



# The Expeditionary Times

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Vol. 4 Issue 8

July 7, 2010

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Sameer Al-Haddad (center), chief of staff and secretariat of the committee for receiving real properties and camps, office of the prime minister and Lt. Col. Paula C. Lodi (right), outgoing commander of Q-West and commander of the 15th Special Troops Battalion, 15th Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a Franklin, Mass., native, sign agreements July 1 completing the transfer of military facilities at Contingency Operating Base Q-West to the Iraqi government.

## Q-West transfer marks milestone in drawdown

STORY AND PHOTO BY  
SGT. DAVID A. SCOTT  
EXPEDITIONARY TIMES STAFF

**CONTINGENCY OPERATING BASE Q-WEST, Iraq**— A major milestone in the responsible drawdown of U.S. forces and equipment took place July 1 as elements of the 15th Sustainment Brigade, 13th Sustainment Command (Expeditionary) transferred Contingency Operating Base Q-West, Iraq from U.S. to Iraqi control.

The transfer also represented the final major action of the 13th ESC, which transferred authority of its mission to the 103rd ESC during a ceremony the same day at Joint Base Balad, Iraq.

The 15th Sustainment Brigade, transferred responsibility of COB

Q-West to the Iraqi Ministry of Defense and the Iraqi Air Force as part of the responsible drawdown. The transfer marked the official end of nearly seven years of U.S. control of the base.

Sameer Al-Haddad, chief of staff and secretariat of the committee for receiving real properties and camps, office of the prime minister, signed the accord as the representative for the Iraqi government. Many ranking members of the Iraqi military were present in the crowd of about 70 people.

The return of COB Q-West to Iraqi forces was the largest base closure in northern Iraq to date, said Lt. Col. Paula C. Lodi, outgoing commander of Q-West and commander of the 15th STB.

Lodi, a Franklin, Mass., native, said the planning process for the transfer of Q-West, one of hundreds of bases in Iraq scheduled for transfer back to the Iraqis, started

many months ago.

“There are plans to systematically close down contingency operating locations and bases throughout Iraq,” she said. “We began planning in December and started the execution phases in the February-March time-frame.”

There are two major properties at Q-West transferred to the Iraqi government with the signing of the agreement: the Qayyarah pump house and COB Q-West, Lodi said.

The main function of COB Q-West was as a base of operations for United States Division-North and, in its last year, served as a major logistical hub for northern Iraq, Lodi said.

“This is an indicator of the major waterfall occurring with the transfer portion of the responsible draw-down,” she said. “It validates a lot of the processes for base closure in Iraq.”

Lodi, who has deployed three

times to the Middle East, said her current tour of duty was memorable because of the working relationship she developed with the Iraqis during the closing and transfer negotiations.

“The most memorable part of this transfer is the relationship with our Iraqi counterparts ... the opportunity to ensure the long-term success for (COB) Q-West ... and the Government of Iraq,” Lodi said.

Looking back at the entire process, the transfer of Q-West was important because it contributed to the future of Iraq while simultaneously giving the many U.S. personnel who have served at Q-West a sense of pride in a mission accomplished, Lodi said.

“This is about where we leave the country (Iraq) with dignity and honor,” she said. “It sets the conditions for the future success of the Iraqi government and the Iraqi people.”



**“It has changed the lives of many people here, and not just for the worker. It has also changed the lives of their family outside.”**

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## Balad Blotter

### SUICIDE (ACTUAL):

An Air Force senior airman notified the law enforcement desk June 21 of an individual, later identified as the victim, who had locked himself in a room and was believed to be incapacitated. Patrols arrived on scene and made contact with an Air Force technical sergeant. The technical sergeant stated, via AF IMT 1168, Statement of Witness, that fire department personnel pried open the door to location and found subject with severe trauma to the head. The technical sergeant further stated subject was not responsive. Air Force Security Forces secured the scene. Members from the 332nd Expeditionary Air Medical Squadron entered the room to assess subject's vitals and declared him deceased. Air Force Security Forces attempted to make contact with individuals in the surrounding containerized housing units and made contact with four individuals; all had nothing significant to report regarding the incident. The law enforcement desk notified the Criminal Investigation Division of a possible suicide and the victim's first sergeant of his status. CID arrived on scene and assumed control of the investigation. The 332nd EAMDS confirmed the cause of death was self inflicted by gunshot wound.

### LARCENY OF GOVERNMENT PROPERTY/UNSECURED:

A complainant entered the law enforcement desk and reported a larceny had occurred June 16 at the Air Mobility Command housing parking lot at the corner of Sustainer Street and New York Avenue. The complainant stated via AF IMT 1168, Statement of Complainant, that he left property in the back seat of a non-tactical vehicle. Complainant stated the vehicle was left there until June 23, when he discovered it missing. The complainant stated he asked his coworkers if they had seen it and also looked in the immediate area with no results. There are no further suspects, witnesses or investigative leads at this time.

### LARCENY OF PERSONAL PROPERTY/UNSECURED:

A complainant telephoned the law enforcement desk June 21 and reported a larceny had occurred at the H-6 Red Tail Recreation Center. The complainant stated via AF IMT 1168, Statement of Complainant, that he left property on a bench outside the recreation center while he used the latrine and upon his return, the property was missing. The complainant further stated he checked the area and asked personnel if they had seen anyone take it. The complainant was met with no results. There are no further suspects, witnesses or investigative leads at this time.

# Making the best of life in the desert

MAJ. SE WOOPARK  
3RD SUSTAINMENT BRIGADE CHAPLAIN



A young lady married a Soldier. She and her husband got orders to go to the desert, so the couple moved to the desert to live. Life there was boring and lonely. After a long time the woman wrote a letter to her mother. In the letter she said: "Mother, I want

to come back and live with you. I am sick and tired of this dry land and monotonous life. It is really a horrible place."

Her mother answered her daughter with this story:

"Honey, there were once two men in prison. They looked outside through the window while staying there. One man saw only the dirt on the ground. However, the other man looked through the same window and saw the stars in the sky."

The young bride understood what her mother meant and decided to look to the stars instead of at the ground. She began to study about the cactus, the flower of the desert. She also studied the language and culture of the Indians who lived in the desert. When her husband finished his duty in the desert, she became a specialist of the desert and wrote a great book about the life there.

While deployed in the desert five years ago with my 1,000 Soldiers, I found that each individual Soldier responded to the dry land in different ways. The Soldiers' reaction showed their differing attitudes in different circumstances. Some of my Soldiers worked hard to get college degrees. My assistant got his second master's degree while staying in Ramadi, Iraq. Another Soldier, whom I taught to play the guitar, practiced through the year and became a choir leader with his guitar.

One of my Soldiers learned to write poetry. He became a member of the Association of American Poets, a national organization.

On the other hand, some Soldiers began illicit affairs with other Soldiers. Many were investigated and found guilty and punished. Two Soldiers disliked the boring life in the desert and pretended to be suicidal in order to go back home early. They lied to me and to their chain of command. Many Soldiers spent the whole year complaining.

A poem by Saudi Arabian poet, Moneera Al-Ghadeer wakes me up from the monotonous life:

O my brother, springtime  
Of exhausted travelers,  
Leader of horses  
Followed only by their dust,  
I ask you about a man  
With all the tools for making coffee,  
Yet it's been eight long years  
And he hasn't ground a bean!  
He should either brew something in his pot  
Like other men,  
Or else yield the pot  
To someone  
Who cares for it.

From "Bedouin Women's Poetry in Saudi Arabia" by Al-Ghadeer.

While staying in the desert, I often remembered the part of an address given by a company commander at a basic training graduation ceremony.

"... all Americans will be proud of you. Your Family will be proud of you. And you will be proud of yourself."

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# EXPEDITIONARY TIMES

103rd ESC Commanding General, Brig. Gen. Mark W. Corson

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Expeditionary Times is a command information newspaper in accordance with Army Regulation 360-1 and reviewed by the ESC G2 for security purposes.

Expeditionary Times is published weekly by the Stars and Stripes central office, with a circulation of 3,500 papers.

The Public Affairs Office is located on New Jersey Avenue, Building 7508, DSN 318-433-2154. Expeditionary Times, HHC 103rd ESC, APO AE 09391. Web site at [www.dvidshub.net](http://www.dvidshub.net).

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224th Sustainment Brigade  
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278th Armored Cavalry Regiment  
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For online publication visit:  
[www.dvidshub.net](http://www.dvidshub.net)  
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**Mission Statement:** The Expeditionary Times Staff publishes a weekly newspaper with the primary mission of providing command information to all service members, partners, and Families of the 103rd Sustainment Command (Expeditionary) team and a secondary mission of providing a means for units on Joint Base Balad to disseminate command information to their audiences.

# The Weekly Standard: Meet the new cactus IG team

MAJ. ERIK H. VERHOEF  
103RD ESC INSPECTOR GENERAL



With the pending transfer of authority between the outgoing 13th Sustainment Command (Expeditionary) and the 103rd ESC, I want to take a moment to introduce the new inspector general team.

Three new IGs will replace Lt. Col. Reginald Howard and Sgt. 1st Class Robert Christian as they return to the "Great Place," otherwise known as Fort Hood, Texas, and three IGs will remain on the team through August.

The three remaining IGs are Maj. Christopher Minor, Sgt. 1st Class Sammy Johnson, and Sgt. 1st Class Alexander Arce. The new IGs are Lt. Col. Jeffrey Schneider, Maj. Erik Verhoef, and Master Sgt. Arnett Cooper.

Schneider has been an IG for more than three years so he knows all the old tricks of the profession. Prior to selection as an IG in the 103rd ESC, he had a varied military career starting as a U.S. Navy air crewman on a P-3 Orion Antisubmarine Warfare Aircraft. After leaving the Navy, he earned a bachelor's in business management from Kansas Newman College. He then served in the Kansas National Guard as a field artillery officer. During this time he also started his civilian career in information technology working for Boeing and Spirit Aero Systems in Wichita, Kan. He later transferred to the U.S. Army Reserve as part of the 89th Regional Readiness Command where he served as the communications officer. He transferred to the 103rd ESC to deploy and become the command inspector general.

I recently graduated from the IG course so I know quite a few tricks of the inspector general field myself. I started my military career as an enlisted Soldier in the Idaho National Guard. After transferring to Utah State University and joining the Reserve Officers' Training Corps, I earned a biology degree and a commission in the Active Army as a Chemical Officer. My first assignment was in Germany with the 1st Infantry Division. After a subsequent assignment with the 4th Infantry Division, I left active duty and joined the Utah National Guard as part of 19th Special Forces Group. At that time I also taught ROTC at Brigham Young University. I then joined the U.S. Army Reserve in the Active Guard/Reserve program as a battalion operations officer in Seattle, and then deputy commander of 771st Civil Support Team in Bamberg, Germany. I recently transferred to Des Moines, Iowa, to become part of the 103rd ESC.

Cooper is a "dyed in the wool" quartermaster noncommissioned officer, holding the military occupational specialties of both unit supply specialist and automated logistics specialist. However, he has been an IG for a little more than a year and, like any good NCO, he's learned all the ins-and-outs of the job. He started his career on active duty at Fort Hood, Texas, followed by assignments to Korea, Fort Stewart, Ga., and a tour in Germany. He moved back to his home of Jacksonville, Fla., and shortly thereafter, because



FROM LEFT TO RIGHT: Master Sgt. Arnett Cooper, Lt. Col. Jeffrey Schneider and Maj. Erik Verhoef are the new members of the Inspector General Team.

he missed the Army life, joined the Army Reserve and was promptly mobilized for Operation Noble Eagle and then deployed to Afghanistan. Since the USAR was determined to keep him employed he decided to make it official, and joined the AGR program.

In conclusion we want to remind all Soldiers (and civilians or Family members) that coming to see the IG is their right. However, the IG should be a Soldier's last stop after everything else has failed. And before you tell it to the IG don't forget:

Be sure you have a problem, not just a peeve.

Give your chain of command a chance to solve the problem.

If you need IG help, contact your local IG first.

Be honest and don't provide misleading information.

IGs are not policy makers.

IGs can only recommend—not order—a resolution.

IGs can only resolve a case on the basis of fact.

Don't expect instant action on your request ... Be patient.

Be prepared to take "no" for an answer.

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# Six phrases that can facilitate communication

CAPT. WILLIAM G. THOMPSON  
1908TH MEDICAL DETACHMENT



Last week we looked at creative ways to stay in touch with loved ones back home. This week I want to focus on improving the actual communications with people.

There are six phrases used in communication classes as well as anger management classes to help folks learn to better express their thoughts and feelings. The first phrase, "What I feel is (blank)," includes a one word emotion, e.g. happy, sad, depressed, excited. You do not say, "I feel you need to leave", that is a thought. You do not say, "I feel you caused me..." that is also a thought. You do say, "I feel (and fill in the blank)," and wait for a response. If you say "I feel blank because..." or "I feel blank and ...," all the listener

is going to hear is what was said after the "because" or the "and," which will sound accusatory and may make them defensive. If you simply give the emotion you are taking ownership of your part in the matter and not trying to make it their problem or fault. Remember if someone else can make you "feel" a certain way, then they are in control of you and not you.

The second phrase is "What I heard you say was. . ." You are basically practicing good radio communications. You are repeating your last received transmission to make sure you are correct in what you heard. Often times what we hear is filtered through our own world view and not correctly received. By confirming what you heard, you are both validating the other person and minimizing the possible misunderstanding. The flip side of this is "What did you hear me say?" to make sure you were understood.

Phrases three and four are flip sides to one another as

well as simple. Phrase three, "What is it you need from me?" Simply asks to find out if you can fulfill their request. Now not wanting to sound stereotypical, but as men we need to realize that sometimes our significant other may just want to vent and not have us fix it for them. So by asking, "What is it you need?" they can inform you they may just want you to listen. Then listen actively. Phrase four is: "What I need from you..." The reason we need to say this is because it is dangerous to assume that the significant other just knows. Make sure they understand your needs.

Phrase five is: "What is a fair compromise?" I say fair because what is fair may not always be what you wanted and may not feel good but is fair to both of you.

Phrase six is: "We need a time out." If things get too heated, then take a break. Don't use it as an excuse not to talk, but set a time limit and clear the air (your head), then go back to the discussion.

# Bank of Baghdad to open in Mosul

STORY AND PHOTO BY  
SGT. CHAD MENEGAY  
EXPEDITIONARY TIMES STAFF

**MOSUL, Iraq**— In an effort to decrease the use of U.S. currency and stabilize the Iraqi economy, Gen. Raymond T. Odierno, commander of U.S. Forces – Iraq, has directed leadership on all enduring bases in Iraq to solicit, select and establish Iraqi banks on their installations.

In accordance, Maj. Tommie Stevens, Contingency Operating Base Marez/Diamondback, Iraq mayor and executive officer with the Regional Fires Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) and a Sherwood, Tenn., native, came to an agreement with Leila Anan Yeyia, executive manager for the Bank of Baghdad board, June 22 at COB Marez.

“This is an effort to reduce the amount of dollars that the United States has got floating around here in Iraq and to strengthen the Iraqi dinar,” Stevens said. “It’s important for Iraq to strengthen its currency.”

The Bank of Baghdad, a U.S. Treasury

approved bank, operates 25 branches across the country, chose a pre-existing building at COB Diamondback to renovate. The location is near the Mosul International Airport.

“Once the (Hercules Engineering Solutions Consortium) barriers and ‘T-walls’ are removed, it will be a very well-placed location for that bank to operate for the citizens of Mosul,” Stevens said.

Yeyia said it might take only a couple months to open the bank’s doors to the COB Marez/Diamondback public.

“The bank opening will create jobs,” she said. “There will be a lot of people involved in this facility. This is an opportunity for the economy to grow in the city of Mosul,” Yeyia said.

Stevens said the bank will give the local nationals and foreign nationals opportunities to make safe deposits, electronic funds transfers, electronically wire money home, open lines of credit, buy goods and electronically sell those goods.

“In Iraq we have a huge problem in how we manage our cash flow,” Yeyia said. “The facilitation of credit to vendors and local people is important, as are ATMs, EFTs, and point of sale devices. We use these systems to ensure the security of money. To facilitate



**Maj. Tommie Stevens (right), Contingency Operating Base Marez/Diamondback mayor and executive officer with the Regional Fires Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) and a Sherwood, Tenn., native; Leila Anan Yeyia (left), executive manager for the Bank of Baghdad board; and Nouri Razi Muhammad, a branch manager with the bank, discuss the opening of a new Bank of Baghdad branch June 22 at COB Marez, Iraq.**

the cash flow and economy of Iraq is one of the most needed things to do in our country.”

Stevens said there is no doubt that the opening of this bank will have an impact on stabilizing Iraq.

“I care how this benefits the citizens of Mosul,” Stevens said. “I think any Soldier who serves the U.S. military cares about

what our initiatives are, what our goals are, what we’re doing here. I think strengthening the Iraqi dinar is very important for the stability of Iraq. Everything we do at this point is to strengthen the government and people of Iraq, to get them unified and get that national identity back that they need to exist as a country.”

## 13th ESC passes the torch, 103rd continues mission

STORY BY  
PFC. EMILY A. WALTER  
EXPEDITIONARY TIMES STAFF

**JOINT BASE BALAD, Iraq**— The end of one mission marks the beginning of another as the Soldiers of the 13th Sustainment Command (Expeditionary) pack their bags for home, after their deployment in support of Operation Iraqi Freedom, handing over the reins to the 103rd ESC during a transfer of authority ceremony July 1 at Joint Base Balad, Iraq.

During the ceremony, Brig. Gen. Paul L. Wentz, commanding general of the 13th ESC and a Mansfield, Ohio, native, along with Command Sgt. Maj. Mark D. Joseph, command sergeant major of the 13th ESC and a Lake Charles, La., native, carefully folded and cased the colors of the 13th ESC, symbolizing the completion of the unit’s mission in Iraq.

“It seems it wasn’t so long ago when we were uncasing these very same colors here for the 13th ESC’s third tour of duty in Iraq and here at JBB,” Wentz said.

After the 13th ESC’s colors were cased, Brig. Gen. Mark W. Corson, commanding general of the 103rd ESC and a Maryville, Mo., native, along with Command Sgt. Maj. LeRoy Haugland, command sergeant major of the 103rd ESC and a Cresco, Iowa, native, removed the the 103rd ESC’s colors from their casing, symbolizing the beginning of the unit’s sustainment mission

in support of the responsible drawdown of U.S. forces and equipment from Iraq.

“As we take on this mission, I empower each and every one of you with the 103rd Family to take ownership of this mission, and continue to build and refine (your) relationships within our organization,” he said.

While the transfer of authority was made official by this ceremony, the hard work and training required to get to this point began several months ago, when Soldiers with the 13th ESC and the 103rd ESC began communicating with each other.

This process was based upon collaborative planning that has gone on over the last year, Haugland said.

“When we got here, we were already very well in sync with the 13th’s processes, and able to work on the final details of being prepared to assume the mission,” he said.

Corson said the sustainment mission is a daunting task that requires the commitment and diligence of many Soldiers. It is a mission that the 13th ESC and its subordinate units have achieved by providing world-class sustainment support, initiating Operation Clean Sweep and being an integral part of the responsible drawdown.

Wentz said the TOA ceremony did not mark the end of the sustainment mission in Iraq, but instead symbolized the 13th ESC handing the “ground-breaking sustainment operations to those who will carry the torch to completion.”

Corson said he has great confidence in the service members he will continue to command throughout

their mission.

“I am confident my staff is ready to build upon (the 13th ESC’s) successes and continue providing the same world-class support that has become standard for sustainment units here in Iraq,” Corson said.

“While a large part of my heart will remain with the dedicated sustainment Soldiers still here, I know they will be in good hands with the 103rd (ESC),” Wentz said.

The ceremony, and the efforts required to get to this point, served as both a congratulatory farewell to the 13th ESC and an initial welcoming to the Soldiers with the 103rd ESC.

A tour in Iraq is like a marathon relay, Wentz said.

He added, to the Soldiers with the 103rd ESC: “Today we hand the baton to you and cheer you on to finish strongly.”



U.S. Army photo by Sgt. Chad Menegay

**Brig. Gen. Mark W. Corson, the commanding general of the 103rd Sustainment Command (Expeditionary) and Command Sgt. Maj. LeRoy Haugland, the senior enlisted adviser of the 103rd ESC, uncasing the unit’s colors during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.**



U.S. Army photo by Sgt. Chad Menegay

**Brig. Gen. Paul L. Wentz, the commanding general of the 13th Sustainment Command (Expeditionary) and Command Sgt. Maj. Mark D. Joseph, the senior enlisted adviser of the 13th ESC, case the unit’s colors during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.**

# QM Soldiers win monthly, quarterly awards

STORY BY  
1ST LT. STEVEN WALLACE  
60TH ORDNANCE COMPANY

## CONTINGENCY OPERATING BASE

**ADDER, Iraq**— Two Soldiers with the 40th Quartermaster Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) achieved their goal May 7 to become the battalion Soldier and Noncommissioned Officer of the Month and Quarter.

Sgt. Louinique Pierre, noncommissioned officer-in-charge of hazardous materials with the 40th Quartermaster Co. and a Pompano Beach, Fla., native, was named the 110th CSSB NCO of the Month for February and the NCO of the Quarter. Pierre said he decided to participate in the board competition to set an example for his Soldiers.

"It is my responsibility to lead from the

front, and always try to set myself apart from my peers," he said. "While studying for boards, I consulted my leadership for help and guidance. The boards begin at the company board, followed by the battalion board, then the brigade board. One must perform exceptionally in each in order to advance to the next. Studying for (them) took a lot of time and effort, which paid off at the end."

Pierre said he plans to stay in the Army for more than 20 years and wants to become the best leader he can be by mentoring and teaching Soldiers.

Spc. Charles Collins, a hazardous materials clerk with the 40th Quartermaster Co. and an Inkster, Mich., native, was named the battalion Soldier of the Quarter.

Collins said Pierre motivated him to compete in the Soldier of the Month and Quarter Boards.

"Sgt. Pierre served as an example for me in getting ready to compete," Collins said. "I want to be the best that I can possibly be

and I'm thankful that all my studying and commitment didn't go unnoticed. I saw (Pierre) talking about going to the board and I saw it as an opportunity to take on something new and see it to the end. My short term goal is to win Soldier of the Year, and his long term goal is to become a command sergeant major."

Both Soldiers said inspiration was a factor in their motivation.

"The people that inspire me the most live in Detroit," Collins said. "I look at my success in the military as an example for my siblings and I use it to show them that anything is possible with desire and determination."

Pierre said the people that inspire him most are his wife and his children. While his leadership has been instrumental in his success, his real motivation from within the ranks are the Soldiers he leads himself.

Collins said he plans to compete in future Soldier of the quarter competitions taking place in Joint Base Balad, Iraq.



U.S. Army photo by Sgt. Jorge L. Anaya

**Spc. Charles Collins, a hazardous materials clerk with the 40th Quartermaster Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary), and an Inkster, Mich., native, was selected as the 110th CSSB Soldier of the Quarter May 7 during a board at Joint Base Balad, Iraq.**



**Sgt. Maj. Oliver Chisholm, noncommissioned officer-in-charge of operations with the 13th Sustainment Command (Expeditionary), and a Savannah, Ga., native, talks with Soldiers from the 103rd ESC during a meet-and-greet June 20 at the 13th ESC Headquarters at Joint Base Balad, Iraq. The 103rd ESC, out of Des Moines, Iowa, assumed responsibility for providing logistical support throughout Iraq July 1.**

## 13th ESC Soldiers meet 103rd counterparts

STORY AND PHOTO BY  
PFC. EMILY A. WALTER  
EXPEDITIONARY TIMES STAFF

**JOINT BASE BALAD, Iraq**— Soldiers with the 13th Sustainment Command (Expeditionary) preparing to redeploy met with their replacements from the 103rd ESC during a social June 20 at 13th ESC Headquarters at Joint Base Balad, Iraq.

The 103rd ESC, out of Des Moines, Iowa, took over logistical support operations from the 13th ESC July 1.

"It was nice to finally meet the people that we've been corresponding with for so long," said Sgt. 1st Class Ryan Kohles, noncommissioned officer-in-charge of force protection with the 13th ESC, and an Apalaka, N.Y., native. "We've been writing back and forth with the new people for months, so it was good that we got to put faces with names."

The event was meant to be an icebreaker to help the two groups get to know each other better as they moved through the process of transferring authority, said Lt. Col. Steve Chambers, officer-in-charge of force protection with the 103rd ESC, and a Lenexa, Kan., native.

"We got to interface with the people that we're taking over for, and we had a big table with the commanders and key leaders and we had a good discussion. I got some good advice about what I should be doing, and what I can look forward to," Chambers said.

"It's always good when you can meet people like this," he said. "I thought it was a great idea."

## Trans. Co. prepares for TOA

STORY BY  
1ST LT. STEVEN WALLACE  
60TH ORDNANCE COMPANY

### CONTINGENCY OPERATING BASE

**ADDER, Iraq**— With only a short amount of time left at Contingency Operating Base Adder, Iraq, the 396th Transportation Company, 110th Combat Support Sustainment Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) prepared May 29 to receive its replacement, the 15th Transportation Company out of Fort Sill, Okla.

To prevent any accountability problems during the transfer of authority, personnel are addressing the process before their replacements arrive by conducting layouts and inventories of all of the unit's equipment.

Another area of emphasis leading up to the transfer process is maintenance.

"Most of these vehicles were built in

the early '90s and have seen a lot of miles over the years," said Sgt. 1st Class Michael Brown, motor sergeant with the 396th Trans. Co. and a Statesboro, Ga., native.

Operators and mechanics are inspecting each of the company's vehicles, in turn, to ensure that the 15th Trans. Co. receives the best possible fleet when it arrives.

"We didn't get the best vehicles when we came to Iraq," said Sgt. Ryan Gandolfo, a team leader with the 396th Trans. Co. and a San Francisco native. "I drove my truck on my last deployment to Taji in 2007 and the unit that replaced us there didn't take good care of it. I've put a lot of work into this truck to keep it on the road and I want to make sure that my replacement gets a better vehicle than I did."

The transportation company is also making an effort to put the finishing touches on its facilities after its move to COB Adder, Iraq. New air conditioners for the motor pool are one of the last, but most welcome, improvement the company is implementing.

SEAN HANNITY PRESENTS  
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CHARLIE DANIELS BAND  
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Would you like to give a personal greeting to the members of the Charlie Daniels Band, Lynyrd Skynyrd, Michael W. Smith, Col. Oliver North or Sean Hannity? The 196th Mobile Public Affairs Detachment will be recording greetings for the 2010 Freedom Concert series from 1 p.m. - 5 p.m. July 14 at the 103rd Sustainment Command (Expeditionary) Public Affairs Office, Building 7508, at Joint Base Balad, Iraq.

August 6 - JACKSON, N.J.  
August 7 - CINCINNATI  
August 13 - ATLANTA  
August 14 - ORLANDO, FLA.  
August 20 - TULSA, OKLA.  
August 21 - DALLAS  
August 27 - LAS VEGAS

Contact 1st Lt. David Spangler at one of the contact methods listed below if you're interested in recording a greeting.

exp@196m.paa.dtic.mil  
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DSN 318-433-7155  
TWP 483-483

# Keys to strengthening buy-in, trust and team coordination in a generationally-culturally diverse (Military) workforce – Part II



Part I of this two-part series, in the June 30 Expeditionary Times delineated five of the “Top Ten Tools and Strategies for Strengthening Buy-in, Trust and Team Coordination among a Generationally-Culturally Diverse (Military) Workforce,” including building communication bridges and fostering a team or systems concept that is applicable to both military and non-military

work settings. The first five “Tools and Strategies” are:

1. Ask good questions and patiently listen to reduce status differences and foster respect
2. Hold group “shout outs”
3. Create a climate of communication without reprisal
4. Build in leadership-partnership tools
5. Sometimes buy-in begins in the rear

Here are the second five “Tools and Strategies”:

6. Get to know your Soldiers. In their groundbreaking work, “First Break All the Rules: What Great Managers Do Differently,” Gallup Poll researchers Marcus Buckingham and Curt Coffman discovered that the best managers defy “The Golden Rule.” These mavericks do not “do unto others as they would have others do unto them.” Uncommonly effective managers know that getting to know your people’s needs and idiosyncrasies is critical. With this understanding and personal touch, the manager is able to treat each person as a unique individual with specific talents, strengths and vulnerabilities.

For example, one field grade officer observed that when Soldiers believe you are interested in and concerned about them as individuals, even chewing them out is often seen as caring. In authority relationships based on understanding and trust—that is, where a subordinate feels seen, heard and respected—employees are more open to this version of “TLC”—tender loving criticism and tough loving care.

Or consider this illustration of breaking out of the protocol box and infusing the professional with the personal. One brigade commander, temporarily stateside, visited a hospitalized spouse while her Soldier was deployed. What’s this Soldier thinking and feeling about his leader? I bet you he’s more committed than ever: “I don’t want to disappoint this man (or woman)!”

Finally, sometimes informal work relationships are even more valuable than supervisory ones in reaching (out to) younger employees and developing a safe and intimate bond. Consider pairing a senior Soldier as a mentor or “battle buddy” with a junior colleague. (For me, another semantic variation is an organizational “stress buddy.”) A number of federal agencies are developing far-reaching, in-house mentorship programs.

7. Use Military and Family Life Consultants and other support resources. Lead by example—a quintessential military mantra. Alas, sometimes leaders don’t walk the talk! According to one Military and Family Life Consultant, senior people often tell or advise younger Soldiers to avail themselves of MFLC and other behavioral and psychological support services, when they are reluctant to use these services themselves.

For example, recently, a commander of a post was soon-to-be married. He turned down a suggestion to come for some pre-marital counseling with his wife-to-be. This leader missed an opportunity to be a role model, validating as well as destigmatizing the use of these services. Of course, one must acknowledge two powerful inhibiting factors: Asking for psychological help is still seen by many as a sign of personal weakness and the still-prevalent fear throughout the ranks that seeking counseling services puts a stain on a military career record. Obviously, there are stereotypes that remain to be tackled.

Sometimes making screenings or assessments universal and mandatory helps break down status barriers and legitimizes vital services. It also may close self-defeating loop holes. For example, during reintegration after a deployment, why not have all Soldiers and officers interviewed by MFLCs for significant stress and dysfunctional adaptation signs before going on block leave? Or, as suggested by Everly, G.S. and Castellano, C., within 60-90 days of redeployment, consider having a didactic and interactive training day for Soldiers, officers and their Families, highlighting adaptive and maladaptive post-deployment coping. (Everly, G.S. and Castellano, C., “Fostering Resiliency in the Military: The Search for Psychological Body Armor,” CounterTerrorism, Vol. 15, No. 4, 2009)

In the mid-1980s, I began working with a New Orleans businessman on burnout issues brought on by a demanding import-export business. However, the focus quickly shifted as my client was also a former Israeli military officer who had experienced some harrowing encounters as a front-line tank commander in the 1973 Arab-Israeli War. His traumatic experiences included helping repel a surprise tank attack by a numerically superior foe. Many in his battalion lost their lives. And when finally returning from the battlefield, in haste and a state of exhaustion, he crashed his jeep, killing two fellow passengers-soldiers. Necessary reports were filed, but because he was an officer, no psychological debriefing was required. In my office 12 years later, it was apparent how heavy the unfinished military emotional burden and baggage was, and how much it was fueling his present burnout fire. I rerouted him back to Israel for that long overdue debriefing and encouraged him to begin sharing the suppressed experiences and emotions with his family.

8. Triple “A” and CPRS: Two tools for strengthening buy-in and trust. Consider these responsibility- and relationship-building acronyms:

Integrate the Triple “A.” Those of the younger generation want to be seen and heard as collaborative members of the team, but sometimes those in authority positions wonder if this generation wants the rights but not the responsibilities. According to an experienced businessman actively involved in supporting the Fort Hood community, sometimes young leaders experience a role-responsibility inconsistency. These officers are often forced into critical decision-making roles while deployed, involving challenging duties and tasks which they usually handle with maturity and competence. However, when stationed at the home base these same leaders

may not be given the equivalent or sufficient role or decision-making independence or responsibility, even when the brigade or battalion is training for deployment. Perhaps senior management should establish roles, procedures and practices that foster greater authority and autonomy in young leaders as the way of doing business all the time. As our businessman noted, “You play as well as you practice!”

How to balance roles, rights and responsibilities? Consider employing the Triple “A” of professional and organizational responsibility: authority, autonomy and accountability.” Management needs to provide and encourage opportunities for all levels of employees, especially younger ones, to develop their knowledge, skill and role base (authority) and, within organizational norms and culture, be allowed to exercise reasonable independence and individuality in thought and practice (autonomy). Finally, professionals must understand that objective, measurable, timely and ethical trust-inducing standards and practices with clients, colleagues and management (accountability) undergird autonomy and authority. I call this the Triple “A” of individual and organizational responsibility”, whereby a person and system “has an impact” (responsive) and “is worthy of trust” (responsible) (ARDictionary). “Triple ‘A’ responsibility” is also a necessary requisite for genuine and effective collaboration and coordination as well as for credibility and service quality.

Engage in “CPRS” to encourage listening and questioning, two-way exchange and buy-in

C = Clarification and (Be) Concise

Clarification involves asking the other party to provide more information, to elaborate upon a statement or answer specific questions. A clarification attempt is not an inquisitorial, “Why did you do that?” It’s more a recognition that something is not clear. Perhaps the listener has some confusion and desires more information, again, for better understanding. And clarification should not be the springboard to a harsh or blaming, “you”-message or a dismissive judgment, e.g., “You’re wrong” or “You don’t really believe that, do you?” A much better response is, “I disagree,” “I see it differently” or “My data says otherwise.”

(Be) Concise. I believe over-talking or rambling on—conveying the same message over and over or providing an overextended “laundry list”—is a disease of epic (and too often egotistical) proportions. An insecure communicator faced with the absence of immediate acknowledgement from his or her audience keeps trying to get the original message across (and likely, as well, audience approval), sometimes through repetition, sometimes through telling another story. If this angst-driven behavior manifests, stop trying so hard. It is better to find the pass in the impasse by asking, “Am I being clear?” And don’t put the burden on the other with, “Do you understand?” (Of course, a mature message receiver knows to provide some kind of responsive—verbal or nonverbal—feedback.) Remember, to expand upon “The Bard,” brevity (and clarity) is the source of wit (and wisdom)!

P = Paraphrase and Pause

Paraphrase. Paraphrasing involves summarizing another’s message in the person’s words or in your own distillation, to affirm, “Message sent is message received.” Sometimes, especially if a sender has conveyed a significant amount of information or complex instructions, it’s wise to say, “I know I just said a lot. Would you paraphrase back what you heard?” Again, the motive is not to catch the individual off-guard but to have both parties on the same page.

Pause. In a “T ‘n’ T” (time- and task-driven) world, communicators often feel they have to cram in the info, as time is limited. Learning to pause—to segment or chunk your message—helps the receiver catch the gist without fumbling the ideas, intentions or implications. (The communicational analogy might be writing concisely, using short and to-the-point paragraphs. Sometimes less really is more.) Momentary breaks from the back-and-forth also allows the parties to ponder and posit new possibilities. Now, active listening may morph into creative listening.

R = Reaction vs. Response and (Tentatively) Reflect and (Appropriately) Reveal

Reaction vs. Response. Reactive listening usually occurs when you feel threatened or angry and then immediately engage in a counterargument. For example, sensing inconsistency, you reject or talk over the message and basically dismiss the messenger. Or, some end a contentious listening process with a quick and reactive retreat: “You’ve hurt me” or “You made me upset,” and the receiver vacates the communicational field and avoids an honest exchange. (Clearly, if the other party is being abusive or “pulling rank” and you do not feel safe to voice your position, then retreating or remaining silent is a wise strategy.)

In contrast, a response often blends both head and heart and involves the use of an “I” message: “I’m concerned about what I’m hearing” or “I sense there’s a problem. Is my assessment on target?” An “I”-message response is the opposite of a wildly emotional or knee-“jerk” or “you jerk” reaction; it takes personal responsibility for both receiving and giving feedback. Shifting from blaming, “you”-messages to assertive and empathic “I”’s transforms a defensive reaction into a reasoned response. So “count to 10 and check within.”

Reflect feelings (tentatively), reveal feelings (appropriately). Reflecting feelings means to gently, kindly or tactfully ask about or to acknowledge overt or underlying emotions that are attached to the other party’s communication. “I know you are on board, still it sounds like you may have some frustration with the decision. Care to discuss it?” Sometimes you may not know what the other is feeling. Instead of trying to guess or saying, “Gee, you must be angry,” if you want to comment, it is better to say, “When I’ve been in a similar situation, I found myself becoming ...” (Be careful; don’t suddenly shift the focus and make yourself the center of the conversation.) and then pause, giving the other person time to respond.

Also, especially regarding the emotional component of messages, both listening and looking for verbal and nonverbal cues—voice tone and volume, facial and other bodily gestures—will facilitate more accurate reflection or discretion.

S = Strategize and Summarize

Strategize. Strategic listening takes active listening to the next level. The goal is more than awareness and empathy. Now you want to invite the other to engage in a mutual, problem-solving dance. Common, disparate, structured and spontaneous ideas and emotions as well as goals and dreams are freely explored and transformed. The purpose of such strategic back and forth is synergy—a sharing-listening-questioning-sharing dialogic loop yielding an expanded awareness: the consciousness whole is greater than the sum of the communicational-cultural parts.

Summarize. Finally, you are ready to review and pull together such problem-solving elements as mutual agreements, outstanding differences—factual as well as emotional—broad strategies and action plans to be executed (including the parties responsible for implementation), time frames, ongoing monitoring or interim report back and follow-up procedures. And depending on the communicational context, a written summary is often advisable.

9. Acknowledge the importance of the denial of death and the search for meaning. Ernest Becker, a late-20th century sociologist and philosopher, in his prize-winning book, *The Denial of Death*, observed that the most important human urge is the desire to feel important, that is, there is a fundamental need to create a sense of meaning in one’s life. (Also, see renowned Holocaust survivor-author, Viktor Frankl’s, *Man’s Search for Meaning*). To create a more meaningful work environment, especially vital for today’s younger Soldiers, encourage or challenge them to reframe more positively what they do, lobby for assignments that will compel them to grow and inspire them, and work hard to step up to greater responsibility and visibility. Also, when possible, provide a broad structure or outline of what’s expected, then give people leeway for deciding how to do the task or reach the goal. Communicate specifically about how people’s roles and actions make a performance difference and how they impact the big picture.

10. Be a Humble Leader. Finally, as a leader, try blending professional will with a humble spirit to encourage “buy-in, trust and team coordination.” Remember, a humble individual is not necessarily reticent or self-effacing, but puts principle and partnership ahead of self-promotion (Jim Collins, *Good to Great* and Stephen M. R. Covey, *Speed of Trust*). Such a person is more concerned about:

- a) what’s right, or doing what’s right, rather than being right;
- b) acting on good ideas rather than just having them;
- c) embracing new truths rather than defending outdated positions;
- d) building the team rather than exalting the self;
- e) and recognizing others’ contributions rather than being recognized;

Closing Summary

Part II of this two-part series has delineated five additional “Top Ten Tools and Strategies for Strengthening Buy-in, Trust and Team Coordination in Generationally-Culturally Diverse (Military) Workforce.” The final five tools and strategies range from “getting to know your people and responding to them as individuals (i.e., “breaking the Golden Rule”), courageously asking for outside resources and fostering individual and organizational responsibility to techniques for leading and listening by example, empathy and humility. More specifically, the “Top Ten” communication bridges and team/systems concepts for connecting with and meaningfully integrating both younger Soldiers-employees and a diverse workforce are:

1. Ask good questions and patiently listen to reduce status differences and foster respect
2. Hold group “shout outs”
3. Create a climate of communication without reprisal
4. Build-in leadership-partnership tools
5. Sometimes buy-in begins in the rear
6. Get to know your Soldiers
7. Use Military and Family Life Consultants and other support resources
8. Triple “A” and CPRS: two tools for strengthening buy-in and trust
9. Acknowledge the importance of the denial of death/the search for meaning
10. Be a humble leader

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**This issue of the Expeditionary Times contains a reader submitted article written by Mark Gorkin, also known as “The Stress Doc.” Gorkin’s views are not necessarily those of the Department of Defense and the inclusion of his submission is not meant in any way as an endorsement of his services.**

# Uniform Posture

	IBA	Kevlar	Uniform	Conduct PT
<b>U1</b> 	Accessible within 10 minutes.	Accessible within 10 minutes.	DCU/ACU/ service equivalent. PT uniform allowed for PT or off duty and can be worn in DFAC/PX.	No restrictions.
<b>U2</b> 	Worn when outdoors for specified time or event.	Worn when outdoors for specified time or event.	DCU/ACU/ service equivalent. PT uniform allowed for PT only and cannot be worn in DFAC/PX.	Restriction: PT only in hardened facilities. Can run with IBA and Kevlar.
<b>U3</b> 	Worn outside hardened facility.	Worn outside hardened facility.	Same as U2. DCU/ACU/ service equivalent. PT uniform allowed for PT only and cannot be worn in DFAC/PX.	Restriction: PT only in hardened facilities. Can run with IBA and Kevlar.
<b>U4</b> 	Worn.	Worn.	Same as U3, but with ballistic goggles and combat earplugs.	Not authorized.

# Soldiers cook up Southern Hospitality



STORY AND PHOTO BY  
1ST LT. DESIREE NICELY  
278TH ARMORED CAVALRY REGIMENT

## CONTINGENCY OPERATING LOCATION Q-WEST,

**Iraq**— As the turnover of Contingency Operating Base Q-West to Iraqi forces drew near, many conveniences and luxuries once available to U.S. Soldiers disappeared. But thanks to the Soldiers with “Battle Axe” Troop, 1st Squadron, 278th Armored Cavalry Regiment, 13th

Sustainment Command (Expeditionary), troops weren’t eating prepackaged Meals, Ready to Eat three times per day.

Battle Axe Troop picked up tongs and spatulas to cook for the remaining Soldiers and civilians at COB Q-West until the food runs out or the base is turned over—which ever comes first.

Cooking was not part of their training for this deployment. The unit came to Iraq to conduct convoy security missions, which eventually changed to a force protection mission, one they still perform.

After long shifts in the heat, wearing body armor, Battle Axe Soldiers stood in front of grills and cutting boards to prepare food for about 200 people per day. The detail was voluntary, but never short on help.

“We usually start (preparing) at 2 p.m. every day,” said Staff Sgt. Walter Dix, a member of the quick reaction force with Battle Axe Troop and a Nashville, Tenn., native. “That involves organizing the trailer, getting the grill ready and

laying out the food. I’m (part of a quick reaction force) right now, but I try to come and help out.”

Sgt. Danny Toliver, also a member of the quick reaction force with “Battle Axe” Troop and a Springfield, Tenn., native, was the head chef, by all accounts. The “grab n’ go” dining facility was renamed “Danny’s” upon its reopening by the troops. Toliver spent his mornings in the towers on guard, and devoted his evenings to feeding the remaining people at Q-West.

“We started thinking this whole thing up when we heard the chow hall was closing,” Toliver said. “I was always cooking and grilling in our living area ... and everything just came together.”

The 15th Sustainment Brigade did something similar for a few weeks after the chow halls closed, but the Soldiers with Battle Axe Troop took it a little further. They gathered a refrigerator trailer, charcoal and fresh foods from other 278th ACR units on other bases. As a result, “Danny’s” was able to produce full meals, complete with fresh produce and dessert.

Volunteers mop and sweep, stock drinks and prepare fresh fruits and vegetables.

Capt. Chad Shirley, supply officer with 1st Sqdn., 278th ACR, keeps the stock rolling in and the rest of Soldiers with Battle Axe Troop kept the grills hot and the morale up.

Even the troop’s first sergeant, 1st Sgt. Marshall Furman, a Hendersonville, Tenn., native, can be seen manning a grill every evening.

“Danny’s” may have been the only restaurant in town, but the service, food and dedication of its staff catapulted it far above any civilian-manned dining facility in Iraq.

**Sgt. Danny Toliver, a member of the quick reaction force with “Battle Axe” Troop, 1st Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) and a Springfield, Tenn., native, mans the main grill at “Danny’s” June 17 to feed remaining Soldiers and civilians at Contingency Operating Base Q-West, Iraq.**

# Recovery team set to aid convoys

STORY AND PHOTO BY  
SGT. KIMBERLY JOHNSON  
EXPEDITIONARY TIMES STAFF

## CONTINGENCY OPERATING BASE ADDER, Iraq—

An asset recovery team with the 632nd Maintenance Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) is assigned to run convoy recovery missions in southern Iraq to support the responsible drawdown of U.S. troops and equipment from Iraq.

“There are many assets coming from the north, headed south, due to the drawdown,” said Sgt. 1st Class David Clavette, motor pool noncommissioned officer-in-charge with the 632nd Maint. Co. and a Madawaska, Maine, native. “We are seeing an increase in logistic patrols. Not leaving (U.S.) assets on the road is an important part of the drawdown.”

Clavette and his team had to perform maintenance on the tow vehicles, now more than 30 years old, to ensure they were ready for the mission. A reliable recovery mission requires reliable recovery assets.

“A lot of these vehicles are pretty old,” Clavette said. “They’ve been here for a while.”

The Soldiers on the recovery team check the vehicles to determine if any deficiencies need to be corrected. If anything is broken, parts are ordered and then installed by the team so they can complete their mission, said Sgt. Larry Beasley, a light-wheeled vehicle mechanic, with the 632nd Maint. Co. and a Mount Sterling, Ohio, native.

The recovery team’s mission begins once a call is received informing of a broken-down vehicle. The NCOIC assesses the situation to determine whether the team can fix the piece of equipment. If the team can fix the vehicle, the goal is to complete the repair within 20 minutes. If the vehicle cannot

be repaired within that time frame, it is towed to a more secure location, with more assets, to repair the vehicle.

“The point of a recovery team is to ensure we do not leave any of our assets,” Clavette said.

The team also spends time physically preparing for the mission.

“Once we get the mission started, the team has to be able to do it with their protective gear on,” Clavette said. “It is a big difference between doing recovery in a duty uniform and doing it in ‘full battle rattle.’”

Clavette said he has confidence that his team can perform the mission without a problem.

Many of the Soldiers on the recovery team are veterans of other deployments and offer their experience for a successful mission.

Beasley said he likes the change of pace that the recovery mission provides.

“In my prior deployments, I have done a lot of mounted patrols and a lot of dismounted patrols,” he said. “Here, every day is a different job. We work on a different truck every day and now we get to recover different vehicles.”

Clavette said because of the variety of vehicles they work on, the maintenance Soldiers have to be well-trained in the recovery of those assets. The recovery team is responsible for getting Soldiers out of harm’s way as fast as possible.

“They understand that if they do not get to the broken-down vehicle in a reasonable amount of time, it could be their life,” he said.

**Sgt. Larry Beasley (left), a Mount Sterling, Ohio, native, and Spc. Jason Geske (right), a Franklin, Wis., native, both light-wheeled vehicle mechanics with the 632nd Maintenance Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary), hook up a tow-boom to tow a military vehicle during a training exercise June 15 at Contingency Operating Base Adder, Iraq.**





Sgt. Joseph Franklin, a petroleum supply specialist with the 40th Quartermaster Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a New Orleans native, guides a KBR Inc. semitrailer driver, delivering retrograded humvees, June 23 at the joint distribution center at Contingency Operating Base Adder, Iraq.

## JDC keeps drawdown rolling through Iraq

STORY AND PHOTOS BY  
SGT. KIMBERLY JOHNSON  
EXPEDITIONARY TIMES STAFF

### CONTINGENCY OPERATING BASE

**ADDER, Iraq**— The Soldiers working at the joint distribution center here play a key role in the responsible drawdown of troops and equipment moving south through Iraq.

During the drawdown, equipment is moved to Kuwait, and then either sent back to the United States or reallocated to units in Afghanistan.

“The big picture is to get all the unused equipment back so it can be reset and (sent to) Afghanistan,” said Sgt. 1st Class Dawadrain Clark, noncommissioned officer-in-charge of the JDC with the 40th Quartermaster Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) and an Ocala, Fla., native. “Our mission here, at the JDC in (COB) Adder is to be prepared for that drawdown.”

The Soldiers at the JDC handle any equipment that rolls, either on wheels or tracks. They have handled large items like tanks, and equipment as small as a forklift.

“The rolling stock we get comes from all over theater. We get a wide range of combat vehicles and civilian vehicles to (M1) Abrams tanks, Bradleys and engineer equipment,” Clark said.

A convoy carrying equipment destined for the JDC can contain items from many

different units or it can be all one convoy from a single unit, said 1st Lt. Christopher Kee, officer-in-charge of the JDC with the 40th Quartermaster Co. and an Urbana, Ill., native.

Many of the Soldiers in the JDC yard are working outside of their military occupational specialty, Clark said.

“This mission is teaching my Soldiers to be flexible in their MOSs,” he said. “We have a lot of different MOSs in the crew here. They get an opportunity to work outside their MOS and see how logistics work for the whole military. The Soldiers are dedicated to the mission.”

“Their attention to detail is a must because of the dangers in what we do,” Clark said. “There is a lot of loading and downloading heavy equipment. They take pride in what they do.”

Kee said he agreed with Clark’s statements, noting that noncommissioned officers have a responsibility to hold to the Army standards.

“I have a good group of Soldiers but I think it starts with the NCOs,” he said. “The NCOIC ... sets the standard and he does not deviate from that standard. That’s very encouraging for me.”

The 40th Quartermaster Co. works with civilian counterparts from KBR, Inc. who handle all of the containers moving through theater. Among the American civilians working for KBR, Inc., there are many Iraqis and third country nationals working together to support the drawdown mission in the JDC.

“It has been interesting partnering with the Iraqis,” Kee said. “We have taught them

about logistics, at their level of classification of course, and recently we have taken on several new Iraqi contractors. They have been really good to work with. They do everything we ask them to do; they are very punctual and they are hard workers. That’s what we need out here. They understand what needs to be done and they are constantly in the (JDC) yard, regardless of

the heat.”

As American forces prepare to hand over a stable country back to the Iraqis, everyone has to work together to accomplish the handover mission, Kee said.

“It’s a partnership of different countries coming together on the civilian side,” he said. “I see (it) every day and they work together to get the mission done.”



Sgt. Joseph Franklin, a petroleum supply specialist with the 40th Quartermaster Company, 110th Combat Sustainment Support Battalion, 224th Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a New Orleans native, guides a forklift operator hoisting a broken-down humvee into the air June 23 at the joint distribution center at Contingency Operating Base Adder, Iraq.

# Sustainment commands host logistics conference



Diana Willis (left), logistics analyst with United States Forces-Iraq supply and services, and a Jacksonville, Fla., native, discusses logistics operations during a conference attended by Soldiers with the 13th Sustainment Command (Expeditionary) and the 103rd ESC June 25 in the Sergeant Audie Murphy Room in Dining Facility No. 1 at Joint Base Balad, Iraq. The conference addressed the logistics challenges the 103rd ESC will face during the upcoming responsible drawdown of U.S. troops and equipment from Iraq.

STORY AND PHOTO BY  
PFC. EMILY A. WALTER  
EXPEDITIONARY TIMES STAFF

**JOINT BASE BALAD, Iraq**— Soldiers with the 13th Sustainment Command (Expeditionary) and the 103rd ESC gathered for a logistics operations conference June 25 at the Sergeant Audie Murphy Room in Dining Facility No.

1 at Joint Base Balad, Iraq.

Representatives from the 402nd Army Field Support Brigade, the Defense Reutilization and Marketing Office, the Logistics Support Agency and the United States Forces-Iraq logistics office attended the conference, which offered a chance to bring together logistics officers from units all over Iraq.

“This is a one-stop shop to meet all the key points of contact for the (logistics offices) and to understand what they can do

to help,” said Maj. Richard Williams, assistant chief of staff for logistics with the 103rd ESC and an Urbandale, Iowa, native.

Maj. Joelle Derbonne, assistant chief of staff for logistics with the 13th ESC, and a Lodi, Calif., native, said the conference allows everybody to gain a common understanding of the logistical role in support of the upcoming responsible drawdown.

As USF-I transitions from Operation Iraqi Freedom to Operation New Dawn, the 103rd ESC will be taking the reins from the 13th

ESC.

Since the 103rd ESC is relieving a unit with established contacts and systems, it is important that each Soldier establishes relationships with his or her counterparts here to facilitate a smooth transition, Williams said.

“It’s important to hold this conference during the (relief in place) process to ensure the 103rd ESC is brought up to speed very quickly in order to manage units’ equipment and the turn-in process for that equipment,” Derbonne said. “It’s a chance for them to meet their counterparts that they’re going to be working with.”

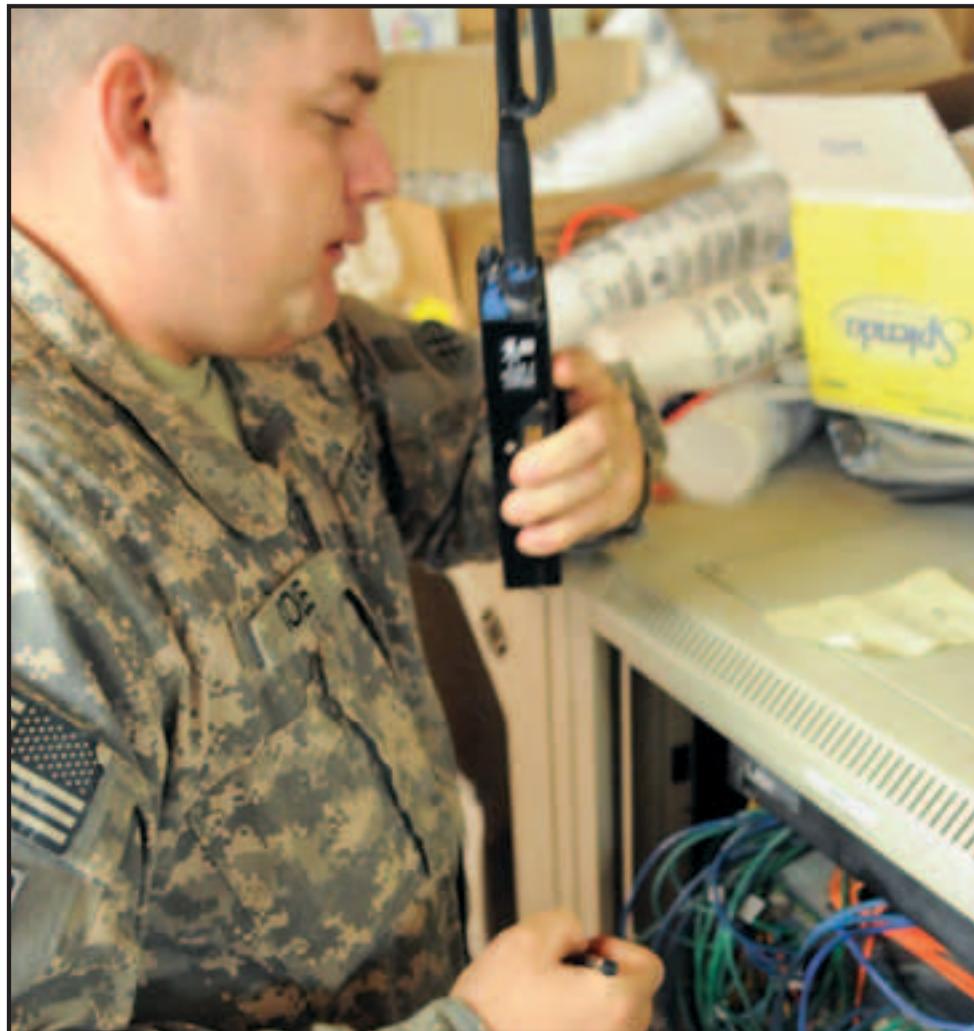
Officers from battalion-level command up to USF-I were at the conference to confirm the procedures in place for the successful drawdown to successfully complete the “waterfall,” or the transition of troops from the Iraqi theater of operation, said Capt. David Finn, deputy logistics officer with the 103rd ESC, and an Omaha, Neb., native.

“The goal is to make sure we streamline the redeployment of forces,” said Diana Willis, logistics analyst with USF-I supply and services and a Jacksonville, Fla., native. “It is also an introduction to the incoming logistics (Soldiers) so they can put names with faces.”

“Communication and face-to-face contact are critical for mission success,” Finn said.

Derbonne added that by bringing all the logistics officers together, they were able to identify the challenges they will be facing and devise efficient solutions through discussion.

# 373rd CSSB provides network support for drawdown



Spc. Bryan Cole, an information management specialist with the 373rd Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) and an Orlando, Fla. native, uses a radio to confirm that a recently installed network connection is working properly June 23 in an office at Victory Base Complex, Iraq.

STORY AND PHOTO BY  
SGT. MICHAEL CARDEN  
EXPEDITIONARY TIMES STAFF

**VICTORY BASE COMPLEX, Iraq**— As U.S. forces draw down in Iraq, units remaining in theater are consolidating to major locations.

Soldiers with the 373rd Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) are supporting that effort and the drawdown as a whole by providing networking support, wiring new buildings with communications infrastructure.

“We ran all the Internet and communication equipment for the offices,” said Spc. Bryan Cole, an information management specialist with the 373rd CSSB and an Orlando, Fla., native. “That way our (personnel section) could move in here, opening up the old offices for other units to come in.”

The responsible drawdown is reducing the number of troops in Iraq to 50,000, down from the 170,000 present during the height of the surge in 2007.

With many smaller bases closing during the process, units that are not redeploying to the United States need somewhere to go.

By consolidating the widespread elements of the 373rd CSSB into one area, the buildings previously being used can now be handed over to units moving from locations such as Forward Operating Base Cedar and Contingency Operating Base Q-West, Iraq.

The future home of the 373rd CSSB personnel section consists of five offices, all requiring Internet and phone connections. The task required 1,200 feet of network cables.

Cole said he and other Soldiers were required to re-route the entire communications plan for the battalion to ensure all connections were up and running.

While time consuming and labor intensive, the work was vital for the battalion to be able to accomplish its mission.

“Everybody needs communications,” Cole said. “Everything we do as a sustainment support battalion needs communications.”

The 373rd CSSB has units all across Iraq, with subordinate units responsible for missions ranging from maintenance operations to truck yards handling multiple supply convoys per day.

With the drawdown in sight, the 373rd CSSB continues to the retrograding and reallocating of equipment from Iraq.

Communications offices, such as the 373rd CSSB’s communications section, provide the units with the infrastructure and communications tools necessary to complete that mission successfully.

# Transportation unit handles cargo by sea, land

STORY AND PHOTO BY  
SGT. DAVID A. SCOTT  
EXPEDITIONARY TIMES STAFF

## CONTINGENCY OPERATING BASE SPEICHER, Iraq—

Coordinating loading schedules and creating and reviewing manifest and load plans requires military personnel with specialized training.

Although the cargo handling specialists with the 611th Seaport Operations Company, 541st Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) are normally assigned to sea-based missions, they are currently performing a land-based mission in support of Operation Iraqi Freedom at Contingency Operating Base Speicher, Iraq.

Army cargo handling specialists, who comprise the majority of the 611th SOC, and train at Fort Eustis, Va., are responsible for overseeing the transportation of passengers, cargo and equipment through the air, land and on water, said Sgt. Jackie D. Womack, transfer point noncommissioned officer-in-charge with the 611th SOC and an Emerald, Texas, native.

During a cargo handling mission June 16, members of the 611th SOC coordinated with the 2101st Transportation Company, 541st CSSB to load trucks, specialized communications vehicles and onto Heavy Equipment Transporters at the trailer transfer point at COB Speicher.

Some 24 hours later, the 611th SOC began loading containers onto flatbeds—driven by the 2101st Trans. Co. during the first stage of the loading process—using Rough Terrain Container Handlers.

Keeping track of paperwork and account-

ability of the cargo are vital to the success of the unit's mission. Incorrectly handled paperwork can become a major cause of delays, said Spc. Keith Thompson, a cargo handling specialist with the 611th SOC and a Hampton, Ark., native.

Thomson said a given week's volume of traffic can vary depending on the nature of the mission.

"Sometimes it is 300 to 500 pieces of cargo a week," he said. "During the month, we can get a total of 1,500 to 3,000 pieces of cargo."

Pvt. Nicholas Fritz, a cargo handling specialist with the 611th and a Springfield, Ohio, native, said he expected to perform cargo handling instead of convoy movement this deployment.

"I didn't expect to be doing infantry-style work and driving," he said. "My job (involves) loading and tracking cargo."

Fritz said although he is with a seaport operations company, he was not surprised by the land-based deployment to COB Speicher, once he read his orders.

"Honestly, yes; when the orders said Iraq, I figured it would be a land-based deployment," he said.

Spc. Gary Staten, a cargo specialist with the 611th SOC and a Philadelphia native, said the mission of the company is to move cargo in a manner which encouraged accountability.

"Basically we're here to process cargo," he said. "We do it as a team the majority of the time. We ensure that all of the transportation movement (releases) and radio frequency identification tags on the cargo match, that way everybody can always track their work and whatever piece of equipment they are looking for."

Accountability is important because lost shipments can result in a mission failure



somewhere else along the supply chain, Staten said.

"You always have constant control and oversight and knowledge of where the cargo is going," he said. "This is because one drop in the system can result in losing a shipment. Even the smallest box can be worth \$200,000 to \$300,000. Plus, it can jeopardize someone else's mission; your fellow counterpart that's out there (in) theater."

Staten said this deployment has involved a lot more rules in comparison to his previous two deployments.

The upcoming responsible drawdown will present the 611th with additional cargo traffic, especially those parts of the departure which involve retrograding or reallocating equipment, he said.

**Sgt. Richard Laurey, container yard non-commissioned officer-in-charge with the 611th Seaport Operations Company, 541st Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a Washington, D.C., native, uses a Rough Terrain Container Handler to move cargo June 18 at the central receiving and shipping point at Contingency Operating Base Speicher, Iraq.**

"It is going to be busier for transporters," Staten said. "When it comes to shutting down contingency operating bases, transporters are the ones that you call on. If it involves any sort of drawdown, we naturally get the brunt of the work. No matter what it is, it has to come back."



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# Progress in Iraq means Changing Lives

## 159th SOC provides job training for Iraqis

STORY AND PHOTO BY  
SGT. GAELAN LOWERS  
3RD SUSTAINMENT BRIGADE

**JOINT BASE BALAD, Iraq**—As the responsible drawdown continues, many Iraqis are still having trouble finding work. Some rely on farming, but with the searing heat and water sometimes being scarce, there is a potential for young Iraqi men to turn to insurgency to support their families.

To reduce that potential, Iraqi companies are being awarded contracts with the U.S. Army to lend a hand with the task of moving seven years worth of military equipment out of Iraq. One such company is the Miran Village Co., owned by Hashim Abd al-Amir Mahdi, known as Mr. Hashim around the container repair yard, which employs all of the local Iraqi workers at the yard.

“As long as they are working here and making good money, there is less of a chance that they will turn toward the insurgency for income,” said Sgt. 1st Class Andre Wills, noncommissioned officer-in-charge of the CRY with the 159th Seaport Operations Company, 13th Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) and an Indianapolis native. “They love their jobs and really respect Mr. Hashim. They work really hard for us.”

“He really takes care of the people,” Wills said. “He is not just here just for a paycheck. I have a lot of admiration for him.”

Al-Amir Mahdi said he agreed with that statement and that he genuinely cared for his workers.

“I want to make their lives better,” he said. “I want their families to be happy and their children to be happy.”

The CRY started with less than 40 employees in 2008, repairing only 20 containers per month. Now, there are more than 450 workers completing 2,000 containers per month, said Capt. Richard Scrima, officer-in-charge of support operations transportation with the 13th CSSB

and a Pittsburgh native.

To date, more than 18,000 containers have been repaired in the CRY at JBB, he said.

Scrima said the contract is scheduled to sustain work for the Iraqis in the yard until February 2011, with the possibility of extending the contract through August.

When the 13th ESC arrived in Iraq, they originally set a goal of allocating 3,000 containers for repair to al-Amir Mahdi and his company, but revised the goal to 2,000 containers to stretch the contract, Wills said.

For many of the Iraqis working in the yard—some of whom have no formal education and cannot read or write—this work provides them with opportunities not previously available to them, like marrying and providing for their families, he said.

“(Iraq’s) Ministry of Labor is going to give them a certificate saying they are certified welders, carpenters or painters,” Wills said. “So now they have credentials, and once this contract is over with, they can go outside the base and be able to get work. It is really changing the economy.”

Besides taking care of the local Iraqi economy, the program represents a cost-saving measure for the U.S. government.

“The average (new container) costs the Army \$6,000 to \$8,000, while fixing one only costs \$900,” Wills said. “We pay Mr. Hashim to fix them, and save the government a lot of money.”

Al-Amir Mahdi said he also tries to improve relations within his own workforce by putting workers together from different religions and backgrounds.

“I provide lunch for them free of charge,” he said. “They all eat together and work together, so they get along.”

Al-Amir Mahdi said his company has passed out a questionnaire to every worker, which asks each one what this project has done for them in their lives. Once they get the answers, everyone will be able to see what great things this project has done for each worker.

“It has changed the lives of many people here, and not just for the worker,” he said. “It has also changed the lives of their family outside.”



An Iraqi worker with the Miran Village Co., contracted by the U.S. Army to repair shipping containers, pounds out deficiencies on a container July 19 in the container repair yard at Joint Base Balad, Iraq, in preparation for it to be reused during the upcoming responsible drawdown.

# eans es



**“As long as they are working here and making good money, there is less of a chance that they will turn toward the insurgency for income.”**

— Sgt. 1st Class Andre Wills



**“The intended consequence is to have a positive influence on these people and the people they talk to. They (have a better perception of) you because you were good to them and their family.”**

— Master Sgt. Melvin Brown



**ABOVE:** Master Sgt. Melvin Brown, a base defense operations liaison with Headquarters and Headquarters Troop, Regimental Troops Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) and a Whites Creek Tenn., native, conducts a post-mission assessment with Soldiers after participating in a humanitarian mission near Contingency Operating Base Taji, Iraq.

**LEFT:** Spc. Michelle Hammond a member of Headquarters and Headquarters Troop, Regimental Troops Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) and a Nashville, Tenn., native, receives a hug from an Iraqi girl during a humanitarian mission near Contingency Operating Base Taji, Iraq.

## 278th ACR concludes humanitarian missions

STORY AND PHOTOS BY  
STAFF SGT. THOMAS GREENE  
278TH ARMORED CAVALRY REGIMENT

### CONTINGENCY OPERATING BASE TAJI, Iraq—

Soldiers with the 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) conducted their final organized humanitarian mission June 27 outside of Contingency Operating Base Taji, Iraq when they visited the village of Assyria.

The missions began in April 2010 and were organized by Master Sgt. Melvin Brown, a liaison between the base defense operations center and third country security forces, and a member of Headquarters and Headquarters Troop, Regimental Troop Squadron, 278th ACR.

Brown, a Whites Creek, Tenn., native, said vulnerabilities were detected between the base and an adjacent village shortly after the unit arrived at COB Taji.

He said during the repair he encountered Sheik Lukman, a base vendor who operates a women’s center in the village. Lukman told him that the village was in need of assistance.

“In April 2010, we began conducting periodic aid missions distributing several tons of canned food items and bags of rice that were surplus and nearing their expiration date,” Brown said.

Later in the spring, a partnership was formed with “Operation Summertime in Iraq,” a program started by Capt. Angela Minor, special projects officer with Regimental Support Squadron, 278th ACR, to organize the distribution of school supplies to Iraqi children.

“My command wanted to leave a footprint of partnership and stronger relations with the Iraqi people,” said Minor, a Brownsville, Tenn., native.

Brown said this program allowed his squadron to distribute hundreds of sets of school supplies, soccer balls, stuffed animals and toiletries, with the assistance of the Iraqi Army.

The village is estimated to include about 500 homes and a population of about 3,000 people, he said.

Through “Operation Summertime in Iraq,” more than 600 water filters were distributed during the missions, and another 200 will be donated through the women’s center for any family that didn’t receive one, Brown said.

There was more than enough water filters to provide one to each family, Brown said.

Many other school supplies and clothing items were donated by Families of the 278th ACR, police departments, churches and karate schools from middle Tennessee.

Brown said these missions were not new to him as he had conducted similar missions at Camp Bucca, Iraq, in 2007 and at Forward Operating Base Cobra during his deployment with the 278th ACR in 2004-2005.

“The intended consequence is to have a positive influence on these people and the people they talk to,” Brown said. “They (have a better perception of) you because you were good to them and their family.”

Brown said he gives credit for the success of the missions to many Soldiers, including Col. Frank McCauley, garrison commander of the 278th ACR and a Kingsport, Tenn., native.

McCauley was instrumental in providing the logistical means for delivering the goods the Soldiers distributed, Brown said.

Brown, a martial arts instructor in his civilian occupation, said he worked tirelessly to arrange the humanitarian missions. It was typical for him to load trucks with food-stuffs and liquids by himself on evenings prior to missions.

He said he often received letters from home asking him what he needed for the project.

“I don’t need anything, but these children in Iraq need shoes,” he said was his usual reply—and the people at home in middle Tennessee sent children’s shoes, clothes and toys.

Brown said the mission started with about 10 volunteers from RTS and a quick reaction force to provide security.

With each successful mission, more and more personnel at COB Taji volunteered—ranging from more 278th ACR Soldiers to U.S. Air Force personnel and others.

Brown said another accomplishment of these humanitarian missions was that it created a friendly relationship for the military organization that will replace RTS at COB Taji.



### Place of prayer

Regimental Fires Squadron renovates mosque for Iraqi Army

PAGE 14



The mosque at Contingency Operating Site Diamondback, Iraq, is being renovated under the supervision of Regimental Fires Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary). The mosque will soon be operational for members of the Iraqi military to use.

## RFS renovates mosque for Iraqi Army



STORY AND PHOTOS BY  
SGT. CHAD MENEGAY  
EXPEDITIONARY TIMES STAFF

### CONTINGENCY OPERATING SITE DIAMOND- BACK, Iraq—

Daily calls to prayer from the public address systems of mosques in Mosul, Iraq, surrounding Contingency Operating Site Diamondback, Iraq, echo in through the air. Muslims at COS Diamondback may respond, but over the last seven years, during Operation Iraqi Freedom, they have not had an operational mosque on base to worship from.

There has been a mosque existing at COS Diamondback since before OIF began in 2003, but until recently “it was overrun, paint peeling off, just in horrible shape,” said 1st Lt. David Strickland, commander of the 596th Transportation Detachment (Movement Control Team), 14th Transportation Battalion, 13th Sustainment Command (Expeditionary) and an

Atlanta native.

Regimental Fires Squadron, 278th Armored Cavalry Regiment, 13th ESC, under the direction of Col. Charles E. Sexton, commander of 2nd Heavy Brigade Combat Team, 3rd Infantry Division, has contracted an Iraqi company to clean up, renovate and do utility work on the mosque.

“The Iraqi Army said they want to start getting access to that mosque,” said Lt. Col. Warner Holt, commander of RFS and an Estill Springs, Tenn., native. “We said, ‘we will help you.’”

Holt said members of the Iraqi military are likely to use the mosque again when U.S. forces leave, perhaps sooner, the way they did before 2003.

“This was, during the initial assault, an Iraqi base,” Strickland said. “I’m sure that (the mosque) probably hasn’t seen any real positive attention for six or seven years.”

Holt said there have been numerous occasions in which people have talked about what can be done to upgrade the mosque.

He said he credits the Combined Coordination Center, a meeting place

for military and non-military entities involved in stabilization and reconstruction, for communicating with the Iraqi Army regarding the issue.

“The CCC is trying to bring together the different cultures in this area of operation,” Holt said. “They work with the Federal Police, the Iraqi Army and the Kurdish troops. They’re trying to meld all those differences and those cultures together so they are an effective security force for this area and, in particular, Mosul.”

Holt said the RFS supports the CCC, in part, by painting, cleaning up and upgrading buildings for the eventual base turnover to Iraqi forces.

“The last estimate is that we used over 350 gallons of paint; we’ve painted over 100 buildings,” Holt said.

As service members are restricted from entering a mosque, the RFS hired local Iraqi and Turkish personnel to do the job.

“Our goal and focus is to give them something better than when we came into the picture,” Holt said, “something they could feel proud of, something we could feel good about.”

**Ali Kazim, an Iraqi worker, and a Mosul, Iraq, native, takes a rest June 10 after pressure washing the roof of the mosque at Contingency Operating Site Diamondback, Iraq. The mosque is being renovated under the supervision of Regimental Fires Squadron, 278th Armored Cavalry Regiment, 13th Sustainment Command (Expeditionary) for members of the Iraqi military to use.**



Maj. Gen. Stephen Lanza, director for Strategic Effects with United States Forces-Iraq, speaks with an Iraqi journalist June 24 during a media day at Victory Base Complex.

## Iraqi media observe responsible drawdown at VBC

STORY AND PHOTOS BY  
SGT. MICHAEL CARDEN  
EXPEDITIONARY TIMES STAFF

**VICTORY BASE COMPLEX, Iraq**—Members of the media gathered to witness the progress and methods of the responsible drawdown of U.S. forces June 24 at Victory Base Complex, Iraq.

More than 20 journalists, representing both Iraqi and international news outlets, toured facilities at VBC where vehicles and equipment are inspected, processed and shipped out of Iraq to be sent either back to the United States or transported to Afghanistan to support Operation Enduring Freedom.

The media day, hosted by Maj. Gen. Stephen Lanza, director for strategic effects for United States Forces-Iraq, offered the Iraqi people a more in-depth perspective of the responsible drawdown.

“It’s important for everyone to understand that we are keeping our commitment in accordance with the Security Agreement to conduct our drawdown in a responsible manner,” Lanza said. “While we do that, we’re simultaneously meeting our commitments to train, advise and assist the Iraqi security forces.”

Both missions happening concurrently ensures there are no gaps, either with the responsible drawdown, or assisting with Iraqi security operations, he said.

**RIGHT: Iraqi media observe logistical operations involved with the responsible drawdown of United States forces June 24 during a media day at Victory Base Complex, Iraq.**

**FAR RIGHT: Spc. Emmanuel Rivera, a cargo specialist with the 169th Seaport Operations Company, 373rd Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a Agua Dilla, Puerto Rico, native, supervises the movement of a equipment container June 24 at Victory Base Complex, Iraq.**

“It’s also a visual sign to the Iraqi people that, in accordance with the Security Agreement, we are meeting our obligations,” Lanza said. “We will continue to do so as we draw down and complete our mission in December of 2011.”

The journalists toured a vehicle shipping yard, where they observed hundreds of vehicles in various stages of processing—cleaning, inspecting and loading—for transportation out of the country.

Media then toured VBC’s central receiving and shipping point, operated by the 169th Seaport Operations Company, 373rd Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary).

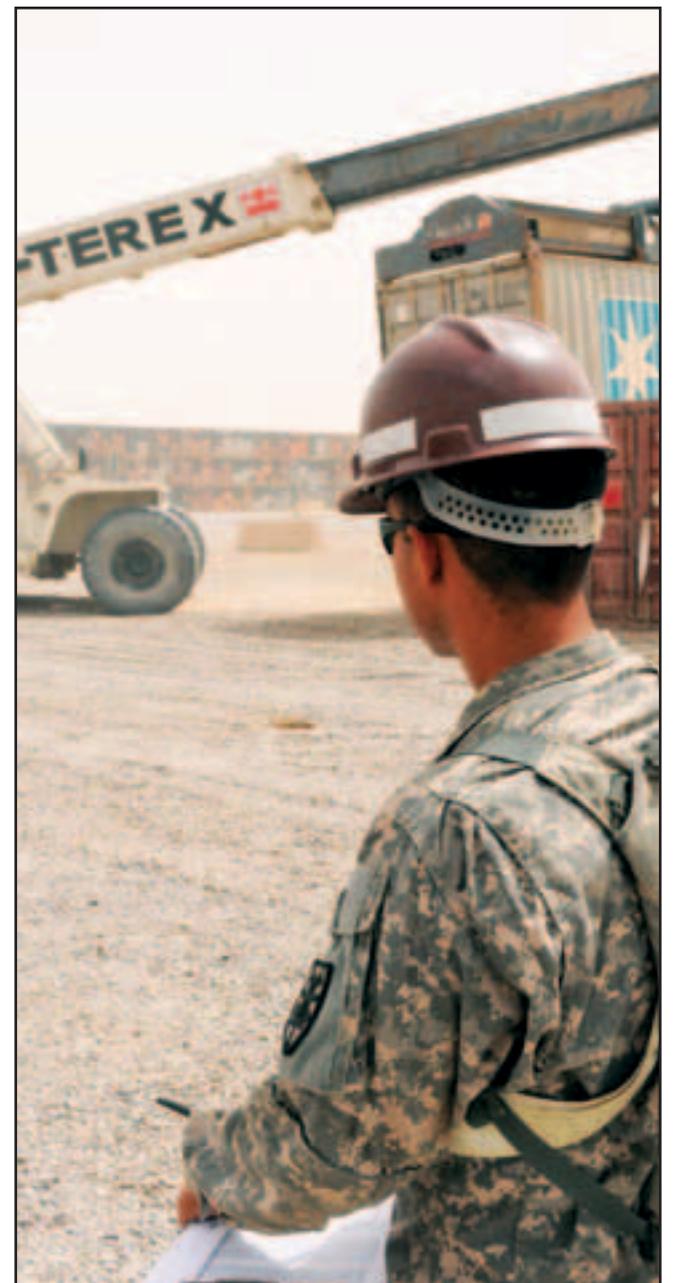
The CRSP at VBC handles incoming and outgoing convoys every day, moving materials and equipment throughout Iraq. Equipment and materials from closing bases are catalogued, processed for shipping and packed for transport back to the United States, Lanza said.

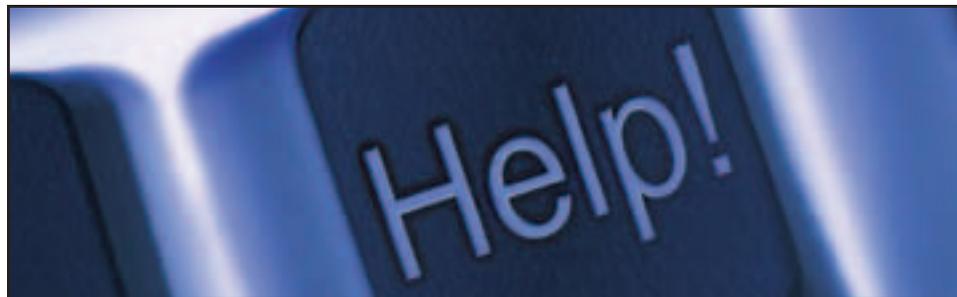
The media also observed a local Iraqi trucking company load a convoy of flatbed trucks with containers full of equipment to be transported south to Kuwait.

“This is an opportunity to show the Iraqi people all the work being done to honor our agreement to draw down U.S. forces, to show we want to do the right thing by them,” said 1st Lt. Jacob Vishneski, officer-in-charge of the CRSP with the 169th SOC and a Virginia Beach, Va., native.

The tour ended with an inspection of the Defense Reutilization and Marking Office, where items are sorted and put back into the Army system, recycled or destroyed.

Lanza said there are currently seven different shipping hubs across Iraq like the one the media saw at VBC. Prior to beginning the drawdown process, U.S. forces conducted rehearsals to ensure that the process would run smoothly.





## Blue screen of death, the road to recovery

SGT. MICHAEL CARDEN  
EXPEDITIONARY TIMES STAFF



Technology's goal is to make life easier. When your computer decides to lock up instead of working however, life is anything but easy.

There are a myriad of problems that can plague a computer system, ranging from simply forgetting to insert a disk to a total systems crash. While some issues require a trained repair technician, many can be fixed at the user level.

When you first have an error, save your work to a new file. Don't overwrite old files; you could be saving a corrupted file. Copies of old files can be erased later, but ensuring a clean, usable file is available can save you hours of time instead of having to recreate your work.

After saving, reboot your system by turning it off and leaving it off for a couple minutes. That gives the computer some time to cool down. Computers, like humans, can overheat after long periods of work, and both benefit from rest. Performing a fresh power-up lets the system run through all its internal checks, allowing it to self-diagnose itself, often fixing the problem on its own.

Conducting a systems scan can help track down and repair corrupted data that cause crashes. On a Microsoft Windows-based computer, open the "My Computer" icon. Right mouse click the main drive, normally labeled "C:/" Select "Properties" from the drop down menu. On the "Tools" tab, click the "Error Checking" button.

On a Apple Mac, open up the "Utilities" folder located in the "Applications" directory. Start the "Disc Utility" program, and select your hard drive from the list and have it "repair permissions."

After a systems failure, writing down what programs or files you were using or had open can help you explain what happened if you do have to take your computer to a repair technician. A detailed list of what programs were running can help narrow down the source of the problem.

Avoiding a crash altogether is to be preferred, but accidents can happen no matter how carefully you treat your system. Frequent backing up of important files on removable media and periodic virus scans can help keep the crashes to a minimum. When a systems error does occur, it is best to save, restart and take your time checking your computer. Remembering a few simple steps can change a major computer crash to a minor inconvenience.

## Word on the street

### Where would you vacation if money were not an issue?



**"Santo Domingo. I've seen the pictures and it's amazing"**

Sgt. Javier Pagan, support operations administrative noncommissioned officer-in-charge with the 103rd Sustainment Command (Expeditionary) and a Des Moines, Iowa, native.



**"Sydney, Australia. It's the Land Down Under. I've been there before and enjoyed it."**

Staff Sgt. Rich Kreitzinger, supply sergeant with the 103rd Sustainment Command (Expeditionary) and a Hartford, Iowa, native.



**"Brazil. I did a project over it and I liked it."**

Spc. Ciera Spletstoesser, contracting support branch assistant with the 103rd Sustainment Command (Expeditionary) and an Ottumwa, Iowa, native.

# SEAN HANNITY PRESENTS FREEDOM CONCERTS

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AUGUST 27 - LAS VEGAS

Would you like to give a personal greeting to the members of the Charlie Daniels Band, Lynyrd Skynyrd, Michael W. Smith, Col. Oliver North or Sean Hannity? The 196th Mobile Public Affairs Detachment will be recording greetings for the 2010 Freedom Concert series from 1 p.m.-5 p.m. July 14 at the 103rd Sustainment Command (Expeditionary) Public Affairs Office, Building 7508, at Joint Base Balad, Iraq.

Contact 1st Lt. David Spangler at one of the contact methods listed below if you're interested in recording a greeting.

escpa@iraq.centcom.mil  
david.r.spangler@iraq.centcom.mil

DSN: 318-433-2156  
VoIP: 483-4601

# THEATER PERSPECTIVES

**“I think obviously there are still some security issues, there’s still some violence that’s here in Iraq, but I feel comfortable that the Iraqi Security Forces will be able to deal with this to further reduce violence. It’s now about economics and politics.”**

Gen. Raymond T. Odierno, commander of United States Forces – Iraq, on the ability of the government and its security forces to set the conditions for their own success as U.S. forces approach Operation New Dawn

**“These are long-term efforts. Many Iraqi politicians are realizing more and more that they do need to deliver on their electricity promises.”**

Samuel Ciszuk, an energy analyst with IHS Global Insight, on the progress made by Iraqi policymakers with regard to long-standing electricity concerns in Iraq

**“The importance of this project lies in the cooperation between Kurdistan and the U.S. government, and we hope that this hospital will be a model for other Iraqi provinces.”**

Iraqi-Kurdistan Prime Minister Barham Salih on U.S. monetary aid for the construction of a new hospital in Irbil, Iraq

**“Trade is the key to politics ... Improving business ties will eradicate the problems between us. Terrorism will decrease as the economy improves both in the region (northern Iraq) and in Turkey.”**

Zafer Çağlayan, state minister for foreign trade for Turkey, on the importance of using trade as a method of improving security in the northern border region

**“The police forces will succeed in their missions, since there is a good cooperation between the police and the citizens.”**

Ninawa province Gov. Atheel al-Nujaifi on the success of the Iraqi Police in becoming an effective law enforcement organization in the country

## CONSPICUOUS GALLANTRY

The Pentagon announced a Soldier has been nominated to receive the Medal of Honor for his actions during a firefight with Taliban forces in 2007, in the Korengal Valley of Afghanistan. This Soldier, whose name is being withheld pending a White House decision, would be the first living Medal of Honor recipient since the Vietnam War. Six other service members have received the award since 2001. Below is a summary of three of those heroes’ actions.



Sgt. 1st Class Paul R. Smith maneuvered through enemy fire to man an M2 .50-caliber machine gun April 4, 2003 in Baghdad. Smith stood his ground in this exposed position with disregard for his own safety, killing nearly 50 enemy combatants, to facilitate the withdrawal of his troops, until he was mortally wounded.



Marine Cpl. Jason L. Dunham saved the lives of fellow Marines April 14, 2004 in Karbala, Iraq when he was attacked by an insurgent, whose vehicle he was searching. As Dunham engaged him with hand-to-hand combat, the attacker released a hand grenade. Immediately upon warning his fellow Marines of the threat, Dunham was killed when he jumped on the grenade to shield his comrades from the blast.



Navy Lt. Michael P. Murphy, already wounded, exposed himself to enemy fire in order to call for a rescue force for his four-man SEAL team June 28, 2005 in Kunar province, Afghanistan. With his entire team wounded, and greatly outnumbered by the enemy, Murphy called for possible life-saving reinforcements for his men, without regard for his own life. As he laid mortally wounded after successfully calling for help, continued to fight until he died.

VALOR

# FITNESS CORNER

## Total Body Week

### Training for a Race

Admit it: You've always admired the dedicated men and women you see huffing around the streets, training for their next 5 kilometer race or marathon. You've laced up your tennis shoes and started jogging a bit, in hopes that you could be the one to bring home a T-shirt commemorating your completion of a race.

Here's the good news. Taking part in a race can be a great way to encourage your enthusiasm for running and add a little competitiveness to your workout. And whether you're eyeing a 5K, 10K or the Army Ten-miler, one thing is for sure — the right kind of training can help you run your farthest and your fastest.

Training for a race can be initially intimidating. Nervous? Excited? Don't know where to start training? Training for a race should be no different than preparing for any other big occasion in your life. It is important to prepare physically and mentally to perform at your peak during the event. A key element of preparing effectively is aspiring to do your best at all times. Clearly, your athletic prowess before the race — as well as the difficulty of the race itself, figure into how much training you'll need and how you should go about training. Here are a few tips to keep in mind to make your initial race (or next race) fun, injury-free and an overall success.

#### 1. Pick a race

You must first clearly identify the race you want to compete in. Joint Base Balad offers numerous opportunities to participate in 5K or even longer races, if you choose. Write down the date on your calendar, display post-it notes by your desk, nightstand and other frequently visited places, to remind you of your goal. By identifying your race you have set parameters to work with; a date and time to work toward your goal.

#### 2. Proper shoes

Running with proper shoes is just as important as your training program. You should have about a thumbnail's length between your longest toe and the end of your shoe. Without this much space, you are susceptible to damaging your toe nails and other injuries. Try to replace your running shoes every 350 to 500 miles because they lose shock absorption and other protective qualities with use. Each person's feet are different — some have flat feet, some a high arch, some pronated feet. And each type of foot requires a slightly different shoe for maximum support. The correct shoe can dramatically decrease your risk for injury.

#### 3. Cross-train

Whether you're training for a 5K or a marathon, do not limit your training solely to running. Running puts a lot of biomechanical stress on your body, which can sometimes do more harm than good. You don't just need strong legs to run, you need a strong cardiovascular system, you need core strength — you need overall strength. Cross-training is an important way to achieve diversity within your fitness routine and develop overall strength. Aim to add in cross-training workouts three times a week in addition to your running routine. (Check out this week's exercises for a total body routine.)

#### 4. Prepare mentally

People often underestimate the mental side of a race. Try to visualize success. If you can imagine the way your mind and body feels as you run across the finish line, then your goals become easier to achieve in reality. Remain positive. Concentrating on the positive objectives you are going to achieve will help you perform better. Don't dwell on negative thoughts. Don't expect that you will be the first runner to cross the finish line — set realistic goals and visualize them.

Congratulations. You are now on your way to the starting line and much closer to achieving your goal. Good luck for with your race and most of all have fun.

### Lunge with overhead press



Start with your feet about shoulder width apart, with one dumbbell in each hand. Step backward with your left leg and lower your body down until your right knee is 90 degrees with the ground. Your knee should be in a straight line with your ankle. As you stand up and bring your left foot forward, extend the dumbbells overhead (similar to a military press). Repeat the exercise on the opposite leg, this counts as one repetition. Perform three sets of 10 repetitions.

### Straight-legged dead lift with row



Begin with your feet shoulder width apart, with one dumbbell in each hand in front of your body. Bend at your waist, sticking your butt out first, keeping your back flat. Hold the dumbbells in front of your body near your shins as you lower downward. Do not bend lower than your back parallel to the ground. While bent over, perform a rowing motion by bending your arms toward your sides then pinching your shoulder blades together, hold for one second. Extend your arms downward and then extend your upper body upward keeping your legs straight. Perform three sets of 20 repetitions.

### Calf raises with overhead triceps extension



Start with your legs about shoulder width apart; keep your toes pointed forward. Hold with both hands one dumbbell behind your head, keeping your biceps near your ears. Elevate onto your toes to perform a calf raise, while simultaneously extending your arms overhead, lifting the dumbbell overhead. Remember to keep your elbows inward. Perform three sets of 20 repetitions.

Capt. Sarah Baumgardner is a graduate of Ohio University in Athens, Ohio, where she majored in exercise physiology. She is certified by the American College of Sports Medicine (ACSM) as a Health Fitness Specialist (HFS).

She has worked as a personal trainer and nutritional consultant, training a wide range of demographics. She brings enthusiasm and motivation to inspiring, coaching and increasing Soldiers' fitness levels.



# Sudoku

**Level: Hard**

The objective is to fill the 9x9 grid so each column, each row and each of the nine 3x3 boxes contains the digits from 1 to 9 only one time each.

Last week's answers

9	4	5	3	8	2	1	6	7
2	7	6	5	9	1	8	3	4
3	1	8	6	4	7	9	2	5
4	3	1	7	5	8	2	9	6
7	6	2	1	3	9	4	5	8
8	5	9	2	6	4	3	7	1
6	8	4	9	2	5	7	1	3
5	2	7	8	1	3	6	4	9
1	9	3	4	7	6	5	8	2

1	7				3	9		8
		9	6		8			1
8							4	
2	4			1			6	
			8	6	2			
	6			9			1	3
	1							5
5			9		1	7		
6		7	5				8	2

## TEST YOUR KNOWLEDGE

1. What caused half of all deaths from natural disasters from 1945 to 1986?
2. What did the ancient Greeks believe to be a cross between a tiger and a horse?
3. What weather phenomenon is measured by the Beaufort scale?
4. What 1989 environmental disaster killed an estimated 144 bald eagles?
5. What blood type is the universal donor?"

1. Earthquakes 2. Zebra 3. Wind 4. The Exxon Valdez oil spill 5. Windmill 6. Type O Positive

# JBB Worship Services

### CONTEMPORARY

**Sunday** 10:30 a.m. Gilbert Memorial Chapel (H-6)  
7 p.m. Freedom Chapel (West side)

**Wednesday** 8 p.m. Gilbert Memorial Chapel (H-6)

### GENERAL

**Sunday** 9 a.m. Freedom Chapel  
9 a.m. Provider Chapel

### GOSPEL

**Sunday** 11 a.m. MWR East Building  
12 p.m. Freedom Chapel (West side)  
12:30 p.m. Gilbert Memorial Chapel (H-6)  
7 p.m. Provider Chapel

### LITURGICAL (Lutheran Setting)

**Sunday** 5 p.m. Provider Chapel

### TRADITIONAL

**Sunday** 10:30 a.m. Freedom Chapel (West side)  
2 p.m. Air Force Hospital Chapel

### SEVENTH DAY ADVENTIST

**Sunday** 10 a.m. Provider Chapel

### LATTER DAY SAINTS

**Sunday** 1 p.m. Provider Chapel  
3:30 p.m. Freedom Chapel (West side)  
7 p.m. Gilbert Memorial Chapel (H-6)

\*Current as of July 7, 2010

### CHURCH OF CHRIST

**Sunday** 3:30 p.m. Castle Heights (Bldg 4155)

### ROMAN CATHOLIC MASS

**Sunday** 8:30 a.m. Gilbert Memorial Chapel (H-6)  
11 a.m. Provider Chapel  
12:30 pm. Air Force Provider Chapel  
**Saturday** 8 p.m. Freedom Chapel (West side)

Confessions: Saturday 4-4:45 p.m. Gilbert Memorial Chapel (H-6) or by appointment

### JEWISH SHABBAT SERVICES

**Friday** 6 p.m. Gilbert Memorial Chapel (H-6)

### PAGAN/WICCAN FELLOWSHIP

**Thursday** 7 p.m. Provider Annex  
**Saturday** 7 p.m. The Shack (Bldg 7556)

### FOR MORE INFORMATION PLEASE CALL:

Gilbert Chapel 443-7703

Provider Chapel 483-4107/4115

Freedom Chapel 443-6303

# JB BALAD ACTIVITIES

<b>INDOOR POOL</b> Swim Lessons: Mon., Wed., 6 p.m. Tue., Thu., Sat., 6:30 p.m. Aqua Training: Tue., Thu., 7:30 p.m., 8:30 p.m.	Edge Weapons & Stick Fighting Combative Training: Tue., Thur., 6-10 p.m. Sat., 8-10 p.m. <b>EAST REC- REATION CENTER</b> 4-ball tourney: Sunday 8 p.m. 8-ball tourney: Monday 8 p.m. Volleyball: Sunday 6 p.m. Aerobics: Mon., Wed., Fri., 5:30-6:30 a.m. Yoga Class: Mon., Friday, 6-7 a.m. Step Aerobics: Mon., Wed., Fri., 5:30 p.m. Conditioning Training Class: Mon., Wed., Fri., 7:15-8 p.m. Brazilian Jiu-Jitsu: Mon., Wed., Fri., 8-9 p.m. Abs-Aerobics: Tue., Thu., 6-7 a.m., 5-6 p.m.	Caribbean Night: Friday 8 p.m. Chess & Dominoes Tourney: Friday 8 p.m. Salsa Class: Saturday 8:30 p.m. Poker: Saturday 7:30 p.m. 8-ball tourney: Monday 8 p.m. Karaoke: Monday 8 p.m. Swing Class: Tuesday 8 p.m. Table Tennis: Tuesday 8 p.m. Plastic Models Club: Wednesday 7 p.m. 9-ball tourney: Wednesday 8 p.m. Dungeons & Dragons: Thursday 7:30 p.m. Poetry Night: Thursday 8 p.m. 6-ball tourney: Thursday 8 p.m.	8 p.m. Friday 9 p.m. CC Cross Fit: Mon, Saturday 10:30 p.m. Cross Fit: Mon., Wed., Fri., 5:45 a.m., 7 a.m., 3 p.m., 6 p.m. Tue., Thu., 7 a.m., 3 p.m. Sunday 9 a.m. Mon., Wed., Fri., 2 a.m., 4:30 a.m., 4 p.m., 10 p.m. Midnight Soccer: Tue., Thu., 8 p.m. Yoga: Wednesday 8 p.m. MACP Level 1: Friday 8 p.m. 5 on 5 Basketball: Saturday 8 p.m. Sunday 8 p.m. Texas	Hold'em: Mon., Fri., 2 p.m., 8:30 p.m. 8-ball tourney: Tuesday 2 a.m., 8:30 p.m. Ping-pong tourney: Tuesday 8:30 p.m. Spades: Wednesday 8 p.m. Salsa: Wednesday 8:30 p.m. 9-ball: Thursday 2 a.m., 8:30 p.m. Karaoke: Thursday 8:30 p.m. Dominos: Saturday 8:30 p.m. Darts: Saturday 8:30 p.m.	Ping-pong tourney: Tuesday 8 p.m. Foosball tourney: Tuesday 8 p.m. Jam Session: Tuesday 7:30 p.m. 8-ball tourney: Wednesday 8 p.m. Guitar Lessons: Thursday 7:30 p.m. Game tourney: Thursday 1 p.m., 8 p.m. Enlisted Poker: Friday 1 p.m., 8 p.m. Officer Poker: Saturday 1 p.m., 8 p.m. Squat Competition: Saturday 8 p.m.	7 p.m. Aerobics: Mon., Wed., Friday 7 p.m. Body by Midgett Toning Class: Tue., Thu., Tuesday 7:30 p.m. Dodge ball Game: Tuesday 7:30 p.m. Furman's Martial Arts: Mon., Wed., Sun., 1 p.m. Gaston's Self-Defense Class: Fri., Sat. 7 p.m. Open court basketball: Thursday 7 p.m. Open court soccer: Mon., Wed., 7 p.m. Zingano Brazilian Jiu Jitsu: Tue., Thu., 8:30 p.m. CIRCUIT GYM Floor hockey: Mon., Wed., Fri., 8-10 p.m.
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# UPCOMING SPORTS ON AFN



### Wednesday 07/07/10

SOCCER: 2010 FIFA World Cup Semifinals, Teams TBD, Live 11 a.m. AFN Sports  
MLB: Cincinnati Reds @ New York Mets, Live 4 p.m. AFN Sports  
MLB: Minnesota Twins @ Toronto Blue Jays, Live 4 p.m. AFN Xtra  
MLB: New York Yankees @ Oakland Athletics, Live 7 p.m. AFN Xtra

### Thursday 07/08/10

MLB: San Diego Padres @ Washington Nationals, Live 4 p.m. AFN Sports  
MLB: Chicago Cubs @ Los Angeles Dodgers, Live 7 p.m. AFN Sports

### Friday 07/09/10

MLB: Atlanta Braves @ New York Mets, Live 4 p.m. AFN Sports  
NASCAR: NationwideSeries, Dollar General 300, Live 5 p.m. AFN Xtra  
BASEBALL: Los Angeles Angels @ Oakland Athletics, Live 7 p.m. AFN Sports

### Saturday 07/10/10

SOCCER: 2010 FIFA World Cup, Third Place Game, Teams TBD, Live 11 a.m. AFN Sports  
MLB: Chicago Cubs @ Los Angeles Dodgers, Live 1 p.m. AFN Xtra  
MLB: Atlanta Braves @ New York Mets, Live 1:30 p.m. AFN Sports

MLB: Cincinnati Reds @ Philadelphia Phillies, Live 4 p.m. AFN Sports  
NASCAR: Sprint Cup Series, LiftLock.com 400, Live 4:30 p.m. AFN Xtra

### Sunday 07/11/10

SOCCER: 2010 FIFA World Cup Final, Teams TBD, Live 10:30 a.m. AFN Sports

### Monday 07/12/10

SOCCER: 2010 FIFA World Cup Final, Teams TBD, Delayed 8:30 a.m. AFN Sports

# ARTS & ENTERTAINMENT

## Samuel L. Jackson does 'UNTHINKABLE' on big screen

BY STAFF SGT. RANDALL P. CAREY  
EXPEDITIONARY TIMES STAFF



Samuel L. Jackson ("Snakes on a Plane") is notorious for playing loud and boisterous characters that seem to always be yelling ... no matter what the situation. While it doesn't ruin any of his films outright, it does seem out of place in

many of them. However, in Gregor Jordan's "Unthinkable," much to my surprise, Jackson actually pulled off his character—albeit one so bizarrely intense that anything more civil would not have done the role justice.

The film begins with an introduction to Steven Arthur Younger, or so he now calls himself, Yusuf Atta Mohammed (Michael Sheen, "Frost/Nixon"). Younger is seen in a grainy, homemade video declaring that he has placed three nuclear bombs throughout the United States that will be detonated if his demands are not met. Shortly thereafter, FBI agents apprehend Henry Herald "H" Humphries (Jackson), who at the time is only a suspicious character that managed to capture the first set of agents that attempted to arrest him.

After H is released, lead agent Helen Brody (Carrie-Anne Moss, "The Matrix") and her team are led to a secret facility to deal with a rising and unknown threat.

The threat is Younger. Their new colleagues for the case: a group of U.S. Army Special Forces Soldiers (I'll get to these confused gentlemen in a minute) and none other than Brody's newfound nemesis—H. The big surprise, though, is that the Army has already captured Younger and has him detained at the facility.

The meat of the plot, however, is Younger's interrogation. Brody and the Army Soldiers are dismayed to learn that they actually fall under the authority of H and his ... unique ... ways of eliciting information from subjects. H's methods become increasingly harsh and difficult to accept as the film progresses. Both the Army and the Brody have to deal with that ethical dilemma in their own ways and weigh against the greater good of the nation. This is, of course, until the climax when H states he must do the "unthinkable" as a final effort to find the bombs.

The movie is loaded with political messages—from both sides of the spectrum—about torture and foreign policy. That can be either appealing or a huge turn-off depending

on the viewer. So keep that in mind when deciding to if you're going to watch this movie. The highly-charged rhetoric makes everyone a little too dramatic though. The only acting that fits a character well is that of the normally-over-the-top Jackson.

From the perspective of a military viewer, the poor depiction of special operations Soldiers is a bigger failure. Modern operators have been at work for a long time now, especially in Iraq and Afghanistan, and it's not hard to find a photo of one online. The film portrays them as nervous, subservient and novice Warfighters. Also, there's a look to an SF operator and these guys don't have it. To me, it represented absolutely no research into what Soldiers are like or that there are different types of Soldiers in the Army. It's insulting.

This could be an A-level film, but the acting and lack of respect for military accuracy take away from that. However, the shock value gained in the interrogation sessions and an interesting enough plot salvage it. If you can stomach the politics, drama and poor representation of special operations forces, it's worth your time.

My verdict: B-

## 'Camera Boy': Self aggrandizement to the extreme

BY STAFF SGT. JOEL F. GIBSON  
EXPEDITIONARY TIMES STAFF



My last review for the Expeditionary Times focuses on "Camera Boy: An Army Journalist's War in Iraq," by Fred Minnick, a former public affairs noncommissioned officer.

Upon hearing about this book, which details stories of Soldiers of the 139th Mobile Public Affairs Detachment in Mosul during the early stages of Operation Iraqi Freedom, I was excited to find out someone from my line of work had written a book about his experiences in the career field.

The subject matter was immediately even more special to me, because I served with Minnick's unit in OIF 09-11, though all the Soldiers mentioned in the book were no longer in the unit, it still made me feel closer to the subject matter.

All of these factors, and the knowledge that Army Public Affairs Soldiers are some of the best writers I have ever encountered, led to some high expectations going into my reading. I would like to say that these expectations were met by Minnick, but sadly, "Camera Boy" fell far short.

As the title indicates, Minnick considered himself, first and foremost, to be a photographer, and the photos interspersed throughout "Camera Boy" are gorgeous, compelling, well-composed and capture the moments they are intended to.

The writing style put forth is conversational and fairly engaging, but I found my attention ripped away from the story by grammar, syntax and most intensely, by egregious spelling errors.

Early in the novel, Minnick describes reenlisting in the Army, despite a lack of a desire to do so, in order to become a public affairs specialist. He goes on to state that he "officially took the test to become a public affairs Soldier."

I'm not sure what test Minnick is referring to that qualified him in a highly technical military occupational specialty, but after reading "Camera Boy," I believe Minnick, and the Army, would have been much better served had he attended the Basic Public Affairs Specialist-Writer course at the Defense Information School at Fort George G. Meade, Md.

One of the early lessons we learn as public affairs specialists is the importance of maintaining a consistent style throughout a story, publication or website. One example of Minnick straying from this seemingly simple doctrine is his reference to military rank.

The military standard for style is Associated Press style, in which we refer to people in the rank of staff sergeant as Staff Sgt. So and So. We have a specific method of writing each rank for consistency and recognition purposes.

In writing his own book, Minnick was free to choose how he referenced Soldiers of different rank, but I am firmly of the opinion that he should have chosen a style and stayed with it, rather than mentioning the same people multiple times and using a different method for writing their rank

each time.

To get back to the misspellings in "Camera Boy," it's just such an easy thing to fix and truly detracts from any story. A few examples of the misspellings are: Petraeus, as in Gen. David Petraeus, and parody, spelled parady on one of Minnick's high-profile photo pages. There are many, many more misspellings throughout the book.

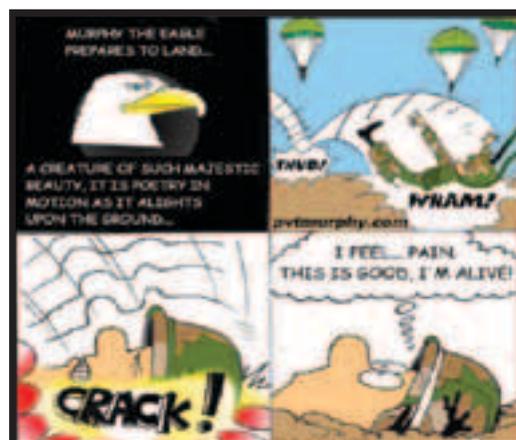
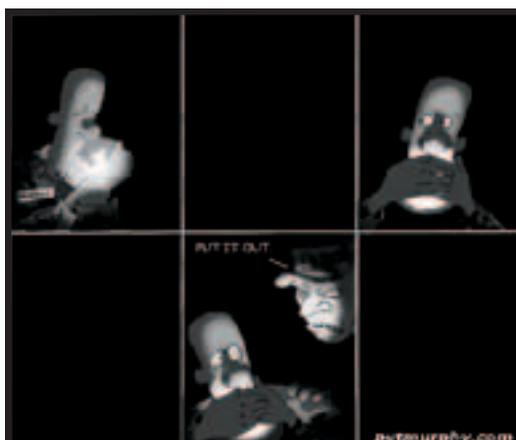
The writer also seems to have a great deal of difficulty with homonyms, referring to lead (bullets) as led, and screwing up their, there and they're enough to make me slightly dizzy and nauseous.

Normally I would have a hard time ripping a former colleague like this, but the second to last chapter was an ego-driven assault on the Soldiers who replaced the 139th MPAD in Mosul. In his chapter "Coaching the newbies," Minnick throws the leadership and Soldiers of the 366th Mobile Public Affairs Detachment under the bus by describing them as "fat, lazy and old," and comparing their commander to a "chubby Forrest Gump."

Minnick also references conversations that, according to other Soldiers who were present for the relief in place between the MPADs, were either fabricated or heavily embellished upon.

Despite all its flaws, "Camera Boy" is not a total loss. Minnick's style is very natural and flows incredibly smoothly. Taking the obvious composition problems and self-aggrandizement issues into account, I give "Camera Boy" a 2 out of 10.

## PVT MURPHY'S LAW



### Wednesday July 7

6 p.m. Just Wright (PG)  
9 p.m. Knight And Day (PG-13)

### Thursday July 8

6 p.m. Knight And Day (PG-13)  
9 p.m. Grown Ups (PG-13)

### Friday July 9

6 p.m. The Last Airbender (N/R) (1st Run)  
9 p.m. The Twilight Saga: Eclipse (PG-13) (1st Run)  
Midnight The Twilight Saga: Eclipse (PG-13)

### Saturday July 10

2 p.m. Sex And The City 2 (R)

Movie times are subject to change. Verify showings at <http://www.aafes.com/ems/euro/balad.htm>

5 p.m. The Twilight Saga: Eclipse (PG-13)  
8 p.m. Shrek Forever After (PG)  
Midnight The Twilight Saga: Eclipse (PG-13)

### Sunday July 11

2 p.m. The Twilight Saga: Eclipse (PG-13)  
5 p.m. Letters To Juliet (PG)  
8 p.m. The Last Airbender (N/R)

### Monday July 12

6 p.m. Shrek Forever After (PG)  
9 p.m. The Twilight Saga: Eclipse (PG-13)

### Tuesday July 13

6 p.m. Letters To Juliet (PG)  
9 p.m. The Last Airbender (N/R)

# PHOTOS AROUND IRAQ



U.S. Navy photo by Mass Communication Specialist 2nd Class Ted Green

**ABOVE:** U.S. Sailors of Navy Explosive Ordnance Disposal Mobile Unit Two, Company 2-2 survey a crater left behind after detonating seized ordnance at a secure Iraqi demolition range June 17 in Diyala Province, Iraq.

U.S. Navy photo by Mass Communication Specialist 2nd Class Ted Green



**ABOVE:** The 5th Iraqi Army Bomb Disposal Company stands guard while the Iraqi unit and U.S. Navy Explosive Ordnance Disposal Mobile Unit Two, Company 2-2 of Little Creek, Va., arrange seized ordnance at a secure Iraqi demolition range June 17 in Diyala Province, Iraq.



U.S. Army photo by Spc. Michael Loggins

**ABOVE:** U.S. Army Sgt. Matther Hay, 3rd Brigade, 19th Battalion Field Artillery, 1st Brigade Combat Team(BCT), 82nd Airborne Division Advise and Assist, cleans the wound of a local Iraqi boy June 6 during a Civil Military Exercise in Reyannah, Iraq.



U.S. Army photo by Pfc. Lukas McWhorter

**LEFT:** ESPN sponsored X-Games BMX bike tournament competitor Jay Eggleston fires an M-14 rifle on the firing range June 17 in Joint Security Station Commando, Iraq.

# NEWS AROUND

## Authorities arrest alleged IED distributor, 1 suspected criminal associate

**BAGHDAD**— Iraqi Security Forces arrested an alleged Al-Qaeda in Iraq (AQI) member and one suspected criminal associate during a joint security operation June 27 about 11 kilometers west of Baghdad.

ISF and U.S. advisors searched two buildings for a suspected AQI member who is believed to be involved in the construction and distribution of improvised explosive devices and attacks against Iraqi civilians, ISF and USF-I personnel.

Information and evidence gathered at the scene led Iraqi forces to identify and arrest the warranted individual and one suspected AQI criminal associate.

All joint operations are conducted pursuant to a warrant issued by an Iraqi judge.

Iraqi and U.S. forces conduct joint operations in accordance with the Security Agreement and in coordination with the Iraqi government to target terrorists seeking to disrupt the security and stability of Iraq.

## ISF apprehend 4 suspected AQI criminal associates west of Baghdad

**BAGHDAD**— Iraqi Security Forces arrested four suspected Al-Qaeda in Iraq (AQI) criminal associates during a joint security operation June 28 about 19 kilometers west of Baghdad.

ISF and U.S. advisors searched several buildings for a suspected AQI leader allegedly involved in the production of improvised explosive devices.

Information and evidence gathered at the scene led Iraqi forces to identify and arrest four suspected AQI criminal associates.

All joint operations are conducted pursuant to a warrant issued by an Iraqi judge.

Iraqi and U.S. forces conduct joint operations in accordance with the Security Agreement and in coordination with the Iraqi government to target terrorists seeking to disrupt the security and stability of Iraq.

## ISF arrest 6 suspected AQI criminal associates in northern Iraq

**BAGHDAD**— Iraqi Security Forces arrested six suspected Al-Qaeda in Iraq (AQI) criminal associates during a joint security operation June 28 approximately 128 kilometers southwest of Mosul.

ISF and U.S. advisors searched several buildings for a suspected AQI member allegedly involved in the movement of foreign fighters into Iraq.

Information and evidence gathered at the scene led Iraqi forces to identify and arrest six suspected AQI criminal associates.

All joint operations are conducted pursuant to a warrant issued by an Iraqi judge.

Iraqi and U.S. forces conduct joint operations in accordance with the Security Agreement and in coordination with the Iraqi government to target terrorists seeking to disrupt the security and stability of Iraq.

## Joint operation net two suspected AQI criminal associates in Baghdad

**BAGHDAD**— Iraqi Security Forces arrested two suspected Al-Qaeda in Iraq (AQI) criminal associates during a joint security operation June 30 in southwest Baghdad.

ISF and U.S. advisors searched several buildings for a

suspected AQI member allegedly involved in the facilitation of improvised explosive devices.

Information and evidence gathered at the scene led Iraqi forces to identify and arrest two suspected AQI criminal associates.

All joint operations are conducted pursuant to a warrant issued by an Iraqi judge.

Iraqi and U.S. forces conduct joint operations in accordance with the Security Agreement and in coordination with the Iraqi government to target terrorists seeking to disrupt the security and stability of Iraq.

## Meeting between Allawi, Maliki positive, Iraqia continues negotiations

**BAGHDAD**— Iraqiya List's official spokeswoman, Maysoun al-Damluji, said the meeting between Ayad Allawi and Nuri al-Maliki was positive.

She said both parties agreed on committing to the constitutional time period to form the upcoming government.

Joint committees will continue to hold serious talks to facilitate the governmental formation.

"The meeting lasted about an hour and a half, perhaps a bit more. It took place at Dr. Ayad Allawi's residence. It was a friendly and positive gathering. There were agreements made on general contexts, while the details have become the task of the joint committee, to be put into action immediately. And there was a consent to commit to the constitutional period to form the government," Damluji said.

"Other topics entailed the national and political reconciliation, the electricity problems and oil contracts, and other general government cases".

"We are optimistic about this meeting. But we have to assure that this meeting does not come at the expense of our coalition's talks with other political blocs. We will hold negotiations with the Iraqi National Alliance, the Kurdistan Alliance, Tawafuq, Iraq's Unity Alliance and all other blocs."

## 13 killed in Iraq attacks, including army general, four policemen

**BAGHDAD**— A series of bombings and shootings around Iraq claimed 13 lives, including four policemen, an Iraqi army general and a 9-year-old girl, Iraqi officials said.

While violence has dropped overall across the country, the attacks underline the continued threat to government employees and members of the security forces, who are often targeted by insurgents trying to destabilize the country.

The four policemen were killed when an explosives-laden car detonated next to a police patrol in the town of Beiji, 155 miles (250 kilometers) north of Baghdad, said Iraqi police officials. A civilian in a nearby vehicle was also killed and at least seven civilians were wounded in that attack.

A brigadier general with the Iraqi Army was killed when a bomb attached to his car exploded in Kazimiyah, a primarily Shiite district in northern Baghdad, police and hospital officials said.

In the volatile Diyala province, gunmen killed four members of a Sunni family, including a 9-year girl, as the family was walking near their house in the town of Khalis, 50 miles (80 kilometers) north of Baghdad, said local police officials.

An official with the Baghdad provincial council, Qahtan Abdul-Hussein, died when a bomb attached to his vehicle went off as he was driving through a security checkpoint in the mainly Shiite district of Hurriyah in northern Baghdad, the Baghdad provincial council said in a press release.

"Terrorists have killed an official in charge of the social welfare department in Baghdad's provincial council," the council said in the statement. "This cowardly terrorist attack will not undermine its (the council's) employees from carrying out their jobs in serving Baghdad and its people."

According to the statement, a policeman at the checkpoint was also injured in the incident.

In a separate attack in Beiji, police said gunmen opened fire on an oil truck traveling on a highway just outside the city, killing its driver. Oil-related infrastructure such as pipelines or refineries have often been targeted by insurgents looking to disrupt the flow of oil and hurt Iraq's oil income.

In the northern city of Mosul, gunmen broke into a house, killing one woman and wounding two others, police and hospital officials said.

Officials in southern city of Basra said the bullet-riddled body of Sabri al-Asadi, a municipal official who missing for two days, was found.

Al-Asadi has criticized political groups thought to have been stirring up anti-government protests over power shortages in Basra last week. The demonstrations turned violent and claimed two lives.

The officials spoke on condition of anonymity because they were not authorized to speak to the media.

In another development, Iraqi Prime Minister Nouri al-Maliki met with his main political rival, Ayad Allawi, in what was widely viewed as an attempt to mend their bitter feud and resolve the country's political deadlock.

The meeting was the second between the two men, who are competing to be the next prime minister after the inconclusive March 7 election.

Al-Maliki visited Allawi at his Baghdad office, and the two men shook hands warmly before sitting down to a closed-door meeting. Neither side commented immediately after the session.

Allawi heads the Iraqiya list, which garnered heavy support with Iraq's minority Sunni community. His list won 91 seats in the parliament to 89 seats for al-Maliki's list, out of a total of 325.

Since neither won the majority needed to govern outright, the result has been a drawn-out process of political fighting as each side attempts to gather political allies to form a government.

Ali al-Dabbagh, a spokesman for the prime minister, described the meeting as "positive and good" but stressed that no deals were reached.

## ISF arrest suspected AQI member, 5 alleged criminal associates

**BAGHDAD**— Iraqi Security Forces arrested a suspected Al-Qaeda in Iraq (AQI) member and five alleged criminal associates during a joint security operation June 29 in Bayji, about 103 kilometers southwest of Kirkuk.

ISF and U.S. advisors searched several buildings for a suspected AQI member allegedly involved in building improvised explosive devices.

A large amount of evidence believed to be related to the manufacture, emplacement and employment of IEDs targeting security forces and civilians was collected at the scene of the arrest.

Additional information and evidence gathered at the scene led Iraqi forces to identify and arrest the warranted individual and five suspected AQI criminal associates.

All joint operations are conducted pursuant to a warrant issued by an Iraqi judge.

Iraqi and U.S. forces conduct joint operations in accordance with the Security Agreement and in coordination with the Iraqi government to target terrorists seeking to disrupt the security and stability of Iraq.

## Turkey hosts cooperative borders meeting with Iraqi officials

**BAGHDAD**— Turkey hosted the Turkey/Iraq cooperative borders meeting on June 29 in Silopi, Turkey to discuss

# IRAQ

★ border issues and strengthen cooperation efforts between the two countries.

The meeting was led by corps commander Lt. Gen. Altintas from Turkey, the Commander of the Iraqi Directorate of Border Enforcement, Lt. Gen. Mushin, and senior U.S. Forces officers.

This was the first time that the Iraqi Borders commander and the Turkish corps commander responsible for the Turkey/Iraq border have met. Both sides agreed to meet regularly to discuss border issues.

The meeting included visits to both Turkish and Iraqi border outposts as well as establishing dates for future meetings to discuss secondary border crossing points to enhance trade and sharing of border security information.

## USF-I prepares to transfer Cropper Theater Internment Facility to GoI

★ **FORWARD OPERATING BASE FUTURE, Iraq**— Officials from the Government of Iraq met with representatives of United States Forces - Iraq June 22 to finalize plans for the transfer of the Cropper Theater Internment Facility to the Iraqi government.

Maj. Gen. Jerry Cannon, USF-I deputy commanding general for detainee operations and provost marshal general, opened the third and final transfer planning conference by reminding everyone that the date scheduled for the transfer is fast approaching.

“Ninety-nine days ago we turned over the keys to the Taji Theater Internment Facility Reconciliation Center (TIFRC),” Cannon said. “We only have a few days left until we turn over the keys to the Cropper TIF. Thanks to everyone for your hard work to get us to this point; we still have more work left to do. If we’ve done our jobs well, this will be the last meeting before the transfer.”

Cannon, flanked by Maj. Gen. Hassan Salman Khalifah Jamal al-Baydani, Baghdad Operations Center chief of staff and Deputy Minister Posho Ibraheem, senior deputy minister of justice, listened intently as the transition working groups presented assessments on working issues that need completing prior to the transfer on July 15.

Faras Fami Azeez, the director general of the Iraqi corrections service and Brig. Gen. Faisal Muhsin of the Federal Police, were also present.

According to Lt. Col. Curtis Holden, chief of the Release Operations Center, everyone is working hard to ensure all warrants, detention orders and conviction orders are squared away in order to transfer the detainees and their property to the Ministry of Justice. He also stated that the process is progressing on schedule.

“We transferred over 900 detainees in the last two weeks to get us prepared (for) this transfer,” Holden said.

The Cropper TIF currently houses about 1,900 detainees, with the capacity to hold up to 4,000 detainees. It is the last large-sized internment facility in Iraq operated by U.S. forces. Its transfer to the Government of Iraq represents a milestone in detention operations.

Until the transfer, the 49th Military Police Brigade Tactical Command Post, from Fairfield, Calif., will continue to oversee TIF operations. They are augmented by the 705th Military Police Battalion from Fort Leavenworth, Kan. The 705th MP Battalion, which operates the United States Disciplinary Barracks, was involved when the Taji TIFRC at Camp Taji was transferred to the GoI in March.

Maj. Daniel Rempfer, executive officer for the 49th TAC CP, was the executive officer of the 705th at the time of the Taji transfer. He said lessons learned from the Taji transfer are being applied to Cropper to ensure the Iraqis are set up for success.

“They know how to do the mission, their people are

trained,” Rempfer said. “The best thing we can do to set them up for success is give them the facility, the property and the equipment to sustain the mission.”

Rempfer said U.S. forces will maintain contract oversight that provides sustainment services, such as power, water and waste management, until Dec. 31. The goal is to assist the Iraqi government over time as they develop the ability to be self-sustaining, he said.

This is the third theater internment facility in the last 12 months to be closed or transferred to the Government of Iraq. Camp Bucca was closed Sept. 17, 2009, and its detainees were transferred to the Taji TIFRC or Cropper TIF. The Taji TIFRC, which housed about 2,600 detainees, was transferred to Iraqi control March 30, 2010.

In addition, the Iraqi Corrections Academy at Forward Operating Base Future was transferred to the Ministry of Justice Dec. 15, 2009, and renamed the National Corrections Training Center (NCTC).

The NCTC, with assistance from the International Criminal Investigation and Assistance Program, train Iraqi correctional officers and support personnel who will be responsible for operating the internment facilities.

## Iraqi-purchased M1A1s roll off production line, head to theater

★ **BAGHDAD**— The first shipment of 140 M1A1 Abrams tanks purchased by the Government of Iraq from the U.S. rolled off the production line in Lima, Ohio, this month and is being loaded in Charleston, S.C., onto a ship bound for Iraq.

Eleven M1A1 Abrams tanks, along with an M88A2 recovery vehicle, are scheduled to arrive in Iraq in August. The remaining 129 tanks and seven recovery vehicles will be delivered before December 2011.

According to Army Lt. Col. Tom Bentzel, Iraq Foreign Military Sales director for the Project Manager Heavy Brigade Combat Team, the tanks will be transitioned to the Iraqis at the Besmaya Combat Training Center. Once fielded, the Iraqi Army is expected to integrate the tanks into the 9th Iraqi Army Mechanized Division, located in central Iraq.

“The delivery of these tanks is a significant milestone which begins to establish Iraq’s conventional defensive capabilities,” said Army Lt. Gen. Michael D. Barbero, deputy commanding general, advising and training. “A secure and stable Iraq that has the capability to defend its sovereignty will be a stabilizing influence in the region.”

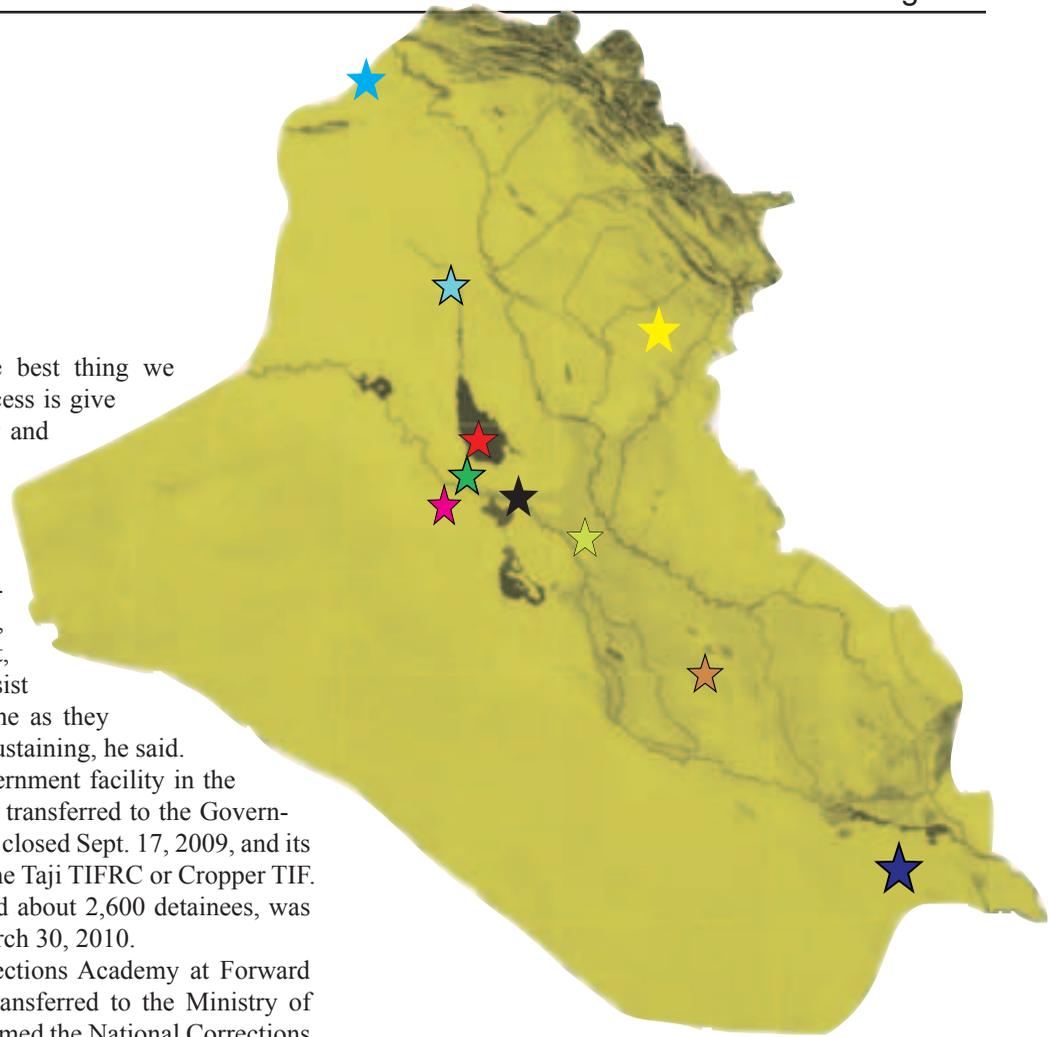
The Iraqi Army and U.S. Army have been working together since 2009 to familiarize Iraqi tank crewmembers with the Abrams tank in anticipation of the Iraqi tanks’ arrival. Sixty-five crews are already trained. Iraqi crewmembers are also scheduled to receive a complete new equipment training package in conjunction with the fielding of the tanks.

The Government of Iraq purchased the equipment under a Foreign Military Sales agreement with the U.S. government.

“We are proud to deliver the best tank in the world to our Iraqi counterparts,” Bentzel said.

## Iraq will not allow toxic waste from U.S. troops to be buried

★ **BAGHDAD**— Ali al-Dabbagh, an Iraqi government spokesman, announced “the Iraqi government would not accept any toxic waste from U.S. troops and bases inside the Iraqi territory.”



The U.S. Army invited Iraqi officials on a tour at the equipment collection areas, to explain the mechanisms of waste collection, and how it will be treated.

Al-Dabbagh pointed out that, the wastes and residues had been transferred by U.S. forces away from residential areas in preparation for treatments and disposals.

U.S. Army officials assure us that any materials which cannot be treated, which is considered as toxic waste will be transferred out of the Iraqi territory. The U.S. Army handling procedures of toxic waste in Iraq is acceptable. “This method will ensure that no leakage of any toxic material will be a threat to the Iraqi public health,” Al-Dabbagh said.

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# We Succeeded



Gen. Raymond Odierno (foremost left), United States Forces-Iraq commanding general, and Lt. Gen. Robert Cone (foremost right), United States Forces-Iraq deputy commanding general for operations and III Corps Commander, bow their heads in silence during the benediction at a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.



ABOVE: Sgt. 1st Class Frederick Thompson, noncommissioned officer-in-charge with the 159th Seaport Operations Company, 13th Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) and a Youngstown, Ohio, native, salutes the American flag during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.

As the 13th Sustainment Command (Expeditionary) reaches a successful end of deployment, the 103rd ESC continues the mission.

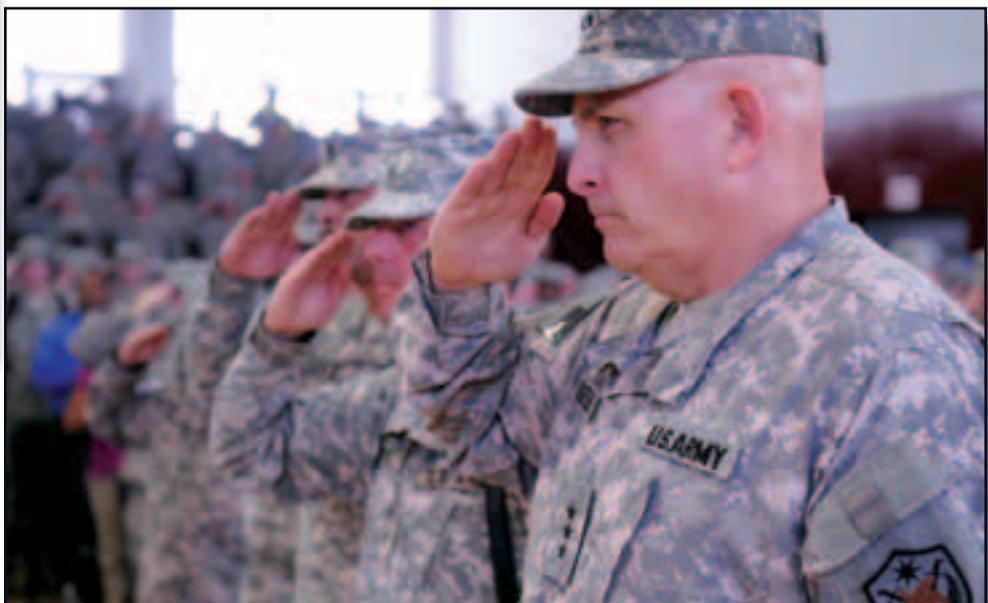
Photos by Sgt. Chad Menegay



ABOVE: Soldiers of the 159th Seaport Operations Company, 13th Combat Sustainment Support Battalion, 3rd Sustainment Brigade, 13th Sustainment Command (Expeditionary) act as color guards during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.



ABOVE: Brig. Gen. Mark W. Corson, the commanding general of the 103rd Sustainment Command (Expeditionary) and Command Sgt. Maj. LeRoy Haugland, the senior enlisted adviser of the 103rd ESC, uncasing the unit's colors during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.



RIGHT: Lt. Gen. Kenneth Hunzeker, deputy commanding general, United States Forces Iraq, salutes the American flag during a transfer of authority ceremony between the 13th Sustainment Command (Expeditionary) and the 103rd ESC July 1 at Joint Base Balad, Iraq.