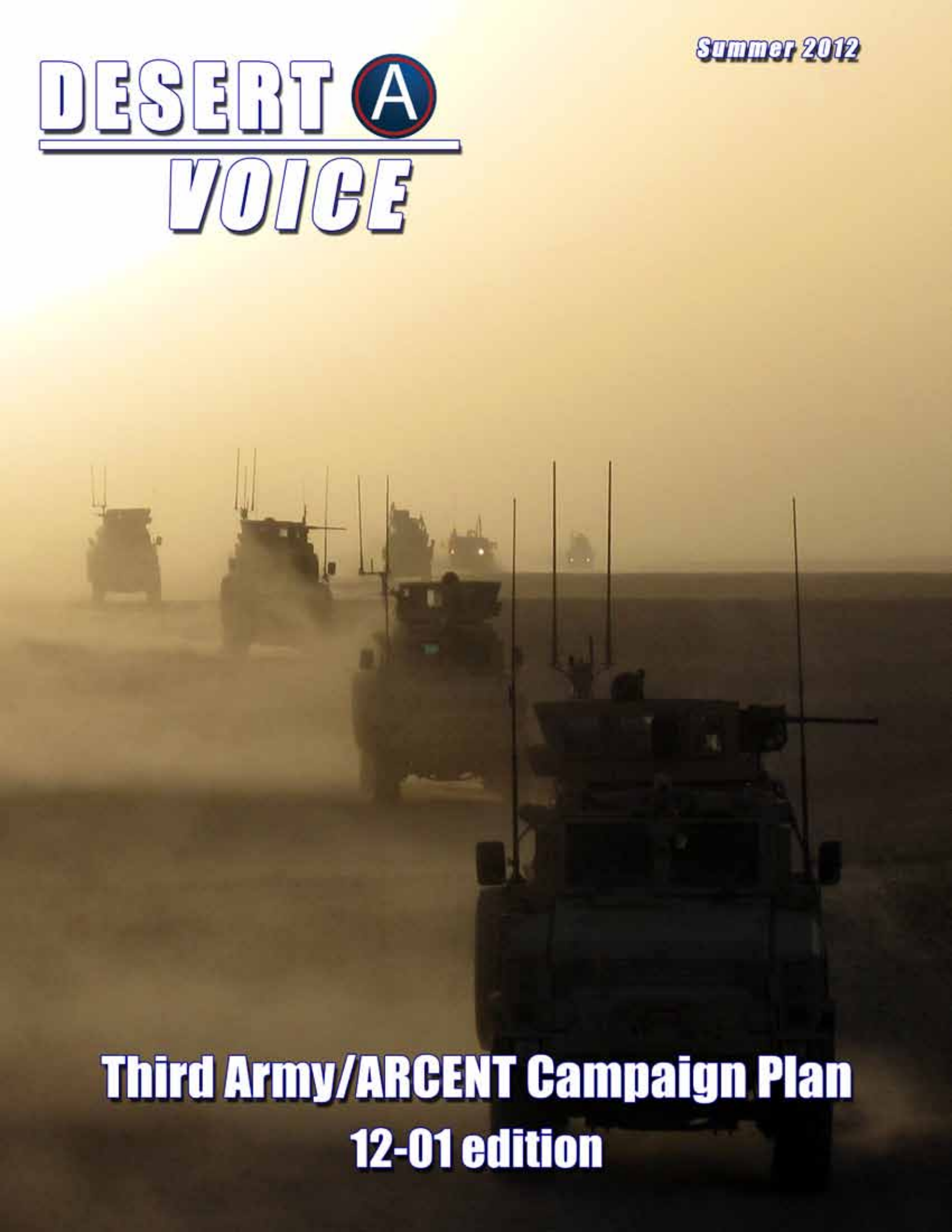


Summer 2012

DESERT --- *VOICE*



Third Army/ARCENT Campaign Plan
12-01 edition

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Lt. Gen. Vincent K. Brooks
Third Army Commanding General

Command Sgt. Maj. Stephan Frennier
Third Army Command Sergeant Major

Lt. Col. David H. Patterson, Jr.
Third Army Public Affairs Officer

Sgt. Maj. Christopher Fletcher
Third Army Public Affairs Sgt. Maj.

Maj. Mary Ricks
13th PAD commander

Staff Sgt. Shelia Sledge
13th PAD NCOIC

Spc Bradley Wancour
Desert Voice Editor

Cpl. Christopher Calvert
Journalist

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Success depends on Team of Teams

In the months since I've taken command, Third Army has played a vital role in bringing Operation New Dawn to a close; we have maintained continuous operations in Kuwait; we built on relationships with our partner nations, and we have presented a revised campaign plan to guide us into the future.

When the final order was given to depart Iraq, we still had more than 40,000 U.S. servicemembers and 36,000 contractors spread across 24 bases. There were 45,000 pieces of rolling stock, 13,000 containers and more than 2.5 million pieces of equipment to redistribute. We not only met the commander in chief's intent, but we exceeded it. I mention this as an acknowledgement of your hard work, appreciation of your dedication to duty, and to commend your flexibility in making the close out of Operation New Dawn a success. Looking ahead, we have 41,000 vehicles and 70,000 containers in Afghanistan.

These represent only two hurdles ahead of us, and I'm certain our mission there will prove to be more challenging. As we have done in the past, I will be calling on you to again turn the impossible into the historical. We will need to bring to bear many of the same skills and achievements that led to success in Operation New Dawn to re-posture for Operation Enduring Freedom. To guide our many efforts, Third Army has developed a new framework. We



*Lt. Gen.
Vincent K. Brooks-*

recently developed and published a Campaign Plan that provides a blueprint for us through 2014.

The Campaign Plan outlines what ARCENT is going to be and addresses what we

need to be ready for. As you walk through Patton Hall or Building 505 at Camp Arifjan, it's hard not to notice the new posters – each showcasing one of our five Lines of Effort. We must remain READY for unexpected requirements; we need renewed focus to SHAPE the environment by building our partner nation's capacity; it is crucial that we conduct SUSTAINED operations in Afghanistan, while at the same time we TRANSITION into a new environment at home, and throughout everything we need to be effective when we COMMUNICATE, both to our internal and to our external stakeholder audiences.

Our partner nations are modernizing and we are presented with many training opportunities and joint exercises. Our Lines of Effort help us in our mission to support units such as 1/1 CAV, who is participating in Operation Spartan Shield. This is a steady-state operation that supports the bilateral defense of, and ultimately brings stability to the region. We also need to maintain a focus in Afghanistan and see that challenging environment to a successful close. We are not studying history, we are making it. Third, Always First!

**- Lt. Gen.
Vincent K. Brooks
Commanding General**

Campaign Plan shows ARCENT's obligations

As we at Third Army/ARCENT roll out our new campaign plan, it's important for everyone within our organization, including Soldiers, noncommissioned officers, officers, and Department of the Army civilians to know what the campaign plan is.

The campaign plan is important because it's the commander's vision and intent on how our Team of Teams will fulfill our obligation to U.S. Army Central Command and its area of responsibility.

To achieve the desired results of this campaign plan, we will use a series of tasks and efforts known as lines of effort. It's critical for each individual on our team to know what the lines of effort are and how to support them.

We must be ready tonight to accomplish our duties, both during peacetime and wartime. Keep yourself ready both professionally and personally, be resilient and develop your skills through structured self development. Always learn more so you can do your job to the best of your ability.

As members of ARCENT, sustaining the fight consists of more than basic logistics; we have to sustain ongoing operations, such as the ongoing efforts in Afghanistan. We have already initiated the retrograde of material in Afghanistan, and eventually will do the same things for Operation Enduring Freedom that we did closing out Operation New Dawn.

By shaping the future, we continue to build upon the great relationships we have with our partners in CENTCOM's AOR and export professionalism to other militaries. We must continue to set the example for our partners and earn and maintain their trust.



*Command Sgt. Maj.
Stephan Frennier*

Under the transition for tomorrow line of effort, we must continuously adapt to the changing environment. We completed a very successful move of our main command post to Shaw Air Force

Base and will continue to build community relationships with our new neighbors, the Sumter community and our Air Force partners. In addition, we have to anticipate what is expected of us not only today, but also tomorrow and the day after tomorrow; and tailor our force structure to accomplish our mission.

The fifth line of effort is known as communicate for success. We need to communicate internally so every member of our team knows what our campaign plan is and how to support it. We must also communicate externally to our partner nations, sister Service Component Commands, Central Command, and the Army; this will help in keeping us all synchronized. Ultimately we represent the American people and owe it to them to keep them informed as to what we are doing for them and our country.

One thing I ask of everyone is to look at the campaign plan; we have some great products (pamphlets and pocket cards) to use as teaching points. If you don't understand something, ask your leaders to explain. By learning the lines of effort, you will understand what keeps us focused to accomplish this campaign plan.

I want to thank you all for your great efforts and sacrifice to our nation.

Patton's Own!
**- Command Sgt. Maj.
Stephan Frennier
Senior Enlisted Advisor**

Mission

Third Army/ARCENT conducts shaping operations in the USCENTCOM area of operations to deter adversaries in order to reassure and enable regional partners while sustaining ongoing U.S. operations in established Combined Joint Operating Areas. Concurrently, Third Army/ARCENT transitions forces and capabilities in the USCENTCOM area of operations for roles anticipated in the next decade of the 21st century.







Purpose

The purpose of this campaign plan is to establish a broad operational approach to translate national, USCENTCOM, and DA-level aims into desired conditions in the CENTCOM AOR. The campaign plan also seeks to both clarify and exert influence over the environment of today to create effects favorable to the achievement of the desired environment of tomorrow. As such the campaign plan is enabled by continuous analysis of the operational variables that provides context of today's environment in which this plan is taking place and maintained by a robust assessment supporting architecture to monitor progress, othe lack thereof, towards the desired environment of tomorrow. Combined they create understanding, provide direction, and generate action. As a result, this campaign plan seeks to guide the current and future operations while building flexible, adaptable approaches that enable military means leveraged by other partners and elements of power to attain our objectives and achieve our desired endstate.

Intent

Third Army/ARCENT remains relevant to the Army and USCENTCOM by being ready for known and unanticipated requirements, while also adapting to meet the demands of changing regional and U.S. domestic requirements. Third Army/ARCENT does this by focusing on the following lines of effort: Ready, Shape, Sustain, Transition, and Communicate. Each LOE is complementary to the others, although their focus may differ in terms of time horizon or geography. Key to success is operating in a way in which synergy is derived. Achievements in each LOE must posture Third Army/ARCENT for progress across all LOEs. This campaign is the steady state of Third Army/ARCENT. The campaign's operational design is oriented on perpetual commitment in the USCENTCOM area of responsibility.





READY

Third Army/ARCENT allocated forces must remain ready to fight tonight through a combination of U.S. training programs and by positioning in locations that support USCENTCOM bilateral defense agreements. Enabling this readiness are configured and strategically located APS; the retaining of adequate forces in a prepare to deploy status; effective mission command of theater forces; and the establishment of the necessary infrastructure footprint that can rapidly expand to receive, stage, and support onward integration of follow-on forces. Third Army/ARCENT, in coordination with joint and multi-national partners, will be ready to counter threats to U.S. or partner nations interests if deterrence fails. Ready also includes preparation for supporting response operations for humanitarian assistance/disaster relief, foreign consequence management, non-combatant evacuation, and with response forces committed to joint security area operations.



'Deep Blue' hones underwater readiness



Left: A diver with the 569th Engineer Dive Detachment from Joint Base Langley-Eustis, Va., signals to his supervisor that he is coherent and conscious after a dive during the Deep Blue exercise in the Persian Gulf near the Kuwait Naval Base, March 28. Through exercises like Deep Blue, Third Army/ARCENT Soldiers are keeping ready to fight not only on land but under water as well.

Below: Divers with the 569th Engineer Dive Detachments from Joint Base, Langley-Eustis, Va., jump into the Persian Gulf near Kuwait Naval Base, Kuwait, March 28. Through exercises like Deep Blue, Third Army/ARCENT Soldiers are keeping ready to fight not only on land but under water as well.

Exercise refreshes, trains Army divers on emergencies beneath the waves

**Photos, story by
Cpl. Christopher A. Calvert**
Third Army/ARCENT PAO

KUWAIT NAVAL BASE, Kuwait – Divers with the 569th Engineer Dive Detachment from Joint Base Langley-Eustis, Va., conducted their Deep Blue exercise in the Persian Gulf aboard a Landing Craft Utility Boat at the Kuwait Naval Base, March 26 – 30.

During the exercise, divers spent five days training in surface-supplied deep

water dive and self-contained underwater breathing apparatus scenarios with depths reaching more than 60 feet. Both diving modes are employed by the Army at a maximum depth of 190 feet.

The primary use for SSDWD includes underwater cutting and welding, waterfront facilities maintenance, port construction, and rehabilitation. The uses for SCUBA include inspections,

search and recovery, river crossing operations, and reconnaissance.

1st Sgt. Earnest L. Vance, 569th Eng. Dive Det. and Houston native, said Deep Blue allowed supervisors the opportunity to validate their

“The training was geared for our supervisors.”

Spc. Leslie Schlitz, diver

Vance. “We’re going to command certify some, as well as reevaluate others. To accomplish this, we’re performing emergency drills for trapped divers, unconscious divers, divers with neurological problems, and diving related injuries for our supervisors to assess.”

There are five Army diver classifications. The first four are for enlisted Soldiers and include second class, salvage,



abilities.

“Today we’re training and refreshing our first class divers,” said

first class, and master diver. The fifth level, diver officer, is reserved for commissioned officers.

Not only did Deep Blue allow supervisors the chance to train, it also allowed junior enlisted divers the chance to gauge their abilities, said Spc. Leslie Schlitz, a second class diver with the 569th Eng. Dive Det. and Vernal, Utah native.

“The training was geared for our supervisors, but it also gave us the chance to accomplish our quarterly qualification dive,” Schlitz explained. “It was good practice and experience.”

Through exercises like Deep Blue, Third Army Soldiers are preparing to sustain the fight not only on land, but also underwater. **A**

SHAPE

Third Army/ARCENT shapes its environment in accordance with U.S. national interests and USCENTCOM's guidance by forming and developing key relationships with U.S. and partner nation leaders to ensure the adequacy of the command's freedom of maneuver in response to contingencies and its required basing; simultaneously, Third Army/ARCENT, in coordination with joint and multi-national partners, assists in developing partner nation military capacities and capabilities to secure their territory, deter potential enemies, and integrate into coalitions through exercises, security cooperation and assistance.

Objectives

-- Third Army/ARCENT develops effective relationships with partners who are willing and able to provide access and permissions for U.S. forces to conduct contingency operations and respond to other events in the AOR.

-- Partner nations cooperate with Third Army/ARCENT efforts to improve their capability, capacity and will to deter foreign aggression and secure their territories.

-- In the event of a crisis, partner nations can effectively respond and integrate with U.S. ground forces, as required.

-- Improve security interdependence and promote regional stability through the development of bi- and multi-lateral relations between partner nations.

End State

-- Partner nations provide necessary access, support and permissions to enable U.S. operation and its ability to respond to contingencies.

-- Partner nations have the will and capabilities to deter and defend against threats, control their own borders, and contribute to regional stability.



Third Army, Jordanians host symposium

Photo, story by Maj. Mary Ricks
Third Army/ARCENT PAO

AMMAN, Jordan - Third Army/ARCENT and the Jordanian Armed Forces hosted a five-day Disaster Preparedness and Disaster Response Symposium here March 11-15.

Participants from 12 partner nations converged in the capital to collaborate on methods of preparing for and managing natural and man-made disasters.

"The conference is multinational and includes partners and friends who bring a wide range of varied experiences to share," said Col. Christopher Stockel, Third Army/ARCENT, civil military operations center, chief, and N.J. native.

This multinational symposium, which commenced on the first anniversary of the Japanese tsunami, brought experts from non-governmental, civil, military, and international governmental agencies which focused on sharing experiences and lessons learned to mitigate risks and prepare for disasters, as well as build stronger relationships.

The symposium commenced with opening remarks from Brig. Gen. Mohammed Salem Jaradat, Jordanian Armed Forces, directorate of joint doctrine and training, director, as he welcomed more than 100 participants and provided his warm thanks to the U.S. and Third Army for starting this initiative.

The senior U.S. leader in attendance also extended his warm welcome to the participants.

Brig. Gen. Edward Burley, 352nd Civil Affairs Command, commander, Fort Meade, Md. welcomed the delegations.

"I wish to thank his Royal Majesty, King Abdullah II and Brig. Gen. Jaradat, for their hospitality of the Kingdom of Jordan," said Burley.

Burley also touched on the previous year's conference and his expectations of this year's event.

"This symposium, like last year's meeting, gives us an opportunity to share experiences, compare response plans, and think about our plans to deal with disasters in our nations," added Burley.

Over the course of the conference, guest speakers from various organizations provided insight for managing risks, reducing the impact of natural disasters and highlighted services available for assistance during a crisis.

Leaders from two U.S. states spoke about how their states are organized to manage crisis and disaster situations.

Col. Lee Smithson,



Third Army/ARCENT and the Jordanian Armed Forces hosted a five-day Disaster Preparedness, Disaster Response Symposium, in Amman, Jordan March 11-15.

Mississippi Army National Guard, director of military support, provided a case study on the aftermath of hurricane Katrina and lessons learned. Smithson spoke of the unexpected storm surge that rocked Mississippi and the surrounding states.

"Our response to hurricane Katrina was not a failure of initiative by any means, in fact, there was tens of thousands of responders assisting with this disaster so there was a great deal of initiative," Smithson added. "What we had was a failure in imagination. We always worked the worse case scenarios, but we failed to imagine the storm surge could reach a height of 32 feet in such a short time."

The case study provided a real-world scenario that revealed the importance of planning for the unexpected or worse case scenarios.

Col. Eric Vander Linden, Air Force Emergency Preparedness liaison officer, 1st Air Force National Security Emergency Preparedness directorate, Tyndall Air Force Base, Fla., and native of Kansas City, Mo., provided an overview of how the Air Force facilitates and coordinates defense support to civil authorities for natural and man-made disasters.

"We coordinate across the levels of federal government," said Vander Linden. "First responders come from the local area first, state second and federal third."

Disaster preparedness and response was the overarching theme of the symposium, but it was also a time for partner nations to meet. Building enduring friendships

and enhancing existing ones provides a foundation for support in times of crisis.

Stockel added, "It is through professional exchanges like this conference that allows nations of the region to learn from each other and be more prepared to assist each other in the event of a disaster or crisis."

Members of the International Federation of Red Cross and Red Crescent, a community-based organization with a presence in 187 countries, were also in attendance and provided valuable information on services offered.

During the closing ceremony, Burley provided his final remarks to the participants.

"Here at this symposium we learned lessons from all the nations about preparedness for natural disasters," said Burley. "I would ask you to go forward from this symposium and do four things: review and revise your national plans, make contact with the local emergency response elements to ensure you have a solid plan to work together, establish a regular plan to meet with NGOs and IGOs, and maintain the relationships you have made here at this conference."

Burley also added that every country wants to do their best to help their country and save lives during times of crisis which makes it even more important to maintain relationships with partner nations.

Hosting multi-lateral symposiums such as the Disaster Preparedness, Disaster Response Symposium is another way Third Army, in coordination with joint and multinational partners, is committed to sharing and promoting disaster preparedness. A

SUSTAIN

Third Army/ARCENT sustainment integrates and synchronizes DoD and Army enterprises; supports USCENTCOM operations and commander's interest areas; facilitates the retrograde and redistribution of equipment in support of the Army reset program; maintains Army resources throughout the theater; improves logistical capabilities, infrastructure and presence in order to provide Title 10 and directed support for Third Army/ARCENT requirements throughout the USCENTCOM AOR.

Objectives

-- Common user logistics, sustainment forces, infrastructure and prepositioned equipment meet requirements to sustain current operations, joint and multi-national contingency plans.

-- Third Army/ARCENT human resources, funding and operational contracting resourced, developed and appropriated to support USCENTCOM operations, commander's interest areas, force reductions and contingency operations throughout the AOR.

-- Third Army/ARCENT lines of communication throughout the AOR are developed and accessible for deployment, redistributions and redeployment of equipment and forces for current operations and to support USCENTCOM and ARCENT plans.

End State

Third Army/ARCENT has integrated DoD and Army Sustainment Enterprises and has set conditions to sustain USCENTCOM operations, commander's interest areas and Army presence throughout the AOR.



Federal budget to impact Third Army

by Brig. Gen. Thomas A. Horlander and Lt. Col. James P. Kopko
Third Army/ARCENT PAO

The Office of Management and Budget projects the federal budget to grow by almost 25% from fiscal years 2012 through 2016.

During the same period, security spending, which includes the DOD's budget and constitutes the largest portion of the discretionary half of the federal budget, is forecasted to decrease from 24% to 20%. This stark fact alone is driving a watershed change to how leaders in our Armed Forces think about national defense.

Over the past decade the DOD budget has more than doubled. The U.S. Army's top-line more than tripled, growing from \$78 billion in 2001 to more than \$252 billion in 2008. Since the 2008 high mark, the Army's annual budget has decreased to \$207 billion in 2012, proportionate to the decrease in the defense budget however, the impacts of the unprecedented magnitude and velocity of that growth witness in the first decade of the 21st century still proves challenging and wanting of more reform to the department's business practices.

A growth of this magnitude, velocity and complexity cannot be assimilated easily in a bureaucracy the size of the DOD. Consequently, much of this growth, by design, came through the use of contracts. In virtually every aspect of national security, contractors are present and contributing. From highly-qualified executives, think tanks, and expert advisory/consulting services at the highest levels of the DOD, to aviation and vehicle mechanics, groundskeepers, and dishwashers at the tactical level, an outsourced capability is integral to virtually every operation.

Consistent with DOD and the U.S. Army in 2011, Third Army/ARCENT executed almost 60% of its \$26.4 billion Overseas

Contingency Operations budget on contracts, contracts serviced by more than 20 contracting offices located throughout CONUS and abroad. While many non-enduring and unique capabilities clearly require some degree of outsourcing in many specialty areas where the Armed Forces lack the capabilities, force structure and skill sets to accomplish the mission, the command has taken the theater lead to institutionalize a program and embed control measures into business processes that will achieve more precise requirements generation, improve process management, and produce cost savings/avoidance by right-sizing existing outsourced capabilities that the theater no longer needs for the current fight.

The declining budget, complex resourcing environment and changing strategic mission calls for the theater to have an even more vibrant financial management program in order to optimize its purchasing power, and ensure the highest level of fiscal stewardship over the command's resources. Third Army/ARCENT leadership recognizes that it cannot have an effective financial management program without an effective contract management program. To embed that concept into its operations, Third Army/ARCENT has established the TRCER program founded on three basic keys to success: leadership involvement, comprehensive automated information management system, and a structured review process.

The over-arching governing principle of the program is simple: empower leaders with a comprehensive database and a process by which to review key management information in that database on a recurring basis and they will inevitably identify efficiencies, cost savings and cost avoidance that ultimately enhance the effectiveness of their operations while increasing their purchasing power.

First and foremost TRCER is a leader's program. The TRCER

program's success depends on key senior leadership involvement to inculcate new processes into the organization that are enduring and that enable leaders at all levels to make timely, fiscally-informed operational decisions.

The TRCER database is a "dashboard" tool approach that leverages inbound feeds from existing databases of records throughout the DOD in the areas of Financial Management, Contracting Data, Contracting Officer's Representative data, and a limited amount of manual input from the user. This desktop tool combines the data into a unified data table that produces a dashboard to review each contract, enables the leader to perform customized searches, and auto-generates e-mail to specified users to inform them of critical milestones such as when the next requirements package is required or when a COR certification requires renewal.

TRCER provides total contract visibility throughout the TRCER continuum of requirements generation/validation; contract solicitation and award; and post-award management and execution. The automated tool interfaces with other Army systems to provide a one-stop shopping, user friendly database that a leader can access, manipulate to generate key reports, view program generated contract management review templates and use to organize and schedule TRCER activities like a CARB packet submission, contracting office actions and post award reviews.

The review process starts at the action officer level where the requirements owner, the COR, and the resource manager conduct a monthly assessment of the contract. The assessment will update information such as financial execution data, satisfaction with the contractor performance, and identification of key future events such as when the next requirements package is due, when the period of performance expires, and a recommendation

regarding the execution of a contract option year.

The monthly assessment allows the leader of the Office of Primary Responsibility for managing the contract (usually at the General Staff level) to conduct internal contract reviews that identify where efficiencies can be gained and the necessary actions required to manage the contract.

The review process culminates with the organization's Quarterly Contract Review Board chaired by a senior leader (a colonel or General Officer) who reviews an established portfolio of contracts with the requirements owner, contracting and resource management staff, staff judge advocate, COR, etc. present during the review. Leveraging this comprehensive body of expertise, all present in a single forum empowers the leader to have a holistic understanding and assessment of the contract and make well-informed decisions in a timely manner. The results of these reviews are reported out to the commanding general of the organization.

TRCER is not without precedence and is applicable at virtually every level in any environment. Similar programs have been implemented with excellent results in operational units and deployed environments, such as in support of Operation Iraqi Freedom. TRCER is a powerful tool in aiding commanders in one of their fundamental duties—being good stewards of the Army's resources while providing quality, essential contracted services to Soldiers and civilians they are privileged to serve. The Army's ability to sustain itself fiscally as the world's premier fighting force is dependent on tools like TRCER. It has proven to facilitate sound and timely sourcing and resourcing decisions that fully support ARFORGEN operations and other key operating and generating force requirements while maximizing the purchasing power of its operating budget. **A**

TRANSITION

Third Army/ARCENT transitions Army forces and capabilities in the USCENTCOM area of operations for roles anticipated in the next decade of the 21st century by adapting Third Army/ARCENT's internal structures to optimize its effectiveness and efficiency both at Shaw Air Force Base and forward in theater.

Objectives

-- Third Army/ARCENT, in coordination with Department of the Army, USCENTCOM and other key stakeholders, has defined the correct future structures for U.S. Army forces in the USCENTCOM AOR and gained approval to implement these changes to enable both agile support to USCENTCOM missions and compliance with Headquarters, U.S. Army directives.

-- Third Army/ARCENT has identified its future mission command requirements, defined required command and control structural changes and gains approval to implement these changes in order to enable both agile support to USCENTCOM missions while achieving DA-directed Army Service Component Command design changes.

-- Army commands and Army direct reporting units have provided effective support to USCENTCOM, other USCENTCOM service components, and designated CJOAs and Task Forces with, through and enabled by Third Army/ARCENT.

-- Third Army/ARCENT establishes the relationships and effective structures to obtain required services for the Third Army/ARCENT Main Command Post, facilities, personnel, and Families from the 20th Fighter Wing/Shaw Air Force Base, Fort Jackson, Installation Management Command, and other supporting agencies.

-- Third Army/ARCENT will attain and maintain an enduring and sustainable resourcing base funding program that leverages all available funding sources.

End State

-- Army forces in the USCENTCOM AOR and the Third Army/ARCENT headquarters are effectively postured, organized, and resourced to meet anticipated Third Army/ARCENT missions in theater through 2020.

-- Shaw Air Force Base serves as an effective platform for the Third Army/ARCENT Main Command Post, Third Army/ARCENT is effectively integrated with key

16 stakeholders and the greater Sumter community articulates Third Army/ARCENT's presence as value added.



Last MRAP leaves Kuwait

Vehicle, the last to leave Iraq, sets sail for its final home -- Fort Hood.

by Lt. Col. Timothy Hansen
1st Sustainment Command (Theater) Public Affairs

PORT OF ASH SHUAIBA, Kuwait - The last U.S. Army Mine Resistant Ambush Protected vehicle to leave Iraq set sail March 3, for its final destination at the 1st Cavalry Division Museum, Fort Hood, Texas. The giant on-board crane of the cargo ship, Ocean Crescent, deftly hoisted the 56,000-pound vehicle and lowered it into the ship's hold for its voyage half-way around the world.

Though it was the last Army vehicle to depart Iraq, this MRAP is significant on other levels as well.

"The last vehicle in Iraq represents our nation's efforts over the past nine years to bring freedom to the Iraqi people," said Col. John S. Laskodi, commander of the 402nd Army Field Support Brigade.

This MRAP was built by BAE Tactical Vehicle Systems in Sealy, Texas, in October 2008 and now will be returning to its native state. According to Chief Warrant Officer Kenneth C. Lashbrook of the 1st Theater Sustainment Command's Mobility Branch, the last MRAP should have arrived at the Port of Beaumont, Texas, toward the end of April.

The 1173rd Deployment and Distribution Support Battalion was the Army unit that handled the delivery of the first MRAPs into Iraq in November 2007 and now just sent the last of this kind on its way into history. Capt. Joseph Wanat, 1173rd DDSB operations officer and unit historian, witnessed and chronicled both events.

Army nomenclature classifies this vehicle as "Truck, MRAP, LR1P-10," but soldiers call it "the Caiman."

Its previous owner was C Company, 3rd Special Troop Battalion, 3rd Brigade Combat Team, 1st Cavalry Division, Fort Hood, Texas. The baseball-size divot in the inch-thick windshield and the many dents, gouges, and scrapes are a testament to the untold number of Soldiers' lives it saved during its many patrols throughout Iraq. Its history is as telling as the nine-line medevac request scrawled in grease pencil on the gunner's cupola window.

This MRAP is a validation of the Army Material Enterprise, a viable, results-oriented association of Army senior materiel leaders, program managers, contracting officers and commanders of numerous organizations who assemble to forge common business goals,



photo by Spc. Bradley Wancour/13th Public Affairs Detachment

The last Mine Resistant Ambush-Protected vehicle left from Iraq March 3. The vehicle will be on display in the 1st Cavalry Division Museum in Fort Hood, Texas.

strategies and outcomes.

"All the strategic partners of the Materiel Enterprise identified the need for the MRAP acquisition to save lives and to use these systems in theater," remarked Col. James Kennedy, 1st TSC distribution management chief. "The Enterprise also ensured the responsible retrograde of all the equipment from Iraq."

True to its forward-thinking nature, the Materiel Enterprise realized the need to plan and organize the Army's withdrawal of personnel and equipment nearly a year in advance of President Obama's Oct. 21, 2011 public declaration to have all troops out of Iraq by the end of December. The planning required input from as high as Gen. Ann Dunwoody, commanding general of the Army Materiel Command to commanders of such units as the 402nd Army Field Support Brigade.

Materiel Enterprise logisticians communicated constantly as they identified and addressed the myriad details of accountability, line haul units, rest stops, security force elements, freight yards and troops required for the withdrawal from Iraq. This thorough planning process enabled the 1st Theater Sustainment Command, located at Camp Arifjan, Kuwait, to increase the pace of withdrawal to meet President Obama's deadline in 70 days.

Three and a half months have passed since the last MRAP left Iraq. Through the efforts of the Materiel Enterprise, all of the several thousand vehicles have been identified, tagged and marked for shipment to Army units around the globe.

The last MRAP will stand as silent sentry of counterinsurgency warfare at the Fort Hood museum and for all to see. For the Army Materiel Enterprise, the last MRAP stands as the successful conclusion of one of the largest and quickest withdrawal efforts in Army history. **A**

COMMUNICATE

Third Army/ARCENT effectively communicates with internal, external, national and international publics to achieve its mission.

Objectives

-- Third Army/ARCENT communication and actions are internally synchronized, mutually reinforcing, and nested with joint, interagency, and national command communication.

-- U.S. audiences are informed about the activities of Third Army/ARCENT Soldiers that contribute to the national defense and the Sumter and surrounding communities are inspired to support Soldiers and the Families.

End State

-- U.S. audiences perceive the significance of Third Army/ARCENT contributions to U.S. foreign policy and military operations in the USCENT-COM area of operations.

-- Foreign non-hostile Third Army/ARCENT audiences perceive the value of partner nation cooperation with the United States and Third Army/ARCENT.



How the other half lives

Kuwaiti students visit U.S. base

Photos, story by Spc. Bradley Wancour
Third Army/ARCENT Public Affairs

CAMP ARIFJAN, Kuwait -- Area Support Group-Kuwait hosted a tour at Camp Arifjan, for Kuwaiti middle and high school-aged students from the Department of State funded Access Microscholarship English Program on March 10 and the American School of Kuwait, March 22.

"One of the goals of the tours was to get high school students interacting with service members," said Lt. Col. Andrea Meyer, ASG-K protocol officer and native of Elizabethtown, Ky.

During the tour, the students were shown the inside of a Mine Resistant Ambush Protected vehicle, the Current Remotely Operated Weapon Station, operated several robots used by Explosive Ordinance Disposal teams, and given a tour of a fire station.

"The U.S. and Kuwait have had a special relationship for many years now," said Meyer. "We are excited to have this opportunity to meet with young Kuwaitis and share with them how special that partnership is."

"We are to show the positive and productive role of the U.S. military in Kuwait," said Meyer. "The U.S. military has a lot of positive values like teamwork, respect and preparedness, those core values keep people safe and help us build partnerships."

Another goal of the visit was to send the Kuwaiti boys and girls home with an understanding of the importance of pursuing academic excellence, as the U.S. military places a high value on academics, especially math and science.

"Everyone knows about the Army, but not everyone knows what's going on behind the scenes," said Sonia



Spc. Stephen Poole, wheeled vehicle mechanic, 1st Brigade Combat Team, 34th Infantry Division and native of Raleigh, N.C., talks to a Kuwaiti student during a tour here, March 10. The students are part of a U.S. Department of State funded Access Microscholarship English Program administered in Kuwait by America-Mideast Educational and Training Services. Students were shown a Mine Resistant Ambush Protected vehicle and talked with soldiers as part of their interactive tour of the military base.



Staff Sgt. Rodney Reynolds, Joint Robotics Program shop foreman and native of Chicago, shows Kuwaiti students the control interface for several robots used by explosive ordnance disposal at Camp Arifjan, Kuwait, March 10. The students are part of a U.S. Department of State funded Access Microscholarship English Program administered in Kuwait by America-Mideast Educational and Training Services. Students operated the robots and talked with soldiers as part of their interactive tour of the military base.



A Kuwaiti student operates a robot used by explosive ordnance disposal during a tour here, March 22. The students are with the American School of Kuwait, which is a school for talented young people with aspirations of American higher education. Students operated the robots and talked with Soldiers as part of their interactive tour to the military base.

Fernades, English instructor for AMIDEAST and native of Grenoble, France.

It's good to see Soldiers talking about their jobs because it allows students to see a different side of the military, explained Fernades. The students can see the passion the soldiers have for their work and they are people just like everyone else, she said. **A**

**TWENTY
COUNTRIES**

**TWELVE
PARTNERSHIPS**

**FOUR
TIME ZONES**

**ONE
TEAM**

