

1st Theater Sustainment Command

Black Jack

EXPRESS

Sustainment/Redeployment/Retrograde

JANUARY 2014//ISSUE 002



1ST TSC - FIRST TEAM!

- Afghanistan retrograde
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1ST THEATER SUSTAINMENT COMMAND — BLACK JACK EXPRESS





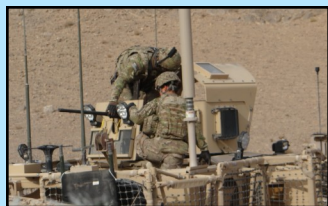
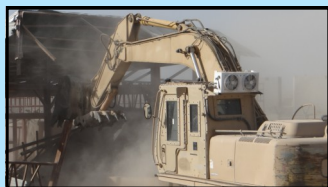
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Commanding General
Maj. Gen. Kurt J. Stein

Command Sergeant Major
Charles M. Tobin

Deputy Commanding General
Brig. Gen. Duane E. Gamble

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Sgt. Maj. James M. Lambert

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1ST TSC MISSION STATEMENT

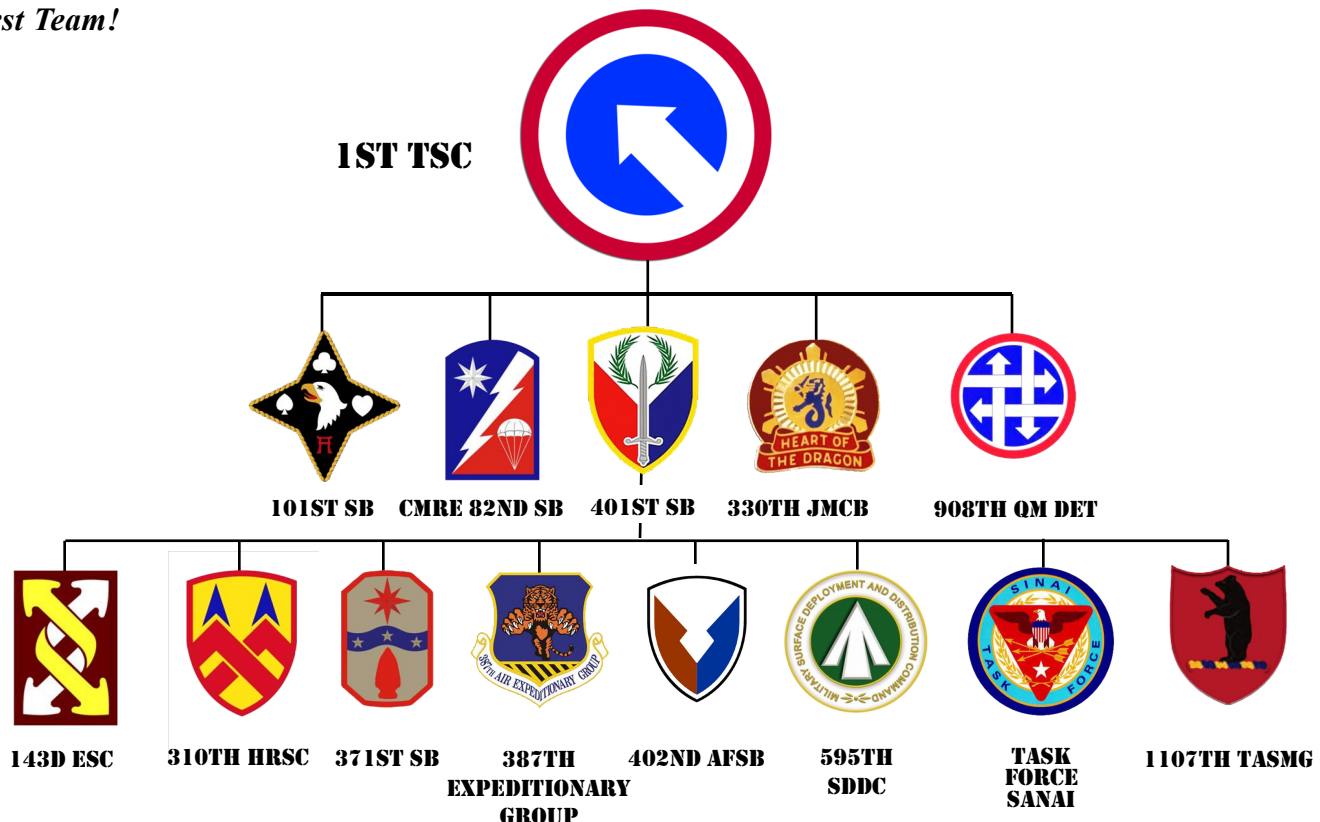
1ST THEATER SUSTAINMENT COMMAND MISSION

Mission Statement: 1st TSC plans, prepares and executes operational sustainment support; conducts Coalition/Joint Reception, Staging and Onward Movement redeployment, and re-posture of forces and sustainment in order to support operations throughout the CENTCOM area of responsibility.

The 1st TSC, is an Army two-star command based at Fort Bragg, N.C. with two forward headquarters at Camp Arifjan, Kuwait and Kabul, Afghanistan. Comprised of nearly 20,000 military, civilian, and contractor personnel, the 1st TSC and its subordinate units ensure fighting men and women have the supplies and transportation capabilities they need to accomplish their missions. A global sustainment provider, the 1st TSC supplies food, fuel, water, transportation, ammunition, building materials and repair parts. Additionally, the 1st TSC manages the ports, flights, and customs points needed to keep people and equipment moving 24 hours a day, 7 days a week.

The 1st TSC also provides adjunct support in the areas of financial management, human resources, humanitarian aid distribution, host-nation engagements, and medical care for troops and civilians within the command. Soldiers with the 1st TSC are in the fight every day, moving what is needed throughout 20 countries in U.S. Army Central Command's area of operations, spanning more than 6 million square miles.

First Team!



END STATE:

- **1st TSC is postured to support Unified Land Operations throughout CENTCOM.**
- **Tailored sustainment structure and Third Army partner nations engagement to support future operations.**
- **Balanced team with resilient Soldiers, civilians, Family members.**

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INTERVIEW: 1st Theater Sustainment Command commanding general reflects on nearly four decades of service to Army

STORY BY
STEPHENIE TATUM

1st TSC Public Affairs

FORT BRAGG, N.C. –
Maj. Gen. Kurt J. Stein, commanding general, 1st Theater Sustainment Command, will retire at the end of this month, after a 38-year career in the U.S. Army that has included rising to the ranks of staff sergeant and two-star general.

Stein assumed command of the 1st TSC in July 2012. As the 1st TSC CG, he is responsible for all sustainment in the U.S. Central Command area of operations.

During the past 17 months, he has led the effort to sort, pack, move and ship home thousands of pieces of equipment that have accumulated in Afghanistan over more than a decade. He has served in numerous command and staff positions during his career, including serving as the senior Army logistician in Iraq during the draw-down there.

Stein plans to retire in North Carolina and enjoy more time with his Family - something that has been a challenge as the commander of the 1st TSC, which is overseeing the "largest retrograde mission in history" and is spread out in three locations around the globe – Fort Bragg, Afghanistan and Kuwait.



Stein recently conducted a final interview to talk about his time in the Army and 1st TSC, as well as his plans for the future.

Q. When you enlisted in the Army in 1976, what were your initial reasons for joining the Army and becoming a Soldier?

A. My name is Kurt Stein and I am proud to be an American Soldier. I'd like to say that I joined the Army out of a profound sense of patriotism and love of country - but I'd be fibbing a bit. The reality is, at the age of 17 I was young, immature, a bit undisciplined and lacked focus. In all honesty, as I look back in time, I joined the Army to separate myself from the environment I was in, get away from my high school girlfriend (that's a story for another day), join my brother who was serving at the time, seek some purpose

and challenge in life, gain some experience, and see the world. After 38 years - I can now retire - I have accomplished my initial goals.

Q. What do you hope the Soldiers remember most about you?

A. Rumor has it that I will be remembered as a "Soldiers General". I love that legacy. I loved being a Soldier. I loved working with and taking care of Soldiers. If I did nothing else - I can look at myself in the mirror and say that I genuinely cared about the Soldier and his/her Family. I never lost sight of who I was and what I was all about. I will never forget that I was a private, a staff sergeant and a 2nd lieutenant. I am a Soldier.

Q. So, you were a staff sergeant - tell us about that.

A. I am so proud to say that I was a staff sergeant - a noncommissioned officer - a sergeant. It's the first sentence on every bio I have. Being an enlisted Soldier formed the foundation for my success. As I said - I will never forget who I am or how I grew up. The reason we have the best Army in the world is because of our NCO Corps - the back bone, the standard bearers of our Army. I am so proud to have as my "battle buddy" the

very best CSM (command sergeant major) I have ever served with, Command Sgt. Maj. Charles Tobin. Clearly our very best and brightest - hands down. Every officer needs a good sergeant - Command Sgt. Maj. Tobin is my sergeant.

Q. Thirty-eight years ago you joined a much different Army than what we know today. What are the biggest changes that you have seen over the years?

A. Our Army in 1976, often referred to as a "hollow Army" recovering from the draft and Vietnam war, has changed a lot since my initial enlistment. In fact, our Army back then, at least in my opinion, had some serious challenges . . . resources, discipline, lacking standards, drugs and alcohol. Our Army rose from the depths it had hit in the mid/late 70s, and has developed into the greatest military on the face of the earth -- a force that is, without question, the most experienced, best equipped and finest military in the world.

Q. While we are talking about today's Soldiers, what advice do you have for them as the Army transitions?

A. First off - Less than 2% of Americans serve in the military - so, thank you for volunteering and for serving our great Army. Unfortunately, our Army must become smaller. Our Army will have to make some difficult cuts as we move forward. My advice is simple. As we use to say in the old Army "Be all you can be". Ensure you are doing your

very best. Indiscipline will be the first discriminator. Do the right thing for the right reasons. Be aggressive - be positive. Know your job. Continue to grow personally and professionally. Don't rest on your laurels. Pursue higher education. Look like a professional Soldier 24/7. Don't be or appear to be overweight. Take and pass your APFT - don't use a medical problem as a crutch. If you need medical attention - get it. We owe this to you. Look at yourself in the mirror and ask yourself one simple question. Are you being all you can be? If the answer is yes - you will be A-OK and will weather the storm.



Q. What sacrifices do our Soldiers and Families make?

A. Wow - Separations, missed opportunities and missed Family events all play a heavy toll on our Soldiers and their Families. Our Soldiers and their Families sacrifice so much. Supporting an Army at war for the past 12 years has been a challenge. But despite some difficult times - they have been "Army Strong". I salute our military Families who sacrifice so much in support of their Soldier, our Army and our Nation.

Q. What is your best memory of the 1st TSC?

A. Our mission in the 1st TSC - has, is and will always be to ensure our Soldier's at the tip of the spear have what they need on the battlefield to survive, fight and win - and most importantly come home to their loved ones. The outstanding reputation of the 1st TSC and the many day-to-day success stories are direct results of your hard work, collective effort, determination, skill, professionalism and concern for mission accomplishment. I can't be any prouder of our team - you are great. Serving with you has been and will always be the highlight of my career.

Q. What do you and your Family look forward to most in the next chapter of your lives?

A. I owe my Family - especially my bride of 34 years. Debbie and I married as young enlisted Soldiers. She has been with me every step of the way through thick and thin. I have been blessed with three wonderful children and four precious grand children. The grand kids have literally changed my life. I am retiring to spend the rest of my life with my Family. Not sure what the next chapter of my life has to offer, but it will be filled with Family, joy and happiness.

Q. As you prepare to retire, do you have any thoughts about why we serve?

A. Absolutely. Many Americans take freedom and our every day way of life for granted. But there is a cost associated with our



freedom. We, as American Soldiers do what we do so that our fellow Americans, our loved ones and friends can live in a country that is free. . . free from fear, free from pain and free from suffering. Freedom is not free. I will never forget those young men and women who have given the ultimate sacrifice in the name of freedom. I carry the pictures, close to my heart, of the nine fallen 1st TSC Soldiers who have been killed in action during my command tour. I will never forget them.

Q. Closing thoughts?

A. I will close the same way I opened. My name is Kurt Stein and I will "always" be an American Soldier. I have truly enjoyed my time in the Army, and I have no regrets. Certainly there are things I would do differently, if I had the chance, and there are things I would like to change if I could. But, at the end of the day, I can look back at my life and honestly say that I am proud to have served my country as an American Soldier. I have been blessed with a

wonderful Family, a successful career, and most importantly, 38 years worth of friendships and treasured memories with the finest men and women our country has to offer . . . our Soldiers and their Families. I am a blessed man.

Thank you for your service. Thank you for your friendship, support and sacrifices. Thank you for being a Soldier. I wish you all the very best of success, joy and happiness. May God continue to bless you and your Families forever and ever.



1st Theater Sustainment Command
Operation Enduring Freedom
Afghanistan 2014



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Happy New Year from the CSM

COMMENTARY BY
**COMMAND SGT. MAJ.
CHARLES TOBIN**

1st TSC

I hope everyone had a great holiday season and you are ready to roll into what promises to be a great new year.

I would ask you to take a moment to reflect on the past year and remember how far we have come.

We have had a great year, and I would like to thank you all for your hard work and dedication to the mission. The 1st TSC would not be a success without your efforts.

Once again, I am amazed with the great work, you, our troops continue to get done on a daily basis. I appreciate you remaining vigilant with the many changes taking place within the unit and our Army. Our mission never slows down and you continue to keep the ball rolling. I would like to also thank all the Families who have continuously shown support. Without you standing behind your loved

ones, our mission could not be accomplished. The dynamics of deployments can take a toll on service members, and it is the support of our Families that carries us forward.

Looking ahead to the new year, you will continue to stay busy at Fort Bragg, Kuwait, Afghanistan and across the entire area of responsibility.

Always remember, safety first and look out for your battle buddy. We are troops 24/7; remember to maintain standards and do the right thing at all times.

Best of luck to you all in the new year, and let us continue to improve and exceed the standards.

- First Team!



The Publication of Record for the Military Logistics Community

MILITARY LOGISTICS FORUM

Afghanistan Retrograde

STORY BY

STEPHENIE TATUM

1st TSC Public Affairs

Maj. Gen. Kurt Stein, commanding general, 1st Theater Sustainment Command, emerges from a morning brief with his staff confident they are on track and set for a successful transition next year.

He has just received an update on the progress of the retrograde in Afghanistan and

the status of operations for his command, which is also located in Kuwait and Fort Bragg, N.C.



"Iraq was hard, but Afghanistan is really hard. Nothing like this has ever been done. We're making history with what we are doing here," said Stein about the complexity of the 1st TSC's mission in Afghanistan.

The 1st TSC's mission is to synchronize the movement and responsible drawdown of all equipment and personnel out of Afghanistan along ground lines of communication through Pakistan along the Southern



U.S. Army photo by Sgt. Phillip Valentine/Released

U.S. Soldiers load a container onto a flatbed trailer at Kandahar Airfield's empty container control point in Kandahar province, Afghanistan, March 5, 2013.



Distribution Network, or the central Asian states along the Northern Distribution Network. In addition, the 1st TSC provides command and control for logistics units in theater, provides sustainment support to forces operating in theater, and assists with base closure and transfer.

The U.S. currently has about \$33 billion (down from \$48 billion) worth of equipment in Afghanistan.

Made up of more than 20,000 military, civilian and contractor personnel, the 1st TSC and its subordinate units ensure the warfighters have the supplies and transportation assets necessary to accomplish their missions. As a global sustainment provider, the 1st TSC supplies food, fuel, water, transportation, ammunition, building materials and repair parts. Additionally, the 1st TSC manages the ports, flights and customs points needed to keep people and equipment moving 24 hours a day, seven days a week. The 1st TSC also provides adjunct support in the areas of financial management, human resources, humanitarian aid distribution, host-nation engagements, and medical care for troops and civilians within the command. Soldiers, sailors, Marines, airmen, civilians and contractors with the 1st TSC are in the fight every day, moving what is needed throughout the 20 countries in U.S. Army Central Command's area of operations, which is equal to 6 million square miles.

"The purpose of the retrograde is to reset and refit our Army. By getting this

equipment back to our forces, we are protecting the American taxpayers' investment in its military, and ensuring our readiness for future operations," said Stein.

Stein leads a diverse team of logistics Soldiers, government civilians and contractors, comprised of organic 1st TSC members and others from subordinate units who report directly to him — all of whom dedicate themselves each day to ensuring Soldiers receive the sustainment support they need. In addition, they work knowing the clock that is ticking down to the directive by President Barack Obama that states U.S. troops will draw down to 34,000 by February 2014. They must also set the conditions for the post-2014 mission in Afghanistan, known as the Resolute Support Mission.

"We have the right people, resources and authorities in place to overcome the challenges and complete our mission," said Stein. The type of equipment being retrograded and redeployed include mine resistant ambush protected vehicles, trailers, military generators, radios, navigation systems, weapons and ammunition, to name a few.

The 1st TSC was responsible for the retrograde in Iraq. The size and scope of the missions are similar. There were 60,000 vehicles and 90,000 containers in Iraq that had to be retrograded. In Afghanistan the U.S. started with approximately 50,000 vehicles and 108,000 containers. But anyone involved in both retrograde missions will quickly point out that the

challenges in Afghanistan are far greater.

"Many lessons learned from Iraq have been applied with great success in Afghanistan, but comparing the retrograde of equipment from Iraq to the retrograde from Afghanistan is like comparing apples and oranges," said Brig. Gen. Duane Gamble, 1st TSC deputy commanding general.

In addition to geography and weather, Afghanistan's transportation infrastructure poses a greater challenge and limits freedom of movement, especially for logistical convoys. The U.S. must also rely on surrounding countries for movement of equipment in to and out of the region. Also, Afghanistan lacks a staging base like Iraq had in neighboring Kuwait. The forces in Afghanistan do not need the volume of equipment that was absorbed by the Iraq army, and our coalition forces are also drawing down with us. These are just a handful of the unique challenges the Army faces in Afghanistan. Lastly, Afghanistan is a land-locked country with no seaport to facilitate transportation of materiel.

"In Iraq we weren't fighting to the very end, providing the assistance like we are now," said Stein, highlighting another key difference between Afghanistan and Iraq.

One lesson learned applied from Iraq was the need for a U.S. Central Command Materiel Reduction Element. The CMRE was established to have a unit that can focus solely on retrograde. About half of their unit is made up of engineer



assets that enable base closure, transfer and descope. The other half is made up of logistics units that perform the retro-sort mission. The teams that run the retro-sort yards take in equipment from across the battlefield, sort it, bring it to record and prepare it for disposition in accordance with instructions from Army Materiel Command. Those items that are uneconomical to ship home are divested through the Defense Logistics Agency Disposition Services.

"The difference between Iraq and Afghanistan is the CENTCOM Materiel Recovery Element. It is one of our key lessons learned from Iraq. The capabilities they bring to the table are decisive in our retrograde operations," said Stein.

"The CMRE allows our units performing the train, advise and assist mission with our Afghan partners to focus on that mission," said Gamble. "The TAA mission is the priority. The CMRE is a combat multiplier. In Iraq, units had competing priorities: train their Iraqi partners and retrograde. In Afghanistan, the CMRE is able to focus solely on retrograde in order to allow that commander on the ground to focus on their mission."

Col. Todd Heussner, commander of the 43rd Sustainment Brigade, served as the CMRE until October 2013. The unit made history. His unit was only the second unit to serve in this function. There is no doctrine on how to serve in this role. Doctrine on retrograde in general is limited as well.

Heussner and his team approached their mission from a business perspective.

"It's important we don't allow our assets to be idle," said Heussner. "We take a business approach, through our entrepreneurial leaders. If our assets are sitting idle, it costs the American taxpayer money. And we are here to save money. That's why we get our assets out to the customer."

The CMRE's forward retrograde elements consist of several teams to assist in the retrograde mission. Instead of having logistical hubs where everyone brings equipment to them, they go out to forward operating bases and perform their mission.

"Our Soldiers work hard, in austere conditions," said 2nd Lt. Daniel Krus, 227th Quartermaster Company, 68th Combat Sustainment, CMRE, and the officer-in-charge of the joint sort yard at Forward Operating Base Shank. "We take in all types of equipment strewn across the battlefield in our area of operations. From there we sort it, catalog it and prepare it for disposition. And our efforts have saved the American taxpayer hundreds of millions of dollars."

"My Soldiers are doing a great job," said Staff Sgt. Elmar Tomas, 227th Quartermaster Co., 68th CSSB, CMRE, and the noncommissioned officer-in-charge of the joint sort yard at FOB Shank. "Not only are we putting millions of dollars back into the Army's inventory, but we are also saving Soldiers' lives by keeping them off the roads. By performing this

mission forward and bringing our capabilities to the warfighter, we don't have to put anyone on the roads to move this equipment to a central location."

"Our mission is unique. We take materials as far forward as possible, so it keeps troops off the road," said Pfc. Dwight Mathews, a material retrograde team specialist with the 227th Quartermaster Co., 68th CSSB, CMRE. "We save lives and money. It's truly awesome."

The proof is in the numbers. Since June 2013, retro-sort yards have put more than \$100 million back into the Army's inventory, and more than \$800 million since January 2012. Since August 2013, the 1st TSC has reduced the total container count by more than 17,000 and retrograded more than 1,200 vehicles.

"We were successful in Iraq, but it was not perfect. The Army is a learning organization. We took those lessons learned from Iraq and we are applying them to Afghanistan," said Gamble.

Logistical planning for the redeployment and retrograde in Afghanistan is not just the work of the 1st TSC. This team effort is possible with the help of the U.S. Transportation Command, U.S. Central Command, International Security Assistance Force, U.S. Forces-Afghanistan and U.S. Army Central. Though separated by multiple time zones, the 1st TSC and its team of teams work day and night to ensure the retrograde of personnel and equipment out of Afghanistan is a success during one of the most challenging times in our history.



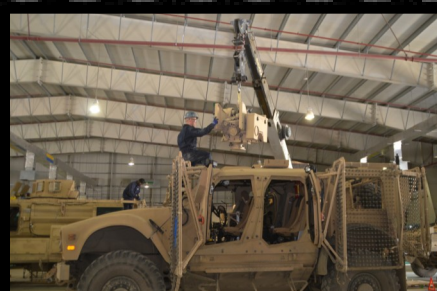
The 1st TSC's progress remains on track and they are building relationships along the way. A new chapter is being written every day as the First Team reduces rolling and non-rolling stock while still sustaining the warfighters and conserving equipment that can be used in the future. As December 2014 draws closer, the 1st TSC will continue to be a

decisive enabler in setting the conditions for the Resolute Support Mission and our enduring commitment to the people of Afghanistan.

In the end, the goal is to close out a decade of war in a way where the Afghans can take full responsibility for the security of their nation. The 1st TSC is confident they can meet the deadlines regardless of the

contingencies because they have the right people for the job.

"The Army is about people. Our Soldiers and civilians do tremendous work. I continue to be amazed by their dedication to duty and personal sacrifice every day. Our young leaders are stepping up every day, making things happen. I couldn't be more proud of their efforts," said Stein.



A DAY IN THE LIFE



Capt. Rachele A. Adkins

1st Theater Sustainment Command

Administrative law attorney for the 1st TSC.
OIC for the NKC MASCAL Team.
OIC for NKC Bulls Team.

"I have a true desire to be here doing something meaningful and making an impact."



During the month of December Adkins, a Chicago native, and the NKC Bulls team trained approximately 25 ANA soldiers and medical staff on the fundamentals of patient transfers. The training will enable the ANA to take over the task of removing wounded Afghan soldiers from U.S. Military helicopters and transporting them to the local Afghan hospital.

"Our team is more than volunteers filling positions on a team," said Adkins. "Everyone has a true desire to be here doing something meaningful and making an impact. I'm just a lawyer, and yet I'm out there giving blocks of instruction to ANA medics on patient transfers from Blackhawks!"



VIDEO - MOVING PIECES



Maj. Gen. Kurt J. Stein
Commander 1st Theater Sustainment Command

First Team introduced the Black Jack Express: Moving Pieces, a weekly video series highlighting the accomplishments of the 1st TSC (Forward). The first video released Dec. 23, 2013 features an overview of the accomplishments and operations in theater to date.

<http://www.dvidshub.net/video/317955/black-jack-express-moving-pieces>

1st Theater Sustainment Command



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Alternate ROSHAN:

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Kuwait:

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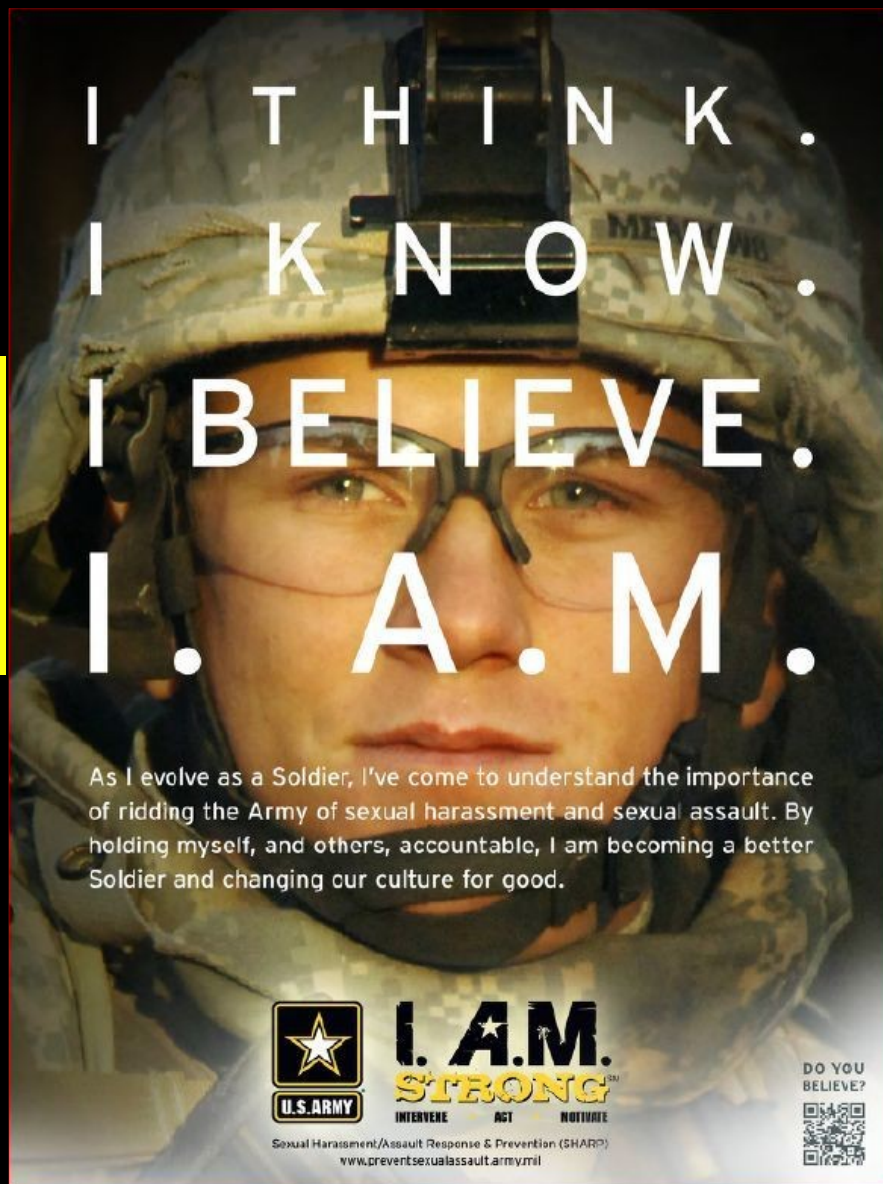
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SPO NATION

Sustaining Excellence

STORY AND PHOTOS BY
SPC. AARON ELLERMAN

1st TSC Public Affairs

NEW KABUL COMPOUND, Afghanistan — It's 8:30 a.m. The smell of freshly brewed coffee lingers in the air. The clamor of clicking keyboards and mice, busy printers, scanners, and copiers, and ringing phones, echoes through the room as it melds with numerous conversations. Service members and contractors flow in and out amidst the bustling atmosphere en route to and from the day's many meetings and briefings.

The approximately 70-by-70 foot office has no interior walls or windows and is essentially an open area consisting of a plethora of desks and semi-partitioned workspaces. Fittingly

dubbed the "Barnyard," the area is home to the 1st Theater Sustainment Command support operations section (SPO). The service members and civilians of the SPO work fervently here supporting Operation Enduring Freedom.

The SPO consists of numerous independent sections and contractors working on their own specific piece of the sustainment operation. The comprising sections of the SPO are the distribution integration branch (DIB); human resource operations, mobility, operations contract support, financial operations, logistics automation, supply and services, munitions, and material readiness branch. Each section ties in with one another, so being able to collaborate is crucial to the success of the whole.

The distribution integration branch functions as the SPO's information relay as it integrates the many sections of the SPO so the overarching mission can be accomplished efficiently.

"Our mission right now is to conduct an organized reduction in forces and equipment while still maintaining support for the maneuver forces in the field so they can continue to take the fight to the Taliban," said Lt. Col. Gordon Nesmith, deputy support operations officer for the 1st Theater Sustainment Command.

The 1st TSC is the senior sustainment command for the theater. They are responsible for supplies and services for all troops and contractors in Afghanistan. Many Soldiers in the SPO operate as the senior advisors in logistical affairs for their section throughout Afghanistan.

"The container management section within the 1st TSC has been given the responsibility of being the country container authority (CCA) for Afghanistan," said Capt. John Belisle with the 1st TSC, country container authority for Afghanistan.

According to Belisle his team has coordinated the reduction of approximately 25,000 containers from theater since arriving here in mid-August. They have also drastically reduced the container detention cost in theater saving more than \$500,000 per month in detention fees.



The 1st container management team walks through the container yard during a monthly inspection at New Kabul Compound, Afghanistan Dec. 21, 2013. The container management section within the 1st TSC has been given the responsibility of being the country container authority for Afghanistan.





Spc. Michael Rivera and Spc. Anthony Figarola, ammunition specialists with the 1st Theater Sustainment Command, look over daily spreadsheets while coordinating ammunition logistical operations at New Kabul Compound, Afghanistan Dec. 21, 2013.

The operational contract support team has conducted several trainings and audits throughout Afghanistan. Their descoping of contracts in the country has saved more than \$400 million.

The 1st TSC has also reduced the vehicle and equipment fleet by more than 13,000 pieces, reduced the ammunition in theater by more than 2,500 tons, and scheduled more than 1,000 flights and 40,000 trucks to move equipment around and out of Afghanistan.

“Continuing to find new ways to reduce our footprint at a higher velocity has been a challenge,” said Lt. Col. Patrick Disney, SPO mobility chief for the 1st TSC. “Sustainment operations are always evolving, so in order to be successful you have to stay innovative.”

Continuing to support the war fighter, while simultaneously redeploying a historical amount of equipment

and personnel to the U.S., is a daunting task that poses numerous challenges.

“Trying to identify the second and third order of effects of decisions and anticipate how they will affect other sections, commodities or agencies is a challenge we face daily,” said Nesmith.

To overcome these challenges the SPO not only works with its subordinate commands to accomplish their mission but with many other organizations and agencies like the Army Materiel Command, Transportation Command, CENTCOM Deployment Distribution Operations Center and more.

“One of the most important takeaways from the mission here for me is the importance of coordination and communication both up and down the chain of command, said Belisle. “As a TSC we function as the link between our strategic partners and our operational and tactical

units and personnel throughout Afghanistan.”

The 1st TSC eases some of the theaters logistical burden by awarding work contracts to local and government authorities.

These contracts help reduce the troop presence while stimulating growth of the local economy.

The operational contract support team has coordinated the investment of more than \$3 million to purchase more than 50 different service contracts to local or leased Afghan companies during 2013.

“Thus far we’ve been able to accomplish the redeployment and sustainment proficiently, said Disney. “We have relied more on support from contracting authorities, easing the need for our Soldiers to be out in the battlefield.”

Although the SPO is not directly responsible for training the Afghan National Army in logistical operations, they do closely assist the units that do.

“Working in coordination with several departments we coordinate support to the ANA. Our main role is providing analysis of their operations and to help arrange the sale of excess U.S. equipment and supplies to them,” said Nesmith.

At the end of the 12 hour or more workdays the 1st TSC’s barnyard becomes quieter, but elsewhere in Afghanistan trucks, planes, and helicopters transporting supplies are still echoing the SPOs hard work.



AVOID COLD CASUALTIES

**When using
Cold-Weather
Clothing,
Remember
C - O - L - D**

Keep it ... Clean

Avoid ... Overheating

Wear it ... Loose and in Layers

Keep it ... Dry

Notify an instructor / leader, if you or your buddy experience—

In cold environments ...

Effects to the skin, such as:

- Swollen red or darkened
- Pain, tenderness, hot or itchy
- Numbness or tingling
- Bleeding or blistered
- Gray, waxy feeling or “wooden” to the touch

Effects, such as:

- Dizziness, weakness or blurred vision
- Vigorous shivering
- Lack of coordination and impaired judgment
- Painful, red, watery or gritty feeling in the eyes (snow blindness)

In enclosed areas where heaters are used ...

- Excessive yawning, cherry red lips or grayish tint to lips and mouth
- Confusion, disorientation or mental slowness
- Drowsiness, lack of coordination or unconsciousness

Information contained in this poster is from the
U.S. Army Center for Health Promotion and Preventive Medicine
website at <http://usachppm.apgea.army.mil/coldinjury/>



ARMY STRONG™



U.S. ARMY COMBAT READINESS CENTER
<https://crc.army.mil>

**ARMY SAFE
IS ARMY STRONG**

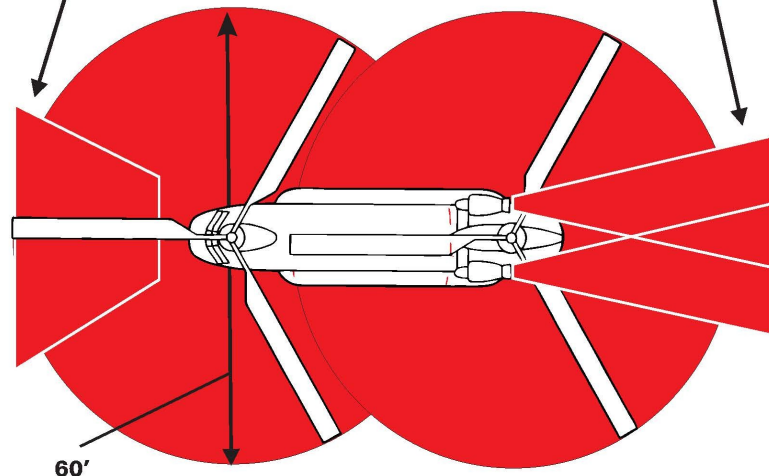


**CH-47D/F
Chinook**

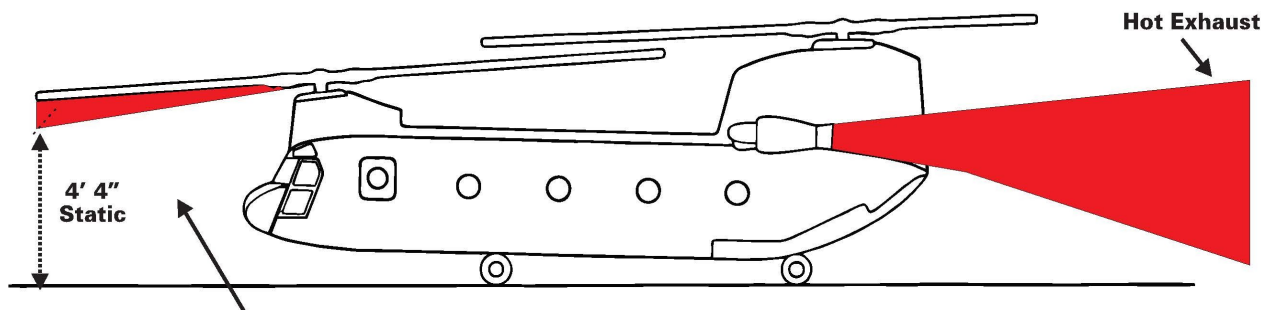
**DANGER
AREAS**

Blade Rotation

Hot Exhaust



60'



Use extreme caution when approaching the aircraft. Due to low rotor clearance, never approach the nose of aircraft. The main rotor blades can dip as low as four feet above the ground, and lower in gusty winds or on sloped terrain.



Scan for CH-47D/F
Chinook Crash
Rescue Video.



U.S. ARMY COMBAT READINESS/SAFETY CENTER
<https://safety.army.mil>

1st TSC railroad Soldiers provide mentoring to Afghan Railroad Authority

STORY AND PHOTOS BY
SGT. 1ST CLASS TIMOTHY LAWN

1st TSC Public Affairs

JOINT COMBAT OUTPOST,
HAIRATAN, Afghanistan —

The 1st Theater Sustainment Command Afghan Rail Advisory team conducted a train, advise and assist mission by teaching a core railroad foundation documentation course to Afghan Railway Authority students Nov. 22, 2013 here.

The course is custom designed for the newly-created Afghan rail authority, to help the students better comprehend the basics of railway practices, methods and documentation.

It offers the Afghans a plethora of proven methods on managing a more efficient railway, and offers possibilities of future railroad revenue generation. The core program also takes into account that Afghanistan has no functioning railway experience.

"Basically, It is an introduction to railroad revenue ...," said Maj. Timothy Christensen, a native of Manchester, Conn., and director of the 1st Theater Sustainment Command Afghan Railway Advisory team. It is a "part of the train, advise, assist mission designated by the ISAF commander, and is part of the ISAF nation-building mission."

Prior to the Soviet-Afghan war, Afghanistan had no quantifiable railroad. The



Rail Port 4, Niababad, steel rebar is manhandled into place after a crane lifts the rods out of a railroad gondola car. After offloading the rebar from the railcar and staging on the loading dock the rebar is then lifted onto trucks, later, for transportation to construction sites around Afghanistan. The steel rebar was imported through Uzbekistan.



Rail Port 4, Niababad, Afghan laborers load up with sacks of flour and make their way to the ramp from the boxcar to the semi trailer to load the flour for shipment to Afghan markets. The flour was imported through Uzbekistan.

existing Afghan rail network was initiated by the Soviets during the war, for transporting wartime cargo.

The Afghan government realized rail was necessary for Afghanistan's economic stability and growth; they sought outside assistance and received a follow-on grant in 2011 by the Asian Development Bank, partnering Afghanistan with Uzbekistan to build 75 kilometers of rail network from the Uzbek border to the city of Mazar-e-Sharif.

Economically the rail is a necessity to the countries stability and growth. According to the Afghan government, it is loosely estimated that there is more than \$1 trillion of Iron Ore in the ground. A deal was struck with a public-private Indian consortium, AFISCO in 2011 to begin mining operations at what is believed to be the world's second largest Iron ore deposit

located in the Bamyan province of Afghanistan.

The \$1 trillion of unmined ore is realized to be a loose estimate, and does not take into account other potential mines or sources of mining revenue, such as copper, gems and precious metals. The government realized the only efficient way to get the ore, or other minerals from the ground to the global market is through a developed rail network.

The stark reality of Afghanistan's future economic development lies in rail infrastructure that hasn't been developed yet. This reality led the International Security Assistance Force command to create an ARAT. Brig. Gen. Edward Dorman, the former Army chief of transportation, recognized the coalition's needed a dedicated rail team to meet the coalition's strategic needs, and directed the team development.

The Soldiers of the ARAT team were hand selected by Maj. Timothy Christensen, director of the Afghanistan railroad advisory team, and Master Sgt. Brian Hakey, senior enlisted rail team adviser, of Boiling Spring Lakes, N.C., both of whom have decades of civilian and military railroad experience and business knowledge.

The ARAT's mission is two-fold; the Soldiers take their individual sets of knowledge and experiences, and develop a program to assist and mentor the employees of the Afghan Railway Authority. The second part of the mission is and to assist the Afghans in developing their own railway, regulations, and authorities, with the ultimate

goal of becoming a member of the Organization for Cooperation between Railways, OSJD, and be able to compete in the global market.

"The development of the Afghan regulations, and authorities, is similar to the code of Federal Regulations and U.S. laws that affect the U.S. railroad industry," said Hakey.

Hakey leads the training team; the rest of the team consists of Capt. Donald Moyer, a native of Memphis, Tenn., and logistician expert; 1st Lt. Johnathan Ranschaert, a native of Williamsburg, Va., and Staff Sgt. Nathan Pfhol.

Hakey and the rest of the ARAT team, in effect, developed a railroad 101 mini-university course with the core curriculum loosely based on each individual team members level of rail road experience, and then condensing the material to a novice level for the Afghan's students. The team also based the training on baseline requirements of the United States, American Association of Railroads, and the OSJD. The end goal will potentially help the Afghans develop their own railroad authority and become an active member of the current 24 member countries in the OSJD.

"The railroad course is just meant to be an overview, not in-depth," said Hakey.

He emphasized, the individual students attending each of the training sessions will be the future of Afghanistan's rail.

Most of the attendees have a very high level of education but in the same breath, Hakey admitted that none of them had





U.S. Army photo by Sgt. 1st Class Timothy Lawn
1st Theater Sustainment Command Public Affairs/Released

Maj. Timothy Christensen, native of Manchester, Conn., 1st Theater Sustainment Command, Afghan rail advisory team, and, deputy director of rail Port 4, S. Waqae Hashemi, and Afghan interpreter, Sammy, discuss the existing rail Port 4 infrastructure on a map presented to the Afghan Rail Authority. The map was developed by the Transportation Engineering Agency, which is part of Surface Deployment Distribution Command.

any real railroad experience.

"They need vision, structure, a foundation and knowledge," said Hakey.

He added, the ARAT mission is to assist the Afghans in developing future Afghan railroad regulations, not build a pile of regulations and hand it to them. The ARAT team felt this would be best developed through a university styled format. The course is uniquely designed and focused on training the future trainer.

In order to achieve an enduring training program, the ARAT team, has developed and compartmentalized the training into a three-step program, which is designed as an open forum, and encourages student-mentor interaction.

The students will learn about existing railroad practices, methods and documentation and how to maintain visibility with what will occur within the

Afghan rail industry.

The second step of the course is under development by an outside contractor. The contracting firm takes all previously created ARAT curriculum, specifications, and recommendations, and creates a layered training program which cumulates into a final third step.

This final step ends when the contracting company credentials the successful ARA students and mentors them in their program, where they will be expected to train and mentor their own employees.

The ARAT will teach core basic documentation which will allow the Afghans to keep track of their own railway system, some of the core documents they will cover include; mechanical, accounting, train management, this includes rail yard and crews, car clerking, customs processes, maintenance and future rail development.

The first step of the course was initiated and held at the Ministry of Public Works in Kabul city Nov. 9, which is where the ARA headquarters is located.

Follow-on classes moved to JCOP Hairatan, and were conducted Nov. 22 through 26. Hairatan was chosen for its close proximity to the regional ARA office is in Mazar-e Sharif. Hairatan has a key rail spur crossing the Uzbek border. The Northern rail port area has been designated as a future key hub of Afghan exports.

At JCOP Hairatan, Nov. 23, the ARAT team had 10 excited Afghan students arrive, looking forward to absorbing railroad knowledge. Greetings were offered; the team had hot Chai tea and sweets ready, a cultural must before conducting business.

After the meet and greet finished, Hakey opened the class with an operations brief. He stressed the importance of communication and how a successful rail effort must have proper communication in order to be effective.

Ranschaert took over and described the types and classes of railroad rolling stock, car numbering, documentation, cargos, and prevention of cargo theft, cargo repairs and fees. At the end of the brief, he quizzed the students on the different rolling stock they may encounter, and their basic utilities.

Pfhol, a locomotive engineer, joined Ranschaert in the discussion about "on the spot repairs." He discussed the benefits of repair revenue and the capability to conduct

running, or "on-the-spot," repairs and how they can generate immediate revenue for the rail.

With each presentation, the Afghan students, engaged each other in discussion, demonstrating their enthusiasm with the material. Several of the Afghans spoke English and helped off-set the need for the interpreter. After the class, a couple Afghan students commented on what they learned.

One student, Abdul Ghafoor, Frogh described how much the training meant to him. He works for the Ministry of Public Works and oversees two international companies conducting business in Afghanistan. He pointed out that he liked the discussion about maintenance and operations. He told the story of heavy flood damage that had occurred on a stretch of rail line, and how it affected the network. The flood had washed out a spur and some culverts, to Humayon, if the rails fail and products can't be shipped, everyone loses, he said.

"Hopefully we will have a chance to practice this training," said Frogh.

Frogh really appreciated the session on the Waybill. The Waybill is the "five w's," or the; who, what, where, when and why ... of a document that is used for the shipment of a piece of equipment or container, it lists the origin of and destination cargo being shipped, who the shipper is and the contents and weight.

After learning about the operations, rail cars, Waybills, and more, the class ended with a question and answer session. The Afghan students took about another 30 minutes of the instructor's time, peppering instructors with questions. For some of the students, there are a several unanswered questions and not enough time. The ARAT team reminded the students they still had another day, and future classes.

Ranschaert, created a checklist and spent time writing down the ARA student questions, so that they can address them at a later date, or even provide future training opportunities. Some of the questions the students asked; how to - verify reports, where to get or make a checklist to track repairs, how to monitor and enforce shipping Waybills, and more.

Several students best summed-up their level of

gratitude to the instructors by voicing their appreciation and allowing them to express their concerns and ideas. In the past they had received classes, usually dictated ... Now, they honestly felt as if they were part of their planning process.

As the classes concluded, students and staff gathered for a group photo. During a photo session, the students acknowledged the fact that the future of Afghanistan's railroad is in their hands. They are thrilled at such an opportunity and truly do care about Afghanistan's growth.

The 1st Theater Sustainment Command Afghanistan Railroad Assistance Team has mentored, trained, advised and assisted the Afghanistan Railway Authority. The team's goal, to impart knowledge and some of their operational experience on the students, but ultimately it is the Afghans railroad, their future and their country.



U.S. Army photo by Sgt. 1st Class Timothy Lawn
1st Theater Sustainment Command Public Affairs/Released

Maj. Timothy Christensen, left, a native of Manchester, Conn., and Master Sgt. Brian S. Hakey, right, a resident of Boiling Springs Lakes, N.C., pose in front of an "Operation Lifesaver," banner. The 1st Theater Sustainment Command Soldiers conducted a train, advise, assist mission by teaching a core railroad foundation documentation course to Afghan Railway Authority students, Nov. 22, 2013 at JCOP Hairatan, Afghanistan.





1st Sustainment Command (Theater) Inspector General Bulletin.....



FAMILY SUPPORT OBLIGATIONS

Know the regulations, laws and your responsibilities!
Get legal assistance, so you are in compliance with your support obligations!

Soldier Responsibilities

Soldiers are **required** to provide financial support to Family members and to obey court orders for child support and custody. This obligation exists even if the Family is separated geographically due to military service.

When there is a complaint that a Soldier is not providing family support, resolving the non-support claim is a **chain of command** responsibility.

Commander Responsibilities

The Soldier's unit Commander will:

1. Consult with the servicing staff judge advocate for legal advice on the application of AR 608-99.
2. Determine the Soldier's financial support obligation IAW AR 608-99.
3. Direct compliance by counseling the Soldier in writing.
4. Verify that the Soldier initiates appropriate financial support.
5. Respond to the requester within **14 days**.
6. Continue to monitor the support requirements of the Soldier in the future months.

IF the IG receives a family support complaint, the IG will:

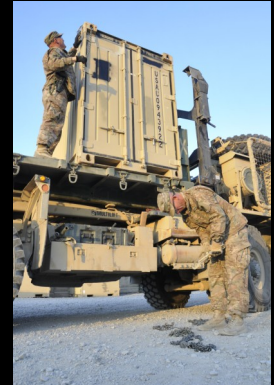
1. Notify the appropriate commander to review the complaint.
2. Follow up with the commander in **14 days** and review actions taken.

REMEMBER... If you have questions about family support requirements, see your **Chain of Command** and/or your **local Legal Assistance Officer**.

IG Contact Numbers

CIG	(910) 396-2788
IG SGM	(910) 643-8489
IG Assistance	(910) 396-8907
DSN Assistance	(312) 236-8907

REFERENCES: AR 20-1, AR 608-99



<https://www.facebook.com/1230thTransCo>

BLACK JACK EXPRESS



FEMALE AFGHAN GENERAL SPEAKS AT ISAF COALITION WOMEN'S EQUALITY DAY

STORY AND PHOTOS BY
SGT. 1ST CLASS TIMOTHY LAWN

1st TSC Public Affairs

KABUL, Afghanistan – Excited chatter filled the air as the crowd awaited the featured U.S. and Afghan female military guest speakers. As the crowd filed into the room, voices silenced into a dim hush as each of the speakers took their turn at a coalition base in Kabul to

celebrate Women's Equality Day Aug. 26, 2013.

One of the guest speakers was Brig. Gen. Khatoool Mohammadzai, director of education and training, Afghan Ministry of Defense. Afghan born and raised, she has been serving in the Afghan army since 1984. She has more than 29 years of service not only in service as an accomplished Afghan female combatant command officer, but as a

*I fought to have
these offices
established for these
services ...*

tireless advocate for women's rights and equality.

She has earned a black belt in judo, taekwondo and karate. Mohammadzai is Afghanistan's first female paratrooper with more than 500 parachute jumps, 300 jumps being in 34 countries, to her credit. She is also internationally recognized, in her quest for women's rights and equality. In 2005, Mohammadzai travelled to Washington, D.C. to the Women Embracing Risk Through Courage event. In 2006, she represented the Afghanistan government at the Gender Development Training in the Philippines.

Mohammadzai, through her interpreter, spoke of her efforts. She spoke of freedom and equality for everyone, and how "everyone is deserving of such and should demand their rights."

Her zeal for equality and advancement as a human being and as a female officer in the Afghan army demanded to be told.



Afghan army Brig. Gen. Khatoool Mohammadzai, the director of education and training, Afghan Ministry of Defense, and a featured guest speaker for the International Security Force-Afghanistan Women's Equality Day, takes a moment to reflect on human rights during the Women's Equality celebration in Kabul, Afghanistan, Aug. 26, 2013.



U.S. Army Brig. Gen. Laura J. Richardson, International Security Force-Afghanistan, deputy chief of staff for communications, Brig. Gen. Razia Rahimi, director of nursing for the Afghan Office of the Surgeon General, middle, and Brig. Gen. Khatool Mohammadzai, director of education and training, Afghan Ministry of Defense, join hands to cut the cake in honor of Women's Equality Day Aug. 26, 2013 in Kabul, Afghanistan.

Following the event, Mohammadzai answered questions about what the Women's Equality Day celebration meant to her, a little about her time in the Afghan military, and what she felt was her biggest accomplishment. Through the use of an interpreter, these were her answers.

1st TSC – General Mohammadzai, what does today's celebration mean to you?

Mohammadzai – I am very excited to be here, it is an excellent celebration. It is a message for young and old to stand up and fight for

their rights. When you know and respect your own rights you will respect everyone else's.

She added - Mankind is born free they shall live free and they should have their rights and freedoms to do what they like.

1s TSC – How do you feel your life has changed throughout your military career?

Mohammadzai – The military is the best profession on the face of the earth. When you are in the military there (you practice) good order and discipline. As a person, it is important to be disciplined

in every aspect of your life. When there is discipline and order, then anytime you face an issue in your life, you can solve it with discipline.

1st TSC – What do you feel is your biggest accomplishment?

Mohammadzai – ... My biggest accomplishment, establishing (female) gender officer training for the

Afghan army, the Afghan National Police Force and the Afghan version of the intelligence services.

I fought to have these offices established for these services, and to have them approved. Everything, from the structure, through the pay and final budget ...

... a lot of work, a lot of fighting ...





ANA use modern battlefield logistics to supply their force

STORY BY

SGT. 1ST CLASS

MARY ROSE MITTLESTEADT

101st Sustainment Brigade,
101st Airborne Division (AA)

Public Affairs

BAGRAM AIR FIELD,

A fghanistan – "The
Afghan National army
(ANA) acquisitioned



U.S. Army photo by Sgt. Sinthia Rosario, Task Force Lifeline Public Affairs

Afghan Maj. Raheem Shama, commander of the Afghan National Army Ammunition Depot (22 Bunkers), inventories small arms ammunition at Bagram Air Field, Parwan province, Afghanistan on Aug. 26, 2013. The transfer of ammunition from coalition partners to the ANA is in response to a shortage of small arms ammunition in the Southern regions of Afghanistan.

small arms ammunition from coalition partners in the later part of August in Parwan province, Afghanistan. The transfer of ammunition was in response to a shortage in the southern regions of the country.

This is the first time the ANA has independently used the logistical process to acquire and distribute ammunition throughout their military formations. This action comes at a critical phase; as the country's defense rests in the Afghan security forces ability to manage their force structure and logistically provide for those forces.

The Bagram Air Field ammunition supply point accountable officer, U.S. Army Warrant Officer Alexander Arabian, with the 63rd Ordnance Company, 101st Special Troops Battalion, 101st Sustainment Brigade (Task Force Lifeline) in support of 1st Theater Sustainment Command, transferred nearly 250,000 small arm rounds of needed ammunition to Afghan army Maj. Raheem Shama, the commander of the Afghan National Army Ammunition

Depot (22 Bunkers).

The partnership between the coalition and ANA that allowed for this process and transfer to happen is another step to strengthen our relationship with the Afghan government and the Afghan military, said Arabian, a native of Warwick, R.I.

According to Canadian army Maj. Matt Boire, a Ministry of Defense ammunition advisor and a member of the 2nd Battalion, Princess Patricia, Canadian Light Infantry, this type of forward progress for the ANA is a success. We are actually seeing for the first time the Afghans come out to the FOB (forward operating base), picking it up, coordinating, doing the paperwork and then they are going to take it back and inventory it themselves. Afghan security forces are actually reaching out, connecting and taking ammo so they can continue their fight in the south.

The ability to sustain a fighting force is critical for any military and is a priority of the Afghan security forces and their coalition partners.

What people often do not realize is that the fighting echelon is only as strong as the logistic capability that supports it, stated Boire, a native of Shilo, Manitoba, Canada. If a soldier doesn't have bullets and beans they aren't really able to maintain the fight.

The ability to acquire, process and deliver ammunition





U.S. Army photo by Sgt. Sinthia Rosario, Task Force Lifeline Public Affairs

Afghan Maj. Raheem Shama, left, commander of the Afghan National Army Ammunition Depot (22 Bunkers), along with U.S. Army Warrant Officer Alexander Arabian, the ammunition accountable officer with the 63rd Ordnance Company, 101st Special Troops Battalion, 101st Sustainment Brigade (Task Force Lifeline) sign ammunition transfer documents at Bagram Air Field, Afghanistan on Aug. 26, 2013. The transfer of ammunition from coalition partners to the ANA is in response to a shortage of small arms ammunition in the southern regions of Afghanistan.

throughout the country of Afghanistan is pertinent in building the capability and capacity to support their fighting forces and is going to be the make or break, especially with the withdrawal of the combat forces, Boire stated.

That's why it's such a success. It's not American, Canadian or coalition forces, this is Afghans taking control and maintaining security of their own country.

During the ammunition draw from the ammunition supply point at Bagram Airfield, Shama accounted for every bundle of ammunition and his troops loaded each bundle onto their trucks. The forms he reviewed were in the Dari language and the presence of translators for communication made the process seamless.

Through a translator, Shama

explained the process for him and the challenges the Afghan National Army faces with minimal stock of ammunition. He stated the numbers (of ammunition) were very limited and because of today we will be able to transfer to different parts of Afghanistan so it's very vital.

He added that in the last two months the help (partnership between coalition and ANA) has been so overwhelmingly well that we were able to transfer everything that we needed to different parts of Afghanistan.

Shama, and his troops ensured all documentation was processed meticulously with the ammunition supply points accountable officer, Arabian, prior to transferring the ammunition.

It's important, a first of its kind and historical, Arabian

commented as they began to load the Afghan trucks. It's definitely going to help them fight the war, with us stepping back and downsizing our footprint in Afghanistan.

For Boire, as a mentor and partner with the 22 Bunkers, to understand the capability to build an autonomous organization that allows the ANA to self-sustain, means there won't be a need to have as

many boots on the ground and over watch.

The things that we see today just show us that those communications lines are actually working and also, that they are effective, he explained. Some may ask why are we handing off this ammo? The big thing to realize is this is the Afghan fight right now in the south and the Afghans need this ammo to continue the fighting.

Boire continued to explain the realization from the way he sees the process, handing over some ammo that's going to be used by the Afghans to secure their own country is far less expensive than it would be if we (coalition) go out and use them in a full spectrum operations. I think that the cost really pales in comparison to what could be.



PREPPING FOR THE ROAD

STORY AND PHOTOS BY
SGT. SINTHIA ROSARIO

101st Sustainment Brigade,
101st Airborne Division (AA)
Public Affairs

BAGRAM AIR FIELD,
Afghanistan – Normally when you hear about a convoy escort team you hear about how dangerous their missions are, but what does it take to prepare for these long hours on the road?

Soldiers with 2nd Platoon, 51st Transportation Company,

take the necessary steps to ensure their team is always ready to roll. The 2nd Platoon, known as "Lancers," live by a simple phrase "success of our mission through preparation," which keeps their equipment at 100 percent.

Typically, the Soldiers start the preparation of their vehicles and equipment five days before they have a mission. During these days they conduct PMCS (preventative maintenance checks and services) at the

operator's level. They have their maintenance crew come and do more extensive checks. Finally, after maintenance checks are complete the Lancers take their vehicles to what they call their pit-stop. This is where they check the service of the vehicles, dispatches, personal weapons and gear to make sure they are fully equipped before they go out the gate.

This tight knit team understands what it takes to prepare their vehicles, weapons



Soldiers with 2nd Platoon (Lancers), 51st Transportation Company, 77th Combat Sustainment Support Battalion, in support of Task Force Lifeline, gather around in a team huddle after prepping their mine resistant ambush protected vehicle as part of preparation for upcoming missions, Dec. 22, 2013 at Bagram Air Field, Parwan province, Afghanistan. Prior to Soldiers going on a convoy escort team mission, they conduct five days of preparation to ensure their vehicles, weapons and the Soldiers themselves are mission ready.



Staff Sgt. Jose A. Antepara, a native of Mableton, Ga., and truck commander for 2nd Platoon (Lancers), 51st Transportation Company, 77th Combat Sustainment Support Battalion in support of Task Force Lifeline, guides a mine resistant ambush protected vehicle as part of preparation for upcoming missions, Dec. 22, 2013 at Bagram Air Field, Parwan province, Afghanistan. Prior to Soldiers going on a convoy escort team mission, they conduct five days of preparation to ensure their vehicles, weapons and the soldiers themselves are mission ready.

and themselves before going out the wire.

"It takes a lot of backward planning and it takes the training a lot of mission prep, said Staff Sgt. Paul G. Perry, assistant convoy commander with the 51st Transportation Company, 77th Combat Sustainment Support Battalion in support of Task Force Lifeline.

"A lot of times if you don't know the information in reference to the mission, then you really can't plan accordingly. Once we get a mission we ask for full details of everything that is entailed in that mission. That way it will give us enough to collect and train for the mission at hand."

The senior convoy leaders take personal interest and time to make sure the Soldiers are briefed for every single mission, so everyone is on the same page.

"We go over our routes in reference to where exactly we're going," stated Perry, a native of Bronx, N.Y. "We also look over the enemies TTPs [tactics, techniques and procedures] in that area and we prepare for situations we might encounter that can delay our mission." As transportation units have progressed in equipment and technology throughout the past decade, Soldiers have also progressed in their techniques and preparations prior to missions, explained Perry.

"Now because they give us the time to prep and also do all these checks, it ensures that when we go out on the road we have a second or third set of eyes to notice any faults and that we can fix it before we actually go outside on the roads," emphasized Perry.

One Soldier explained why it is so important to him to personally ensure he is doing everything that needs to be done without any short cuts.

SpC. Lorenzo D. Mann, a native of Dayton, Ohio, and gunner with 2nd Platoon, 51st Transportation Company, explained how everything changes once the troops are out of the security of the military installations.

"It could be one little thing that could be out of line that can cause your life or a battle buddies life because you didn't do your job," he said.

Everyone from the most senior to the most junior member performs checks accordingly.

Preparation is the key to our success ... it makes us mission ready and it gives the Soldiers a sense of security and confidence in their equipment when they drive out the gate," expressed Perry.

101st Sustainment Brigade "Lifeliners"

VIDEO - MAVERICKS KEEP ON TRUCKING



Soldiers with the 32nd Transportation Company Task Force Chain push supplies through some of the most dangerous roads in Afghanistan in honor of their fallen comrades. Soundbites are from Sgt. Carlos D. Ortega, of Chicago, and Sgt. Michael F. Edmonds, of Bethlehem, Penn.

PREPPING FOR THE ROAD:

Soldiers with the 51st TC, from Baumholder, Germany, live by their motto 'success of our mission through preparation'. (Army photos by Sgt. Sinthia Rosario, Task Force Lifeliner)



Sustainment:

Providing life support throughout Afghanistan

Task Force Lifeliner (101st Sustainment Brigade)

The 51st Transportation Company, 77th CSSB, TF Lifeliner, 1TSC, provides Convoy Escort Teams to transport sustainment and retrograde materiel throughout Regional Command – East.

- 51st TC prides itself on maintaining safety of not only their own formation but for the local truck drivers they escort.
- 51st TC conducts five days of preparation prior to mission.



SALANG TUNNEL



Shoulder to Shoulder

NO SOLDIER STANDS ALONE

Prevent suicide. Be willing to help.



It is your responsibility to stand by your fellow Soldier.

Talk to your Chaplain or Behavioral Health Professional or call Military OneSource 1-800-342-9647

www.militaryonesource.com



<http://chppm.army.mil>

CP-075-0806

SOLDIERS ON DECK

The Army Reserves, Multifunctional Mariners



STORY AND PHOTOS BY
STAFF SGT. IAN SHAY

143d Expeditionary Sustainment
Command Public Affairs

KUWAIT NAVAL BASE -

The 3 a.m. wake up call blasts through the speakers of the Churubusco, a Landing Craft Utility (LCU) vessel currently nesting in Kuwait Naval Base's serene backdrop. Most of the crew is already dressed and ready and moving to their perspective duty stations.

The crew is anxiously anticipating their new mission, as it marks only the third overnight departure from port since arriving in July and a chance to cast off is one they fully appreciate.

We always like to sail; Its what we do; its what we love to do, said Staff Sgt. Kevin W. Foley, boatswain, 824th Transportation Company, Detachment 3, Morehead City, N.C. The more we can get out, the more we enjoy it.

As the deckhands or deckies begin to untie the Churubusco from the LSV 5 (Logistics Support Vessel) docked beside it, the vessel master Chief Warrant Officer 2 Michael J. Byrne, 824th Transportation Co., Det 3, makes cast-off preparations on the bridge.

This week were carrying out the movement of targets for the aviators said Byrne. We are going to a sea range [where] we will place two targets in each run track. Helicopters will fly overhead, orientate themselves with us and then make their runs at those targets. □

Its now 3:30 a.m. and its pitch black on the bridge. With only the multicolored lights of the instrumentation and green glow of the radar to guide Byrne. Bright white lights are prohibited during the early morning hours, in order to keep the mariners eyes from having to re-adjust.

Ten minutes later the Soldiers muster into the galley for a mission and safety briefing. The mission is simple: sail out and drop off air to ground targets northeast of Jazirah Faylakah, Kuwait. The crew is also made aware of the two passengers accompanying them on this mission, a seasoned pilot coordinating the target shooting exercise with the pilots in the sky and a public affairs journalist with the 143d Sustainment Command (Expeditionary) set to document the event. The ground rules are set, and by 4 a.m. the Churubusco is underway.

The mission itself is a new undertaking for the aviation unit taking part in the training exercise.

We're trying to develop tactics techniques procedures (TTPs) for overwater [targeting, combat], said Chief Warrant Officer 2 Joshua Grogan, AH-64 Delta Apache helicopter pilot, 4th Battalion 4-227th Attack Reconnaissance Battalion, Fort Hood, Texas. Having come off the wars in Iraq and Afghanistan, actually doing engagements overwater is a new realm for us. My purpose here is to act as a liaison for the aviation when they get on station, someone on the boat who is familiar with their terms and what they are trying to accomplish.

Hovering around 4,000



The 824th Transportation Company, Detachment 3, Morehead City, N.C., Soldiers conduct simulated emergency care and life saving procedures while anchored out at sea Nov. 25, 2013 here.



Soldiers, the Army watercraft family is small, and its an opportunity few get the chance to experience.

It's a unique field, said Foley. It's the Army's best kept secret. It takes a unique person. People that can work together in tight quarters and it can pretty out in ocean or it can be bad, and you have to be able to adapt to different situations.

The crew of the LCU 13 comprises 16 Army mariners or boaties as they sometimes call themselves; 10 hail from Morehead City, N.C., six from Tampa, Fla., and a theater provided medic.

There are two sides of the house, deck personnel deckies or engine personnel, said Byrne. Normally on a vessel deckies and engineers continually pick on each other.

The deck hands and engineers have plenty of opportunities to show one another up during fire or man overboard drills, medical or weapons training.

There's always competitiveness between the deckies and the engineers, said Foley. A lot of good quality training that happens with that competitive edge.

Deckies handle everything above board. Things like latching down cargo, making sure compartments are secure, and sea and anchor detail. Deckies give the bridge crew full appraisal of the surrounding landscape. They're positioned to see farther and lower than those steering the vessel on the bridge.

The engineers or moles as the deck hands jokingly call

them manage everything below deck from transferring fuel, monitoring engine temperatures or swapping power between generators.

My job is critical, if anything goes wrong down here, [it] can stop the entire mission, said Spc. Miguel Rodriguez, watercraft engineer, 824th Transportation Co., Det 3, Tampa, Fla. Something small like forgetting to tighten a clamp on a hose can lead to a leak on an engine or generator.

When out to sea or underway the deck hands and engineers both pull 24/7 watch. Watch allows the deckhands to monitor the surrounding area, while the engineers monitor the engines and generators below.

The second you do not pay attention to a boat, it will fail, said Byrne. Everyday is Monday; everyday you come into work and tomorrow is Groundhog Day.

Even with long days and three-hour underway watches daily, the Soldiers still find the time to relax in their bunks, fish out on deck or play cards in the galley. The galley functions as the ship's main hangout, with the most light-hearted interaction taking place during meals prepared by either of ship's two cooks.

The role they [the cooks] play is very important, said Rodriguez. It's good that, after a long day of work, they have these huge meals set up for us, [so] that we can just sit back and splurge.

I like the interaction with people, Spc. Tyneika Gail Jones, food service specialist, 824th Trans. Co., Det 3,

Morehead City, N.C. I like being able to express the way I feel with cooking, making different meals and seeing what people like.

The cooks receive a helping hand from the medic currently attached to the vessel.

I got to work everywhere, but as far as cooking is concerned that's where they need the most help, said Spc. Eleanor Shaw or "Doc" as referred to by the crew. Shaw is a combat medic, 371st Sustainment Brigade.

They cook three meals a day when underway, and after awhile it just gets tedious. I stepped in and help them out as much as I can.

Shaw is part of a medical rotation with the 371st SB, where each medic will spend two months attached to the Churubusco, and she is well aware of the importance a medic plays onboard.

You see a lot more of hands-on trauma, said Shaw. In the engine room they can experience burns, electrical shock, traumatic brain injuries. On the deck [Soldiers] experience more head trauma, spinal injuries. Someone cut their hand pretty bad and I had to give liquid stitches, which took about a week and a half to heal.

Whether deck hand, engineer, cook or medic, one thing is for sure, life on the Churubusco functions like a well oiled machine.

Most of these folks I've been around for 10 years, some for as long as 15 years. It becomes a tight knit family, said Byrne. I consider everyone on this vessel my brother or my sister.



1st Theater Sustainment Command

BlackJack

EXPRESS

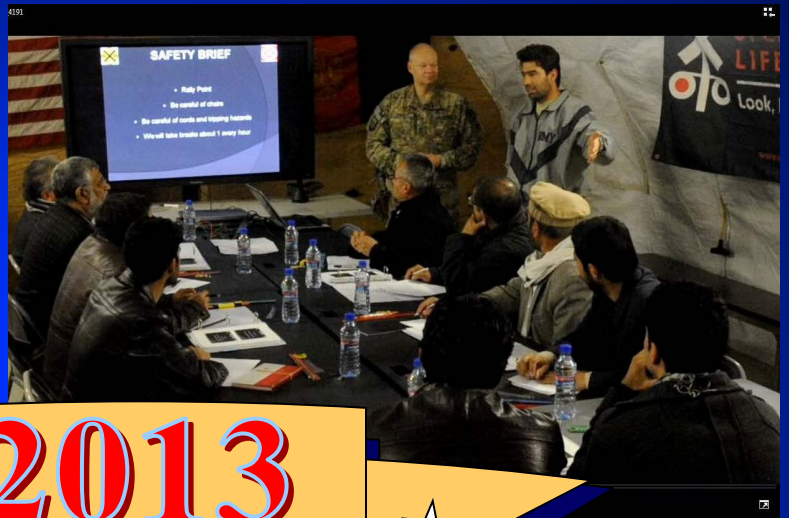
Sustainment/Redeployment/Retrograde

Fort Bragg, Afghanistan, Kuwait



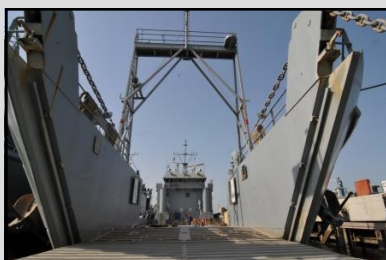
2013





2013





EIGHT TEAMS TWO COUNTRIES ONE COURSE

STORY AND PHOTOS BY
SGT. JOHN CARKEET

143d Expeditionary Sustainment
Command Public Affairs

CAMP SAMOUD, Kuwait –

Soldiers from the 143d Sustainment Command (Expeditionary) raced against the clock as they ran, jumped, climbed and waded their way through an obstacle course at the Kuwait National Guard's headquarters in Camp Samoud, Kuwait.

The Dec. 18 competition featured two six-man teams from the 143d ESC and six teams from the Kuwait National Guard. Soldiers from both nationalities donned helmets and slung M4 carbines around their backs. The war-fighting equipment added an extra layer of complexity and realism as the men navigated through the quarter-mile path lined with logs, walls, ropes, ladders,

monkey bars and a shallow pool.

The 143d ESC led the way when one of its teams volunteered to attack the course first. The half-dozen Soldiers set the pace for their Kuwaiti counterparts with a time of 3 minutes, 16 seconds. The second team brought the inaugural event to a close when its fifth man crossed the finish line at 4 minutes, 20 seconds.

The lead the 143d ESC established was short lived as a team comprising members of the Kuwait National Guard's anti-terrorism unit took first place with a record setting 2 minutes, 17 seconds.

Regardless how quickly he completed the course, every American Soldier received a gift bag courtesy of the Kuwait National Guard.

The race sprouted from the collaborative partnership between the 143d ESC's civil affairs section and the Kuwait National Guard's special event coordinators. Both parties plan to host a variety of contests between the Kuwaitis and the U.S. military to include team sports, physical fitness challenges



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(Left) A Soldier from the 143d Sustainment Command (Expeditionary) leaps into a shallow pool Dec. 18, 2013 at Camp Samoud, Kuwait. The pool was one of more than a dozen challenges two teams from the 143d ESC and six teams from the Kuwait National Guard faced during Camp Samoud's first obstacle course race that featured American and Kuwaiti forces.



(Right) Army 1st Lt. Jake Stieler, right, assistant chief of staff for the 143d Sustainment Command (Expeditionary)'s G8 section and a native of Ames, Iowa, climbs over a ladder Dec. 18, 2013 at Camp Samoud, Kuwait. The ladder was one of more than a dozen challenges that awaited two 143d ESC teams and six Kuwaiti teams during the Kuwait National Guard's first obstacle course race that featured American and Kuwaiti service members.



(Below) Soldiers from the 143d Sustainment Command (Expeditionary) keep their balance as they run across logs during an obstacle course race held Dec. 18, 2013 at Camp Samoud, Kuwait. The Kuwait National Guard invited the 143d ESC to compete in its inaugural obstacle course race that featured eight six-man teams navigating through a quarter-mile path lined not only with logs but also walls, ropes, ladders, monkey bars and a shallow pool.



ARMY RESERVE HELPS CLOSE OEF GATEWAY

STORY AND PHOTOS BY
STAFF SGT. IAN SHAY

143d Expeditionary Sustainment
Command Public Affairs

MANAS, Kyrgyzstan – The sun

Has yet to rise in Manas, but already dozens of sleepy-eyed, scruffy-faced service members and contractors grab their carry-on bags and file off the tail end of a C-17 transport plane.

Smelling like a mix of yesterday's sweat and jet fuel, the unwashed mass, sleepwalk onto white buses that take them from the landing strip of Manas Air Base, to the Joint Movement Control Center (JMCC) for their transient briefings. The buses pass through the worn down gates into Manas where the empty streets reflect a suburban cul-de-sac rather than a military base.

Dozens of conversations are carried on as Soldiers and airmen excitedly await the moment they can eat their next meal, shave or take their next shower.

This scene has been carried out daily for the last 12 years at Manas Air Base. Formerly named Ganci Air Base, Manas has served as a deployment/re-deployment transient gateway

into and out of theater operations in Afghanistan.

The Army and coalition transient operations are monitored by two individuals: Lt. Col. Robert J. Neeley, Army Central liaison officer command cell officer-in-charge, 1st Theater Sustainment Command, 143d Sustainment Command (Expeditionary), and Sgt. Maj. Thomas M. Schultz, ARCENT liaison officer command

cell noncommissioned officer-in-charge, 1st Theater Sustainment Command, 143d ESC. Neeley and Schultz, reserve Soldiers, oversee all Army personnel in Manas, and manage & coordinate deploying and redeploying units going to and from Afghanistan. Neeley is employed full-time as an Active Guard Reserve (AGR) Officer, 143d ESC and Schultz works as a Field Service engineer for Northrup Grumman when not deployed.

"The Army mission here at Manas is primarily focused on joint RSO, which is reception, staging and onward movement of Army and coalition forces," said Neeley.

Each service is represented at Manas as the Army, Air Force, Navy and Marines each provide unique services. Specifically, the Army provides assistance to all Army personnel, as well as most coalition forces that pass through here.



Sgt. Maj. Thomas M. Schultz (front right), ARCENT liaison officer command cell noncommissioned officer-in-charge, 1st TSC, 143d ESC, writes down deficiencies during his weekly mayor's walk in Hotel Alaska, one of two transient housing locations here. With thousands of transients passing through Manas each week, it is imperative transient housing is safe and secure.

“Sergeant Major Schultz and I are mission command for all of the Army elements here on Manas, right now we are over 80 personnel, it fluctuates,” said Neeley.

Army operations on Manas comprise active duty, National Guard and reserve Soldiers all with different backgrounds and skillsets. Reserve Soldiers have the large task of running 24/7 custom operations for all deploying and re-deploying service members, contractors and civilians.

“Under us we have the JMCC [Joint Movement Control Center] Soldiers who process everyone who comes in and out. We have the plate’s warehouse Soldiers, and custom’s Soldiers who deal with re-deploying service members back to the states or any of coalition forces going through. They go through the same screening process you would go through in any airport in the United States,” said Schultz.

“We have a career counselor on the installation,” said Schultz. “They take care of any extensions or re-enlistments that transients need assistance with.” “We also have a veterinary detachment. They care for the working dogs, bomb sniffing dogs.”

Neeley and Schultz conduct Mayor’s Walks regularly

through-out the transient housing in Manas, to ensure the transient tents have working smoke detectors, lighting and sufficient heat for the Kyrgyzstan climate

“It’s a health and welfare inspection, we only go through the transient billets and we’re looking for safety violations; light bulbs out, smoke detectors disabled and daisy chained power strips which are fire hazards. We’re trying to prevent loss of life,” said Schultz.

The biggest hurdle at transient center Manas falls at the feet of Neeley and Schultz as they oversee almost every coalition force passing through.

“There are some challenges that are inherent just because of different cultural differences and language barriers,” said Neeley. “Nothing that is problematic. It’s just an unusual experience to deal with.”

Even with the challenges Neeley finds his role fulfilling.

“We’re basically getting our hands on everybody that is coming in and out of Afghanistan . . . we try and make it as smooth and painless as possible. It is very rewarding,” said Neeley. “The elements that we have here from the Army Reserve, National Guard and active component work together seamlessly. It’s a great team.”

As the only country in the world to host both a U.S. and Russian base simultaneously, Kyrgyzstan will soon lose that unique distinction in spring 2014 when the U.S. presence there is no longer required due to U.S. re-deployment from Afghanistan.

“Depending on the flow, between 10 thousand and 20 thousand Soldiers and service members come through here in a week,” said Neeley. “We will start seeing it swing toward re-deployers as we execute the president’s plan for drawdown in Afghanistan.

The fewer numbers coming through Manas is apparent.

“Our numbers have gone down because they have torn down about 30 tents in the past month or so, said Schultz.

With operations still ongoing in Afghanistan until late 2014, transients will be rerouted elsewhere.

“The mission will transfer over to a base in Romania,” said Neeley. “The final personnel transients in Afghanistan will be done by a group in Romania.”

Neeley gives some advice to the Soldiers and service members taking over the mission in Romania.

“Our biggest takeaway is be involved,” said Neeley. “It’s a

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very complex mission that the people here make look simple. If you're involved and know what's going on, you can get in front of potential issues."

Originally, Manas was named after fallen New York Fire Chief Peter J. Ganci Jr., who died in the line of duty during 9/11. Although the Air Force dropped the name to adhere to a longstanding rule that no installation will be named after civilians, Ganci's influence is still felt on post as service members and contractors spend most nights at Pete's Place, a tavern/morale and welfare entertainment center located at the heart of the base.

Manas' unique history has left fond memories for a majority of service members who have warmed to its cool climate with the occasional drink at Pete's. Only time will tell if the emerging facilities in Romania will evoke similar emotions.

MANAS



VIDEO — ARMY MISSION AT MANAS



Every year hundreds of thousands of American service members and their coalition partners visit the Transit Center Manas in Kyrgyzstan as they begin or conclude their deployment in support of Operation Enduring Freedom. While the Air Force manages a majority of the transient process for all troops and contractors passing through Manas, the Army supervises several critical stages during their stay. Army Sgt. John Carkeet with the 143rd Expeditionary Sustainment Command shows how the Army helps ensure the right people get to the right place at the right time. Also available in high definition

<https://www.facebook.com/143dESC>

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143d SUSTAINMENT COMMAND
[Expeditionary]



Sustaining Victory





Provide Mission Command and Sustainment Operations within JSA Georgia AOR to include terminal operations at two military ports in support of Unified Land Operations (ULO). Provide CORs and required oversight for all contracts supporting the 371 SB mission. Support 143d ESC and 1st TSC in campaign planning efforts for future operations, conduct force protection.

ARMY WATERCRAFT COMPANY (PROVISIONAL) and 371ST SB MEDICS conduct HALO exercise in the Arabian Sea

STORY AND PHOTOS BY
STAFF SGT. KIMBERLY HILL

371st Sustainment Brigade

KUWAIT NAVAL BASE,

Kuwait - The crew of the James A. Loux, U.S. Army Vessel Logistical Support Vessel 6 (USAV LSV-6) with the Army Watercraft Company (Provisional), conducted helicopter air medical and logistical operations and medical drills with Soldiers of the 371st Sustainment Brigade and Charlie Company, 238th Aviation Medevac off the coast of Kuwait Naval Base, Kuwait, Nov. 7, 2013.

The medical exercise featured live helicopter evacuations from the deck of LSV-6 as well as medical drills and scenarios, taking into account the various safety hazards that can be found on an Army watercraft vessel.

Chief Warrant Officer 2 Patrick Oliver, the medical

officer for the LSV-6, began coordinating with the aviation unit a few months prior to the exercise and with the help of the deck medic, came up with different scenarios to include in the training, he said.

Rough seas, engine room explosions, mechanical failures, attacks from hostile vessels, and even falls from ladders were realistic scenarios on a watercraft vessel that were included in the medical drills, said Oliver.

The exercise gave some of the medics of the 371st SB their first experience with live helicopter medevac procedures, which is extremely valuable knowledge for their role as combat medics, said Spc. Eleanor Shaw, a combat medic with the 371st SB, who is currently assigned as



A helicopter with Charlie Company, 238th Aviation Medevac, approaches the deck of the James A. Loux, USAV LSV-6 during a helicopter medical evacuation training exercise Nov. 7, 2013 off the coast of Kuwait Naval Base, Kuwait. The exercise gave medics with the 371st Sustainment Brigade and the crew of the LSV-6 training in at sea helicopter medical evacuation.



the medic of the Churubusco, USAV Landing Craft Utility 2013.

“68 Whiskeys [combat medics] have a broad knowledge of emergency management but in most cases that are severe they need to be taken to a hospital setting,” the New York native added.

The exercise also gave medics from the 371st SB firsthand experience with not only helicopter medevac operations, but also the medical risks that can be found on watercraft vessels.

“As a medic you could be put in any situation, so currently I’m working on a boat. I wanted the opportunity to come out, because if I’m ever in this situation for real, I’ll be by myself – so I needed to know how the operation was done to the fullest extent,” said Shaw.



(Above) Soldiers with the 371st Sustainment Brigade and the Army Watercraft Company (Provisional) place a simulated casualty on a litter for transport during a medical exercise in the engine room of the James A. Loux, USAV LSV-6 on Nov. 7, 2013 off the coast of Kuwait Naval Base, Kuwait.

(Below) A helicopter with Charlie Company, 238th Aviation Medevac, approaches the deck of the James A. Loux, USAV LSV-6 during a helicopter medical evacuation training exercise Nov. 7, 2013 off the coast of Kuwait Naval Base, Kuwait. The exercise gave medics with the 371st Sustainment Brigade and the crew of the LSV-6 training in at sea helicopter medical evacuation procedures.





Soldiers at Camp Arifjan wrestle with **Marine Corps style Combatives**



STORY AND PHOTOS BY
STAFF SGT. KIMBERLY S. HILL

371st Sustainment Brigade
Public Affairs

CAMP ARIFJAN, Kuwait –

The soldiers turn and face each other, their knees sinking into the soft sand beneath them as they raise their arms up to shield their sweat streaked faces.

They eye each other, breathing heavily. The Soldiers are clearly exhausted, but the slight smiles on their faces betray their eagerness to start the fight again.

They spring into action the instant the instructor yells for them to begin, wrestling with each other and trying the movements they just learned at the beginning of the combatives class.

The instructor moves in slow circles, winding his way through the group and offering corrections or advice when needed.

The instructor, however, stands out from the group of 36 soldiers and airmen that are grappling in the sand, he is the only Marine in sight, and his Marine martial arts class is open to all service members deployed to Camp Arifjan, Kuwait.

“I’m not going to get this opportunity to do it anywhere else in the Army so I figured I’d take it,” said Army Staff Sgt. Daniel L. Cox a student who graduated from the course in

November of 2013 and plans on taking the green level in December.

Service members stationed at Camp Arifjan, Kuwait have the unique opportunity to learn a different style of combatives, known as the Marine Corps Martial Arts Program, which has been used by the Marines since January 2000.

“It’s not very often that we teach Soldiers, I taught a class last July and I taught 23 soldiers,” said Marine Sgt. Timothy M. Lavalley, the Marine Corps Martial Arts Program instructor for the

class and a Pembroke, New Hampshire native.

While many of the techniques and moves have similar names, they might be executed differently in the Marine program, so Soldiers may have to break old habits to adapt to the Marine style of combatives, he said.

“It’s based around a combat scenario, we don’t focus on anything in particular, we focus on anything you can utilize in a combat scenario and how to quickly kill your opponent,” said Lavalley.

One of the first moves a



Marine Sgt. Timothy M. Lavalley, a Marine martial arts program instructor and a Pembroke, N.H., native, instructs soldiers and airmen during a Marine martial arts class at Camp Arifjan, Kuwait, Nov. 5, 2013.





Army Sgt. Jacob Hauer, an ammunitions sergeant with the 371st Sustainment Brigade and a Columbus, Ohio, native, prepares to grapple with Army Staff Sgt. Thomas M. Browning, an electromagnetic spectrum manager and a Jacksonville, Fla., native, during a Marine martial arts class at Camp Arifjan, Kuwait, Nov. 5, 2013.

student may be surprised to learn in the Marine program is an eye gouge, however the students do not practice the move with a partner due to safety reasons, said 1st Lt. Joshua Edwards, the training officer for the 371st Sustainment Brigade and a Columbus, Ohio native.

Edwards, a former Marine who graduated from Lavelly's class in November, says he believes that this exemplifies the main difference between the Marine martial arts program and Army combatives.

"We learn small joint manipulations and how to put people in submission; in Marine Corps combatives, we start standing up and we take the fight to the ground and it normally ends in killing your opponent rather than putting them in submission," said Cox, an operations sergeant with the 371st Sus. Bde. who is Level 2

certified in Army combatives and has instructed deploying Ohio Army National Guard units in the program.

The students train in their boots and body armor, and the class also incorporates a rigorous physical conditioning portion that includes running, buddy carries and push-ups in addition to learning the Marine martial arts movements, said Edwards.

Service members who are interested in martial arts or enjoyed the training they received in Army combatives, may view the opportunity to become certified in Marine combatives as a new challenge or useful skill.

"I'm already certified in Army combatives and since this was an option for me, I thought it would be a good choice," said Cox, a Hilliard, Ohio native.

Lavelly is impressed with the amount of motivation and

enthusiasm he receives during the class and doesn't believe teaching other service branches is very different from teaching Marines, he said.

"Everyone has the same inspiration, they came out here to train so I tend to get the best," said Lavelly.

Near the end of the combatives class the Lavelly gives the students a short break. Most gulp down water, joke with their fellow martial arts enthusiasts and try and catch their breaths.

Cox stands off to the side of the group, taking quick sips from his bottle of water and smiling as he wipes the sweat from his brow.

"You definitely have to have a different kind of mentality when you take Marine Corps combatives," said Cox.



82SB-CMRE, TF-MED EAST PARTNER AFTER EGYPTIAN HOSPITAL CLOSURE



STORY AND PHOTOS BY
SGT. 1ST CLASS JON CUPP

82nd SB-CMRE Public Affairs

BAGRAM AIRFIELD,

Afghanistan — Soldiers from the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element partnered with troops from Task Force Medical-East to account for, process and sort medical equipment and supplies Nov. 15-18 at the recently closed El Salam Egyptian Field Hospital here.

With the Egyptian army medical personnel having

completed their mission Nov. 14, U.S. troops were called in to assist with removing and clearing out equipment and supplies which were provided to the hospital by the U.S. military.

The equipment and supplies, which were transported to the Bagram retrosort yard, will be provided to military units that have an immediate need for them in theater, returned to other locations within the U.S. military system or given to Afghans through the Foreign Excess Personal Property (FEPP) program.

“Since we’re running the class 8 [medical items] CMRE retrosort mission, the hospital liaison here contacted us to assist them in sorting through their supplies and equipment,” said 1st Lt. Jaime Daniels, 82nd SB-CMRE brigade medical planner, who hails from Fayetteville, N.C. “We’re going to assist them in getting rid of any unserviceable items and redistributing the serviceable items.”

“This has been a wonderful partnership with the CMRE and this really has helped the Egyptian staff to off-ramp and



Motor transport operators, Carson City, Nev., native Pfc. Jesse Smith (left center) and Campbellville, Ky., native Pfc. Ryan Hutchinson (right), both from 227th Quartermaster Company, work to offload tri-wall containers Nov. 15 at Bagram Air Field's El Salam Egyptian Hospital. The Soldiers, who are attached to the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element, assisted in transporting medical supplies and equipment from the former Egyptian field hospital to the Bagram retro-sort yards.



go home safely without having to worry about all the things left behind,” said Hampton, Va. native, Capt. Gary Freeman, logistics liaison officer for the Egyptian hospital and chief logistician for TF-Med East. “There are multiple facets that the CMRE team brings to the table to help get it done. Helping the Egyptians with this project means a lot as they have been a great force multiplier, showing a good face for coalition forces by providing healthcare for nearly 1.2 million Afghan locals over a period of nearly 12 years.”

Soldiers working on the project cleared supplies and equipment from more than 10 buildings on the hospital compound to include a radiology clinic, male and female wards, an operating room, a lab, an intensive care unit, pediatric clinic, dental clinic, obstetrics/gynecology clinic and a medical workshop among other structures. Along with this, the troops moved supplies from five, twenty-foot equivalent containers.

Troops recovered many items of Class 8 healthcare equipment which can be returned to the Government of the Islamic Republic of Afghanistan Ministry of Health through the FEPP program to include patient life sustaining items such as vital sign monitors and intensive care unit beds. Chicago native, Staff Sgt. Edward Hurtado, a bio medical equipment specialist for 82nd SB-CMRE, said the project is

extremely significant in helping to get good medical supplies where they’re needed most.

“This is a great effort because we’ll be able to reutilize a lot of things that we can send back to the U.S. military system, to NATO forces and Afghans rather than having to discard it,” said Hurtado. “At first, there used to be no real process for how to deal with medical supplies, but we noticed that there were a lot of useable items that could be sent back to the U.S. military system.”

“We have things like pharmaceuticals that can sometimes be sent back for credit from the manufacturer which means money going back into the government and that saves taxpayers money in the long run,” concluded Hurtado.

Although all equipment and supplies were cleared from the site by Nov. 18, Soldiers of the 82nd SB will continue the mission of redistributing the medical supplies and equipment at the Bagram retrosort yard and attached engineers from the 133rd Engineer Battalion will deconstruct some of the buildings on the hospital compound.

“We’ll begin deconstructing some of the b-huts here while leaving the enduring structures that can be maintained by the Afghans. This one of the keys to this project,” said Carmel, Maine native, Capt. Nic Phillips, plans officer for 133rd En. Bn. “The way you leave a country says as much about how you enter it,

and we plan on leaving this site better than it was previously.”

“We’ll send in vertical engineer assets to remove some of the insides to buildings, ensuring that we use the interior wood for other projects so that we’re not wasting government money,” he added. “Our horizontal engineers will then come in and level the areas where the b huts were and take some of the materials to the retrosort yard. Some of the things recovered can be turned over the Afghans, such as some of the interior wood.”

The continuing engineer portion of the project should be completed sometime in December of this year.



Combat medics for the 133rd Engineer Battalion, Scarborough, Maine, native Spc. Lisa White (left) and Oilton, Okla., native Pfc. Sicily Frasure examine supplies in the now closed Egyptian dental clinic at Bagram Air Field, Afghanistan before packing them in a tri-wall box and sending them to the Bagram Air Field retrosort yard Nov. 15.





124th Engineers continue efforts to enable base closures

STORY AND PHOTOS BY

SGT. 1ST CLASS JON CUPP

82nd SB-CMRE Public Affairs

KANDAHAR AIRFIELD, Afghanistan – Platoons from the 124 Engineer Company (124th Eng. Co.), attached to the 489th Engineer Battalion (489th Eng. Bn.) and the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element (82nd SB-CMRE), have been participating in multiple projects in and around Kandahar Air Field which help with the transfer or the complete closure of forward operating bases (FOB), combat outposts (COP), and camps throughout Afghanistan.

The projects include deconstruction efforts that return many bases to the Government of the Islamic Republic of Afghanistan as U.S. forces prepare to eventually redeploy from Afghanistan.

During one such recent project, the company's first platoon teamed with engineers from the 1223rd Eng. Co., also attached to the 82nd SB-CMRE, to deconstruct earth-filled barriers, move concrete T-wall barriers into caches, remove trash burn pits and close a test fire pit at COP Luke throughout late November and early December.

The deconstruction project

was the platoon's first mission that required them to live and operate in an austere environment with limited amenities and the Soldiers said it was a worthwhile experience.

"This project was a great experience for me, being that this was one of our first projects on my first deployment," said Augusta, Ga. native, Spc. Leonard Kitchens, a heavy equipment operator for 124th Eng. Co. "It was interesting to

work with local nationals and to learn more about the way they live and how the U.S. is benefiting them."

During another major project, the 2nd Plt., 124th Eng. Co. worked with soldiers and airmen from the Australian military and troops from the 1223rd Eng. Co. to deconstruct and transfer Multi-National Base Tarin Kowt over the course of nearly six weeks, ending in mid-December.

Under the direction of the Combined Team Uruzgan (CTU) lead by Australian forces, second platoon was able to remove several buildings, more than 12,000 cubic feet of dirt and more than 700 tons of concrete T-wall barriers.

"Second platoon helped



U.S. Army photo by Spc. Kristina Burr, 124th Engineer Company UPAR

Columbia, S.C., native Spc. Devin Smith (left), a horizontal construction engineer with the 124th Engineer Company, attached to the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element, oversees another Soldier in an excavator as he moves equipment during a deconstruction project Dec. 1 at Kandahar Airfield, Afghanistan.





U.S. Army photo by Spc. Kristina Burr, 124th Engineer Company UPAR

Motor transport operators, Saluda, S.C., native Pfc. Matthew Freeman, (left center), operating an excavator and Columbia, S.C., native Sgt. Ricardo Rivers, both from the 124th Engineer Company, attached to the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element, assist in using heavy machinery to tear down tents and move equipment at Kandahar Airfield, Afghanistan Nov. 28.

transform the landscape so they actually enabled the CTU to eventually transfer the forward operating base to the Afghan National army,” said Staff Sgt. Antonie Lott, an engineer for 2nd Plt., 124th Eng. Co., from Saluda, S.C. “Soldiers in second platoon were also able to improve their operator skills enabling them to work better as a team and finish projects quicker and on schedule.”

One of the main focuses of the 3rd Plt., 124th Eng. Co. has been multiple projects around Kandahar Airfield. These projects included using cranes, excavators, loaders, tractor trailers, dump trucks and other heavy machinery to move storage containers to different

areas, tear down buildings, and take down tents.

The 3rd Plt. troops also ensured unused materials were sorted so that they could be reused in theater or returned to the U.S. military inventory. Many of the projects were completed with the help of the other companies in the 489th Eng. Bn. to include the 1223rd Eng. Co. and the 760th Eng. Co.

“Through our efforts of deconstructing we are investing in the Afghan economy and helping others, building trust and relationships with the Afghans,” said Staff Sgt. Marcus Harris, an engineer for 3rd Plt., 124th Eng. Co., who hails from Aiken, S.C. “We really are making a difference.”

The 3rd Plt. also participated in a recent large scale project to restructure COP Jannat to prepare the COP for transfer to the Afghan National army.

“Due to third platoon’s diligent work, the transfer of COP Jannat was successful and the COP was prepared to transfer ahead of schedule,” said 2nd Lt. Reynolds Satterfield, who hails from Hodges, S.C. “We handed the base back to the Afghan National Army so they can continue to maintain the defense of their country.”

With more than two months in theater, the 124th Eng. Co. will continue its on-going base closure and transfer efforts until its redeployment sometime in 2014.





401ST AFSB CREATES AN ELITE MCT TO ASSIST IN OPERATIONS



STORY AND PHOTOS BY
SPC. MARIELA J. CAMPUSANO

401st Army
Field Sustainment Brigade

BAGRAM AIRFIELD, Afghanistan - The 401st Army Field Sustainment Brigade (AFSB) constructed an elite Movement Control Team (MCT) in October 2013 to track and move equipment.

“The creation of this MCT team by the 401st AFSB is a very significant one. Up to this point, all the work dealing with the creation of Transportation Control Movement Document (TMCD) was operated by AC First, a contractor company operated by civilians. In addition, the Army sought Soldiers with a logistics transportation background to help in this process. This team came to Bagram, Afghanistan to support AC First and they are the first team operated by all Army Soldiers” Says 1st Lt. Cecelia Deem, who is the officer in charge of the MCT.

The MCT helps the 401st AFSB Support Operations (SPO) drive the TMCD, which is necessary to move equipment around Theater and TCMD buildup is a crucial part of

theater movement. The MCT tracks the equipment and issues out packets which allows equipment to be moved to its final destination.

“When the MCT arrived in Bagram, Afghanistan, all we had were some laptops, tables and chairs. The Soldiers had never done this type of work outside of the school house environment and we needed to get the proper training. The MCT was built from the ground up with a lot of effort and assistance from the 401st AFSB. This included Lt. Col. Daniel A. Grundvig, Maj. Chandler Fisk, and Mr. David Williams from the 401st SPO and LTC Marta Williams and Mr. Scott Curry from the SPO transportation section says Deem.

“The 401st AFSB invested a lot of time and resources in the MCT to ensure the

accomplishment of this mission. This is a very important mission and we have a lot of eyes on us because of the large amount of equipment needing to be moved” says Deem.

1st Theater Sustainment Command tasked the 401st AFSB to provide an MCT team to help accomplish their operational mission. The MCT includes six Soldiers



Group 1: Members from the 976th MCT (From left to right) SPC Joseph M. Deleon, SGT Annique C. Henriques, SPC Angelo Burgos, SSG Damaris Davidson (NCOIC), PFC Sharif L. Payne and SPC Mariela J. Campusano. Group2: Members from the 607th MCT (from left to right) SPC Keirian E. Sanchez, SPC Mathew j. Kinney, PFC Aaron P. Rhodd, SSG Donald D. Mitchell (NCOIC) Cecelia Deem (OIC) PFC Louis R. Gardner, SGT Curtis L. Curtis and PFC Chance D. Smith.

of the 607th MCT from Kansas and six Soldiers of the 976th MCT from New York. Deem says the collaboration among the team members made the mission a success.

“Due to the motivation between Soldiers and civilians of the AC First security company, working together has been a pleasure. We count on each other to get the work done proficiently and in order.”

Despite challenges, such as unfavorable weather that delay aircrafts and the constant influx of equipment, Deem is confident that her team is capable of executing this mission and getting the job done.

Military tactical vehicles work in extreme conditions and require routine maintenance to operate properly and safely. The task of cleaning these vehicles before the maintenance can be done is a difficult one. Depending on the size of the vehicle and conditions at the mine site, it can take between 12-24 hours to clean each piece of equipment.

The 401st AFSB WASHRACK, processes vehicles for cleaning before they are shipped out or transported to their destination. The tactical vehicles have to be cleared by Customs, before shipment. If the clean up is not up to standard the vehicles are denied for clearance and have to be re-cleaned. The 401st WASHRACK is operated by 24 personnel, at any given time up to 3 personnel work on one vehicle at a time, depending on how intense the cleaning.



401st AFSB WASHRACK, Supporting the war effort





809TH QUARTERMASTER DETACHMENT

Provide quality assurance and quality surveillance of bulk petroleum fuels at government owned, government operated and government owned cont. operated

tactical petroleum terminals throughout the Central Command area of responsibility, and support the sub-area petroleum office mission for the CENTCOM-AOR.



809th Quartermaster Detachment “Team Ten”

1. SSG Espino A. conducting bag inspection for accountability
2. SGT Williams R. conducting a distillation test
3. SFC Cano J. conducting an inspection on a 350 GPM pump at FOB Wright.





Soldiers of the 809th Quartermaster Detachment monitor fuel hookups during the refueling of a locally contracted fuel truck July 7 at Forward Operating Base Wright, Afghanistan.

A DAY IN THE LIFE

“Sustainer of Armies...Since 1775”



SSG Negrete is currently serving in Kandahar Airfield, Afghanistan. He travels with his team throughout RC-South, RC-West, & RC-Southwest conducting fuel site inspections and petroleum laboratory certifications located in all FOB/COP's in the AO. As the Quality Assurance NCO, he ensures all fuel sites are conducting quality assurance and quality surveillance for all Army-owned petroleum products. When conducting lab certifications, he ensures all petroleum laboratories are meeting standards set by the Army Petroleum Center.

SSG Negrete is originally from San Pedro, CA. He currently resides in El Paso, TX and is a proud Alumnus of The University of Texas at El Paso. Prior to joining the 809th QM for Operation Enduring Freedom, SSG Negrete was a member of the 383rd QM Battalion. SSG Negrete is proud of joining the 809th QM and contributing to its wartime mission of ensuring quality surveillance in the CENTCOM Theater of Operations.



SSG Negrete is currently perusing a commission in the Army Reserves as a Quartermaster Officer and wants to use all his previous experiences to contribute to the Army and it's role of defending the nation.



330TH TSB — HISTORY PAGE



UNIT HISTORY:

The 330th Transportation Battalion was first activated as the 2102 quartermaster truck company on October 15, 1942 at Durand Airdrome in New Guinea. The unit provided transportation services throughout the Pacific and was awarded the meritorious unit commendation (Army), streamer embroidered Pacific Theater, as well as the Philippine Presidential Unit Citation for service in Papua, New Guinea, and Leyte. Upon the conclusion

of World War II and during the late 1940s, '50s, and early '60s, the unit was inactivated, reactivated and reorganized several times.

On July 1, 1966, the unit was re-designated as headquarters and headquarters detachment, 330th Transportation Center. The unit was called to active duty on July 26, 1966, at Fort Lee, Virginia. In July 1972, the unit was reassigned to Fort Bragg, North Carolina, where it assumed its current role and mission as the 330th Transportation Battalion.

In 1988, the battalion deployed to Panama in support of Operation Just Cause. The 330th's participation was recognized by armed forces expedition. In August 1990, the battalion deployed to Southwest

Asia in support of XVIII Airborne Corps. While deployed during operations Desert Shield/Desert Storm, the battalion earned the meritorious unit commendation (Army), streamer embroidered Southwest Asia, and campaign streamers for both the defense of Saudi Arabia and the liberation of Kuwait.

In March 2006, the battalion deployed to Afghanistan in support of Operation Enduring Freedom and earned the meritorious unit commendation (Army). The battalion redeployed to Fort Bragg in 2008 and was deployed to Iraq in support of Operation Iraqi Freedom. For its service in Iraq, the battalion was awarded the meritorious unit commendation (Army). Once again the battalion was called again to deploy in 2011 to Kuwait in support of Operation New Dawn and the "drawdown"



THE 831ST (SDDC) TRANSPORTATION BATTALION

HISTORY PAGE

The 831st Surface Deployment and Distribution Command (SDDC) Transportation Battalion is one of two battalions that falls under the 595th Transportation Brigade, Camp Arifjan, Kuwait. The 831st headquarters is located in Manama, Bahrain, with a majority of 831st Soldiers are located at Forward Operating Bases (FOBs) throughout Afghanistan. From the northern border in the Balkh province, to the southernmost Helmand province, 831st Soldiers support the war fighters and get the job done. Comprised of both active and reserve elements, the 831st Transportation Battalion is truly a unique organization. The four reserve units that are currently assigned are from three of the four corners of the United States:

195th Terminal Supervision Team (TST) – Florida

532nd Port Management Team (PMT) – Rhode Island

931st Port Management Team (PMT) – California

1174th Deployment and Distribution Support Battalion (DDSB) – New York

On the June, 16 2013, the 195th TST assumed control of the 831st Documentation Cell located on Kandahar Airfield. Lt. Col. Steven Hayden,

Commander of the 195th TST said, "The mission we trained for as a TST parallels the actual mission that we are doing here in Afghanistan. The talent my team possesses is immense. I am proud of what we are doing



here." This team of Soldiers has had an enormous impact on the process efficiencies and the amount of cargo processed. There are many Six Sigma Green Belt certified members in this battalion who employ a constant application of process analysis. They foster a customer service approach throughout their operations and are consistently recognized for their professionalism. During a seven month period, they have loaded more than 3,100 trucks and lifted more than 4,500 pieces of cargo throughout Afghanistan with 750 pieces lifted out of theater as part of the Multi-Modal moves and 2,700 pieces lifted on trucks.

On Nov. 24 the United States Transportation Command (U.S. TRANSCOM) Commander, Air

Force Gen. William M. Fraser III, paid a visit to the 831st Transportation Battalion (SDDC) and recognized the troops for their great accomplishments. U.S. TRANSCOM is a command of more than 150,000 personnel, and is the single manager for global air, land and sea transportation for the Department of Defense. The general is on a trip through Afghanistan to monitor and oversee the progress of the United States with its efforts of organizing and retuning equipment and goods back state side.

Fraser was also accompanied by, Chief Master Sgt. Martin S. Klukas. Klukas is the senior enlisted leader of U.S. TRANSCOM. As the senior enlisted leader, he is the principal advisor to the combatant commander for all matters concerning joint force integration, career development, utilization and sustainment of the enlisted corps. During the visit, six Soldiers recognized for their outstanding performance to the mission and were presented with the U.S. TRANSCOM commander's coin.

Sgt. Andrew Navarrete, an operations NCO and one of the six Soldiers recognized said, "It felt great to be selected for this honor. Meeting Gen. Fraser has been the highlight of my tour so far."

ARMY WATERCRAFT OPERATIONS

STORY AND PHOTOS BY
1st Lt. THOMAS M. BLACKWOOD
Public Affairs

KUWAIT NAVAL BASE, Kuwait - is the central hub for Army watercraft operations within the ARCENT area of operations. For a soldier that lives aboard one of these craft, either an LSV or an LCU, life while deployed can be especially unique when compared to his or her counterparts. From the initial upload/download, to the process of sailing between ports, this job requires a great deal of communication, and a little bit of ingenuity. As the first mate of the LSV James Loux put it, “there’s nothing quite like it in the Army.”

Army watercraft operations begin when a unit requests its

cargo be moved from one port to another. The type of cargo, depending on what the unit requests can range from Abrams tanks, to trucks and trailers, to 20-foot containers. For the Surface Deployment and Distribution Command



SDDCand 840th Battalion, this is where the mission begins. Once the pieces have been requested, the Kuwait Naval Base Terminal Ops team, lead by 2nd. Lt.

Nesselroad and Master Sgt. Dominguez, coordinates with the consignor to get the cargo to KNB, and makes sure it is ready for shipment. Once the cargo arrives, the data from the shipping labels will be input into GATES by the Ops and Systems noncommissioned officer, Staff Sgt. Cahue and Staff Sgt. Valtierra. Eventually, a manifest will be created once the cargo is loaded onto the watercraft. Once the cargo is at KNB, the team will submit request to both RAITH, through the COR, Sgt. 1st Class Reid, and to Dyncorp for the material handling equipment required for the load. On the day of the move, the yard NCO, Staff Sgt. Anthony, will receive the RAITH trucks at the gate, and direct them where to go in the yard to have the cargo uploaded by the KALMARs provided by Dyncorp. Once the pieces are loaded, the KNB team will guide the trucks to the ship, where the cargo will be loaded by a pier side crane that RAITH provides.

The nice thing about an Army watercraft, is that it is designed to be able to haul any type of cargo that can be loaded onto it. For the KNB team, this variation has been evident in each load. Last October, for example, the harbormaster decided to send out an 82-piece load containing LMTVs, containers, flatracks, and two very large dog trailers. Based on prior experience, this load had



U.S. Army photo by Spc. Kristina Burr, 124th Engineer Company UPAR

Columbia, S.C., native Spc. Devin Smith (left), a horizontal construction engineer with the 124th Engineer Company, attached to the 82nd Sustainment Brigade-U.S. Central Command Materiel Recovery Element, oversees another soldier in an excavator as he moves equipment during a deconstruction project Dec. 1 at Kandahar Airfield, Afghanistan





been planned by the harbormaster to sail on two different LSVs. Once the first mate of Loux heard about it, he decided that it would all go out on his boat, in one load. When asked if he really thought it would fit, he reiterated that the LSV was designed to hold 2,000 tons of cargo. He did not, however, acknowledge that this load was not only heavy, but also amounted to 14,000 square feetsqft worth of cargo. Although he has 23 years of experience, both the harbormaster and KNB team doubted that it was possible. The next day, he spent a few hours in the yard, individually measuring each piece of cargo. After he

was finished, he informed the KNB team to send it all the next day for loading. They did just that, and after eight hours of painstakingly maneuvering each piece of cargo, the captain of the ship was satisfied that the load was complete, and the ship could sail.

Loading the ship is not the only difficult task for an Army watercraft crew. Sailing between ports can be just as tedious, if not much more dangerous. During a storm last month, the crew of one of the LSVs sailed into 20 to 30 foot swells. These waves were so large, that they left salt residue on the highest levels of the ship as they came crashing down. Thankfully, and

this is a testament to the crew that loads the boat, the boat was loaded correctly, and the ship was never in any real danger. However, had the crew not done their job correctly, sailing through storms like this could have an entire different outcome.

Overall, with the loading process at KNB, hundreds of pieces of cargo have been moved on Army watercraft throughout ARCENT since August 2013. This cargo has gone to a variety of locations, and zero pieces have been lost, or unaccounted for. This joint effort is indicative of the amount of coordination and team work that is necessary among the units responsible for Army watercraft operations.



As the Theater Financial Management Support Center, the 336th FMSC serves as principal advisor to the TSC commander and ARCENT G8 for all theater finance operations. We will, in coordination with national providers, sustainment organizations, and financial management units, maintain established theater finance policies and enforce adherence to regulations, directives, and



guidelines. In addition, we will provide technical oversight of theater FM units and theater FM operations including:

negotiations with host nation banks, coordination with national providers and use of local currency. We will execute central funding activities to sustain procurement support for Joint, Interagency, Intergovernmental and Multinational operations within Theater. Furthermore, we will coordinate with theater and CONUS partners to ensure arrival of trained and ready FM units.



GOLD STANDARD!

"Finance First"

Automations served as the Theater Finance Management Support Center (TFMSC) S6, providing technical support for 3 Financial Management Support Units (FMSUs) and 10 detachments in Kuwait, Qatar and Afghanistan, consisting of over 300. Automations managed the TFMCs information systems consisting of over 70 work stations, 3 virtual servers, and 2 file share data base servers. Automations were instrumental to the success of the TFMSC mission throughout the CENTCOM AOR.

Internal Control revised and implemented the theater Post Pay Audit Process to ensure payments made in the General Fund Enterprise Business System (GFEBS) are reviewed for accuracy, and also the payments made through WAWF.

Operations processed over 2,000 Case Management System cases that had a financial impact on individual Soldiers. Due to their diligent actions, Soldiers' pay was corrected to ensure accuracy and appropriate pay and benefits while at the same time ensuring Government funds were properly dispensed and accounted for.

In Accounting, our soldiers directly supported DFAS personnel located in Theater and all of USARCENT in the General Funds Enterprise Business System (GFEBS) Fusion Cell. Responsible for critical Theater reports, they increased efficiency and mitigated \$1.2 million in interest penalties, a 25% decrease, by negotiating Intermediate Document (IDOC) errors in GFEBS. The section overhauled 11 in-depth job aids outlining complex business processes for application Theater-wide via the Army's MilSuite.

Our Cash Management section was entrusted to count and receive over \$36.84 million from 3 Financial Management Support Units (FMSU) and one USMC Fiscal Office in Afghanistan and Kuwait. Cash Management greatly contributed to the 336th TFMSC having a zero error rate for shortage and overage of government funds. As special couriers our Soldiers ensured the safe keeping of over \$14.9 million worth of funds retrograded out of theater.



FINANCING THE FUTURE

STORY and Photo BY
SPC AARON ELLERMAN

143d Expeditionary Sustainment
Command, Public Affairs

CAMP ARIFJAN, Kuwait - With stringent budgets and financial instability plaguing economies worldwide, it is imperative the Army remains financially efficient. The 336th Financial Management Support Center, out of Lake Charles, La., is helping do just that during their deployment overseas in support of Operation Enduring Freedom.

The 336th provides financial oversight at the command level and is responsible for overseeing disbursing, accounting and contracting procedures for its units spread throughout the Middle East.

The 336th works closely with its subordinate units monitoring their financial operations and providing support when needed. "Our job is to ensure our policies and the guidance we provide is being implemented among our subordinate units," said Capt. Marsha Mcneil, chief of internal control, 336th Financial Management Support Center.

"We do operation and courtesy reviews for our units and give them

feedback based on our findings," said Mcneil.

"The biggest challenge we face is the need for experience. Soldiers may not have experienced operations at the command level and may need additional training with the Army systems; putting the right people in the right spots is critical," said Mcneil.

One of the goals of the 336th is to help reduce the financial management footprint and become more efficient.

"A big challenge for us is the reverse flow during the retrograde, managing the contracts and deterring waste, fraud, and abuse of funds on the battlefield," said Sgt. First Class Chrysanthia Davis, a financial management technician and noncommissioned officer in charge of accounting.

The 336th recently established a centralized commercial pay cell for an incoming financial unit at Doha, Qatar. The pay cell manages contracts in support of the theater draw down. After the 336th transfers operations over to the incoming unit it will continue to provide oversight of the operation.



"Making sure our contractors get paid is very important," said Davis.

At home and abroad it is imperative that the 336th continues to ensure the units under its supervision continue to be good stewards of the taxpayer dollar.

"It's our mission to make sure we are spending the taxpayers' money the way we should," said Mcneil.

BAYOU PAYMASTERS

336th Financial Management Support Center (Theater)
336th TFMSC
Lake Charles, LA
Director- COL Robert Craft, Platoon Sergeant- SFC Eric Washington

Soldiers of the 336th TFMSC work extremely hard to provide financial oversight to the CENTCOM AOR. Each of the five sections play an instrumental role in the success of our overall mission. Whether it be Cash Management removing captured funds from the battlefield, or Automations keeping the systems up and running, we all work together to complete the mission.





402ND AFSB PERSONNEL RECOGNIZED BY ASC COMMANDER



STORY AND PHOTO BY

SGT. 1ST CLASS ANNETTE SIMON

402nd AFSB Public Affairs

CAMP ARIFJAN, Kuwait – Maj. Gen. John F. Wharton, commanding general, Army Sustainment Command was in Kuwait recently. On Dec. 13, 2013 Wharton took time out of his schedule to visit members of the 402nd Army Field Support Brigade (AFSB), commanded by Col. James D. Kinkade. During his visit, he discussed the future of ASC, the upcoming changes and answered questions from the attending staff.

Wharton also took the time to recognize some of the Power Team members for their hard

work by presenting them with a coin. The leadership from Army Field Support Battalion-Kuwait (AFSBn-KU) and AFSBn-Southwest Asia (SWA) nominated two personnel from their battalion and the leadership for the 402nd AFSB nominated two personnel from the brigade. The recipients were:

From the AFSBn-KU staff - Sgt. 1st Class Tamla Bumbury, supply operations NCOIC and

Sgt. 1st Class Shawn R. Kennett, Field Artillery maintenance supervisor.

From the AFSBn-SWA staff - Angelia Aaron, human resource specialist and Tuhuyh Beaviens, logistics management specialist.

From the 402nd brigade staff - Timothy Corlew, deputy- support operations officer and James Redline, IT Systems Analyst.

Robert Guess and Sgt. 1st Class Graves from AFSBn-Qatar were also recognized for their hard work and were presented with Maj. Gen Wharton's coin.

Wharton concluded the evening by having dinner with the 402nd AFSB commander and battalion commanders.





CAPTAIN MOLINA RELIQUISHES COMMAND



Lt. Col. Damien A. Green, 840th Transportation Battalion Commander, Military Surface Deployment and Distribution Command, with Qatar Detachment held a change of command ceremony for the Detachment at Camp As Sayliyah, Doha, Qatar, Dec. 19, 2013. Capt. Elliott F. Gaskins assumes command of the Qatar Detachment, Capt. Ryan A. Molina will move on to US Army Recruiting Command as a company commander for the 5th Recruiting Brigade.

Camp As Sayliyah, Doha, Qatar – Capt. Ryan A. Molina transferred his duties as commander of the 840th Transportation Battalion-Qatar Detachment to CPT. Elliott F. Gaskins during a change of command ceremony at Camp As Sayliyah, Doha, Qatar Thursday Dec 19, 2013.

Molina is leaving the Qatar Detachment to go to US Army Recruiting Command at Cape Girardeau, Mo., where he will assume another company command for the 5th Recruiting Brigade.

LTC. Damien A. Green, battalion commander, 840th Transportation, officiated the ceremony and spoke to the audience about the significant role the Qatar Detachment plays in the U. S. Central Command area of responsibility, his appreciation for Ryan's contributions, and his trust and confidence in Gaskins'.



"Captain Molina has been an exceptional leader who with limited resources and a small five man detachment was able to accomplish all missions with flawlessness," Green said. "In the past fifteen months, the Qatar Detachment has supported Operation Eagle Resolve and

dealing with the immigration of US and Foreign National Armed Forces and Army Water Craft missions. But Ryan also developed key relationships within the US Embassy and US Armed Forces Organizations, and tackled problems before I would have to get involved." Green finished with saying, "Ryan it's been fifteen months time to go home to be with your wife and your one year old daughter."

Gaskins originally assigned to SDDC and the 595th Trans. Bde. He served as a Brigade Battle Captain before earning the Qatar Detachment command.

"The Detachment is in good hands," added Green. "Elliott has the drive and attitude to take what Ryan has accomplished and bring it to the next level and then some. He understands the importance of the Detachment and its integral role in Qatar, not just for [Camp As Sayliyah] but for [Al Udiid Air Base]. I know he will do great things and he's up for any challenge that might come his way."



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1107TH THEATER AVIATION SUSTAINMENT MAINTENANCE GROUP (TASMG)

In October 1961, the Transportation Aircraft Battalion and Transportation Aircraft Repair Shop (TARS) were established in Springfield, Missouri under the direct efforts of LTC McCory coordinating agreements between Chief of National Guard Bureau and The Adjutant General of Missouri. In early 1962 and continuing through 1970, the unit provided general support to Army aviation units within a designated centralized state region. Support operations included aircraft modifications, armament installations and extensive maintenance on all types of aircraft in the Army's inventory. During the period of 1973-1977, a new TARS facility was completed and unit's mission was recognized with the ability to support aviation units Outside of the Continental United States (OCONUS). In October 1978, the TARS unit was designated as the 1107th Aviation Classification and Repair Activity Depot (AVCRAD). The

AVCRAD consisted of a Headquarters and Headquarters Detachment (HHD), the 1106th Transportation Company (AVIM), 1221st Transportation Company (Truck) and the 135th Army Band. The 1107th AVCRAD was renamed on 1 November 2009 to the 1107th Theater Aviation Sustainment Maintenance Group (TASMG), consisting of an HHD, an Aviation



Maintenance Company (AMC) and a General Support Equipment (GSE) Company. The TASMG continues to provide support to the fourteen central state region of both active and reserve Army aircraft depot (-) maintenance and aviation logistics, which include all Mission Design Series

(MDS). The unit and shop are currently located at the Springfield airport in Springfield, MO. The 1107th TASMG has supported four southwest Asia deployments in 2004, 2006, 2010, and currently 2013. Supported operations have included Operation Iraqi Freedom (OIF), Operation New Dawn (OND) and Operation Enduring Freedom (OEF) in multiple SWA theaters, which include Kuwait, Iraq and Afghanistan. During mobilization, the Aviation Missile Command (AMCOM) provides direct support to the 1107th TASMG's Overseas Contingency Mission (OCO). The primary mission includes theater aviation depot (-) and backup AVIM support to the Combat Aviation Brigade (CAB) Commanders. Additionally, the 1107th TASMG specializes in the supporting the National Maintenance Program (NMP), aviation logistics, aerial and seaport operations and distribution of aviation resources.



Soldiers of the 847TH HRC manage postal operations at Camp As-Saliyah,

STORY AND PHOTO BY
STAFF SGT. KIMBERLY HILL

371st Sus Bde. Public Affairs Officer

CAMP AS SALIYAH,

Qatar—Soldiers of the 847th Human Resources Company manage postal operations at Camp As Saliyah, Qatar.

Soldiers with the 847th HRC, 371st Sustainment Brigade have been overseeing and managing postal operations at Camp As Saliyah, Qatar for the past eight months while deployed in support of Operation Enduring Freedom.

“You get to learn a lot about the postal world and you get to see a lot of happy faces,” said Spc. Christopher Gorski, a human resources specialist with the 847th Human Resources Company and a Waseca Minn. native.

Soldiers working at the post office are charged with overseeing the pick-up of unit mail, aiding contractors who work at the post office, handling official mail and providing customer service to service members deployed to Camp As Saliyah, said Sgt. Matthew J. Bach, the noncommissioned officer in charge of postal operations and a Brooklyn Park, Minn. native.

Bach and his Soldiers work closely with civilian contracted postal workers, who sort and process the majority of the mail, as well as provide customer service to service members at Camp As Saliyah.

“I’m fortunate to have the contractors help, all of them are veterans and all of them are very knowledgeable and experienced,” said Bach.

The 847th HRC has soldiers working postal operations

throughout theater, including Camp Arifjan, Kuwait and three soldiers currently working at Camp As Saliyah’s Post Office.

In addition to overseeing and working with contractors, the Camp As Saliyah’s Post Office acts as a distribution point for arriving mail.

“The truck arrives with the day’s mail; we unload and distribute it at 1400 when a unit representative will come pick it up,” said Gorski.

Gorski also conducts unit mail room inspections, 32 in total, ensuring mail rooms are up to military and postal standards and mail is being handled correctly, he said.

“We also give unit mail personnel training classes, which trains personnel in mail room operations,” said Gorski.

Deployed military postal workers also face the challenge of complying with not only U.S. postal and military mail standards, but must also comply with another country’s regulations, said Bach.

“One of the challenges is keeping up to date with changing procedures and Qatari customs,” he said.

Although postal operations can be challenging and even stressful, especially during the Holiday Season, Soldiers of the 847th HRC enjoy their work and feel they are providing a valuable service.

“The better we take care of them the easier it is for them to do their mission,” said Bach



Spc. Edward H. Park, a human resources specialist with the 847th Human Resources Company and a Chicago, Ill., native, inspects boxes and duffel bags prior to shipment at the Post Office in Camp As Saliyah, Qatar, Nov. 14, 2013.



**Constituted 27 December 1942
in the Army of the United
States as Company B, 41st
Replacement Battalion**

Activated 25 February 1943
at New Orleans, Louisiana

Reorganized and redesignated
15 February 1944 as the 310th
Replacement Company

Inactivated 28 June 1946
in Germany

Redesignated 11 March 1947 as
Headquarters and Headquarters
Company, 310th Replacement
Depot, and allotted to the
Organized Reserves

Activated 21 March 1947
at Dallas, Texas

(Organized Reserves
redesignated 25 March 1948 as
the Organized Reserve Corps;
redesignated 9 July 1952 as the
Army Reserve)

Inactivated 29 November 1950
at Dallas, Texas

Activated 1 March 1952 at

UNIT HISTORY

Oklahoma City, Oklahoma
Reorganized and redesignated
4 December 1953 as
Headquarters and Headquarters
Detachment, 310th Replacement
Group

Inactivated 31 December 1965
at Oklahoma City, Oklahoma

Redesignated 31 March 1998 as
Headquarters and Headquarters
Detachment, 310th Personnel
Group

Activated 16 September 2000 at
Fort Jackson, South Carolina

Ordered into active military
service 10 February 2003 at
Fort Jackson, South Carolina;
released from active military
service 21 May 2003 and
reverted to reserve status

Commander and members of the
310th ordered to active military
service to support the 3rd
Personnel Command during
OIF/OEF 15 September 2006 at
Fort McCoy, WI; released from
active military service 13
September 2007 and reverted
to reserve status

Redesignated 1 April 2008
as 310th Human Resources
Sustainment Center

Ordered into active military
service in support of OIF/OEF
15 July 2009 at Fort Jackson,
South Carolina; released from
active military service 5 August
2010 and reverted to
reserve status

Ordered into active military
service in support of OEF/Noble
Eagle 17 June 2013 at
Fort Jackson, South Carolina

Unit Motto: Rock Steady!

Heraldry items worn:
377th SC(T)

Unofficial unit Logo:
Encompasses the Palmetto and
Crescent from the SC State Flag
symbolizing our base of
operations at Fort Jackson, SC.
The AG Corps shield
symbolizes our connection to
the AG community and close
ties with the AG School at Fort
Jackson. Both the 377th TSC
and the 1st TSC patches are
displayed symbolizing our
relationship with our parent
organization, the 377th TSC
and our multiple deployment
relationship with the 1st TSC.
The letters "TCB" at the base
of the palmetto tree remind us
that our job is "Taking Care
of Business" in the form of
casualty reporting, mail
operations and personnel
accounting.



387TH AIR EXPEDITIONARY SQUADRON



The 387th Air Expeditionary Squadron is a new squadron, activated in September 2013 as a result of CENTCOM's joint sourcing solution for conducting U.S. Customs pre-clearance operations.

To provide highly effective and efficient U.S. Customs pre-clearance inspections on all personnel and cargo redeploying from, or transiting through the Gulf Coast Countries and Romania.



383rd Movement Control Team
Soldiers give 110% dedication to the mission and enjoy working with Local Nationals and customers to ensure the expedient delivery of cargo throughout the CJOA-A. Their efforts have been a true force multiplier of sustaining the warfighter and expediting the retrograde mission.

383RD MCT OPERATIONS



A Glimpse into daily operations:

Create cargo redeployment plans for US Military and civilian units

Receive and out-gate an average of 35 trucks per day for upload or download

Coordinate the movement of high-visibility cargo with 77th CSSB Convoy Escort Teams

TASK FORCE SANAI



Task Force Sinai is the U.S. brigade-sized element of the Multinational Force and Observers ("MFO"), the peacekeeping organization in place in the Sinai Peninsula since 1982. The Task Force commander is a US Army colonel, who also serves as the MFO Chief of Staff. The Task Force is made up of the following units:

Task Force headquarters staff, a company-sized element composed mostly of senior staff officers and NCOs who not only fill roles on the Task Force staff, but also serve in significant roles on the MFO Force commander's staff.

USBATT, an American infantry battalion from the U.S. Army National Guard which rotates roughly on an annual basis providing peacekeepers to man part of the Zone C sites in the USBATT sector.

1st Support Battalion which was formerly a permanent unit

but since 2007 also rotates some of its elements from US Army National Guard.

The Aviation Company and Explosive Ordnance Disposal Detachment are composed of active-duty Soldiers, making the 1st SB a unique multi-compo unit.

The 1st SB is responsible for all logistics requirements of the MFO as a whole.

The Explosives Ordnance Disposal detachment, medical unit and Aviation Company are all administered by the Support Battalion.

TASK FORCE SANAI— CHANGE OF COMMAND

STORY AND PHOTOS BY
MAJ KEVIN BOYD

Multinational Force & Observers

Maj. Gen. Kurt J. Stein, commander of the 1st Theater Sustainment Command, presided over the change of command of Task Force Sinai from Col. Richard Haycock to Col. Thomas O'Steen July 24, 2013, at Widowmaker Field on North Camp. Stein said that the ceremony occurred at a time of great change for the region, referencing the Arab Spring and recent events in Egypt, stating, "This is a time of great risk, challenge and opportunity."

Stein, who also presided over the Task Force Sinai change of command in July 2012, which ushered in Haycock, echoed that "today we bear witness to an enduring Army tradition ... and our Army always seems to get it right. They take away the serving commander, so he can move on to other increased command and staff responsibilities, and replace him with another topnotch leader."



O'Steen, who most recently served as a Secretary of the Joint Staff (SJS) at U.S. European Command in Stuttgart, Germany, will also serve as the MFO's Chief of Staff.

In his address, O'Steen said that in the short time he had been in the Sinai, he had already been made to feel like part of the team and had received warm welcomes from all contingents and units. Reflecting on the current security situation, O'Steen said, "The security situation in the Sinai is changing as Egypt struggles toward a stable, representative government. This will require us to be patient for a number of months, if not our entire tours."

Under Haycock's watch over the past year, the MFO completed several force protection upgrades to counter the security threat. These upgrades included the installation and relocation of 22 guard towers around the North Camp perimeter, construction of an Alternate Landing Zone (ALZ) within the camp cantonment area, and an RPG fence around the aircraft parking apron at the airfield.

Additionally, all three Infantry battalions which secure the 31 remote sites and two base camps received training on less-than-lethal defensive strategies.

Haycock reported to Fort Leavenworth, Kansas, to take command of a mobile training team that has the main responsibility to train corps, army service components, and joint commands throughout the European theatre of operations and NATO. His MFO experience will undoubtedly provide invaluable in this assignment.



1st Theater Sustainment Command

BlackJack

EXPRESS

Sustainment/Redeployment/Retrograde

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1ST TSC - FIRST TEAM!