

402nd Army Field Support Brigade, Joint Base Balad, Iraq



OUTPOST

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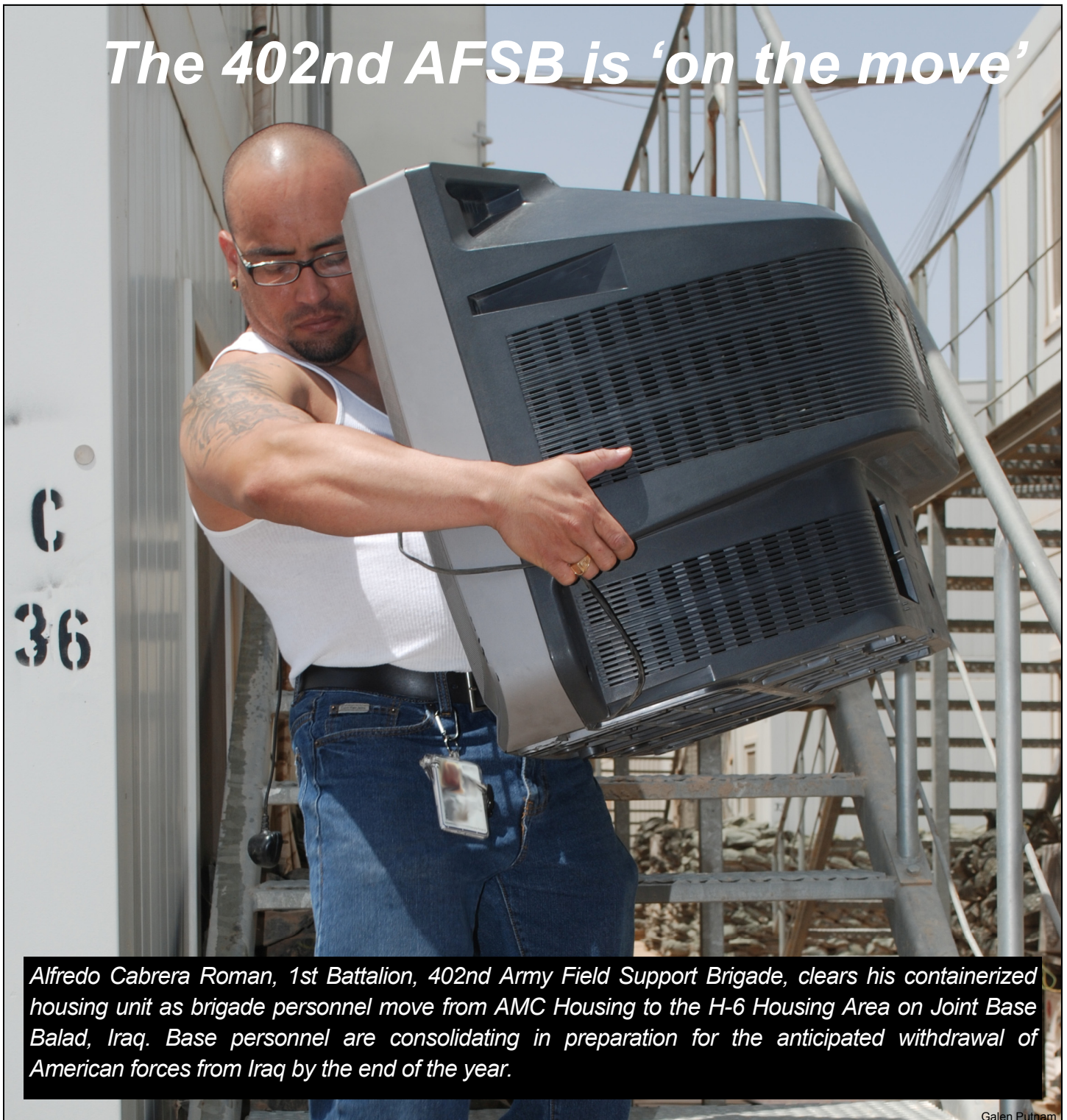


Volume 2, Issue 2

Readiness Power, Forward

March/April 2011

The 402nd AFSB is 'on the move'



Alfredo Cabrera Roman, 1st Battalion, 402nd Army Field Support Brigade, clears his containerized housing unit as brigade personnel move from AMC Housing to the H-6 Housing Area on Joint Base Balad, Iraq. Base personnel are consolidating in preparation for the anticipated withdrawal of American forces from Iraq by the end of the year.

Galen Putnam

Power 6 Perspective

Dylan: 'The Times, They are a-Changin''

In 1963, when Bob Dylan wrote the song alluded to in the headline, America was undergoing radical social and cultural change.

In 2011, the Year of the 402nd AFSB, we are facing radical change as well. We might not be facing the turbulent unrest that afflicted American society in the 1960s, but we are certainly facing changes – big changes.

As long as the 402nd AFSB has been in Iraq, one of our primary roles has been to help move OTHER units in and out of country. Now it is time to not only continue that mission, but to posture ourselves for moving out of country as well. The “big move” has already started here at Joint Base Balad, Iraq, as we vacate AMC Housing and move in with our Air Force brethren at H-6 Housing.



Col. Lawrence W. Fuller

Other locations are consolidating as well. Many locations have already closed completely. Our turn is next.

Nobody likes to move. I know I don't! (Well, I like moving to different places – I just don't like the actual “moving” part.) I can't even count how many times I've moved in my Army career. That's just part of the Army life that we have chosen for ourselves. With that in mind, I have a couple observations:

“Somebody moved my cheese” is a phrase that came about after the book *Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life*, by Spencer Johnson was published in 1998. It is a motivational book about how to deal with change at work and in your personal life.

Moving is inconvenient and stressful. Also, things don't always go as planned. If you hit a snag, don't reflexively bleat “somebody moved my cheese.” Instead, apply the following

concepts from the book to your personal situation:

Change Happens

They Keep Moving The Cheese

Anticipate Change

Get Ready For The Cheese To Move

Monitor Change

Smell The Cheese Often So You Know When It Is Getting Old

Adapt To Change Quickly

The Quicker You Let Go Of Old Cheese, The Sooner You Can Enjoy New Cheese

Change

Move With The Cheese

Enjoy Change!

Savor The Adventure And Enjoy The Taste Of New Cheese!

Be Ready To Change Quickly And Enjoy It Again

They Keep Moving The Cheese

Another important consideration is, of course, safety. Use proper lifting techniques. Be careful to avoid slips, trips and falls (particularly when you are carrying large TVs down the stairs like on the front page). If you need assistance, ask for help. We are one team and we need to look out for and support one another.

Don't forget – change can be good. This is an exciting time for the 402nd AFSB. We are making history every day. Take a moment to reflect on your many contributions to the Brigade's success.

Thanks for all you do and *Savor The Adventure And Enjoy The Taste Of New Cheese!*

Power 6 Out!

LAWRENCE W. FULLER
COL, LG
Commanding

402nd AFSB**OUTPOST****Commander:**

Col. Lawrence W. Fuller

Public Affairs Officer/Editor:

Galen Putnam

Submissions and suggestions can be forwarded to the editor, 402nd AFSB Public Affairs Officer:
gayland.putnam@mmcs.army.mil.

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Chaplain's Corner

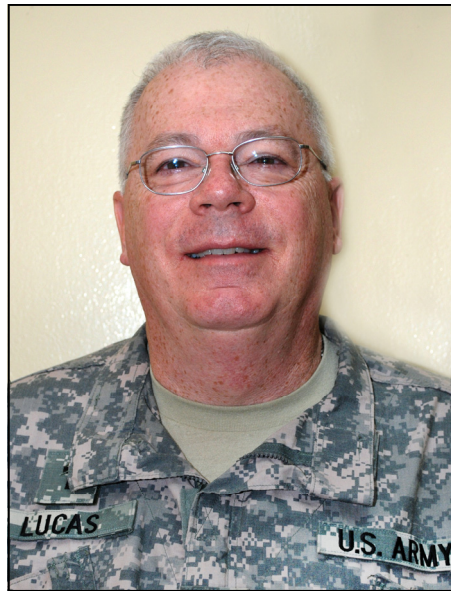
Moving, change can lead to stress, uncertainty

"I am the only one left" (I Kings 19:14) were the words Elijah offered when God asked him why he was running and hiding in the wilderness. We've all felt that way.

In fact, as we move toward the completion of our mission in Iraq, the fatigue and distance from our loved ones can put our emotions right there with the prophet. When you throw in the changes in our living conditions and uncertainties about future assignments, it can become overwhelming and it can increase our level of perceived isolation. What can we do to shake off the blues when they come in this form?

The solution to Elijah's predicament had a huge physical component to it. In the verses leading up to this exchange, we read that he slept for almost two days. And it's interesting to note that God didn't approach him to question him until he had caught up on this sleep. If you find that you are feeling down more than usual, check your sleep habits. I know, sometimes the mission makes it impossible to get proper rest for a time. The key here is "for a time." All of us can perform for a while with minimal sleep, but none of us can go without adequate sleep for extended periods of time without a major negative impact on our attitude and our performance. Get some sleep — it's a spiritual thing, not just a physical thing.

Another physical part of Elijah's rehabilitation was food. While he slept, he awoke twice and ate good meals. You have to eat and drink to stay healthy. In our part of the world we tend to push water. We also need to treat food properly. Try to keep



Chaplain (Col.) Howard Lucas

regular meal times as much as possible. This is not only good for fueling your body; it also helps prevent overeating by keeping your body's furnace working at an efficient rate. And God has given us food, not just for fuel, but also for enjoyment. Just balance it out, and remember that you don't need to feel guilty for taking pleasure in one of God's good gifts. Just don't abuse the gift by over- or under-indulging.

A third part of God's prescription for Elijah was the reminder that he really was not alone. God told him that there were numerous partners in his work; he just needed to look for them. Is it possible that, in your drive to get the job done, you've forgotten that you have resources who can, who should, and who want to help you? None of us is truly alone in the Army system; we are an Army of many. So look around, and see who can assist you in that one critical area that has you whipped. God made us as social

creatures. Sometimes we need some "alone time," but isolation, whether real or imagined, is unhealthy.

Elijah did have one part of it absolutely right, though. He knew he was involved in a cause that was much bigger than him — he was doing God's work. We can learn from him. As we prepare to really call it "Mission Complete" in Iraq, we can step back with pride in the way we have supported the Warfighters, who in turn have played a pivotal role in delivering to the people of Iraq an opportunity to create a Golden Age for their nation. What the final outcome will be we won't know for years, but we do know this much: without the contribution of each member of the team, regardless of rank or title, true change and freedom for all Iraqis would still be nothing more than a dream. Be encouraged that you are a vital part of something monumental, something with God's hand involved in it.

So when you feel all alone and forgotten, take a break, enjoy some food, seek out some companions, and look at the big picture of what you're accomplishing. You may find yourself rejuvenated and ready to hit it again for the home stretch.



RO Conference charts the way out of Iraq

Story and photos by Galen Putnam
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – More than 50 logisticians from throughout Iraq and Kuwait gathered, for what will likely be the last time, to share ideas and to plot a course for the final push out of Iraq at the 2011 Responsible Officer/Team Chief Conference here March 11-12.

Hosted by the 2nd Battalion, 402nd Army Field Support Brigade, the conference focused on Theater Property Book operations and responsibilities, particularly in regards to the retrograde from Iraq.

“This was an opportunity to bring some of the experts in theater together and find out where the friction points are and to better prepare for the

transition,” said Chief Warrant Officer 4 Michael Peavley, theater property book officer, 2nd Bn., 402nd AFSB. “A lot of information came out of the conference, issues we weren’t aware of that we were able to resolve. It also provided an opportunity to go over the many processes involved to make sure that we are all working in sync.”

The conference kicked-off with a Theater Property Book overview, but delved into many other operational areas such as Organizational Property Assistance Teams and Material Redistribution Teams, and Redistribution Property Assistance Teams. The conference also covered the United States Transfer of Equipment to Iraq, Foreign Excess Personal Property, Contractor Managed



Chief Warrant Officer 4 Michael Peavley, theater property book officer, 2nd Battalion, 402nd Army Field Support Brigade, fields questions during the 2011 Responsible Officer/Team Chief Conference at Joint Base Balad, Iraq, March 12.

Government Owned, and Theater Provided Equipment Programs. The event also examined nuts-and-bolts operations such as Wholesale Accountability and Lateral Transfer Policy.

“This was a good opportunity to discuss policies and program development for the transition,” said Hollis Jackson Jr., team chief, Theater Property Book Team 1, 2nd Bn., 402nd AFSB, Victory Base Complex, Baghdad, Iraq. “This was our chance to get together to draw up the plan and discuss timelines in preparation for the next “waterfall” that is coming up at the end of this year. The most important thing I got out of the conference was the plan of action on how we are going to execute. It was nice being able to see the whole plan come together.”

Participants from outside the Army Materiel Command “umbrella” found the conference useful as well.



Esteban Ramos, team chief, Theater Property Book Team 2, 2nd Battalion, 402nd Army Field Support Brigade, makes a point during the 2011 Responsible Officer/Team Chief Conference at Joint Base Balad, Iraq, March 12. The conference, hosted by the battalion, focused on Theater Property Book operations and responsibilities, particularly in regards to the ongoing transition from Iraq.

See CONFERENCE on Page 9

TV news crew embeds with the 402nd AFSB

Story and photos by Galen Putnam
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – A television news crew embedded with the 402nd Army Field Support Brigade for 10 days in February, covering the brigade's extensive missions for broadcast in the United States.

The team, reporter Chris Williams and photojournalist Jon Reidy, represented ABC affiliate WQAD and Fox affiliate KLJB (the stations have a shared news operation). The stations are located in the Quad Cities (Davenport/Bettendorf, Iowa and Moline/Rock Island, Ill.), home of Army Sustainment Command, the 402nd AFSB's higher headquarters.

The team's coverage started prior to their departure when the interviewed Brigade Commander Col. Lawrence W. Fuller at the ASC Commander's Conference in Moline, Ill. Their coverage in theater took them to Camp Arifjan, Kuwait; Camp Prosperity and Victory Base Complex, in Baghdad, Taji, and Joint Base Balad. While in theater, the team had the opportunity to cover a multitude



Chris Williams meets with Ignacio Nevarez at Camp Arifjan, Kuwait.



Reporter Chris Williams interviews Chasisty Roberson.



Cean Hartleben and Bernard Arellano, Small Arms Support Center, Camp Stryker, Victory Base Complex, explain their operation to Chris Williams.

of stories highlighting the 402nd AFSB's support to Operation New Dawn and featuring personnel with ties to the Quad Cities area.

The team's reports not only aired in the Quad cities, but were picked up by affiliates around the country including locations such as Milwaukee, Kansas City, Denver, and Salt Lake City.

"Those were the most exhilarating 10 days of my life both personally and professionally," Williams said. "I was absolutely impressed with everyone we met. It is important for the viewers in the Quad Cities to know how dedicated everyone



Photojournalist Jon Reidy lines up a shot at Al Faw Palace, Victory Base Complex, Baghdad, Iraq.

from the 402nd [AFSB] is and how hard they work to support our Soldiers and our nation."

Warrior DRMO streamlines equipment turn-in process

Story and photo by Spc. Kandi Huggins
1st AAB Public Affairs

CONTINGENCY OPERATING SITE WARRIOR, Iraq – As U.S. troops prepare to transition out of Iraq by the end of 2011, leaders must consider the daunting task of reducing operations and turning in the millions of dollars-worth of equipment.

In the past, as deployed units rotated back to the U.S., replacement units would maintain accountability for all of the permanent equipment left behind; but for Soldiers of 1st Advise and Assist Task Force, 1st Infantry Division, the task is more challenging because they are scheduled to be one of the last units in Iraq.

As a way of being prepared for when the time to leave arrives, “Task Force Devil” Soldiers began turning in unserviceable property at Contingency Operating Site Warrior, April 26, through the Defense Reutilization and Marketing Office.

DRMO, a Department of Defense organization, is responsible for taking equipment a unit cannot use anymore and either re-assigning it to other Army units, selling it, or scrapping it.

“Today is a proof of principle aimed to relieve company commanders of accountability and responsibility of items needed to be turned in to DRMO,” said Col. Alvin Burgess, commander, Direct Support Team-Iraq, Defense Logistics Agency.

Burgess, a York, Pa. native, said he is responsible for disposition services, meaning he oversees equipment turn-ins.

“They take everything we can’t use anymore,” said Maj. Christopher Rozhon, Brigade Logistic Support Team chief, 1st AATF, 1st Inf. Div.



U.S. Navy Petty Officer 2nd Class Chris Deason, a logistic support specialist serving with Expeditionary Remediation Disposal Team Four, checks the serial number on the back of a computer being turned over to the Defense Reutilization and Marketing Office at Contingency Operating Site Warrior, Iraq, April 26.

If computers are repairable, the first thing DRMO would do is offer them to other Army units who need them, Rozhon explained. This method allows the Army to draw out the use of equipment and fill supply gaps.

“If these computers are a surplus within the Army, the next step would be to sell them in order to recover some money for the taxpayers. Lastly, if we can’t do anything else with it, we scrap it,” continued Rozhon, a native of Fox River Grove, Ill. “If an item is at the end of its life cycle and the unit doesn’t need it anymore, or if it’s at the end of its usage as far as if the Army is concerned, we turn it in to get as much value from it as we can.”

While units must normally travel to DRMO, Rozhon said the April 26 turn-in stood out because it was the first time

DRMO personnel went out to a unit to recover property.

If the DRMO personnel did not fly to COS Warrior, the equipment would then have to be shipped to their headquarters in Baghdad, he explained.

“For each property book, everyone would have to send a representative to turn in property at that location or conduct coordination to get equipment turned in and make sure it’s properly received,” explained Maj. Joel Gleason, logistics officer for 1st AATF. “Here, they can bring a small team forward and allow all the people to turn in at this site.”

Conducting a test-run helps identify friction points and if it works, the units will see if there is a valid need to change the system, said Col. Steve Cook, a Lampasas, Texas native, serving as logistics officer for U.S. Division-North, 4th Infantry Division.

402nd AFSB provides support during transition from Iraq

By Lt. Col. Cecil Copeland III
402nd AFSB

JOINT BASE BALAD, Iraq - The Moto of the 402nd is "Readiness Power Forward." For the past eight years this brigade has done just that. The combat readiness and combat power maintained by our U.S. forces here in Iraq is and has been a direct result of this brigade's forward presence.

Often unnoticed, our mission is unique in the fact that we're primarily made up of civilians and contractors, who for the most part perform maintenance on everything from Mine Resistant Ambush Protected Vehicles to cargo helicopters (Chinook CH-47s) to Fire Finder Radars to communications equipment.

With the start of Operation New Dawn a new chapter has started that will certainly be included in the volumes of history that will tell the story of this monumental sustainment/transition mission.

Here at Joint Base Balad, we have embarked on an effort to effectively and deliberately transition out of theater. AMC Housing has been reallocated to support follow-on missions,



Photos by Lt. Col. Cecil Copeland

Buildings are coming down throughout the 402nd AFSB footprint in Iraq.

office trailers are being identified to return to the Mayor Cell, and selected personnel are being notified of their pending moves south to the brigade's enduring location at Camp Arifjan, Kuwait. These efforts are not only occurring here at Joint Base Balad, they are also underway from the north (Speicher/Marez) to center (Baghdad-Victory Base/Al Asad)

to south (Adder/Basrah).

The S7 Section shoulders a good portion of the work related to the transition effort. From our foxhole we oversee all facilities (office trailers, hard stand buildings, large area maintenance systems) and equipment (solar light sets, generator light sets, power generators). Movement has started on the removal of maintenance structures within the brigade's footprint. With a deadline, as identified by the president, of Dec. 31, 2011, we're on our way to ensure we do our part to not only transition out of Iraq, but to also assist U.S. forces with re-deploying/transitioning back to the United States.

Life for this brigade will continue following duties here in Iraq. Our presence will remain here in theater as we will continue to provide "Readiness Power Forward" support to our fellow service members serving in Operation Enduring Freedom.



Office space and living quarters are being added in Kuwait.

Commentary

You catch more flies with honey than with vinegar

By CW4 Michael Peavley
2/402nd AFSB

If you didn't know, honey is sweet and vinegar is tart. Anyone in customer service should understand this concept easily. Some logisticians you work with in this business are like honey and others are like vinegar. Why can't there be more honey logisticians? For example:

Over the first 11 years of my career I despised going by the Property Book Office to conduct business. There was always a grumpy, old, crusty, and bitter property book officer with a filthy mouth and he never had anything positive to say, regardless of whether he was right or wrong.

Everyone assumed he knew regulatory requirements like the back of his hands, but those who did their homework knew he was blowing smoke. No one would ever correct him because they knew they would be placed on the "kick everything back list." He would pull out his red ink pen and your documents would be hemorrhaging with red ink after he corrected all of your "so called" mistakes. This occurred often even though the regulations permitted you to draw a single line through mistakes.

To make it worse, everyone in the Property Book Office had the same attitude. Rather than service their customers they would ignore them or tell them to come back later because they were too busy. I



CW4 Michael Peavley

thought the following to myself: "I understand you are busy, and you have many things on your plate. I do as well, but when you act condescending, treat me like dirt, and make me feel like I'm bothering you when it's your job to support me, it makes me want to scream at the top of my lungs. Maybe you are having a bad day? Maybe your dog died? Maybe you got up on the wrong side of the bed this morning? Whatever your problems are, don't take it out on me. What happened to the Golden Rule?" During my 25 years of service to the military, I have experienced enough vinegar to start a pickling business.

When I first arrived in Iraq in May 2010, I was surprised that all 12 Property Book Teams were customer service oriented. By observing, I soon realized that "customer service

is their number one priority." Property book transactions can be a nightmare, but it's our job to provide the best customer service, and make your experience taste like honey. We believe that we are just like "Wal-Mart greeters." We love our jobs and we enjoy making our customers happy. Why should we cause them any additional stress? They are under enough strain already. It is a great feeling to get paid for a job we love. We were successful during the "waterfall" because of our sincere willingness to serve, and we treated our customers with the respect and courtesy they deserved.

We are looking forward to transitioning this country back to Iraq. At the end of the day we will have made someone smile, mentored young service members and saved the taxpayers money. The Theater Book Family is looking for all the "flies" it can acquire, someone else can have the pickles.



Personality Spotlight: Spc. Percy ‘Newt’ Newton

Age: 43

Hometown: Omaha, Neb.

Duty Position: Assistant operations/logistics specialist, Asst. S3, interim webmaster, and battalion photographer.

Duty Section: Operations, Brigade - South

Duty Station: Camp Arifjan, Kuwait

How long have you been in this position? Five months

How long have you been in the U.S. Army? Two years

Tell us about your job and what you do: I work in the support the Operations Section which is responsible for tracking all internal and external taskers and requirements for the battalion.



Spc. Percy Newton

What is the best part of your job? Learning How APS 5 works and interacting with multiple

people from different backgrounds

Why do you like working here? I am learning things I would not have the opportunity to learn in my unit back home.

What do you do to make a difference for the Warfighter? Stay out of trouble (LOL). I give 100 percent in all that I am tasked with.

Most people don't know about me: I am a pilot

What do you like to do in your spare time? Fly airplanes

What is your personal philosophy? In Life, There Isn't No Half Stepping

What is your favorite quote/slogan/saying? I am TOO GROOOOVY

CONFERENCE — From Page 4

“There was a lot of information put out that will help us drawdown, turn in equipment, and be better prepared to leave Iraq,” said Master Sgt. Anthony Watson, asset visibility non-commissioned officer-in-charge, 4th Infantry Division, VBC. “I particularly liked hearing from the OPAT and RPAT representatives because that is where a lot of our equipment will be turned in to.”

Others agreed.

“Getting out of Iraq is going to be a logistical challenge and there are still a lot of questions out there, so was nice to get everybody in the same room to get some of those questions answered,” said Capt. Staci Campbell, logistics officer, 261st

Multifunctional Medical Battalion, JBB. “It was good to meet the people we will interact with and learn how they operate. This will allow us to work even better together as we take on the huge challenge to retrograding from Iraq.”

Responsible officers are chartered to look out for the interests of the government, while team chiefs concentrate on the day-to-day operations of the 402nd AFSB’s 12 Theater Property Book Teams.

The 402nd Army Field Support Brigade, headquartered at Joint Base Balad, Iraq, is the Army’s largest brigade. The brigade footprint covers Iraq, Kuwait and Qatar. The 402nd AFSB is commanded by Col. Lawrence W. Fuller.

SPOT A PROBLEM?

CALL THE 402ND AFSB SAFETY TEAM

DSN: 312-864-6679

402nd Army Field Support Brigade, Joint Base Balad, Iraq

Col. Lawrence W. Fuller
Commander

W. Arnold Pindle
Deputy to the
Commander

Lt. Col. Hope Hubbard
Executive Officer

**Command Sgt. Maj.
Joel F. Webb**
Command Sergeant Major

Galen Putnam
Public Affairs Officer/
Editor

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Contact the **OUTPOST** at:
AFSB-IZ_PUBLIC_AFFAIRS@MMCS.ARMY.MIL

Where can I find those photos?



Photos are posted to the Mini 5 shared drive. To locate the photos, open the shared drive and look for the folder named "402nd Photos." It is at the *bottom* of the folders list because it is a link!

If you do not have access to the Mini 5 shared drive, direct photo requests to Galen Putnam, **OUTPOST** editor.



FROM THE FIELD

402ND ARMY FIELD SUPPORT BRIGADE, IRAQ



Volume 2 Issue 2

Readiness Power, Forward

March/April 2011

2/401ST SUPPORTS 50-20 CELEBRATION

Story and photos by Ned Bryan
DCO, 2/401st AFSB

KUWAIT CITY, Kuwait – The nation of Kuwait commemorated its National Day (50 years as a nation) and liberation from Iraq in 2001 (20 years ago) with a 50/20 Celebration Parade Feb. 26, 2011.

I could not help but reminisce about being in Kuwait 20 years ago as a participant in Operation Desert Shield and Operation Desert Storm. I was a young NCO deployed from Baumholder, Germany then with the 2nd Battalion, 29th Field Artillery Regiment, along with our brand new M109A2 Howitzers tasked to assist 7th Corps Artillery



Corps Artillery in the “breach” mission - to punch a hole in the Iraqi Republican Guard. It was surreal to find myself in Kuwait, 20 years later, loading M109A6 Paladins onto transport vehicles to support

the 50/20 Celebration Parade.

The 2/401st AFSB supported the 50/20 Celebration Parade by providing 15 vehicles to participate in the parade and static displays highlighting the contrast and comparison of current U.S. Army vehicles against those used in 2001. Before the equipment was transported to the parade location, the battalion was responsible for re-painting all vehicles and stenciling the vehicles with relevant bumper numbers reflecting the actual units that served in Operation Desert Storm during the liberation of Kuwait.

One of the prominent units involved in the liberation of Kuwait was the 1st Cavalry Division from Fort Hood, Texas. General John H. Tilelli Jr. (USA Retired), the 1st See 50-20 on Page 8



To the rescue – An M88A2 Hercules Track Recovery Vehicle provided by the 2nd Battalion, 401st Army Field Support Brigade, tows a Kuwaiti tank that broke down in front of the reviewing stand during the 50/20 Celebration

FROM THE FIELD is a special supplement to the 402nd AFSB **OUTPOST**. It is written by the servicemembers, DoD civilians and contractors who comprise the Army’s largest brigade.

2/401st AFSB RETROGRADE OPERATIONS

Story and photo by Ned Bryan
DCO, 2/401st AFSB

CAMP ARIFJAN, Kuwait —The 2nd Battalion, 401st Army Field Support Brigade, is one of the very few organizations in the force structure to perform full spectrum logistical operations at the strategic, operational, and tactical levels.

The myriad of missions performed by this single battalion in Kuwait can be difficult to grasp. In addition to its three primary missions (Army Propositioned Stock, presidential directives in support of the Responsible Drawdown of Forces and Operation New Dawn, and direct theater support for Operation Enduring Freedom) the battalion also supports multiple secondary missions. These secondary missions range from Foreign Military Sales to issuing equipment directly to organizational units stationed in Kuwait. The battalion continues to perform as one of the premiere logistical operations in today's military.

The Battalion processed nearly 160,000 pieces of equipment this past fiscal year; more than 35,000 pieces of rolling stock, more than 80,000 pieces of non-rolling stock, and almost 45,000 pieces of non-standard equipment. The maintenance operation completed more than 15,000 work orders compiling more than 1.24 million man-hours of labor.

How the battalion handles retrograde is unique in that before equipment is processed for transport to the United States, several other factors must be considered at the strategic, operational, and tactical levels. One of the first physical processes that takes place at the battalion level is a determination of whether or not the asset meets a



Members of the 2/401st AFSB guide a retrograde asset onto a waiting HET for movement to the Kuwait Naval Base wash rack.

pre-established in-theater requirement. These requirements are established by United States Central Command, Third United States Army, 1st Theater Support Command, and the Department of the Army.

The battalion's role is to assess if the asset meets the criteria for any of the requirements established and then source that asset into the requirement or continue to process the asset for retrograde back to CONUS. In the last 12 months the battalion processed more than 24,000 pieces of rolling stock out of Iraq. Of that total, more than 15,000 were processed for retrograde to CONUS. Nearly 3,000 of that total were disposed of through the Defense Reutilization and Marketing Office based on the condition code of the equipment and the disposition instructions from the Life Cycle Management Command item managers. The remaining 6,000 pieces were retained or harvested to support in-theater requirements.

Harvested retrograde from the OIF drawdown sourced War Reserve Stocks, OEF ONS requirements, Heavy Advise and Assist BDE (OND requirement), Theater Sustainment Stocks, and the CENTCOM Theater Reserve.

Retrograde in and of itself is a single process but because of the battalion's unique relationship with the Warfighter, coupled with its location and logistical capabilities, facilitates full spectrum support opportunities. Receiving assets coming out of OIF/OND provides tactical level support to those units redeploying and harvesting those assets for in-theater requirements supports both operational and strategic requirements.

The most important strategic level contribution the battalion provides is to feed the Army Force Generation RESET process. We accomplish this by retrograding roughly 15,000 pieces of rolling stock and nearly 80,000 pieces of non-rolling stock back to the depots. The depots then recondition the items and make them available to re-equipping the force structure.

Once it is determined that an asset is not required to support any in-theater requirement and has not received disposition to DRMO, the item will begin the process of being retrograded to CONUS.

During the peak of the Phase IV of the Responsible Drawdown (June – September 2010) the battalion averaged more than 2,150 pieces of rolling stock and 80 containers of non-rolling stock monthly. The total number of non-rolling stock assets retrograded is more than 80,000 plus an additional 13,000 pieces of non-standard equipment shipped back to CONUS.

UNIT RESET OFFICERS SET THE STAGE FOR SUCCESS

Story and photo by Maj. Luke Clover
LSE USD-C

VICTORY BASE COMPLEX, Iraq — As a combat arms brigade begins a deployment, the primary focus is not on what needs to happen in preparation to go home. A brigade is thinking about and planning for the mission ahead. How are they going to train so the Iraqi Army and Iraqi Police they are responsible for? How are they going to close down all of the Forward Operating Bases and Joint Security Stations that have been operating for the past seven years? The list goes on.

A large task, yes, but in the end the brigade will conclude their operations and turn in or reset the equipment that allowed them to be successful. Because of harsh environmental conditions and heavy usage rates during deployments, Army Material Command had to rethink the life cycle management strategy a few years ago for deployed equipment in order to support quick turnaround requirements.

The 2nd Advise and Assist Brigade, 1st Infantry Division took over the responsibility of training four Iraqi Army divisions and two Federal Police divisions from the 1st Advise and Assist Brigade, 3rd Infantry Division in the Baghdad province of Iraq. The AAB mission and operating location isn't foreign to the brigade, which operated in Baghdad during their prior deployment, ending in October 2009. To be ready to deploy in such a short time, equipment had to be reset at a feverish pace.

The Automated Reset Management Tool was the catalyst for those equipment repairs, as it will be at the end of this deployment. The systems within



Dennis Barnes, Automated Reset Management Tool instructor, passes his knowledge to a new generation of unit reset officers.

ARMT provide the automation tools and visibility for each step of the equipment reset process for the brigade and the repair organizations throughout the 180-day process.

The brigade's unit reset officers are charged with analyzing reset plans for errors that are already populated in ARMT. Initial plans are created roughly 30 days after deployment into theater using a property book snapshot of each unit, and referenced against the reset induction lists for the automatic reset induction, intensively managed items, and field reset levels. In the early months of the deployment errors such as incomplete serial numbers, missing registration numbers and incorrect national stock numbers can be identified and corrected through the brigade property book office prior to the redeployment minus 180-day briefing that officially begins the reset cycle.

There are ten types of reset plans within the ARMT system. The first is the Automatic Reset Induction. These items are repaired and reset at the sustainment level. They are turned in, removed from a unit's property book, and given to the Life Cycle Management Center

That manages that piece of equipment repair and redistribution into the supply system.

Second is the Intensively Managed Items. IMI items are turned over to the LCMC for sustainment level reset, however these items are retained on the property books of the owning unit. The unit usually receives the same serial numbered item back once complete. Medical reset happens at home station. The U.S Army Medical Material Agency sends a team to accept a unit's medical sets and reissues new or reset items to the brigade in one transaction.

There are four reset plans conducted by on-site Small Arms Readiness Evaluation Teams. SARET-R (Repair) for the majority of weapon systems, SARET-L (Laser) for specified laser items, SARET-M (Mortar) for the mortar weapon systems of a brigade, and SARET-O (Optical) for the optical sights. All four plans are conducted by mobile teams that schedule specific dates for Brigade Combat Team-sized units and will generally complete an entire BCT's equipment within one week.

Chemical Biological Equipment Repair Teams and Communication Electronic Evaluation and Repair Teams work similarly where dates are agreed upon with the BCT, and owning LCMC centers and items are turned around in about a week.

The final reset plan type is field/unit level reset. These items are reset at the supporting installation Department of Logistics and through organic field level maintenance and expendable item resupply through the brigade's usual maintenance channels.

BLST SUPPORT: KEEPING THE GUNS FIRING

By CW5 Henry Richardson
2/25 AAB BLST Chief

DIYALA, Iraq - Whether it's an infantryman's M4, a Special Forces group MK44 mini gun or an M777 Howitzer, if there's a weapons issue that a unit's 91 series armament repairers can't figure out on Forward Operating Base Warhorse, they reach out to Randy Woodrow, TACOM armament logistics assistance representative.

Armament LARs are civilians who are hired under the provisions of the Army Logistics Assistance Program by the Army Materiel Command's Tank-Automotive and Armaments Command. The LARs, often retired warrant officers or senior non-commissioned officers, are subject matter experts for their unit's equipment, provide answers to maintenance issues, conduct training, and resolve parts questions.

Woodrow a native of New York, with 20 years of military experience, and has been performing duties as a TACOM LAR for 10 years, including five deployments during that time.

On any given day Woodrow can be found in the unit's motor pool, arms rooms or armament shops, assisting with anything from layout, identification, and inventory of the 2-25 Armament Shop's Sets Kit and Outfits to assisting the 5th Special Forces Group with sorting, identification and classification of a 40-foot container packed with excess small arms parts for turn-in and establishing push packages of parts for the forward deployed 5th SFG teams for repair of weapons systems.



CW5 Henry Richardson

TACOM Armament Logistics Assistant Representative Randy Woodrow catalogs small arms repair parts for turn in during an assistance visit on Forward Operating Base Warhorse.

has performed many weapons support missions for the Warhorse units from bore scope and pull over of a mortar gun system Stryker to disassembly, inspection, repair and test fire of a MK44 mini gun.

He has demonstrated his talents supporting the small arms firing ranges where he assisted the 5th SFG with not only target and range construction but immediate small arms repair, providing the teams with uninterrupted training opportunities critical to the busy teams and trainers. He has further demonstrated his broad based weapons knowledge by his ability to inspect and classify M777 Howitzers, providing recommendations for reset requirements, as well as classification, demilitarization and disposal of foreign weapon systems.

Woodrow is assigned to the 2/25 SBCT BLST in Schofield Barracks, Hawaii, and normally deploys for six month increments, however, he agreed to stay on for an additional six months to support the 2/25th SBCT through their deployment.

"It was a no brainer," Woodrow said. "I was asked by TACOM to deploy early to support the 4/2 STRYKER out of Fort Lewis, Washington, from March 2010 until July 2010. Once that was completed I would move from Camp Liberty to FOB Warhorse to support the 2/25th SBCT which is my assigned brigade. This is what I wanted to do. I like working with the officers and NCOs of the 225 BSB and sharing the knowledge that I have accumulated over the years to help make this a successful deployment for the 2/25 SBCT."

In doing so Woodrow's reach has surpassed the AAB and expanded throughout FOB Warhorse where he has become an essential part of the 5th SFG's, Operational Detachment A Team's weapons maintenance program, resulting in better trained and equipped personnel, as well as supporting other tenant units such as the 1013th Engineers.

"Mr. Woodrow's immeasurable experience and knowledge of military and non-conventional weapon systems, as well as his past military experience, has been a great asset to the 2-25 AAB," said Chief Warrant Officer 2 Anthony Burford, armament technician, 225th BSB. "For example, when an inspection of the Brigade's M777A2's was asked for by the field artillery regiment, Mr. Woodrow was one of the first people to be notified because he had been with the system since its inception into the Army arsenal back in 2006. Not only does he assist as a logistical representative, but more importantly serves as a mentor to the armament Soldiers throughout the brigade."

1/402ND AFSB UPGRADES THE MAC-50 CRANE

By 1st Lt. Monique L. Spalding
1/402nd AFSB Plans Officer

JOINT BASE BALAD, Iraq —The 1st Battalion, 402nd Army Field Support Brigade, commanded by Lt. Col. Daniel J. Moroney at Joint Base Balad, Iraq, has always been on the leading edge of fulfilling the Army Material Command's mission of supporting the Warfighter.

Through its contractor URS, the 1/402nd AFSB has been retrofitting every Army Military All-terrain Crane -50 in the Iraqi Joint Operations Area with add-on armor protection and applying a modification work order to optimize its operation. These modifications are critical to improving the survivability and the employability of these massive machines.

The MAC-50 is a key piece of engineer equipment supported by the 1/402nd AFSB. The MAC-50 crane, manufactured by TEREX Demag in Zweibruecken, Germany, from a commercial design, has a



Photos by Galen Putnam

A TEREX MAC-50 Crane undergoes upgrade at Joint Base Balad.

maximum capacity of 40 tons and has four unique qualities/functionalities that surpass the commercial model and make the MAC-50 crane specially suited for military use. Special functionalities are: A salt-water fording capability up to 60 inches; U.S. Bridge law

compliance; upgrade to a Cummins QSC Engine; and incorporation of an Allison transmission

The initial customer, the U.S. Marine Corps, had at least three specific requirements for the crane, which is modeled after the commercial TEREX-Demag AC-50-1 all-terrain crane. First, the equipment had to be suitable for rapid deployment. Second, it had to meet provide an all-terrain capability. Third, the engine had to start in both cold and hot climates with temperatures as low as -32°C and as high as hot as +50°C.

As the 1/402nd AFSB "Workhorse" Battalion continues to conduct its' day-to-day sustainment operations, it also continues to support the Warfighter by improving the MAC-50 crane at Joint Base Balad, Iraq.



Michael Woodall, a contractor with URS Corporation (left) and Prahlad, who uses one name, a subcontract worker with Kulak Construction Company, install cab mounts on a TEREX MAC-50 Crane.



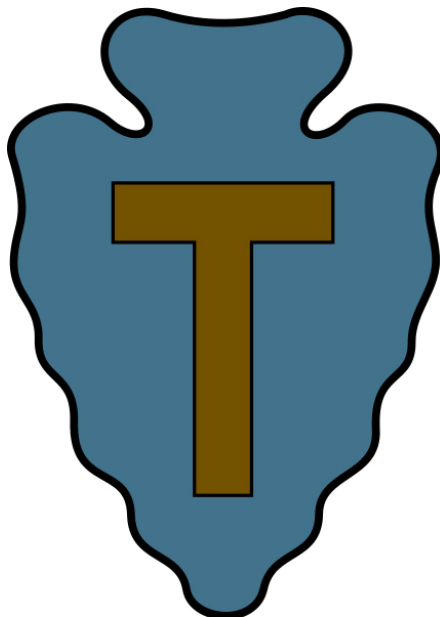
36TH INFANTRY DIVISION 'PANTHERS' RULE USD-S

By Halford M Dudley
LSE USD-S

COB BASRA, Iraq — The 36th Infantry Division officially replaced the 1st Infantry Division, as United States Division – South, with a Turn Over of Authority ceremony in January. The ceremony marked the official passing of responsibility for the USD-S area from the 1st ID to the 36th ID.

This was the culmination of several weeks of training and hands-on experience between 1st ID and 36th ID headquarters personnel. The 36th ID Soldiers learned the jobs they were taking over from the 1st ID Soldiers they were replacing. Then in the last week before the TOA, the 36th ID Soldiers were “in the driver’s seat” with the 1st ID Soldiers observing and providing advice and assistance along the way.

The 36th Infantry Division, from Texas, is known as the Panther Division or the Texas Division. The 36th Infantry Division saw major action in World War I in the Meuse-Argonne Offensive. During World War II, the division saw action in North Africa, Italy, France and Germany. The 36th Infantry Division was the leading force for



KFOR 7, the peacekeeping mission in Kosovo. The 36th ID has been supporting the Global War on Terrorism with Soldiers and equipment since 2004, with at least 10 separate deployments of Soldiers from within the division. This is the first deployment of the 36th Infantry Division Headquarters to Iraq.

The TOA was not the first between the 1st ID and a National Guard division headquarters. In Jan. 2005, the 1st ID completed a TOA with the 42nd Infantry Division from New Jersey. The deployment of the 42nd ID also marked the first

deployment of its division headquarters since the end of WWII.

The 36th Infantry Division, as the United States Division – South, has responsibility for the advise and assist mission with the Iraqi Army and Police forces in the southern third of Iraq. They will also be responsible for the success of President Obama’s policy of the United States and its forces exiting Iraq by Dec. 31, 2011.

While the Divisions of USD-S were completing their TOA, Logistics Support Element (LSE) USD-S also changed leadership. Lt. Col. Thomas “Andy” Parker relinquished command to Lt. Col. Quinton Smith, who in turn relinquished command to Lt. Col. William “Bill” Hatton.

Parker returned to Ft Riley, Kansas after his tour, to once again take up Command of Army Field Support Battalion - Riley. Hatton worked with the 36th ID during their train-up and preparation for deployment at Fort Lewis, Wash.

The 36th ID, USD-S, and LSE USD-S are now focused on the drawdown and withdrawal of United States forces from Iraq in 2011.



Members of the 143rd Infantry Regiment, 36th Infantry Division, storm the beach during an amphibious landing at Salerno, Italy, Sept. 9, 1943. The 36th ID saw extensive action in both World Wars.

U.S. Army photo

UNDERSTANDING THE RIP/TOA PROCESS

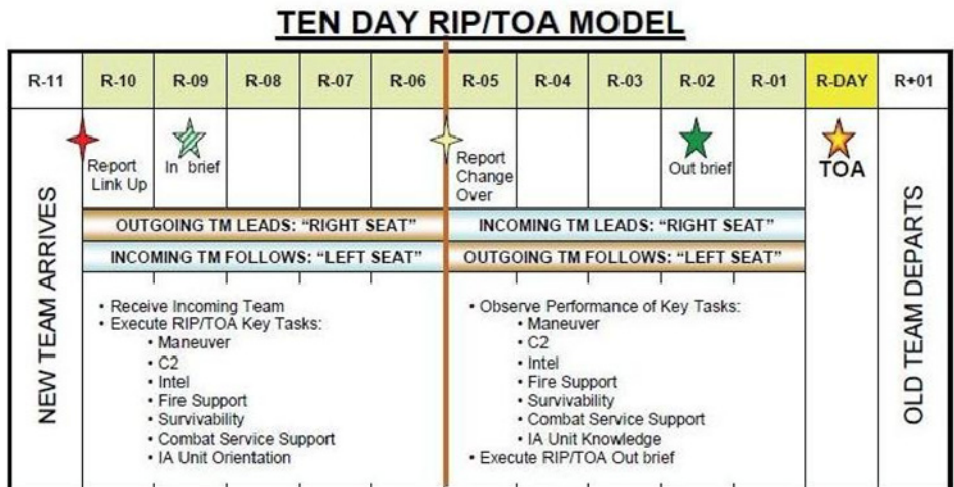
By Roberto Soliz
3/1 BLST

COB ADDER, Iraq — The 3rd Brigade Combat Team, 1st Cavalry Division, conducted its Relief in Place/Transfer of Authority with the 3rd Brigade Combat Team, 4th Infantry Division in March and assumed the operational environment.

The 3/4 ID and 3/1 CD both came into the process with expert experience deploying and conducting RIP/TOAs in previous engagements. Those experiences were invaluable in deploying/redeploying their brigade to and from a stability operations environment.

RIP/TOA is the process where an incoming coalition unit replaces another unit already in place. Over several days, each incoming team member will spend time shadowing their outgoing counterpart, learning and recording everything that was implemented and achieved over the last twelve months.

With the exception of minor command preferred processes implemented during and after the TOA, the majority of the tasks



remain the same. RIPs/TOAs use the "right-seat/left-seat ride" concept; the outgoing leads perform the daily mission with the incoming members observing, then the roles are reversed to ensure the process is understood.

With the use of all available tools and established protocols like a Pre Deployment Site Survey, leader recons, and advance/torch parties, the 3/1 CD was able to place personnel in key locations at the right time during the pre-deployment planning process to define the roles and responsibilities at each level.

Situational understanding was key to the success of this RIP/TOA for both brigade commanders as one relinquished command and the other accepted responsibility for the AO. Sharing lessons learned was paramount to the smooth transition. Force protection was critical and challenging at this point, but partnership was the key to success. This perfectly executed RIP/TOA allowed 3/4 ID to "pass the baton" to 3/1 CD with minimal interruption.

With the exception of different faces and uniform patches, this seamless changeover was accomplished with ease. The battle rhythm for the subordinate units had to mesh so that commanders could have their Soldiers in locations as far away as Basra, Garry Owen, Echo, Al Asad and still be able to interact. Computers and communication software ensured connectivity and responsiveness across the entire Iraq joint operating area.

The RIP/TOA process between military units has been observed, refined, and executed to the point where it is now a common and routine event.

Some key components of the RIP/TOA process:

- Property accountability and property book transfer
- Theater-unique briefings and departure briefings
- Key leader meetings
- Forward operating base facilities orientation
- Counter improvised explosive device training and orientation
- Communications security and information technology support
- Fusion cell orientation
- Security team orientation
- Orders and reporting processes/requirements
- Contracting and resource management orientation
- Vehicle maintenance and recovery orientation
- Weapons and equipment program orientation
- Cargo customs and inspection orientation
- After action reviews, patrol debriefs, and trip reports orientations
- Awards and memorial service ceremonies

50-20 — From Page 1

Cavalry Division commander during the first Gulf War, was in Kuwait for the 50/20 Celebration, and we had the honor of conducting a battalion operations tour for him during his stay.

Every parade normally has a mishap or two, and the 50/20 Parade was no different. During the parade, one of the Kuwaiti tanks became inoperable directly in front of the reviewing stands; however, the battalion came to the rescue with one of the vehicles provided for the parade, an M88A2 Hercules Track Recovery Vehicle. Everything else went very smoothly, and all of the equipment issued for the parade has now been returned to Camp Arifjan and placed back into the Army War Reserve sets.

It is very interesting to reflect on how far we have come as military organization in the past 20 years. I have gathered a few of the current members of the battalion and asked them what they remember most about the first Gulf War. I was surprised to find so many individuals

Who were here 20 years ago participating in Operation Desert Shield and Operation Desert Storm. For myself, I remember writing letters to my wife and two-year old daughter. Yes, I actually wrote letters; Facebook and Twitter had not been created yet, and cell phones were not available. MREs were served for breakfast, lunch, and dinner; a shower was a luxury you received once every 5-6 weeks, whether you need one or not.

I remember the “Breach” mission and driving through what was left of the Iraqi Republican Guard. I remember the oil fields on fire and driving through absolute blackness in the middle of the day. I also remember the Syrians passing through our position heading south to be a part of the ongoing coalition efforts in Kuwait City.

The 2/401st AFSB has several individuals who served in supporting and direct engagement roles in the first Gulf War. Chief Warrant Officer 4 Gwendy Jordan, project manager for L3 Communications and the officer-in-charge of the unit’s contracting officer representatives,

was a specialist in the 66th Maintenance Battalion deployed out of Germany to Turkey, providing logistical support to units as they processed through Turkey into the Theater.

Master Sgt. Kristopher Jenkins, maintenance non-commissioned officer-in-charge, was a private first class infantryman deployed with Task Force 8/43 Air Defense Artillery (Patriot) out of Geiblestadt, Germany. Their primary role included providing protection against SCUD missile attacks. Jenkins’ most memorable moments came while providing security at an airfield where Gen. H. Norman Schwarzkopf landed to link up with his Iraqi counterparts to discuss the peace talks at the end of military operations.

The battalion proudly supported the celebrations commemorating the establishment and liberation of Kuwait. Providing vehicles for the 50/20 Celebration parade seemed only fitting, since the battalion’s primary mission is to provide a Heavy Armored Brigade for the defense of Kuwait as a result of the Iraqi Invasion of Kuwait 20 years ago.



2/401st AFSB personnel prep vehicles at Camp Arifjan, Kuwait, for the 50-20 Celebration Parade marking Kuwait’s National Day.

ART GAMBOA: SUPPORTING THE WARFIGHTER

By CW4 Troy A. Hyatt
LSE USD-C

CAMP TAJI, Iraq — Aviation and Missile Command Logistics Assistance Representative Arturo “Art” Gamboa, is assigned to the Brigade Logistics Support Team (BLST).

Art supports the 1-1 Attack Reconnaissance Battalion, 1st Infantry Division Enhanced Combat Aviation Brigade at Camp Taji, Iraq. Art provides technical and logistical support to the Warfighter in his daily duties as a LAR.

His contributions to the BLST are instrumental to the unit’s AH-64D Longbow Helicopter excellent readiness rate. Art is a mentor to the unit maintainers and utilizes his field experience to guide them during troubleshooting of complex aircraft system faults. His knowledge in aviation maintenance is sought by all ranks within the unit and contributes to the unit’s success daily.

Recently, Art utilized his skills in evaluating an aircraft that sustained what seemed to be enough damage to transfer the aircraft from theatre. His technical expertise and broad aircraft airframe background, instead, contributed to the decision to the aircraft repaired in-theater. This eliminated the need to transport the aircraft to the United States for repair. This type of technical skill and support is exactly why the BLST is a force multiplier.

In addition to Art’s maintenance support as an AMCOM LAR, he also teaches AH-64D Longbow Helicopter System maintenance at AMCOM LAR University, Corpus Christi Army Depot Texas. During his current deployment, he was able to bring his classroom



Photos by Anibal Guzman

Aviation and Missile Command Logistics Assistance Representative Arturo “Art” Gamboa (right) conducts an AH64D Longbow Helicopter Fire Control Radar class for 1-1 Attack Reconnaissance Battalion Soldiers at Camp Taji.

Instruction skills to the battlefield by delivering several systems training events directly to the Warfighter.

Art’s ability to transition from LAR to instructor has assisted the unit in developing their skills in troubleshooting several AH64D Longbow Helicopter Fire Control Radar faults.

With this type of training provided in theatre, the armament personnel are now able to identify and fix the faults exhibited on the FCR systems during power up that they could not prior to deployment. Art Gamboa’s unflinching desire to assist any Soldier is a testament of his character and professionalism.



AMCOM LAR Art Gamboa inspects a damaged airframe structure on an AH64D Longbow FS 300.

SAFETY SPOTLIGHT: TAKING COVER

In recent weeks, one of our battalion's has had two employees get hurt while in the process of taking cover during IDF (indirect fire) attacks. One employee struck a shoulder against a desk while going to the floor. Another employee experienced a back injury while taking cover outside. Both of these incidents resulted in serious injuries.

According to the JBB's Attack Alarm Video of January 2009: the klaxon alarm will sound within 1km radius of the project point of impact approximately 4-7 seconds before impact. This leaves little time to assume a safe position. But if care is not taken, there is risk of injury in the act of trying to be safe. The 2/402nd Safety Office recommends the following measures to lower your risk of getting hurt:

- **Stay Calm:** While there is little time to react during an IDF attack, do your best to 'keep cool' and not overreact to the situation.
- **Safe Positioning:** Get to the ground quickly, but safely. Kneel to the ground keeping your back upright, then use your arms to support your weight as you lie down. Rarely should you have to dive.
- **Clear The Area:** Most of us are expected to be indoors when an attack takes place. Reduce clutter around your desk and ensure that there is a space cleared to accommodate you. Good housekeeping has other benefits, such as reduction of fire and trip hazards. Apply this to your quarters, as well. Many of the structures we work in are tightly packed. Space furnishings so that all occupants have adequate room.
- **Ready Your Gear:** Keep your IBA (Interceptor Body Armor) ready to go. Don't pile clutter on top of it, having to waste precious time searching for it or uncovering it when you need it.
- **Donning Your Gear:** The basic IBA ballistic vest with SAPI plates weighs in at 22 lbs. It is possible to strain yourself while putting the gear on. Use the buddy system if you can, or you can rest the bottom of the vest on a desk to help support the weight as you put it on. The vest and helmet together weigh 26 lbs, which is more weight than you are used to carrying. Keep this in mind while bending, squatting or making other necessary motions. Keep the weight over your center of gravity.
- **Don't Be Complacent!** All too often, I see people not taking required precautions during incoming fire. This may work for a while but given enough exposure, the 'luck' of these individuals may run out. Protect yourself and follow the rules during an attack. All you have lost is a little extra effort, while possibly gaining your life. *Don't forget accountability.* Report in as required by your section to let them know you are OK.

REMEMBER THE BASICS (JBB specific – check your local SOPs)

- **IMMEDIATELY** lie face-down on the ground protecting your eyes and ears.
- If you are in a vehicle, safely pull over, exit vehicle and lie face-down on the ground protecting your eyes and ears.
- After two (2) minutes, move to cover until the **"ALL CLEAR"** is announced.
- While taking cover, survey for injuries and UXOs. Perform SABC as appropriate, while maintaining low profile.
- **IMMEDIATELY** seek best available cover/protection while maintaining low profile.
- Don helmet and body armor (if available).
- Remain under cover until the **"ALL CLEAR"** is announced.

NOTE: Only first responders and emergency response personnel are authorized to move around the installation.



402ND AFSB SAFETY

DSN: 312-864-6679