



# Arrows Forward!



## SASMO GRAND OPENING



Joint Sustainment Command—Afghanistan

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## HHC – Capt. Pamela L. Elliott, Company Commander



### JOINT SUSTAINMENT COMMAND—AFGHANISTAN

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PUBLIC AFFAIRS

SPC ANDREW VALLES  
PUBLIC AFFAIRS  
SPECIALIST

Congratulations to Lt. Col. Glenn Axelrod, Lt. Col. David Tsang, Lt. Col. Alex McCullough, Staff Sgt. Thomas Collins, and Spc. Randy Herrera on their recent promotions. Arrows Forward!

As we close in on our sixth group of R&R attendees returning, we have successfully processed over 217 R&R packets. We will send out our last group of R&R participants this month. We continue to ensure all Service Members are well educated on all procedures regarding R&R so they are able to enjoy their time at home with family, friends, and a well-deserved vacation!

We have made our decisions on unit shirts for deployment and are still selling these items. Your families and loved ones are able to purchase these through the Family Readiness Group (FRG) in the states! We are still processing orders and will confirm delivery soon.

HHC has initiated the administrative data for redeployment. We

have started all leave forms and any other necessary documentation for our return home.

Our Supply Section closed our Tricons for shipment on 15 February. This is another milestone we have accomplished as a team.

HHC is working diligently to ensure a smooth transition back home. We are focusing on Yellow Ribbon Events and the redeployment procedures when we return to home stations. We have come this far and are almost finished. I know every Service Member within the JSC-A is diligently completing daily missions, as well as assisting with multiple tasks assigned. Your unwavering dedication to your sections, the unit, and the CJOA-A are making remarkable impacts. I commend each of you for the hard work and tireless days we all are faced with. Remember, we are almost home, but we must still face these last few weeks with the headstrong commitment we brought into country.

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## What Gives Life Meaning – Chaplain (Lt. Col.) Tom Roltsch

As I was running a 5K at our Detachment South location recently, I had a flashback to the unit runs that we did together in San Antonio before we were mobilized. My mind then drifted to lying in an airport in Ireland, watching the sun rise as mechanics fixed our plane. Lying on the carpeted floor in that airport I was thinking, "This beats sitting in an office somewhere. I still love my adventures." Any way that you reflect on our deployment, it has been a great adventure so far, with plenty more to come and the greatest adventure of all -going home.

We have been studying the book of Ecclesiastes in Church during the last few weeks. In this book, the author examines what things give our lives meaning and what things are simply vanity. He examines the pursuit of wealth and finds it to be in vain. He then examines the pursuit of pleasures of all kinds and finds

them to be vain. At the conclusion of the book, the author realizes that many of the hardships and misfortunes in life, including death, are inescapable; thus, the whole duty of man is to serve God, enjoy his work, and to pursue the things in life which have real meaning - things such as family and friends. We do not ever know what tomorrow will bring so we must enjoy the simple, meaningful things in life today.

Many of us have grown restless to go home and I admit, I am tired of being deployed, too. However, we must endure until the end and enjoy the company of our friends and comrades today because there will come a day when we will not have them around anymore. Hopefully, there will be some people in our unit who will organize reunions for us in the future. Maybe right now you are growing tired of the people that you have worked with and lived with

and spent every day with for the past nine months, but please pause a moment to realize that they are the only people in the whole world who shared this experience with you. They are the only ones who will understand, years from now, when you try to explain what it was like. Instead of letting familiarity breed contempt, reframe your thoughts to realize that the people that you are with now will forever be your comrades in this war. They are one of the things that will give your life meaning in the years to come.



## Knowledge Management – Shared Knowledge is Power

For many months now, the JSC-A Knowledge Management Office (KMO) has been helping the command develop products and solutions that foster better communication. We do this primarily through our SharePoint portals. We have created numerous working group sites for all types of logistics projects in Afghanistan. We have created workflow tools such as the FRAGO Tracker. And we have built dashboards that easily convey the relevance of our work to our higher and subordinate commands.

But, now that we are into our final months of the deployment, we are helping our staff sections create products to get us home. It is an amazingly daunting

task to move hundreds of Soldiers and all of their gear from Afghanistan back home. We call this Redeployment and there are many planners involved in making this work right. In order to facilitate this move, the KMO has created several products including a Redeployment Working Group Site, tools to help us hand over control to the incoming 3<sup>rd</sup> ESC, and discussion forums for Soldiers to use to get answers to all of their questions.

Not only was the JSC-A instrumental in fulfilling the command's mission, but we are also helping us get back home.



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## 45th soldiers perform vital step in R3 operations

Story and Photo by Sgt. Chris Huddleston, 45th Sustainment Brigade Public Affairs Office

KANDAHAR AIRFIELD, Afghanistan - As the drawdown of forces in Afghanistan continues, Soldiers from the retrograde section take up the task of moving equipment affected by years of use out of theater.

“Since we’re drawing down, a lot of equipment has to ship back through Kuwait,” said Staff Sgt. Benson Barnes, retrograde non-commissioned officer in charge, 45th Sustainment Brigade, Joint Sustainment Command-Afghanistan. “We track all pallets and containers for our subordinate units and find the means to get all of it out of theater and to Kuwait.”

Retrograde is a process for the movement of equipment and materiel from a deployed theater to a reset program or to another theater of operations to replenish unit stocks or satisfy stock requirements. Items that fall under the retrograde program include, but are not limited to, individual Soldier equipment, construction materials, vehicles and repair parts.

“We service five outlying bases and three units here [in] Kandahar,” said Spc. Patrick Walton, retrograde clerk, 45th Sustainment Brigade, JSC-A. “We verify reported numbers and make sure that pallets keep moving. Inaccurate numbers lead to pallets getting left behind.”

This movement is the first step in the shipped equipment’s journey to the Retrograde, Reset and Redistribution program (R3), a process that brings the equipment back to combat capability or removes it from service.

The program was developed during the drawdown of forces in Iraq. It was developed to restore equipment



Staff Sgt. Benson Barnes, retrograde non-commissioned officer in charge, 45th Sustainment Brigade, JSC-A, conducts pre-combat checks on Spc. Patrick Walton, retrograde clerk, 45th Sustainment Brigade, JSC-A, in preparation for a mission. 45th Sustainment Brigade is deployed to Kandahar, Afghanistan, in support of Operation Enduring Freedom.

readiness and transition from the needs of that conflict to full spectrum operations and training, according to the Army’s Posture Statement regarding equipment reset.

The retrograde section tracks the equipment along the first leg of its trip back to the U.S. for the R3 process.

“We track [shipments] from the unit, through shipping out of Afghanistan,” said Barnes. “After a shipment gets to Kuwait, it is up to the receiving unit to take responsibility for it and get it where it needs to go.”

Sometimes, keeping the shipments moving is easier said than done.

“We have to ensure smooth movement [of the shipments],” said Walton. “If pallets stop moving, the yards get flooded and we have to travel out to help figure out the problem.”

The R3 program’s goal is to get the most use out of the equipment the Army has, giving taxpayers the most value for their tax dollar. By keeping pallets moving, the retrograde section of the 45th Sustainment Brigade is doing its part to make sure that happens.



## MRAP all-terrain vehicle UIK installations pass the 1,000 mark

Story by Summer Barkley, 401st AFSB Public Affairs



Brig. Gen. James M. Richardson, deputy commanding general, Combined Joint Task Force 1, looks on as Lt. Col. Kevin L. Geisbert, JPO MRAP county lead explains survivability upgrades being made to MRAP all-terrain vehicles to Frank Kendall, acting undersecretary of defense for acquisition, logistics and technology during Kendall's recent visit to Bagram Airfield. (Photo by Summer Barkley, 401st AFSB PAO)

BAGRAM AIRFIELD, Afghanistan--The intense effort to return mine-resistant ambush-protected all-terrain vehicles with new survivability and automotive upgrades to the maneuver units meant there was no stopping work to celebrate the milestone of completing the 1,000th vehicle. The work continued around the clock; the focus is on getting the vehicles into the hands of those who need them.

Joint Program Office MRAP is completing the survivability upgrades at several locations in theater while automotive upgrades are being completed by 401st Army Field Support Brigade civilians and contractors. The 401st AFSB is part of Army Sustainment Command, which forms Army Materiel Command's operational arm. The 401st is AMC's single

face to the field for acquisition, logistics and technology and provides logistics support for the materiel solutions fielded to the maneuver units.

"The UIK [underbody improvement kit] is an enhancement that has significantly improved Soldiers effectiveness here in OEF," said Lt. Col. Kevin L. Geisbert, JPO MRAP country lead. "The JPO team of both government and industry professionals, working around the clock here in Bagram as well as many other sites in the CJOA [combined joint operations area], have labored tirelessly in order to keep the installation rate on schedule."

Geisbert noted that the challenges associated with this effort include expeditionary conditions, timeliness

of materials, readiness of tools, and vehicle availability have stressed the process.

"However, the collective efforts of leaders, planners, supervisors, and mechanics, both [in the U.S.] and here in OEF, have resulted in efficiencies that promise to keep the effort on schedule," he said. "Every single individual within the JPO Team, as well as our partners in the materiel enterprise, shares in the success to date."

Geisbert also said that while every contribution is significant, "the most deserving teammate is the Warfighter operating and winning in the battle space who every day validates the effectiveness of this system by effectively closing with the enemy."



## Afghan hospital reopens after US Army led renovation

Story and Photo by Staff Sgt. Cory A. Thatcher , 10th Sustainment Brigade Public Affairs Office



FORWARD OPERATING BASE DEHDADI II, Afghanistan - A five-month effort to provide needed equipment and repairs to the free hospital in Dehdadi was commemorated during a brief ceremony at the hospital Jan. 26.

The needs of the hospital were made known to the Army during a meeting with representatives of the community. With the cooperation of the local government, a project to address the needs of the hospital was initiated and funded under the Commanders Emergency Response Program.

Capt. Sherman Pinckney, the 530th Combat Sustainment Support Battalion CERP officer, began the project; however, in December the 378th CSSB replaced the 530th as the 10th Sustainment Brigade's CSSB in the Regional Command North.

A new CERP officer, Capt. Adriel M. Roberson, took over supervision of the project.

PHOTO: (Right to left) Lt. Col. Vivian E. Gaz, commander 378th Combat Sustainment Support Battalion, and Dr. Khaleque Azraksh, hospital director, cut a ribbon during the reopening of the Dehdadi free hospital. The hospital was modernized and renovated by the U.S. Army under the Commanders Emergency Response Program.

Prior to the renovations, many of the rooms leaked when it rained; there was no lead shielding in the walls of the X-ray room and no enclosed waiting area, said Roberson. The hospital also lacked accommodations for mothers postpartum requiring them to leave the hospital no more than six hours after delivery.

Repairs were made to the roof, a new birthing room and nursery were added, the walls of the X-ray room received lead shielding, a waiting area was built, and an office was constructed for the hospital director.

In addition to the structural improvements, the hospital was supplied with new incubators, 30 nebulizers, a new X-ray machine, sterilization equipment and baby supplies.

While there are fee for service clinics in the area, the hospital is the only free medical care available and sometimes as many as 400 patients are treated during a day, said Roberson.



## TAX ISSUES WHILE DEPLOYED – Judge Advocate General

Here are some helpful resources to make it through this tax season while in a deployed environment.

### Getting started

If you are a service member or are filing on behalf of one, there are a few things you should know before getting started.

- **File returns in your permanent home state.** If you are stationed somewhere other than your permanent home address, in most cases you will still pay state taxes to your home state. For instance, if your address of record is in Kansas, but you are stationed in California, you will file state taxes with Kansas. Spouses working outside their home of record, in most cases, will also have to file a state tax return for the state in which they are employed.

- **Access your tax statement online.** As a member of the Armed Forces,

you can view and print out your W2 form before it is mailed to you. Go to myPay at <https://mypay.dfas.mil/mypay.aspx>. You will need your personal identification number (PIN) to access your W2 form.

- **Be sure to have power of attorney if filing for a deployed service member.** Attach a copy of your power of attorney to your tax return. You may use IRS Form 2848, Power of Attorney and Declaration of Representative. The form can be found at [www.irs.gov/pub/irs-pdf/f2848.pdf](http://www.irs.gov/pub/irs-pdf/f2848.pdf).

- **Find answers to your questions on the IRS Web site.** The IRS has a detailed tax guide for members of the Armed Forces at [www.irs.gov/publications/p3/index.html](http://www.irs.gov/publications/p3/index.html).

**Combat zone and hazardous duty deadline extensions** The IRS extends filing deadlines for members of the Armed Forces

for the following reasons:

- **You or your spouse are serving in a combat zone or in direct support of those in the combat zone and receive hostile fire or imminent danger pay.** The deadline for filing income taxes is 180 days after your last day in the combat zone or hazardous duty area. Go to [www.irs.gov/newsroom/article/0,,id=108331,00.html](http://www.irs.gov/newsroom/article/0,,id=108331,00.html) to see a list of combat zones. In addition to the 180 days, the extension includes the number of days left in the filing period when you entered the combat zone or hazardous duty deadline.

As discussed, getting your taxes filed is not something to stress over. Upon return to the states, you will have ample time in which to file. However, please keep in mind that simply because you are serving in a “tax free zone,” it does not mean that you are not required to file a return.

## “Right then Forward” – Inspector General

I often hear that some Service Members are intimidated by the Inspector General (IG). I admit that I am not surprised by this; however, I would like to address this topic in this month’s newsletter. We as IGs are adamant about creating an environment of accessibility, transparent communication, and trust enveloped by the IG mandate to be fair and impartial as we engage in performing our duty as the eyes, ears, voice and conscience of the commander.

As I reflect more on this subject and attempt to rationalize it further, I ask myself: what do we do that would cause such a perception? I consider that we hold everyone to a common standard – the Army standard. If that causes discomfort, then I guess we are intimidating. Could the source of intimidation come during the course of inspections when we engage in teaching and training and recommend to leaders other meth-

ods to build and achieve readiness? Or when we advise service members to use their chain of command to resolve their issues? Or when we refuse to turn away from allegations of misconduct and facilitate the appropriate investigations? If the answer to any of these questions is “yes,” then I guess IGs are intimidating.

The IG motto is “*Droit et Avan*,” which is Latin for “*Right then Forward*.” We, like the other 6,000 plus Soldiers, Airmen, Sailors, and Marines assigned to the JSC-A (in addition to the civilians in JSC-A), wear a U.S. “Military Branch” nametape (i.e.: U.S. Army, US Air Force, US Navy, US Marines) over our heart and we work for the same commander; therefore, we share a common operating focus. IGs are advocates for the Army standard, the appropriate processes, the Army Values, and the Warrior Ethos. These

are what distinguish our organization and liberate us to achieve the highest levels of readiness and excellence.

As 2011 has come to a close and we look forward to 2012, we urge you to survey the past year and the road traveled. We have a great deal to be grateful for and while 2012 beckons new challenges and demands on our force, take time to pause and reflect on how extraordinary your experience in Afghanistan has been. Thanks to all of you and your families. On behalf of the IG, we hope you all had a Happy Holiday season and will have a healthy, prosperous New Year.

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## WELLNESS FAST FACTS – Lt. Col. P. Ann Loveless, MD

The key to good nutrition is more than just managing total calories. Your diet needs to have the right balance of certain types of calories – complex carbohydrates, protein, and healthy fats. If you are eating an appropriate amount of calories for your fitness level and you are still hungry, you need to re-evaluate the types of calories and the timing of eating them. Be sure that you are not cutting your calories too much. You may want to use a free online calorie tracker that will tell you how many calories per day you are allowed, given your exercise regimen and your weight-loss goals. Below are some fast facts and hints on how to eat better in a SUSTAINABLE way.

### Hunger Triggers:

**Refined Carbohydrates:** These foods are high in sugar and calories and have little to no fiber or nutrients. Examples of refined carbs are: candies, white rice/bread/crackers, juices and sodas. These foods spike your blood sugar levels followed by a crash in blood sugar levels. This crash makes you hungry for more refined carbs, as well as high-fat salty foods, and often causes over-eating.

**Dehydration:** Dehydration not only triggers hunger, but it also triggers hunger for junk food (i.e. refined carbs).

**Mental fatigue:** Triggers hunger for refined carbs, high fat and salty foods.

**Anxiety/Depression:** Triggers hunger for refined carbs, high fat and salty foods.

**Inadequate sleep:** Triggers hunger for refined carbs, high fat and salty foods.

### How to SPEED UP your metabolism (GOOD!):

**Frequent smaller meals:** Increasing the frequency and reducing the size of healthy meals decreases hunger because there is less time between meals. Don't wait until you are "starving" to eat. Less hunger results in fewer calories consumed each day.

**Healthy Foods:** Eat lots of high fiber, low calorie, high nutrient and colorful (naturally colorful) foods. Eating healthy foods helps to maintain steady blood sugar levels, resulting in less hunger and fewer calories.

**High Fiber = WHOLE** grains, vegetables, fruits, and legumes (beans, peas, and lentils). Note: most instant foods have much less fiber than their non-instant counterparts (e.g. oatmeal, brown rice).

**Naturally colorful foods =** low calorie and high nutrient foods such as red, purple, and dark green vegetables and fruits.

**Regular exercise:** A good balance of aerobic and strength building exercises. Mix your workout to include moderately and highly vigorous exercise, too. But, if you are having a bad day, it is okay to have a light exercise day because light exercise is better than no exercise.

### How to SLOW DOWN your metabolism (BAD!):

**Cut your calories too severely:** This seems counterintuitive, but doing this makes your body think that you are starving. So the brain slows your metabolism as a self-preservation measure. Cutting your calories too much also makes you tired and hungry – both of which trigger cravings for bad foods (especially refined carbs).

**Infrequent meals:** Long stretches of time between meals makes your body think you are starving. You also tend to be very hungry by your next meal, which leads to over-eating and cravings for unhealthy foods.

**Sedentary activities:** These types of activities require very little energy, so your metabolism - like a fire that is not stoked - will die down to smolder.

### Quick Tips:

**High Nutrient Foods:** Fill your plate with naturally colorful, high fiber and high nutrient foods. Eat these foods along with at least half a glass of water first and then eat your meat, eggs, and dairy last. This will make sure that you have room for the healthiest and bulkiest foods. They, along with the water, will help you feel fuller and it will slow your eating. Then you won't mind eating smaller portions of calorie-dense, nutrient/fiber-deficient foods (meat, dairy, eggs). You will also be able to eat them more slowly and savor them.

**Low Nutrient Foods:** Eat less of white, yellow, and brown foods. You do not have to eliminate these, but share the plate with a significant amount of the best foods.

**Plan treats:** You do not have to give up your favorite treats completely. But, make them an occasional treat (1-2x per week) and plan AHEAD on the portion size. Don't eat out of the bag or container. Take out a small handful and put the snack into a separate plate or bowl. And BEFORE you eat any of it, put the bag away.

**Avoid juices and sodas:** Non-diet drinks are high in sugar and have no fiber. Eat the fruit instead. Diet sodas have other issues and are greatly inferior to water.





What is stressful about going home?

What is stressful about getting your Soldier home?

What is stressful is a homecoming with expectations that are not met. Think about all that has happened during the separation. The Soldier has been living in more crowded conditions, with long stressful work hours and few to no days off. The family has had to take on additional work and responsibilities once shared with the Soldier often on top of a full time job. Both sides have experienced the stress of the separation from loved ones. Both sides have been affected by this long separation.

However, each side often has very different expectations of what will happen when the Soldier gets home. For instance, the family member has been managing affairs of the home during the separation and may want to continue handling some or all of them even after the Soldier returns. The Soldier may expect to get a week or more off from responsibilities to recover from jet lag and deployment while the overworked spouse may be planning for the Soldier to pitch in immediately. Discipline and activities with your children may have been managed differently during the separation that one side or the other may or may not want to change. One person may be unhappy about how finances were managed during the separation.

How can you prevent or at least greatly diminish this conflict? Start talking about it now! Ask the other person what his/her expectations

are. Then work out or negotiate a plan that works for both sides of the homecoming BEFORE the homecoming. Make a list of all the things that changed during the separation. Discuss how these things affect each person. Then discuss the plan for handling these changes on return BEFORE the redeployment. Issues to consider discussing:



finances, parenting, household chores and responsibilities, immediate down time on return, etc.

Do not assume that because you have deployed before that you and your family will deal with the stress the same as last time. First, each deployment has different stresses because each one takes place in a different time in your lives. Often, stresses are built up with each homecoming which can result in a ticking time bomb.

### **Guidelines to Healthy Conflict Resolution**

1. Start by reminding each other how grateful you are for the support the other gives. Family, remind your Soldier how proud you are of his/her service and sacrifice. Soldier, remind your family how proud you are of their sacrifice and support to you.
2. Be open to the other person's

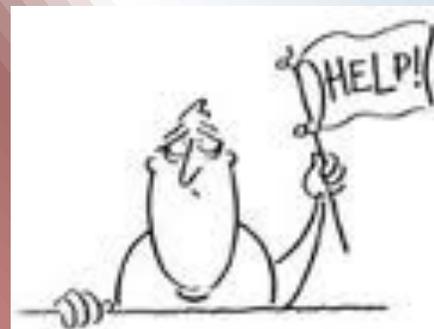
needs. Ask for an explanation of the reasoning for his/her expectations if you do not understand. Let the other finish and think about what was said before interjecting your own thoughts. Validate the other person's need or expectation.

3. Never discuss in anger. Make a promise to one another that when you get angry or irritated, it is time to take a break.

4. Don't make it personal. In other words, do not judge or attack another's expectations or wishes. Making it personal just triggers anger and ineffective communication. Instead, calmly tell the other person how his/her expectation affects you.

Be open to compromise. Make the resolutions about US and not about ME.

Focusing on these issues before the homecoming will mean that you can more fully enjoy the reconnection and resumption of your interrupted lives. Your ability to communicate with each other on future issues will also improve. So begin preparations for the homecoming now by investing the time to figure out the best way to reintegrate and avoid the stress of misunderstandings.



The following message ran "as is" in the RC(S) newsletter:



## Never leave a fallen comrade

Story by Sgt. Amanda M. Hils, RC(S) HQ PAO

Three coalition personnel have been missing since 2008. Regional Command (South) is looking for more information as to their whereabouts.



On Jan. 26, 2008, Cydney M. Mizell and her driver were kidnapped in Kandahar City.

She is an American citizen who was employed by a non-government organization, helping women and families in Kandahar City. Her work centered on helping Afghans to create income-generating projects to make a better and more independent life for themselves. Cydney Mizell also taught English at a high school in the city and gave embroidery lessons at a girl's school. She is fluent in Pashtu.

US Army Sgt. (Pfc. at the time of his disappearance) Bowe R. Bergdahl, was captured by the Taliban in June 2009 in Paktika Province, Afghanistan. He was a member of 1st Battalion, 501st Parachute Infantry Regiment, 4th Brigade Combat Team, 25th Infantry Division based out of Ft. Richardson, Alaska. His captors have released several videos of Bergdahl.



One such video, released in April, included this quote from Bergdahl- "I love my family: my mom, my dad, my sister, my grandma and grandpas, aunt and uncles, everybody that I haven't even talked to for a long time. I love my friends... I miss them, I love them, and I pray to God to see them again." A \$1,000,000 reward is in place for information that leads to his recovery.



The third to go missing is a Canadian citizen, Colin Rutherford, who was visiting Afghanistan as a tourist. He was taken in Ghazni City on Jan. 9, 2011.

A Taliban spokesman made it clear that they were responsible for his disappearance



because they released a statement on March 7, 2011, saying that they would release Rutherford in exchange for several captured Taliban members. The Taliban claims he is not a tourist, but is actually a spy for foreign troops.



Any information you have about any of these people should be reported to this Roshan tipline number: 070-010-8600. Please share this article with all of your fellow servicemembers, NATO partners, and Afghan counterparts to raise awareness that these three are missing, and so they can be successfully recovered.

<b>REGIONAL COMMAND - SOUTH / CJTF-82</b>	
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Joint Sustainment Command - Afghanistan  
remembers and honors the sacrifices  
of all our fallen heroes.

