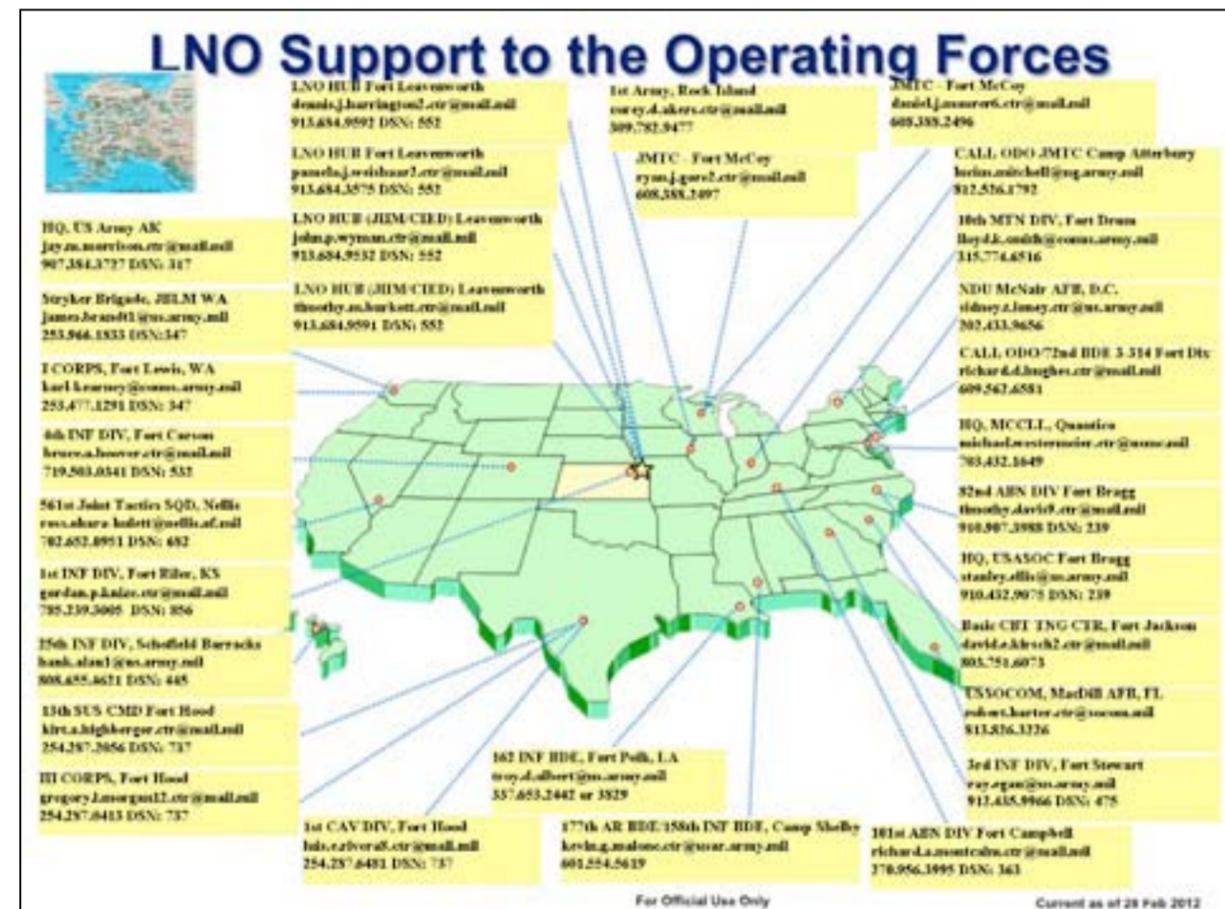
Not only can users pull information from the CALL site or contact their reps to conduct an extensive search for different materials, but they can also request handbooks/printed publications with the latest, most up-to-date checklists, lessons learned and best practices. CALL handbooks are produced much faster than the Army is able to execute doctrinal changes, explained Highberger. There is currently a five copy per request limit on ordering publications. If they have the requested publication on hand "you should receive your publication within a week," he said.

CALL also sends reps to different theaters of operation. "There are theater observation detachments that are normally activated reservists that deploy with their assigned units for ten months that help collect information," said Highberger. They are often the first point of contact for deployed personnel. These detachments keep the CALL center informed via weekly video teleconferences on their latest findings, Highberger said.

All three CALL representatives agree that units should always submit their after action reviews to the center. "It is a requirement that 90 days after returning [from a deployment] they have to submit an AAR to CALL," said Rivera. "The format is not the most important thing... it is more important to get the lessons learned and TTPs. It can be policed up and 'wordsmithed' after we receive it," added Morgan.

"Over the years, CALL has learned to write positions [in the AARs] and not names," said Highberger. This way, individuals submitting the products will not feel that their careers are at stake. Units are encouraged to invite CALL reps to some of their AARs. It is possible to request that one of the CALL representatives go on temporary duty assignment with a unit, or CALL can line up another CALL representative near the location where the unit is conducting training or deploying to, explained Highberger.

"CALL is open to anybody from private to general. Anybody that has a question about their job on Fort Hood, or anything going on in Afghanistan, it doesn't matter what it is, we will answer the question," said Rivera.





Wranglers, 49ers earns honors in Deployment, Supply Excellence Awards

WASHINGTON (June 5, 2012) - Soldiers and leaders from across the Army gathered this evening to recognize and honor 54 of the Army's best supply, maintenance and transportation units from the Active and Reserve components.

Several of those units are from U.S. Army Forces Command and Soldiers representing those units were on-hand to accept awards for superior accomplishments in logistical operations.

The 2012 Chief of Staff of the Army Combined Logistics Excellence Awards banquet, hosted by the Army's Deputy Chief of Staff, G-4, Lt. Gen. Raymond V. Mason, was held to bestow the Army's highest recognition for logistics excellence: the Army Award for Maintenance Excellence, the Deployment Excellence Award and the Supply Excellence Award.

Gen. Lloyd J. Austin III, vice chief of staff of the Army, was the guest speaker at the ceremony and opened his remarks by recounting an astounding logistical achievement of the Revolutionary War and comparing it to successes on today's battlefields.

Austin described the 1775 Col. Henry Knox-led expedition to retrieve nearly 60 tons of captured cannons and other military supplies from upstate New York. The artillery they provided ultimately enabled Gen. George Washington and the Continental Army to end the siege

of Boston and force the British to withdraw. The Knox expedition has been called one of the most stupendous logistical feats of the Revolutionary War.

"...and that ladies and gentlemen is the history of this combined logistics community," said Austin.

"Had it not been for the remarkable and courageous contributions made by Knox and his team, the outcome in Boston would have likely been much different. In fact, the war may have very well ended another way.

"And certainly the same can be said of the conflicts of this past decade," Austin concluded, "we could not have accomplished all that we have in Iraq and Afghanistan were it not for the countless remarkable contributions made by the men and women of this logistics community."

Seven FORSCOM units earned the Army's highest logistics awards:

AAME- For demonstrating the highest levels of outstanding achievements in maintenance and maintenance management:

- Headquarters Support Company, 277th Aviation Support Battalion, 10th Mountain Division, Fort Drum, N.Y.

DEA- For outstanding deployment accomplishments that meet or exceed established deployment standards and to capture and share innovative deployment initiatives that have improved the deployment process:

- 159th Combat Aviation Brigade, 101st Airborne Division, Fort Campbell, Ky.

- Alpha Company, 62nd Expeditionary Signal Battalion, Fort Hood, Texas

- 1st Squadron, 4th Cavalry Regiment, 1st Infantry Division, Fort Riley, Kan.

SEA- For excellence in supply operations:

- Headquarters and Headquarters Company, 1916th Support Battalion, Fort Irwin, Calif.

- **Headquarters and Headquarters Detachment, 49th Transportation Battalion, Fort Hood, Texas**

- Echo Company, 1st Battalion, 43rd Air Defense Artillery Regiment, Fort Bliss, Texas

Brig. Gen. John R. O'Connor, FORSCOM's deputy chief of staff, G-4, met with the FORSCOM Soldiers representing units earlier in the day to personally thank them for their service and for their units' achievements.

"What you have achieved here is excellence, it's discipline," said O'Connor.

"I have the honor to represent more than 800,000 men & women in uniform, across Forces Command, to stop here and recognize you, the selected few that have achieved so much."

The 159th Combat Aviation Brigade earned its DEA distinction by successfully deploying 98 helicopters and shipping 253 sensitive, critical item containers from Fort Campbell to Kandahar, Afghanistan, under an extremely tight timeline with no in-transit pilferage or loss.

"I have an awesome unit and that's what made this

happen," explained Chief Warrant Officer Patrick Dougherty, the 159th's mobility officer, "It's crazy; it's absolutely crazy; but after it's done, it feels so good when you see that equipment all of a sudden, boom, it's configured and it's on the battlefield. There is no better feeling than that as a transporter."

This year, for the 1st time, the CLEA program selected one unit from across the total Army as the 'Best of the Best' in each of the logistics disciplines.

This prestigious honor was not revealed until the end of the banquet, when the 159th Combat Aviation Brigade was announced as the Army's best of 13 DEA winners for outstanding deployment accomplishments.

Maj. Jason Kahne, the 159th's executive officer, likely best summarized how his unit earned this best in the Army distinction as he described how his unit rotated into Afghanistan to replace the 101st Combat Aviation Brigade: "One chalk in. One chalk out. Meshing by airframe. Synchronizing that to ensure there was no loss of combat power, or aviation support, in Regional Command-South."

During his remarks, Mason noted the critical importance of excellent logistics support to the Army.

"I think the real winners tonight are the individual Soldiers serving at home and around the world," he said. "The combat readiness of each Soldier is improved by this rigorous competition; and, therefore, the readiness of our entire Army is raised to a higher level."

The evening was a celebration of the Army's best logisticians and their units that help ensure success on today's battlefields, just as Col. Knox and his teamsters did during the trying days at the birth of America.



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