



# Arrows Forward!



Joint Sustainment Command—Afghanistan

VOLUME 1, ISSUE 2

SEPTEMBER 2011

## From HHC - 1st Lt. Pamela Elliott



Brig. Gen. Les J. Carroll, officially hands over HHC Command to 1LT Pamela Elliott during a Change of Command ceremony, July 31, Kandahar Airfield, Afghanistan. (U.S. Army Photo by Spc. Andrew S. Valles)

This deployment is a personal sacrifice to every soldier during a time of war; we have left our families, friends and jobs to serve our country in another country that has been plagued with war for decades and throughout most of its history. The reasons each of us serve our country are different, yet uniquely the same with one common core value that is not diluted no matter where we are: "esprit de corps." I am very humbled and excited to

serve as your Company Commander; to serve alongside a unit of Soldiers that has been given the mission to, "sustain the war fighter." Despite what others may have called "challenges," our Soldiers have elevated that mission to set the new standard.....this is history in the making and each of you are distinctively the writers of this chapter in your military career, which others will be given a Technical Manual to follow - 4<sup>TH</sup> Sustainment Command (Expeditionary) , Hooah!

### JOINT SUSTAINMENT COMMAND—AFGHANISTAN

BG LES J. CARROLL,  
COMMANDING GENERAL

CSM TRAVIS WILLIAMS,  
COMMAND SGT. MAJ.

LTC GORDON TATE  
CHIEF OF PUBLIC AFFAIRS

SFC BENARI POULTEN  
DEPUTY CHIEF OF  
PUBLIC AFFAIRS

SPC ANDREW VALLES  
PUBLIC AFFAIRS  
SPECIALIST

Spc. Cody Winstead, the youngest Soldier in the 4th ESC, is first to be awarded the shoulder sleeve insignia for war-time service "Combat Patch" in a Patch Ceremony, August 28, Kandahar Airfield, Afghanistan. (U.S. Army Photo by Spc. Andrew S. Valles)



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## Ask the Doc – Lt. Col. P. Ann Loveless, MD

The Surgeon section would like to use the monthly column to answer Soldiers' questions on medical and environmental issues.

Questions can be submitted through the Surgeon's portal (<http://jsc-a.rcsouth.afghan.centcom.mil/specialstaff/surgeon>) at any time. Names and units are documented in case the question is not clear, but this information will remain CONFIDEN-

TIAL and neither published nor shared outside the Surgeon Section. We will select the questions of the month and address them in a future newsletter article .

The Surgeon Section consists of one physician, one senior medic, and one environmental science officer. Lt. Col. P. Ann Loveless, MD, was originally trained in Family Medicine and

switched careers to Preventive Medicine a few years ago. As a civilian, she works as a physician epidemiologist in infectious diseases. Sgt. 1st Class Benjamin Cuevas, 68W/P, is the Surgeon Section Non-Commissioned Officer in Charge. As a civilian he works as a hospital 3D CT/MRI Lead Technologist. Capt. Pamela Flynn, the Environmental Science Officer, has a Master of Sci-

ence in Environmental and Resource Engineering. She is food safety trained and also has experience with PCBs contamination of the Hudson River, heavy metal content of water, solid waste management, and power plant stack emissions.

We look forward to answering your questions on medical and environmental topics in future issues of this newsletter.

## Protect Your Investments – Electrical Safety

Recent safety assessments have noted facilities using electrical power strips not certified by internationally recognized product safety authorities. Use of these items pose a serious safety issue and are linked to numerous electrical fires throughout our compounds. Below is an exam-

ple of what happens to unsafe (unauthorized) power strips.

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are normally stamped into the plastic casing or affixed to the product on a square metallic hologram.





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## From the SPO Nation-Operation Contract Support Branch

The Operational Contract Support (OCS) Branch consists of 7 military service members located on Kandahar and Bagram Airfields, Afghanistan. The OCS mission is to coordinate, integrate, and provide oversight of operational sustainment contracts across the Combined/Joint Operations Area - Afghanistan (CJOA-A) in order to support sustainment operations.

The OCS branch processes an annual average of 150 critical sustainment

contracts valued at over \$2.3 Billion dollars. OCS contracts have positively impacted a variety of sustainment functions, to include contract trucking, bulk fuel accountability, water purification, force adjustment/reduction and aerial delivery.

The OCS branch is a key sustainment enabler, leveraging the capabilities of local vendors, the CONUS industrial base, and service providers worldwide to augment organic military support and services. OCS

provides responsible stewardship of government resources and dedicated planning, ensuring that best value solutions are identified and executed in support of sustainment requirements.

If you have any questions or need to submit any requirements packets please contact the OCS branch at DSN: 318-421-6651 or go to the website: <http://jsc-a.rcsouth.afghan.centcom.mil/spo/cont/default.aspx>



# “Embrace the Smell”—By Chaplain (Lt. Col.) Tom Roltsch

Abraham Lincoln said “In the end, it's not the years in your life that count. It's the life in your years.” There are many different ways of suffering through, coping with, or thriving in the deployment experience. The way we choose to spend our time here will determine what we get out of this experience and out of life in general. Some will lower their heads and plow on, suffering through each day, hoping that when they finally look up, time will have passed more rapidly than if had they been paying attention. They tend to allow themselves to be pinballs bouncing from one crisis to another, careening through the day, bounced by the demands of others. What a waste! Savor and appreciate this time, this place, and these people. I have slightly

modified what we were told at Fort Hood, but I think it conveys the same message. In order to truly thrive during this deployment, you must “Embrace the smell.”

When will you ever be in a better position to get to know the people with whom you live and work? Back home, we're too busy; but things are simpler here. The key to deployment lies in finding meaning in what you're experiencing now, not in regarding deployments as a waiting game. Don't think, “life will resume when I get home.” Life is happening to you now and you can decide what it means.

We pretend we're in control of what happens to

us, but that is a self-delusion. All that we really control is our personal response to the uncontrollable. In deployment, we get to choose our attitude and very little else. We can gripe about what's wrong, or we can find meaning in even the negative aspects of the situation and grow. Consider this quotation from Father Alfred D'Souza: “For a long time it had seemed to me that life was about to begin - real life. But there was always some obstacle in the way. Something to be got through first, some unfinished business, time still to be served, a debt to be paid. Then life would begin. At last it dawned on me that these obstacles were my life.” Don't wait for this deployment to end so that

you can go back home and have your life begin! Give the many obstacles and hardships that you face here meaning by recognizing that they produce character, resilience, wisdom, and strength.

For me, faith is also a source of meaning. I find my ultimate meaning in service to God. I encourage everyone to use their time here to explore their faith. Each week, there are over 50 religious services on KAF. This is a great time in your life to reconnect with your spirituality. Carl Sandburg said: “Time is the coin of your life. It is the only coin you have, and only you can determine how it will be spent. Be careful lest you let other people spend it for you.”

**Kandahar Air Field**  
**Religious Services /**  
**Studies / Events**  
**Chapel Ministry Center**  
**421-6111**

*Many thanks to Chaplain John Kalantzis for the quotations and the ideas for this article.*

## EO CORNER

**Lt. Col. Rose Bean,**  
**Equal Opportunity Advisor**

Last month, KAF's Joint Services Equal Opportunity team coordinated the Women's Equality Month observance. JSC-A would like to take this time and thank all personnel that attended this observance. The month of September is Hispanic Heritage Month.

Hispanic American Heritage Month—Hispanics \ Latinos account for 13 percent of the U.S. population and 12 percent of the private sector. In September 1968, Congress authorized President Lyndon B. Johnson to pro-

claim National Hispanic Heritage Week, which was to be observed during the week that included September 15<sup>th</sup> and 16<sup>th</sup>. In 1988 President Ronald Reagan expanded the observance to become Hispanic Heritage Month, beginning on September 15<sup>th</sup> and ending on October 15<sup>th</sup>.

In the United States, we observe Hispanic Heritage month by celebrating the culture and traditions of U.S. residents who trace their roots to Spain, Mexico, and the Spanish-speaking nations of Central America, South America, and the Caribbean.

### Hispanic Observance

**WHERE: MWR FEST TENT**

**WHEN: 19 SEP 2011**

**TIME: 1500-1600**

**HOST: LTC ROSE BEAN**

**SPEAKER: SGM JOSE PICON**

**Reminder: Equal Opportunity Leadership Course (EOLC) class starting 26 September -1 October for all E-5 (P) and higher. Call JSC-A EO office: 318-421-6617 for more information.**

**A SHARP course is tentatively scheduled to be taught in October in Afghanistan. Place, date and time will be announced later.**



# 'Resolute' warrior burns his mark during deployment

-Story and Photo by Sgt. Edwin J. Rodriguez, Task Force Resolute Public Affairs



The tip of a hot wire tool, or nib, can be seen glowing red as Staff Sgt. Omar Pagan, battle operations Noncommissioned Officer with Task Force Resolute, 7th Sustainment Brigade, touches up his latest piece of Pyrography, the art of burning marks into wood, Aug. 28 on Kandahar Airfield.

## -Kandahar Airfield, Afghanistan

Sitting on a Soldier's table is a light-colored piece of basswood on the verge of being emblazoned with a small spear beaming with fieriness. A modest amount of smoke, the aroma of ember and honey, dangles in the air inches from its source. Hours later, the small plaque of wood is a work of art representing valor, patriotism and the dedication of one deployed Soldier.

Staff Sgt. Omar Pagan, a battle operations Noncommissioned Officer with Task Force Resolute, 7th Sustainment Brigade, combines his gift for drawing and his passion to work with his hands, into an interest in Pyrography.

Getting into the art of Pyrography, the art of decorating wood with burning tools was an easy fit for Pagan. His interest in drawing evolved from his childhood. Growing up, he drew hundreds of pictures. His other forms of expression through his hands were stone necklaces, 3-D portraits made of paper, and even homemade gift baskets.

Pagan, who is originally from San Juan, Puerto Rico, started his development in Pyrography by

watching videos online and reading books on the topic. It was more of an accident how he got started into the art as he was engrossed in another pastime, hand engraving.

"I started engraving in 2008, but after coming across a Pyrography magazine at a store, I was immediately fascinated by it"

For the next two years he studied Pyrography. Even with his pending deployment to Afghanistan in February, he still wanted to continue with his pastime. Before he departed Virginia he purchased books and equipment and started drawing letters and calligraphy by free hand before moving to the drawing board per say with wood burning. He did not start burning images on wood until after his arrival to KAF.

When Pagan is not working in the command information center he is perfecting his craft.

"Most of my free time here is spent learning about wood burning. I set up my station with a wood burning system, a hot wire tool and metal tips called nibs," said Pagan. "I have plenty of ideas in my head

with ample time to do them."

The passion for his work is easily evident when he talks about it.

"I find real enjoyment in it. If I have an image, or thought, I get lost in my work," said Pagan. "Next thing you know four hours later I am finished with a project. It's really engaging.

Captain Tez Roberson, a battle captain for the operations section of TF-Resolute was impressed by Pagan's work.

"He is very talented and creative. I saw some of his work and thought it was great," said Roberson. "So good I wanted one!"

In a part of the world where his mission is to report significant activities in and around Southern Afghanistan, having an outlet to look forward when his shift is over can be a huge relief. Pyrography is not a hobby for Pagan, but a skill that he hopes to master. Like Roberson, many agree that if Pagan's wood burning gets better, it can take him a long way.



## 401st helps keep IED detection dogs in the fight

Story and Photos by Mary S. Barkley, 401st AFSB Public Affairs



Col. Michel M. Russell, Sr., 401st Army Field Support Brigade commander, pets one of the IED detection dogs cared for by Soldiers from 358th Medical Detachment, Veterinary Services at Forward Operating Base Leatherneck August 2 as Capt. Bradley M. Fields and Sgt. Adelyn Perez, explain details of their mission.

Keeping Soldiers in the fight is always a priority and the 401st Army Field Support Brigade's adopted unit, The 358th Medical Detachment, Veterinary Services, does that in an extraordinary way.

The 358th Medical Detachment, Veterinary Services, is an Army Veterinary Services Reserve unit from Alabama whose mission includes keeping IED detection dogs healthy and in the fight.

After visiting the unit, at Forward Operating Base Leatherneck in January 2011, then 401st commander Col. Richard B. O'Connor wanted to assist the unit in accomplishing their important mission. He decided to 'adopt' the unit and linked them with the 401st AFSB's Logistics Task Force Leatherneck.

Responding to O'Connor's primary concern of obtaining an ambulance, 401st AFSB personnel located an M997 HMMWV ambulance from a Defense Logistics Agency Disposition Services yard and refurbished it. The 401st was also able to obtain a M1114 HMMWV now dubbed 'AMC 6' for use as a secondary ambulance said Lt. Col. Robert Roy, 401st LTF Leatherneck commander.

"We had no way to receive a patient [military working dog] from the airfield," said Capt. Bradley M. Fields, veterinarian. "The ambulance lets us transport litter-bound patients."

Fields has completed more than 400 surgeries in what is now a level 3 trauma deployed hospital,

but recalled using duct tape on the first dog he cared for. He said injuries to the dogs include shrapnel wounds, hernias, sucking chest wounds and post traumatic stress. The only injuries that cannot be cared for in theater are long-bone fractures due to the lengthy recovery time.

"Our job is to keep the dogs healthy and in the field," Fields added.

The dogs, all Labrador Retrievers, live adjacent to the clinic in a kennel that had no heat or air conditioning until the 401st worked with Army Sustainment Command's Logistics Civil Assistance Program to install a generator to heat and cool the kennel. Fields said the temperatures are controlled enough to keep the dogs comfortable, but still keep them acclimated to the conditions they work in every day.

Col. Michel M. Russell, Sr., 401st AFSB commander since July 17, visited the clinic and kennel August 2 and pledged to continue the relationship between 401st and the Army Veterinary Service units assigned to Leatherneck. His first concern is to provide a back-up generator so the staff will not have to rely on battery power during surgeries in the event of a generator failure.

"Keep up the good work," Russell said. "We will continue to support you."



## Knowledge Management – Shared Knowledge is Power

Knowledge Management (KM) is a common buzz word these days in the Army. The 4<sup>th</sup> ESC, JSC-A, has been right in the middle of the frenzy since early 2010. Like any function the Army undertakes, great Non-Commissioned Officers in Charge are required to “make it happen”, especially in new frontiers. Sgt. Jose Perez, KM Sergeant for the 4<sup>th</sup> ESC, is one of those great NCO’s.

Knowledge Management isn’t a new frontier. The Army has been practicing facets of KM since the Army was stood up. KM today means old and new processes combined with new tools, the most visible of which is SharePoint. Sgt. Perez accepted the challenge of standing up the first “pure” Knowledge Management Section within a deploying ESC. His vision and leadership ensured that key aspects of KM were put in place prior to deployment.

Sgt. Perez’s foundation and con-

tinued efforts have enabled the 4<sup>th</sup> ESC to hit the ground running upon arrival in Afghanistan in support of Operation Enduring Freedom. The objective? To be the go-to portal (web site) for sustainment knowledge in Afghanistan. And the KM team is well on its way.

The 4<sup>th</sup> ESC Chief of Staff, Col. Rufus Woods, had the vision of a knowledge management team that would be staffed from a variety of backgrounds and experience.

Sgt. Perez received three new members to the section. An Officer in Charge or Knowledge Management Officer; Lt. Col. Andy Stone, a Deputy; 2nd Lt. Loren Teillon, and an NCOIC; Sgt. 1st Class Stephen Vath. Upon arrival to Kandahar the team joined a contractor asset Mr. William Knowlin, site developer.

The team has an outstanding group of Knowledge Management Representatives (KMRs), over 30, spread throughout the command.

KMRs are critical to enabling each section to manage the sub-sections of the command portals.

If one portal to manage wasn’t enough, the KM team, to include the KMRs, must ensure that three portals are operating smoothly and up to date, providing viewers with instant knowledge. The early stages of the KM job involve identification of the current status of the portals, implementing a hierarchy of access to the portal pages and constant training for the command. As the months progress, the goal is the sharing of knowledge both within the JSC-A, which includes 40,000 logistical soldiers and civilians, as well as any consumer of logistical knowledge throughout Afghanistan and beyond.

Few jobs are too big for an enlisted soldier. Sgt. Perez has proven that with hard work and a lot of smarts, Logistical Knowledge will be shared in support of OEF.



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# THE "IG-TEAM"



## Greetings from the JSC-A IG office!

In this newsletter, I would like to introduce myself as the new Command Inspector General of JSC-A. I, along with my Assistant IG Master Sergeant Harris (he will be introduced next month), arrived in theater in July. We are located at Kandahar Airfield. Our responsibilities include all units subordinate to the JSC-A. Brig. Gen. Carroll is my boss. If you work for the JSC-A, and you have a complaint which you've already brought to your chain of command but they cannot resolve, then you may contact this IG office for assistance.

Introductions aside, I would like to provide you with a description of the role of the Inspector General. Everyone has heard of the "IG", but often people think the IG can fix everything under the sun. Although we exist to help Soldiers, Civilians, and their Families resolve difficult situations, there are IG appropriate complaints and non-IG appropriate complaints.

Some issues may not be appropriate for the IG. Criminal allegations must be addressed through your chain of command or at the local CID or MP. Equal Opportunity issues dealing with discrimination of gender, race, and religion should be addressed through the chain of command or the local EO office. If you work in a hazardous working environment you should immediately consult your local Safety Office for redress. Issues with an OER/NCOER, use the available means of redress listed in AR 623-3. In addition, the following non-IG appropriate issues also have their own form

of redress: court martial, non-judicial punishment, disputes with the type of discharge received, pending or requested discharges, Financial Liability Investigations of Property Loss and/or adverse information filed in personnel records except when it is the basis of an allegation of reprisal. So, when should you seek IG assistance?

First, everyone has the right to see the IG. Secondly, no allegation or request for assistance will be ignored. While some issues may not be IG appropriate, providing information on appropriate redress is IG appropriate.

Finally, records from the IG cannot be used for adverse action.

How do you submit a complaint with the IG? A complaint or request for assistance can be presented in person, by telephone, email, or regular mail Fill out a DA Form 1559. This will initiate IG action.

Filing a complaint or addressing an issue without fear of reprisal is the right of any JSC-A Soldier, Civilian, or Family Member. After all, problem solving is one of the IG's primary missions.

Please consider the following prior to seeing your local IG:

**Be sure that you have a problem, not just a peeve.** We can all find something to vent about. Think about the problem and ask, "What regulation or policy is being violated?" No violation – no IG needed.

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

a reasonable amount of time before seeking IG assistance. Keep in mind, also, that all Commanders IAW AR 600-20 have an open door policy.

**Your first course of action should not be the IG.** The vast majority of cases brought to the IG are referred back to the chain of command anyhow.

**If IG assistance is needed contact the appropriate IG.** Soldier, Civilians, and their Families should contact the JSC-A IG office.

**Understand that IGs are not policy makers.** Commanders make policies.

**Keep in mind that IGs can only recommend, not order a resolution.** If there is a violation of regulatory standard, the IG will take appropriate action.

**Remember: IGs can only resolve a case based on fact.** IGs are fact finders, so be honest.

**Don't expect instant action on your request...Be Patient.** Your complaint will not be the only complaint we receive.

**Be prepared to take "No" for the answer.** You may not like "No" or the resolution we propose, but IGs will explain why that decision was reached.

If the chain of command cannot resolve the complaint, then you may contact the JSC-A 'IG' Team:

MAJ Gavin Reid

Command Inspector General

DSN: 318-421-6568

[gavin.reid@afghan.swa.army.mil](mailto:gavin.reid@afghan.swa.army.mil)



# JSC-A hosts Eid ul-Fitr celebration at KAF

Kandahar Airfield, Afghanistan –

About 800 local Muslims gathered together at Kandahar Airfield, Afghanistan for an early morning prayer on August 30th, 2011, which began the three day celebration Eid ul-Fitr, the feast marking the end of Ramazan. The event was coordinated by the Joint Sustainment Command – Afghanistan Command Chaplain's office, KAF officials, and local religious leaders.

JSC-A Chaplain's Assistant RP2 William McCall reflected on the impressive display of unity: "For an event of this nature to take place, everything had to be professionally coordinated. Every single department played a key role in working with the JSC-A Chaplain's Section to come together and support our Muslim brothers. [Eid ul-Fitr] is a time for celebration, and a time to spend with family. On this day, we were all family".



Chaplain (LTC) Tom Roltsch, greets local Muslims as they arrive for the morning prayers. (U.S. Army Photo by Spc. Andrew S. Valles)



(U.S. Army Photo by Sgt. 1st Class Benari L. Poulten)



(U.S. Army Photo by Spc. Andrew S. Valles)



# Canadian Army donates humanitarian supplies, supports Afghan reconstruction efforts

-Story by Staff Sgt. Alexander Burnett, TF-Resolute Public Affairs

## -Kandahar Airfield, Afghanistan

The counter insurgency strategy employed by coalition forces in Afghanistan is one that focuses on building trust and confidence in the Afghan people. United States and coalition partners work together to provide necessary supplies to the Afghan population in order to better their lives. Most of these supplies are donated by the armed forces and their home countries.

Members of the Canadian Army Mission Transition Task Force donated \$1.2 million dollars worth of humanitarian aid supplies to the Kandahar Airfield humanitarian assistance yard, Sept. 5.

The Canadian Army donated 140 tents, each of which can house up to 20 people to the HA yard. The tents will be donated to the Afghan people for use as housing in the winter months or schools for Afghan children.

"The humanitarian assistance yard on Kandahar Airfield is an invaluable resource to the Canadian Army," said Canadian Warrant Officer Rob Deans, an influence activities specialist assigned to the MTTF. "It allows us to take equipment and supplies and donate them to the Afghan people, building trust, confidence and a relationship with them."

To commemorate the large donation, the commanding generals of both Joint Sustainment Command-Afghanistan and the Mission Transition Task Force made a visit to the HA Yard. U.S. Army Brig. Gen. Les Carroll, the JSC-A commanding general, expressed his thanks to Canadian Army Brig. Gen. Chuck Lamarre, the MTTF commanding general.

"This donation will be a huge help



U.S. Army Brig. Gen. Les Carroll, the JSC-A commanding general speaks with Canadian Army Brig. Gen. Chuck Lamarre, the Mission Transition Task Force commanding general during a visit to the humanitarian assistance yard. (U.S. Army Photo by Spc. Andrew S. Valles)

to the humanitarian mission in Afghanistan and is tremendously generous," said Carroll. "This will provide great assistance to the people of Afghanistan."

The Canadian Army had donated to the HA Yard several times before. They contributed clothing, blankets, personal hygiene items, printer cartridges and school supplies. They

will contribute more supplies in the future.

"The donations we make and will continue to make are one way we help with counter insurgency efforts," said Lamarre. "We hope to donate more supplies to aid the Afghan people through the humanitarian assistance yard in the future."



Lt. Col. Joel Jeffers, JSC-A Civil Military Operations Officer, explains the mission of the humanitarian yard to U.S. Army Brig. Gen. Les Carroll, the JSC-A commanding general, and Canadian Army Brig. Gen. Chuck Lamarre, the Mission Transition Task Force commanding general, during a visit to the yard. (U.S. Army Photo by Spc. Andrew S. Valles)



# JSC-A celebrates groundbreaking of cost-saving health clinic

—Photos by Spc. Andrew S. Valles



JSC-A troops, including Brig. Gen. Les J. Carroll and Command Sgt. Maj. Travis Williams, celebrate the groundbreaking for the Sovereign Healthcare Clinic, September 1, Kandahar Airfield, Afghanistan. The project was initiated by Mr. Paritosh Yadava, working in conjunction with JSC-A, and was most recently spearheaded by Lt. Col. Michael J. Junod and Sgt. 1st Class Armando S. Badillo of the 4th ESC to make the proposed clinic a reality. The clinic's goal is to provide an affordable medical care facility and improve the living conditions for local contractors who work with Coalition Forces in support of Operation Enduring Freedom.



# Listening to concerns

Story by Spc. Michael Vanpool, 101st Sustainment Brigade Public Affairs

BALKH PROVINCE, Afghanistan – Around a large conference table sits they sit, a mixture of suits, the National Dress of Afghanistan, and camouflage.

Afghan men and women traveled from the 66 villages of the Dehdadi district here to have a seat, and in turn a voice, at this table.

Once a month, leaders with the 530th Combat Sustainment Support Battalion, 101st Sustainment Brigade, conducts a shura with the local government and village elders of Dehdadi to discuss methods of improvement for the region.

Numerous local reconstruction projects started from these meetings. The battalion listens to the needs of the locals to start reconstruction through the Commander's Emergency Response Program.

"The only way we can find out exactly what the people need is to hold a meeting where they express to the leaders of the community," said 1st Lt. Sharon Height, a member of the 530th CSSB CERP team.

The theme of each meeting remains constant: education, healthcare and water are emphasized for the 100,000 families here, and they discuss specific needs of the community. Out of the meetings, the battalion learned ways to help, including building wells and refurbishing schools, hospitals and mosques.

"The people of Dehdadi are very excited about the reconstruction, the hospital, the schools, the wells, by International Security Assistance Forces, and American forces," said Wali Shah, the sub governor for the Dehdadi district.



Sgt. 1st Class Christina Hill, the communications section noncommissioned officer in charge for the 530th Combat Sustainment Support Battalion, 101st Sustainment Brigade, talks with Wali Shah, the sub governor for the Dehdadi district after a monthly shura. The 530th CSSB meets monthly with the local government and village elders of Dehdadi to discuss ways to improve the region. (U.S. Army Photo by Spc. Michael Vanpool)

Around the table, the village elders express the building and improvement of public areas for the hundreds of people they represent.

"The purpose of the CERP program is not to fund projects that are going to turn around and make individuals money," Height said, "it's more trying to help the community and serve as many people as possible."

As men continue their talks, Height and other female Soldiers walk to another room and listen to the other half of the community. Though their numbers are smaller than the men next door, the Afghan women spoke with larger voice.

"Being from the western world when you think of Afghan women, you would think very docile, very meek, almost passive, but they were far from that today," Height said.

"Once the men left the room, and the older gentleman translated, I could not understand the language in which they spoke, but the passion could transcend any language. It was universal."

Their words echoed with the intensity of the thousands of women in Dehdadi. Their enthusiasm was powered by the hope of a better future for their children.

"They were passionate about the things that were important to them, such as computers, such as schools, such as health care," Height said.

"It transcends nationality, race, language. It's something women around the world are concerned about. The same things that matter

—CONCERNS

Continued on pg. 13



# Closing up shop—the beginning of the end

By Capt. Kate Oravitz Weeks,  
313th JMCB

**BAGRAM AIRFIELD**—Last month, several members of the 313th Joint Movement Control Battalion experienced the beginning of changes in the U.S. involvement in Afghanistan. They supported, as subject matter experts on movement control and Host Nation Trucking assets, the closure of Combat Outpost Jalrez, Wardak Province, Afghanistan.

The five battalion personnel acted as a conduit between the supported unit and HNT process. They also facilitated the assignment of missions for HNT trucks as well as reassignment of missions when plans changed.

The whole project took a little less than three weeks, from July 3–20. The battalion personnel carried out the mission from three separate locations: Forward Operating Base Airborne and COPs Garda and Jalrez.

Units encountered difficulties with the process of requesting HNT support during previous closures. The 313th JMCB presence mitigated past confusion and ensure a smooth closure and the most effective use of government funds.

Soldiers and civilians worked together dismantling containerized buildings and loading them onto HNTs. The trucks then traveled to FOB Airborne and COP Garda in order to deliver the equipment.

This cooperative effort enabled COP Jalrez to close ahead of schedule, which meant the battalion's team could return to their usual locations—and showers—a little earlier.

"I was just happy to get back to a dining facility. We were eating MREs at COP Jalrez," said Chief Warrant Officer 2 Troy Mara, team lead for the 313th JMCB.

As the combat outpost closed, all the amenities boarded the HNT trucks. The accommodations were less than desirable, but it was worth the inconvenience.

"Once again, the 313th JMCB accomplished the mission," said Mara. Without a doubt, the collaboration between battalion staff and movement control team personnel made the difference—and the success!



Photo by CW2 Troy Mara  
COP Jalrez as it stood July 6 before a team from the 313th JMCB traveled to Wardak Province to assist in its closing and transporting of all remaining equipment.



Photo by CW2 Troy Mara  
COP Jalrez is nearing closure; the final T-wall barriers are loaded onto host nation trucks for movement to FOB Airborne July 18.



Courtesy Photo  
CW2 Troy Mara, team lead of the 313th JMCB personnel, takes a final photo at COP Jalrez before boarding a MRAP for movement to FOB Airborne.

## —CONCERNS

Continued from pg. 12

to American women, to European women, to African women, it matters to them as well."

While they discussed the significance of simple improvements, such as desks and school supplies for the 31,000 students in Dehdadi, the women also looked toward the future. They stressed the need for computers, common in American classrooms, to prepare their children and grandchildren for a better tomorrow.

As Height diligently took notes of the women's concerns, a soldier next door wrote down the needs brought on around the table with the local men. When they leave the shura, the transcripts will lay the groundwork for future projects of the CERP team.

Soon, the soldiers and locals will meet again as the words from around a table evolve and become refurbished hospitals, schools and mosques. From the ground breaking to the ribbon cutting, the Soldiers of the CERP team will see the men,

women and children that benefit from the renovations.

"To see the little children playing and giving a thumbs-up, they can't speak the language, but they give a thumbs-up," Height said. "A thumbs-up means, 'Hey we really like this, we really want you to be a part of what's going on here.' It's amazing, and even though we're changing their lives, in some way indirectly, they're changing ours too."



# Outback Steakhouse “Feeding Freedom Tour” comes to KAF

—Photo by Spc. Andrew S. Valles

Kandahar Airfield, Afghanistan — Outback Steakhouse, a Tampa Florida based restaurant chain, honored thousands of troops in Afghanistan with their “Feeding Freedom Tour” culminating in a two day extravaganza at Kandahar Airfield. Comedian Andy Hendrickson and rockers The Goldy Locks Band entertained KAF on September 10 with crowd pleasing performances throughout the night. On the 11th, Outback volunteers fed over 40,000 troops and contractors with prime cuts of grilled steak and their signature item, “The Bloomin’ Onion.”



The Goldy Locks Band rocks out during a concert for the troops, September 10, Kandahar Airfield, Afghanistan.



Spc. Matthew A. Dean poses for a photo with Goldy Locks from the Goldy Locks band during a concert for the troops, September 10, Kandahar Airfield, Afghanistan.



Comedian Andy Hendrickson performs for the troops, September 10, Kandahar Airfield, Afghanistan.



The JSC-A Public Affairs team rocks out with the Goldy Locks Band after a concert for the troops, September 10, Kandahar Airfield, Afghanistan.

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An Outback Steakhouse cook grilled up some mouthwatering steaks for troops, September 11, Kandahar Airfield, Afghani-



Outback Steakhouse volunteer hands out bloomin' onions and spinach dip to troops, September 11, Kandahar Airfield, Afghanistan.



Sgt. Vanessa C. Ramos, checks I.D. cards during a concert for troops by the Goldy Locks Band and comedian Andy Hendrickson, September 10, Kandahar Airfield, Afghanistan.

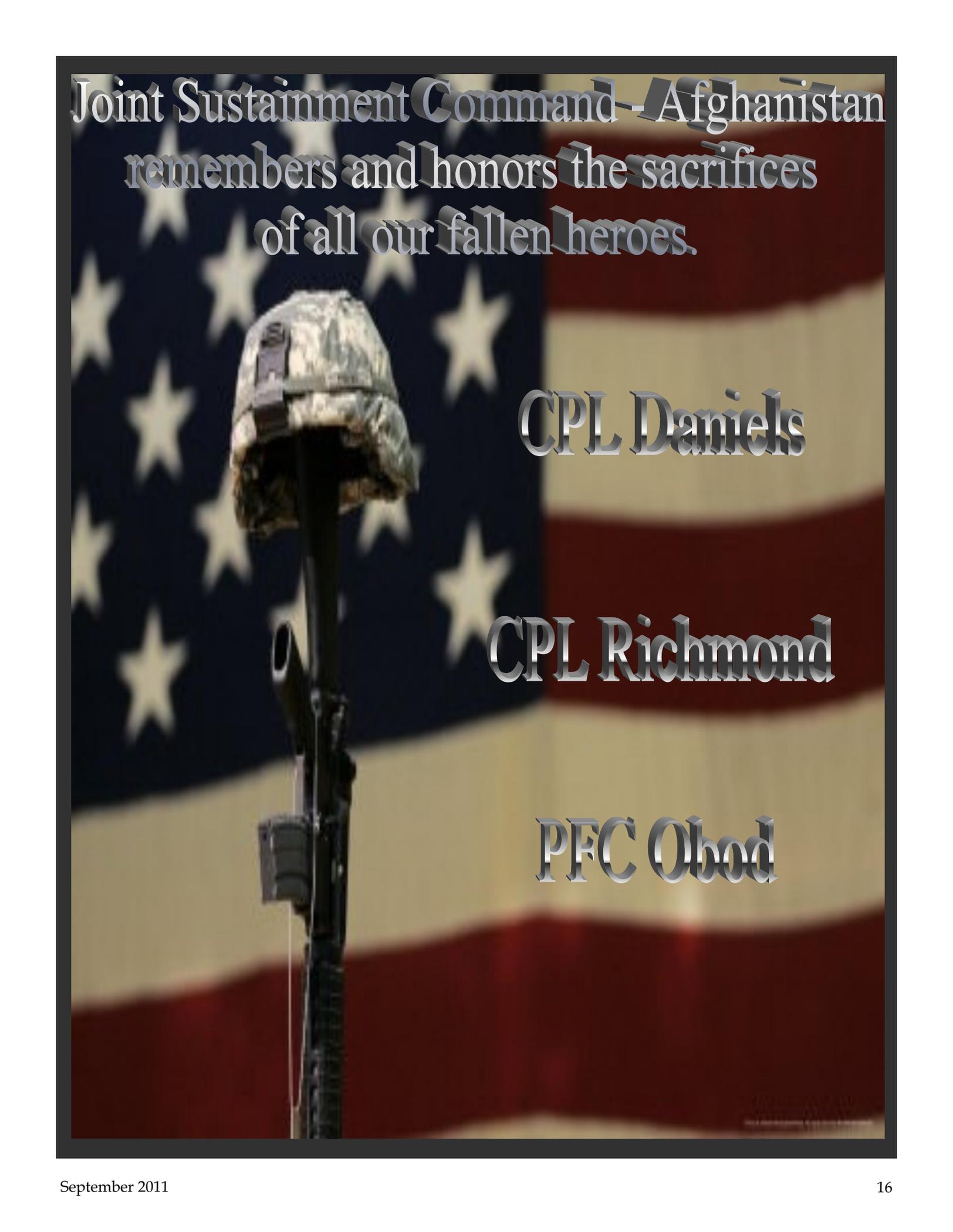


Spc. David Burciaga, Spc. Matthew A. Dean, Spc. Gary S. Crawford and Pfc. Mark A. Palos enjoy a meal provided by the Outback Steakhouse, September 11, Kandahar Airfield, Afghanistan.



CW5 Shirley B. Moser and 2Lt. Brendalyn L. Tavel enjoy a tasty meal provided by the Outback Steakhouse, September 11, Kandahar Airfield, Afghanistan.





Joint Sustainment Command - Afghanistan  
remembers and honors the sacrifices  
of all our fallen heroes.

CPL Daniels

CPL Richmond

PFC Obod