

13th Sustainment Command (Expeditionary)

Provider Base

The Voice of Sustainment in the West

Magazine

Volume 9, Issue 2

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THE TRAINING ISSUE

CG'S COMMENTS



Teammates –

LSOC is no longer just a concept...

That's right; our community of practice has taken the construct far beyond a simple idea. Today, stakeholders across the West are pooling resources and sharing successful Tactics, Techniques and Procedures (TTPs) to make a real difference for Senior Commanders in deployment readiness for EAB sustainment units and readiness issues at their installations. From helping frame and source Culminating Training Events at NTC for CSSBs and companies, to integrating ammunition units and other military capabilities into daily support requirements as a method of reducing contract sustainment costs ~ LSOC-West showcases repeatedly its value to FORSCOM and commanders.

Thanks to all you do!

This edition of 13th Sustainment Command's LSOC-West magazine focuses on EAB sustainment training challenges and some of the tremendous innovations and solution sets you've developed to overcome them. The articles and topics found inside are just a fraction though of what you all are doing, so I encourage every stakeholder to tell your story through submission of articles. My intent is to share them all – no point in starting with blank paper somewhere else if you have a proven TTP. We simply don't have the luxury of wasting that kind of time as we meet daily requirements to

support ourselves and customers. Moreover, sharing ideas and success stories is important when the team undergoes as much change in senior leadership as we experience. To illustrate – just since the last edition published we've seen changes in six leaders through the process of welcoming the return of 1st and 43rd Sustainment Brigades and saying farewell to the 4th Sustainment Brigade as they deployed in support of Operation New Dawn. The operational environment even here in CONUS (driven predominantly by resources and ARFORGEN deployments) changes too quickly; so again sharing every success approach to improving installation readiness and training is important.

Finally, many of you have already heard that the 13th ESC will deploy in early FY12. Does that signal the end of LSOC-West as we know it until our return the following year? Absolutely not! Based on our current mission requirements, I am comfortable with the idea of leaving a capable rear detachment behind (led by a Colonel) that will be large enough to continue fostering the building of relationships and collaboration between stakeholders to solve readiness and training challenges. We've put too much effort into the building of this very effective communal framework to just let it flat-line on the table. But frankly it's up to each of you to continue to commit to working together as a team. I am confident that over the past six plus months each of you had the opportunity to see the value of not returning to the past environment of isolated sustainment formations. So the challenge will be to each stakeholder to personally invest in the framework built and take the community to new levels of achievement in the coming year.

Look forward to visiting with each of you soon to hear what you're doing for Senior Commanders...

Service to the Soldier!

PHANTOM SUPPORT!
PROVIDER 6

CONTENTS

Cover: The painted rocks at the National Training Center in Fort Irwin, Calif. feature the crests of many military units. Thanks to modern technology, LSOC-West is represented. (U.S. Army photo illustration by Sgt. 1st Class Joel F. Gibson, 13th ESC Public Affairs)

Back Cover: Sgt. Ryan McNary, a truck commander with Alpha Company, 1st Combined Arms Battalion, 163rd Infantry Regiment, 4th Sustainment Brigade, 310th Expeditionary Sustainment Command, and a Lewistown, Mont. native, and Spc. Joshua Negaard, a gunner with Alpha Co., 1-163, 4th Sust. Bde., 310th ESC, and a Grass Range, Mont. native, demonstrate a move during a Basic Combatives Course on Contingency Operating Base Adder, Iraq May 6. (U.S. Army photo by Spc. Amy M. Lane)



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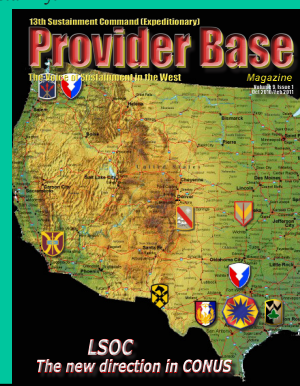
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The Public Affairs Office is on Fort Hood's Support Ave. in building 39009, DSN telephone: 288-6410. Website at www.hood.army.mil/13sce.

Contact Maj. Sunset Belinsky via e-mail at sunset.belinsky@conus.army.mil

13th ESC Commanding Officer
Brig. Gen. Terence Hildner
13th ESC CSM
Command Sgt. Maj. Mark D. Joseph
13th ESC Chief of Public Affairs
Capt. Marcia Irizarry
13th ESC PAO NCOIC
Sgt. 1st Class Joel F. Gibson
Editor
Sgt. Steven Schneider



Special Sections

- p. 2 **CG's Comments**
- p. 6 **Meeting the challenges of ARFORGEN**
- p. 18 **Gunnery for logistics Soldiers**
- p. 27 **Always ready snapshot**

Stories

- p. 4 **LSOC initiative works at NTC**
- p. 14 **Technology on the battlefield -- Munitions App**
- p. 15 **13th ESC goes back to basics**
- p. 16 **49th Trans builds MCT Academy**
- p. 25 **Culinary Arts Exhibition**
- p. 26 **565th QM takes on JDC mission**

If you are not focused on accomplishing a combat mission, your focus as a Soldier, company, battalion or brigade should be on becoming better and more capable at the things your nation expects you to be experts in.

If the cover, highlighting the painted rocks of the National Training Center in Fort Irwin, didn't give you a hint, well then I don't know what else to say, because what says training better than NTC?

In this magazine, you'll find an article about the 142nd CSSB conducting training outside the main cantonment area of NTC, a first for a CSSB, but that is not the point of that article. The point is that through LSOC, we were able to arrange a very realistic training scenario and will continue to do so in the future.

The article on gunnery is important as well because if the last ten years have taught us nothing else, it is that we must be able to adapt to the needs and requirements of any mission. Sometimes tankers have an infantry mission, and sometimes sustainment Soldiers must run gun trucks. When that happens we need to be able to fulfill our responsibilities.

Discipline and training go hand in hand. As Operation New Dawn and Enduring Freedom wind down, many Soldiers will face something they have never seen in their careers, an Army whose mission is to train, to be ready to take the fight to the enemy wherever necessary. I look forward to entering that phase with all of my fellow Soldiers within LSOC-West.

PROVIDER 7



CSM'S CORNER

LSOC initiative works at NTC

Story by Maj. John Buck
13th ESC G3 Operations

Photos by Sgt. 1st Class Joel F. Gibson
13th ESC Public Affairs

In a normal rotation at the National Training Center in Fort Irwin, Calif. maneuver units go out into the “box” to conduct simulated combat operations, with generally contractors supporting

these rotations. The benefit to participation is that CSSB is now truly part of the training audience, in the “box” and assessed, giving these formations some of the most realistic training they can

and will lead the 142nd CSSB into combat in Afghanistan just months after the rotation wraps up.

It’s important to remind folks that a major difference between EAB sustainment units and

BCTs, is that these sustainment units more often than not deploy with subordinate companies from other installations and components (both Reserve and National Guard). With no common training timeline and the tyranny of distance, the most common result is meeting on the battlefield and trying to gel as a team in the midst of operations.

But, thanks to the efforts of LSOC-West, the 142nd was at least



Brig. Gen. Terence J. Hildner reviews layouts of convoy arrangements during an exercise at the National Training Center in Fort Irwin Calif.

them from the main cantonment area.

At least that’s how rotations occurred before resources became scarce and FORSCOM looked to reduce costs. Now 13ESC, as lead for LSOC-West (Leveraging Sustainment Organizations in CONUS), focuses much of its efforts on making sure that NTC has Combat Sustainment Support Battalions (CSSBs) to support

experience prior to deployment.

The 142nd CSSB, aligned with 15th Sustainment Brigade at Fort Bliss, TX, was the first unit to undergo a rotation using the new construct, and had the added challenge of a brand new commander and a deployment just around the corner. LTC Jose Solis, the commander of the 142nd CSSB, arrived just two months prior to the unit’s NTC rotation,

able to exercise with a mirror task organization of what it will have in theater and able to practice some of the reception and integration techniques the leadership hoped to use.

Concept ~ 142nd CSSB will provide tactical sustainment support during their upcoming deployment to Afghanistan, so doing the same for a 1st Cavalry Division brigade at NTC was a

perfect training opportunity. A win-win situation, not only did the CSSB get world class training but saved taxpayers a great deal of money by eliminating the need for expensive contractors, said COL Sherrie Bosley, the commander of the 916th Support Brigade.

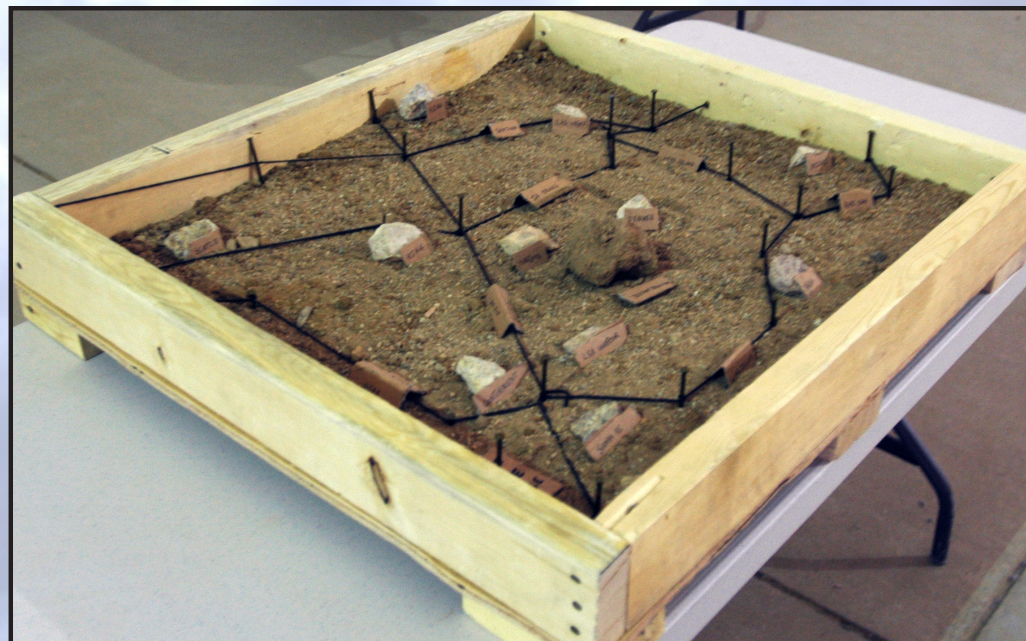
The LSOC initiative linked three major organizations together in accomplishing the support package for the operation. In order for the unit to deploy to the National Training Center in support of a BCT, the 13th ESC G3 staff worked the sourcing of the CSSB with the NTC G3 planner in terms of the validity of the support package, and the FORSCOM G3/G5/G7 NTC trainer. The 916thSB SPO looked at the NTC rotation in terms of contract requirements or additional support based on the upcoming reduction of contracted support. And finally, 15th SB worked the integration of the CSSB into the rotation with the 1st Cavalry Division.

Sourcing of the companies was again an LSOC venture. The 142nd CSSB received a Support Maintenance Company (SMC) from the 49th Transportation Battalion (4SB), ammunition unit (MOAD Platoon) from the 180th Transportation Battalion (4SB), an Inland Cargo Transfer Company from 57th Transportation (593SB) and integrated its organic Transportation Company .

For Combat Trainers (formerly known as Observer Controllers), yet again LSOC provided the solution. Unable

to resource these trainer billets, the National Training Center relies on FORSCOM taskings to fill them when CSSBs participate. However, part of the charter for LSOC units is to act as a community of practice that helps train each other as they prepare for deployment. Thus, 4th Sustainment Brigade

not only helped the 142nd CSSB staff through the MDMP analysis process, but facilitated developing a logistics fusion cell inside the organization that synchronized requirements, assets and operating environment conditions. That experience gave him some perspectives on his own battalion's training program at



A sand table shows the relative location of the 142nd CSSB to other units conducting training and supply routes.

provided a sitting battalion commander (LTC Evans out of 49th Transportation BN), and a number of other units filled in with a number of other officers and senior NCOS to complete the 17 required billets. Each brought vast operational experience and talent to do the technical assessment for the 142nd CSSB.

In talking to LTC Evans about his experience as the lead Combat Trainer (CT) for the 142nd CSSB, the value of the experience became clear despite the cost of being away from his battalion for three weeks.

From his vantage point, he

home station and how he might improve.

This LSOC-West initiative in support of NTC Rotation 11-05 demonstrated that when acting as a community of practice, the resources exist to provide not only lower rotational costs to the NTC leadership but exceptional training to CSSBs that participate in these rotations.

“This is the power of LSOC, the community tackles a challenge head-on by coming together, and ensuring the success of the entire team,” said BG Terence J. Hildner, commander of the 13th ESC.

Meeting the challenges of ARFORGEN

By Col. Flem B. Donnie Walker Jr.
Commander, 1st Sustainment Brigade

“Several Commanders recommended the use of Sustainment Brigades as an operations nucleus for ARFORGEN REST and the early stages of ARFORGEN TRAIN-READY, but this would be resource intensive. Consolidation of AFSB, DOM, DOSS, MSE G-4, and MSE G-4 players in a Unit Operations Center, commanded by a Division and run by a Brigade, would contribute and would also assist with regaining control of excess, concurrent with modernization efforts.”

-Division Commander Comments on Modularity Issues, 5 January 2010

Every Sustainment Brigade Commander undeniably struggles with the Army Force Generation (ARFORGEN) model. ARFORGEN is a Brigade Combat Team (BCT) centric concept that was designed to provide a structured progression of increased unit readiness over time resulting in recurring periods of availability of trained, ready and cohesive units. Sustainment Brigades have been rotating through this model since their inception. Though there are varying viewpoints, one would be hard pressed to argue that unlike Brigade Combat Teams, Sustainment Brigades have multiple and unique challenges associated each stage of ARFORGEN.

Though each Sustainment Brigade is unique based on which installation they are assigned and exactly where they might fall within the ARFORGEN cycle, one challenge is common to all Sustainment Brigades-identifying the Brigade's role in a garrison environment.

Since transforming from Division Support Commands and Corps Support Groups, Sustainment Brigades have struggled with support relationships within the Division and on installations. In the 1st Sustainment Brigade, we believe that we have mapped the future of home station support with our Fort Riley Sustainment Operations Center (SOC). Among its benefits, the SOC concept provides the Senior Commander of the installation visibility of deployable formations during the RESET and TRAIN-READY phases of ARFORGEN. The SOC also assists in gaining control of excess as

described in the Division Commander's Modularity Report provided to the Chief of Staff of the Army in January 2010. And the SOC does much more.

Introspection

As an organization (at any level), we must constantly re-evaluate and inspect ourselves. In the process, we can then keep our organization relevant, properly trained and on track with its required mission, or in the sustainer's case..... relevant in providing efficient support to the warfighter. What I like to call a constant form of introspection.

So shortly after assuming command, I found myself asking that same question that other Sustainment Brigade Commanders ask themselves that was alluded to in the opening sentences of this article. What is the Sustainment Brigade's role here at Fort Riley in a garrison environment? The 1st SB was somewhat unique because the Brigade had just returned from a very successful 15-month deployment from OIF in December 2008. I was taking command of the Brigade and looking at about a 15 to 16 month cycle before I was to deploy the Brigade again in April of 2010. Several questions came to mind. Should I only focus on the RESET, TRAIN-READY and AVAILABLE phases of ARFORGEN for the STB and Brigade staff? What about the other 15 UICs in my Brigade that required C2 and certification, who were in their own ARFORGEN cycles and all on different timelines than mine? And if I only focused on the STB and my Brigade staff's Road to War (RTW), who was controlling sustainment operations/support for the other 72 UICs, four Brigades and three Brigade-sized TRA units from other CONUS installations that Fort Riley was responsible? As I grappled with all these questions, I determined I needed to find out a way to do all three. Introspection was needed and it was needed fast.

In February 2009, we formed a team to work with all the sustainment agencies across the installation to determine exactly what the concept of support was for Fort Riley tenant units as well as those units at other installations that our Senior Commander had Training and Readiness Authority (TRA) responsibilities. The results of our analysis revealed that our sustainment network was disjointed. We had numerous agencies



1st ID Commanding General's Intent



Purpose: Establish a Sustainment Operation Center to synchronize the 1st ID and FRKS (including TRA units) sustainment operations.

Key Tasks:

- a. Synchronize 1st ID and FRKS (including TRA units) sustainment network
- b. Optimize 1st ID and FRKS ARFORGEN process (RESET and Train/Ready)
- c. Provide a common sustainment operating picture of 1st ID and FRKS (including TRA units); transparent when Senior Commander is forward
- d. Conduct key sustainment leader engagements from outside the Division
- e. Improve sustainment battle rhythm
- f. Certify installation sustainment readiness and continuity of operations

Endstate: 1st ID and FRKS (including TRA units) are prepared to deploy / redeploy, RESET and Train IAW ARFORGEN process.

Figure 1

(DOL, G4, an AFSBn, BSBs, and a CSSB) conducting many working groups and meetings, but there was no collaborative effort or synchronization. We lacked unity of effort and a central point of entry for all sustainment functions.

Collectively, we determined a way ahead through the development of a purpose, key tasks and an end state which would be later approved by the 1st Infantry Division and Fort Riley Senior Commander, MG Vincent Brooks. See Figure 1.

Additionally, as we analyzed our sustainment network and concept of support for Fort Riley, there were a few other goals that I felt prudent that we achieve in this process. First, I wanted to be able to use the SOC as a training venue for my staff as we traveled through our RTW up until deployment. I directed that it be designed so that we could adopt a “train as we fight” mentality. Most specifically, I wanted the same C2, ABCS and STAMIS systems incorporated in the SOC as would be in both our expeditionary command post and the Brigade’s SOC down range. The guidance I provided my staff was that our people should have the exact same workstation and common operating picture (COP) tools at Fort Riley that they would see in the CERTEX and our Kuwait

deployment in April 2010. Secondly, MG Brooks’ intent was crystal clear to me. He wanted constant visibility on the status of his forces in terms of sustainment functions during the RESET and TRAIN-READY phases of ARFORGEN. I felt the best way to do this was to attack in terms of the Army Core Enterprise outputs and CSA imperatives. If we could take this approach, we would succeed in assisting Fort Riley ARFORGEN units obtaining a trained and ready status.

Using the Army Enterprise Governance Model

Three years ago, the Secretary of The Army and Chief of Staff of the Army put the Army on a path to restore balance – a point where we could meet the demands on our force at a tempo that was sustainable for our all-volunteer Army. In 2009, the Army continued to make progress toward this goal and the CSA imperatives; sustain our Soldiers and Families, continue to prepare our Soldiers for success in the current conflict, reset them effectively when they returned, and continue to transform for an uncertain future.

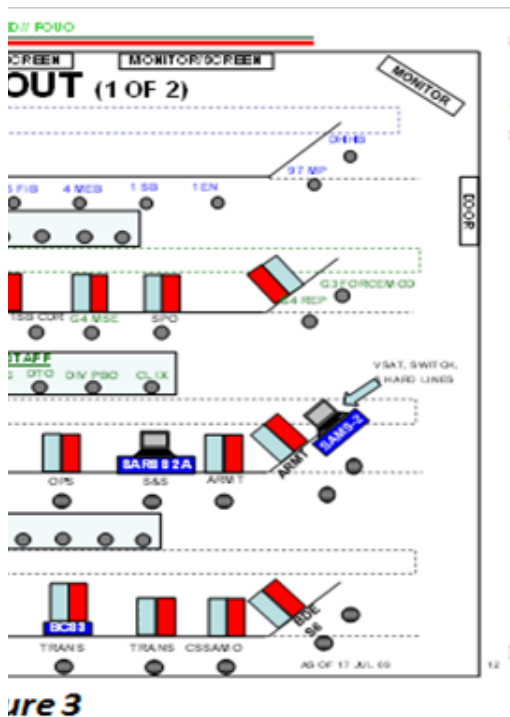
Our Army was also directed to continue to improve how we acquire equipment, modernize our force, and conduct our business, so that we remain good stewards of

BDE HQs facility.

Though the contract had considered office furniture and conference tables/chairs, it did not cover VTC, automation or operations center connectivity requirements. Though we had a Brigade Operations Center (BOC) room... it was "gutted" and empty when the Brigade moved in.

Through stellar work of SOC Chief MAJ Charlie Fisher, Deputy Commander LTC JP Silverstein and S6 Communications Officer MAJ Jason Coster, a concept was envisioned, developed and created in just three months from gaining the Senior Commander's approval of our SOC concept. Contract cost was \$850K and required tireless hours of planning and coordination with the contractor in order to get the center fully operational in such a short period of time.

The final SOC design produced a 1,200 square foot facility with a 800 square foot raised floor, four



levels of tiered seating (12 power outlets per tier), and 40 x roll away chairs and 40 x stationery chairs

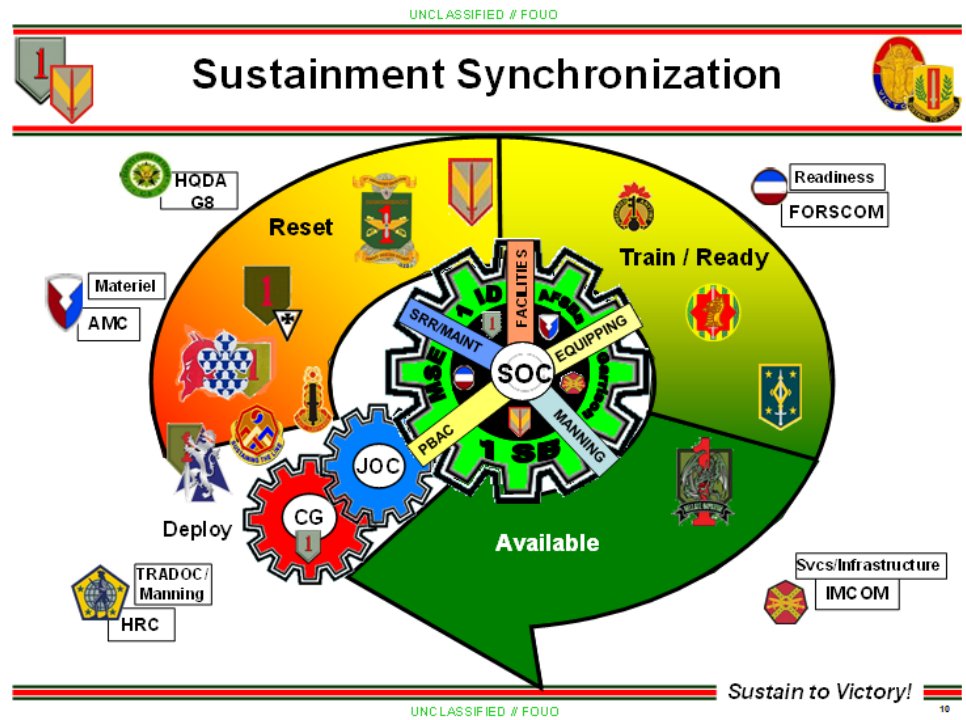


Figure 4

(seating capacity 80). It offers 72 x total laptop computers, 3 x LCD projectors, 3 x wall mounted cameras, 4 x 60" plasma TV monitors, 1 x Christie new-shallow depth video 8-cube display, 2 x matrix switches (1 x NIPR and 1 x SIPR), cable and satellite TV service, and a year to year renewable maintenance service contract. It also provides 32 x commercial telephones (8 per tier), 40 x NIPR drops, 40 x SIPR drops, 1 x TOCNET, and 4 x crew access units (CRU). In terms of ABCS and STAMIS, we incorporated 2 x Command Post of the Future (CPOF) systems, 2 x Battle Command Sustainment Support Systems (BCS3), 1 x blue force tracker (BFT), 1 x SAMS-E, 1 x SASS-MOD, and 1 x SARSS 2A. See Figure 3.

We manned the SOC with a staff of twenty (20) Soldiers from my Support Operations section, 1 x SOC Chief (Major), 1 x S6 NCO, 1 x Battle CPT, and 1 x Battle NCO. We also have stakeholders represented from across the other sustainment agencies on post; MSE G1, MSE G3,

MSE G4,

MSE G8, DOL, the AFSBn and Garrison. Other agencies such as the ITO are virtually connected.

Establishing SOC Procedures

In the end, we applied the logistic imperatives of unity of effort, visibility, and rapid and precise response; incorporating them into a single cell, the Sustainment Operation Center (SOC), managed by the SOC Chief with overall C2 provided by the Sustainment Brigade Commander. Several of the sub-functions of the sustainment warfighting function are represented in the SOC to include: maintenance, supply (to include ammunition), transportation, distribution, personnel services (HR/FM), field services, and medical services. Additionally, we felt it was essential to include all of our sustainment stakeholders from garrison within the SOC (Division of Maintenance (DOM), Division of Supply and Services (DOSS), Installation Transportation Office (ITO), and DPW (Department of Public Works)). Having all the

sustainment operations collocated, allows any supported unit to make a single phone call or e-mail to the SOC group account requesting a sustainment update. Information can range from the status of a part on order, the OR (operational readiness) rate of a unit, messages for help sent by units in STX/FTX training via BFT, the status of RESET of a unit within ARFORGEN, issues with Central Issue Facility menus or shortages, or ASL quantities of a particular Brigade/Aviation Support Battalion Supply Support Activity (SSA).

Standard Operating Procedures (SOP) were developed by the SOC Chief to clearly define roles and responsibilities, integrate priorities throughout the installation, and provide a common understanding of how the sustainment network should work on Fort Riley.

The SOC SOP also established knowledge management rules of engagement so our higher headquarters in the Senior Commander's Joint Operations Center (JOC) could see the same common operating picture (COP) and data files we had established in the SOC.

Supported ARFORGEN units also have complete access. The result was a unity of effort in sustainment that has enabled us to consolidate multiple meetings, establish sustainment/readiness priorities, and reduce redundancies. There were two keys to the SOP. First, the SOC was the responsible agent and central repository that consolidates all information for all to access. Secondly, representation from all commands as well as our supporting agencies would now come together once a week and have "buy in" with the overall process.

Having the supporting commands and sustainment agencies present in a single session (both in the SOC and virtually via secure VTC) has focused resources in the right areas of need as well as reduced hours of parallel

and duplicate work on common issues.

SOC Operations

The goal of ARFORGEN is to deliver trained and ready forces for the combatant commander. As discussed previously, the Army Enterprise Governance Model dictates that TRADOC, AMC, FORSCOM, and IMCOM all focus on their respective core enterprise outputs as unit's cycle through ARFORGEN. We took those same roles and addressed them in terms that were consistent with Division-level enterprise outputs and responsible agents.

We added a fifth output, the Program Budget Advisory Committee (PBAC), because we needed visibility on budgetary status/constraints to make

effective decisions:

- Army Core Enterprise,
- Army Lead Agency, 1st ID Enterprise, 1st ID Lead Agency, Human Capital (TRADOC), Manning G1/MSE G1, Materiel AMC Equipping AFSBn
- Readiness FORSCOM SRR/MRR G4/MSE G4 Svcs/ Infrastructure VCSA/IMCOM Facilities

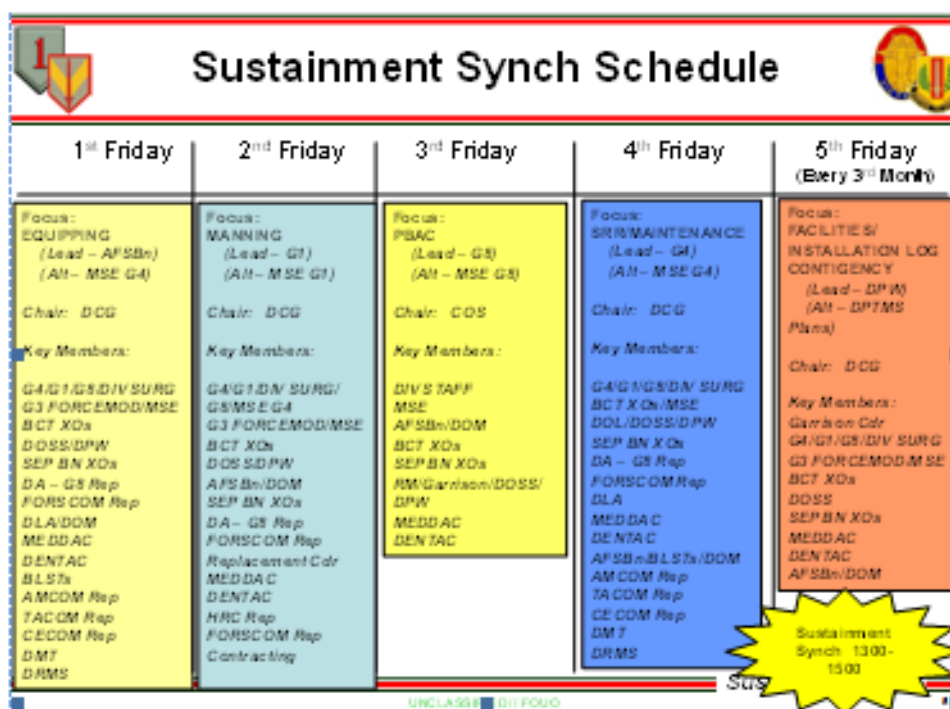


Figure 5

Garrison
N/A N/A PBAC G8/MSE G8

Figure 4 below depicts the SOC operations concept. All of our Brigades at Fort Riley (as denoted by the unit crests) are in various stages of ARFORGEN or deployed. The idea behind the SOC is to have one central repository that monitors the status of each ARFORGEN unit based on the output of the five Division-level enterprise outputs. The sustainment agencies are all represented in the SOC (shown in the interior of the green sprocket) and focus on the five enterprises (shown as the spokes of the green sprocket). They are also in constant communication/coordination with DA core enterprise leads through each

phase of ARFORGEN (as depicted around the outside of the model arrow). The SOC in turn feeds the information to the Division Headquarters Joint Operations Center (JOC) in order to give the Senior Commander constant situational awareness and visibility of his ARFORGEN units. This is done in several ways such as through the weekly Commander's Update Assessment (CUA), weekly Sustainment Synchronization meeting, SOC sharepoint, CPOF and BCS3. The JOC has the ability to see our COP and access our products 24 hours a day, 7 days a week.

The battle rhythm established in the SOC consolidated about 11 weekly meetings into one meeting a week with all key players focused on a specific Division-level enterprise of ARFORGEN. Subject Matter Experts (SME) address issues immediately during a combined meeting, the Sustainment Synchronization Meeting, focusing on one of the five enterprises weekly. Each session is chaired by the Deputy Commanding General-Support (DCG-S) with the exception of the PBAC which is chaired by the Chief of Staff. The Sustainment Brigade Commander co-chairs all meetings and fills in for the DCG-S in his absence. See Figure 5.

The meetings address any problems with staffing, equipping, budget resources, supply readiness, maintenance readiness, or facilities. This reduces time spent on follow up phone calls and bringing supporting agencies up to speed on the situation. We found that we were able to consolidate numerous separate meetings/working groups/boards into a specific meeting (Sustainment Synch) once a week. In turn, the SOC became the central repository of sustainment activities in support of ARFORGEN across post and was able to unite many different units and agencies.

While monitoring day-to-day activities, the SOC can pull information on each unit's process through ARFORGEN cycles to avoid any potential issues and to bring systematic problems to the attention of a higher authority. The systems working in the SOC will tie together supporting agencies, units within the garrison of Fort Riley and commercial partners. Garrison-wide visibility enables us to collectively work toward a common solution.

Using BCS3

The SOC is also using Battle Command Sustainment Support Systems (BCS3) to track daily status of manning, equipping, and maintenance activity. For example, the SOC can see a unit's personnel strength and track shortages that affect a unit's ARFORGEN HQDA mandated goals per cycle (80% at R + 180, >90% at

MRE/MRX – 45 days, etc.). All units property book (PBUSE) data is also readily available in BCS3 with established green, amber, and red color codes. Amber and red color codes denote R-3/R-4 LINS indicating an effect on readiness that requires immediate attention due to impacts on a unit's TRAIN/READY cycle preparation and execution. With the Unit Task Organization (UTO) feature established, the SOC can also track the daily maintenance status of pacing items or mission critical equipment regardless of their location or area of operations.

Using the asset visibility option in BCS allows the operator to quickly find maintenance parts status beyond the status found in SARRS. Through collaboration with the BCS3 field representative and PM we are even working a way to track the status of buildings on Fort Riley and the equipment within them utilizing the Logistics Reporting Tool feature that can be accessed from any standard workstation once installed.

Pulling from different systems and tying into a common operating picture through the use of BCS3 has great potential to reduce man-hours. Consolidating all data into one COP (which all have access and visibility) is powerful.

Additionally, supported units coming together in a single meeting/session with all the key sustainment players represented eliminates redundant efforts to similar issues facing multiple units. Having this standard repository with a shared foundation, the SOC is able to allow for rapid data analysis and transfer. A common data transfer point delivers a rapid and precise response, enhancing the efficiency of sustainment support to units traversing ARFORGEN.

Benefits of the SOC in Garrison

By consolidating sustainment operations in one location, end users are able to call a single number or go to the SOC portal or BCS3 and receive reliable information on all sustainment operations. This increases the efficiency of a unit. Commanders will have a clearer picture of when their unit is ready for training, certification and deployment by having situational awareness of critical manning and equipping issues.

Additionally, 1SB has been successful in using the SOC to communicate and participate in BUBs (Battle Update Briefs) with organic units deployed to forward theaters allowing us to develop relationships with the RIP/TOA (Relief in Place/Transfer of Authority) unit several months before arriving.

Bottom line, the 1SB SOC fulfills all the logistic imperatives. The room is equipped to communicate

through all the major ABCS and STAMIS systems that a deployable Sustainment Brigade must maintain and be proficient.

This sustainment hub is a single point of contact for anyone to call for a logistical status. It is an operation center that mirrors facilities the unit uses in theater, and mimics the area support mission, while being in garrison. The SOC can reach out to any unit's data anywhere in the world and provide the commander an update. We can communicate through CPOF or VTC with anyone to monitor issues that our current Relief in Place/Transfer of Authority (RIP/TOA) unit is experiencing. All of this allows the 1SB to quickly and efficiently anticipate the conceptual mission and sustainment operations while supporting the Senior Commander's mission of ensuring optimum output of ARFORGEN (Trained and Ready Forces).

The Challenge: Enduring the SOC ("TF DURABLE")

Throughout the development of the SOC, we all knew that our major challenge would be to determine a way to "endure" the operation as the 1SB deployed on its own ARFORGEN cycle. As long as the 1SB was at home station, there was no doubt that the SPO shop and STB MTO&E was more than adequate to cover down on our center's design. So, how would we address the problem of allowing our SOC to endure and continue to operate on Fort Riley, Kansas while deployed?

Like other units, the 1SB was

scheduled to deploy in support of OIF 10-11 in April 2010 for a year-long rotation. During this time, the SOC would still need to continue to operate and monitor sustainment for all of Fort Riley and supported TRA units going through the ARFORGEN cycle. In the past, a rear detachment would be established to C2 units on different deployment cycles and

reservists under the CO-ADOS request process would allow us to cover down on the required C2 for the subordinate 1SB units at Fort Riley on ARFORGEN cycles of their own as well as SOC sustainment operations for ARFORGEN Fort Riley tenant/TRA units.

We pursued the CO-ADOS option for both a C2 element of a 1SB Provisional HQs (8 slots) and to fill the minimum number positions to "endure" the SOC (14 slots).

Before deployment in April 2010, we had gained approval and filled 20 of the 22 positions we went after for the CO-ADOS solution. We called the package, TF DURABLE and the composition is depicted in Figure 6.

The key to gaining approval for the CO-ADOS COA at the DA level is ensuring that the following criteria is met:

1. Justification must be an overseas contingency operation (OCO).
2. Requesting unit must do their own recruiting to fill positions (no unit mobilizations to meet this requirement).
3. Requesting unit must find MOB TDA slots - such as Garrison MOB TDA.
4. Can't create new structure to meet this requirement.
5. Must use DAMPS-A to accomplish this support.

In our case, if we had not been able to use TDA slots from our Garrison here at Riley, we would

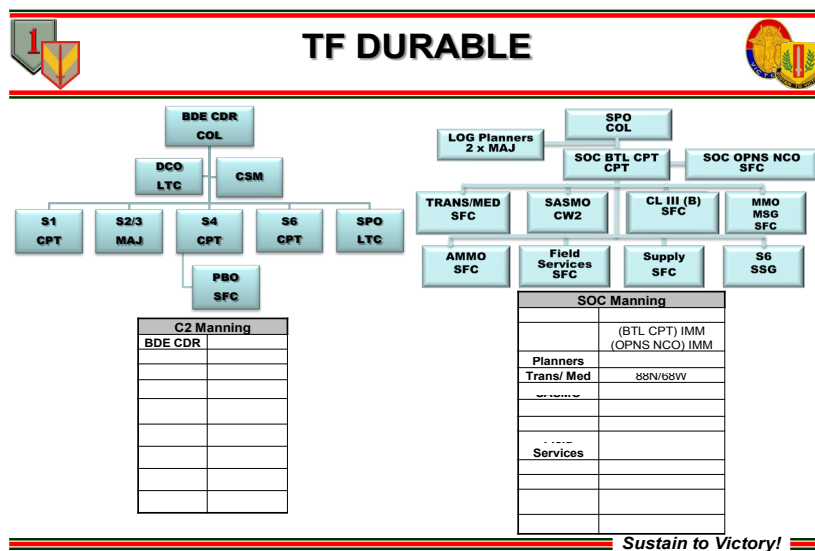


Figure 6

non-deployable Soldiers. However, in order to continue to use the SOC as planned, staffing by officers and NCOs with specific skill sets and expertise would be imperative. The Brigade could not afford to take these leaders and Soldiers "out of hide" based on the complexity of the mission for our April 2010 deployment. The 1SB would need every MTO&E position downrange.

After looking at several COA's to include tasking BSBs on post to fill the gaps (who were on their own ARFORGEN cycles), we decided to go after a Contingency Operations-Active Duty Operational Support (CO-ADOS) solution. Based on an analysis of the Fort Riley garrison TDA, we were able to find a majority of the C2 and sustainment MOS's we needed that were vacant. Using

not have been able to pursue the CO-ADOS option.

This proved invaluable in allowing us to create TF DURABLE because DA would not have supported any initiative that requires new force structure under their current policy.

TF DURABLE provided a stop gap due to our deployment. But it is important to note that we encountered many problems associated with this process and that it was not an easy task to accomplish. For example, once we gained approval to move forward with the CO-ADOS option which took months of coordination with FORSCOM and DA, we initiated advertisements through HRC-St. Louis for recruitment. Applicants were reviewed and screened by the Brigade command group and those making the cut were interviewed either in person or telephonically. The applicants chosen were then processed through FORSCOM G-3 and sent to DA for final approval. A good rule of thumb for the timeframe required for the CO-ADOS process is that it will take about eight (8) months from the time an SB wants the Soldier on the ground. Two (2) months for COA development and command approval, three (3) months for selections, and three (3) months for the production of orders. A very long and time-intensive process while you are trying to go through ARFORGEN and accomplish the many tasks associated with RESET, TRAIN-READY and Certification. I took my lead planner, MAJ Ty Bentinck and one of his staff officers, CPT Jostin Boyd who spent countless hours seeing this through to completion. Another drawback to this process is you have a range of Soldiers show up who have no understanding of your SOC concept, battle rhythm, and who have never met any of the other sustainment

agencies or supported units across the organization. A RIP/TOA was planned between my SPO and the incoming TF DURABLE team, but was not beneficial based on the long timeline associated with getting the TF DURABLE team to Fort Riley (many arrived within two weeks of our deployment). We were able to get a former BSB Battalion Commander, LTC Brian Tempest, to come on board and serve as our SOC Chief several months before TF DURABLE arrived. This helped tremendously in providing some level of continuity as TF DURABLE arrived and got settled.

The Future

In the new modular Army, warfighters rely on supporting agencies and outside units to continue to run sustainment operations while deployed. Though it worked to some degree for 1SB using TF DURABLE while recently deployed to Kuwait, the CO-ADOS solution is not the answer. This is because all installations do not have the force structure to support it as was the case at Fort Riley. The SB MTO&Es of the future need to incorporate force structure to continue sustainment operations on the installations at which they are stationed.

Much like the Early Entry and Main Entry Element division of the SB MTO&E now, an additional section should be incorporated to build force structure to support rear operations when the SB deploys. This would support the C2 of Sustainment Brigade Battalions, companies and platoons/detachments in various stages of ARFORGEN and endure SOC operations for the installation.

The way ahead for the 1SB SOC is constantly maturing. Our concept is challenging systems

such as BCS3 to provide additional capabilities. Currently, the Combined Arms Support Command (CASCOM) does not have a Program of Instruction (POI) or Method of Instruction (MOI) of how a Sustainment Brigade provides area support in garrison.

We believe that the 1SB has taken steps to develop a template for how area support can work in garrison. By working with all local sustainment agencies and providing a central location and repository for commanders to receive sustainment support, the 1SB SOC concept has made the Sustainment Brigade relevant in a garrison environment. We have moved in the right direction and made great progress in answering the question, "what is the Sustainment Brigade's role in a garrison environment?" Supporting agencies are sharing with units, units are sharing ideas, and commanders are able to come to a single point for sustainment updates.

In a mere five (5) months the SOC went from an idea to a fully functioning operations center ingrained within the garrison. Clearly, a requirement was there. By designing the SOC, the 1SB Soldiers are able to train as they fight while providing a real world service to the installation where they reside.

COL Flem B. (Donnie) Walker Jr. is the Commander of the 1st Sustainment Brigade, 1st Infantry Division out of Fort Riley, Kansas. He holds an M.S. degree with a concentration in logistics management from Florida Institute of Technology and is a graduate of the U.S. Army War College. The 1st SB just recently returned from deployment in support of OIF 10-11 and OND at Camp Arifjan, Kuwait under the C2 of the 1st Sustainment Command (Theater).

Cool apps alert: Munitions knowledge at your fingertips

Story and photo courtesy www.army.mil

Imagine a Soldier in the hills of Afghanistan or civilian supporting training in a remote area in the back woods somewhere needs critical information on a new piece of munitions.

Where can they go to access this information? They can't call back to base. They can't carry a rucksack full reference books with them.

The Defense Ammunition Center, partnering with Serco Inc. and Oklahoma State University, has responded to this need. The Ammunition Multimedia Encyclopedia was created to provide Soldiers and ammunition civilians in the field a reach-back information center that provides key data related to new munitions items and inspection points.

AME uses virtual reality technology to create a realistic, hands-on training environment and can be used on anything from a desktop computer to an iPhone.

"AME is an electronic performance support tool," explained Upton Shimp, associate director of Operations and Training with the Defense Ammunition Center. "The goal of AME is to provide a surveillance tool to support personnel inspecting munitions. It provides an encyclopedia of currently used munitions which can be used for inspection and refresher training."

AME has been in use for three years. The first year was the pilot phase and was followed by a second year of compiling

information for the web version. The final year involved taking the AME to the application environment.

The AME was developed by a small group of Oklahoma State University students, led by Ramesh Sharda, director, Institute for Research in Information Systems, OSU Spears School of Business.

"Designing the AME has been a tremendous learning experience for our students," said Sharda. "Students are gaining knowledge about immersive technology, image editing, iPhone, iPad development and security regulations for these devices."

"Working with the students to develop new technology that can benefit warfighters has been rewarding for everyone on the project," Sharda said. "In addition, it provides the students with tremendous learning experiences, making them attractive to their prospective employers."

Currently, there are 180 munitions items in the AME available for viewing through the Ammunition Community of Practice <https://acc.dau.mil/ammo>.

Additionally, 100 munitions items will be added in 2011, totaling 280 different munitions



items by the end of this fiscal year.

"Munitions items can be searched by the Department of Defense Identification Code or by name," said Shimp, making AME a very user-friendly tool, that saves time and provides 24-hour munitions support.

Currently, the AME application is targeted toward Quality Assurance Specialist (Ammunition Surveillance) and Ammo Logistics Assistance Representatives in the field who are handling, packaging and inspecting ammunition.

"The plan for the applications environment is to make the AME conducive to the customer," said Sharda. "All information will be uploaded into the memory of mobile application device and used as a reference in the field."

Development of the AME is a win-win situation. It allows military and civilian personnel to have access to munitions information, even in the most remote locations, and provides hands-on training and experience for OSU business information technology students.

13th ESC goes back to basics

Story and photos by Sgt. 1st Class Joel F. Gibson
13th ESC Public Affairs

FORT HOOD, Texas – Soldiers of the 13th Sustainment Command (Expeditionary) participated in enlisted and officer runs May 26 as part of a “Back to Basics” stand down day here.

The warrant and commissioned officers from all over the 13th held a release run at the Courses at Clear Creek here with Brig. Gen. Terence J. Hildner, the commander of the ESC, while the enlisted Soldiers ran in formation around the normal physical training route, led by Command Sgt. Maj. Mark D. Joseph, the senior enlisted adviser for the command.

“Back to Basics Day was a concerted effort to make time to teach junior leaders what we mean by the phrase,” said Hildner.

Capt. Nicole Harrell, the deputy G4, 13th ESC, and a Los Angeles native said getting back to basics was all about stressing fundamentals that were a big part of day

significant amount of our leadership has no reference point,” Hildner said.

“I thought it was a great opportunity for the officers of the command to build camaraderie and actually hear from our commanding general, face to face, and get his vision of what right looks like,” Harrell said.

A common theme of the day was the importance of fundamentals and the little things.

Sgt. 1st Class Madril Smith, the noncommissioned officer in charge of the intelligence section, 13th ESC, and a native of Oklahoma City said, “If we do the little things, the big things will take care of themselves.”

Smith and Harrell, who both joined the Army in 1993 and experienced significant time in a peace time Army, said they noted major differences between the Army today and the Army then.

Harrell said, “Little by little, everyone who knew what the basics looked like either retires or just gets out, and it’s important to get back to that now, while we still have some of the people who know what the basics were, so we can ensure our subordinates know what the basics look like.”

It would be sad if seniors and other leaders in our command and outside of it don’t see the importance and relevance of getting back to basics, because it’s the Soldiers who will reap the benefits of it.”

We may be getting out of the Army in a few years, but the Army is going to keep rolling along as it goes, but if those fundamentals aren’t learned now, it’s going to be a true loss to the military.”



Brigadier Gen. Terence J. Hildner, commander of the 13th Sustainment Command (Expeditionary), talks to warrant and commissioned officers of the ESC about the importance of getting back to basics after a group run at Courses at Clear Creek here May 26.

to day Army life before the Global War on Terror started.

“After 10 years of repeated combat tours, a

ENTREPRENEURSHIP IN ACTION

49TH TRANS BUILDS AN ACADEMY

Story by Maj. Kevin Baird
Support Operations Officer, 49th Transportation Battalion
Photo by Sgt. 1st Class Joel F. Gibson
13th ESC Public Affairs



Chief Warrant Officer 4 Ki Han, an instructor with the 49th Transportation Battalion Movement Control Team Academy, runs students from the 4th Sustainment Brigade through a certifying exercise at Fort Hood June 3. Han said the academy takes all of the critical aspects of MCTs in a condensed period of time.

Leveraging sustainment organizations across Army installations not only applies to the operational aspect of logistics, but it

also applies to training. As the only Movement Control Battalion west of the Mississippi River, the 49th Transportation

Battalion (MC) recognized the need for technical training for Movement Control Teams (MCTs). The battalion

focused and developed a training program to prepare Movement Control Teams for their upcoming deployments to Iraq and Afghanistan. The training has been conducted with active Army units; however the training can incorporate multi-compo units such as Army Reserve and National Guard forces. Since the inaugural training in March 2011, the 49th's Movement Control Academy has provided training for four MCTs including the 606 MCT from Fort Bliss, the 152 MCT from Fort Carson, and the 151 and 571 MCTs from Fort Hood. Future training at the MCT Academy will consist of training the 140th MCT out of Fort Lewis as well as Army Reserve units over the summer.

The training program and accompanying exercise is intended to cover the basic skills required for a deploying MCT as well as mission specific training based on their known deployed mission set. Although we consider deployment timelines and other training requirements, the training is a two-week program. The first portion focuses on classroom training, and the second

is a scenario based to evaluate the team's skills and organization. Most importantly, the first week is solely based on technical training such as TCAIMS II (TOPS) along with training web-based tracking systems such as Single Mobility System (SMS) and In-transit Visibility (ITV). During the second week, the scenario is constructed specifically to drive Soldiers back into the systems on which they were trained and apply those skills to deployed mission requirements. Additionally, the MESLs are structured to test leader tasks, Soldier tasks, and the collective tasks required to operate effectively as a team.

Integrated into the training program is communication with the units the training audience will replace. This communication, in the form of VTC or teleconference, allows the team's leadership to focus their efforts on the tasks that will be executed once deployed.

In order to support the training, the 49th Transportation Battalion has established an academy outfitted with the automated systems that a Movement Control Team would traditionally

operate in a deployed environment. There are 18 TCAIMSII laptops, RFID interrogators, MSL printers, and internet access to allow use of web-based systems including SMS and IGC. Again, these systems are effectively integrated into the first week of training.

This training is available to all MCTs across LSOC-W. The battalion will conduct ten training events per year based on a two-week training cycle per month. However, the battalion will consider customizing training based on the unit's request. The MCT Academy is capable of executing one iteration per month during the latter half of July and any time during August and September.

Technical training for Movement Control Teams is critical for their success in combat. Although, many leaders continue to train MCTs on tactical skills many are unaware of the technical aspect of movement control and movement management. As we look forward to our changing logistical environment, leveraging training as well as sustainment operations will be imperative to sustainment success in the future.



Gunnery for logistics Soldiers

Story by 1st Lt. Joshua Malden
Commander, 406th Trailer Transfer Detachment
Photos by Staff Sgt. Matthew C. Cooley

Convoy Protection Platforms (CPP) are not new to the Military. Armor and infantry units have been executing and establishing doctrine on how to successfully engage threats using whatever platforms are available to them. They have done this effectively for years and have protected the force. On today's battlefield, sustainment organizations are increasingly exposed to direct combat with minimal self-defense capabilities or efficient training to ensure their survivability. As a result, CASCOM has released TC 4-11.46 dated April 2010 which outlines specific training requirements for sustainment units that will eventually train up every unit to effectively protect themselves, their convoys, and their bases in any theater.

In order for a unit to serve as a competent, effective Convoy Escort Team (CET) they must first master their CPP's. A CPP is one vehicle and its crew; typically consisting of a Driver, Vehicle Commander, and a Gunner. A CET is made up of at least four CPP's. These crews will have been groomed to function as one cohesive unit dedicated to protecting the force and ensuring the success and safety of the mission. Obviously, this entails more than just going out to the range one day and firing a few bullets.

Prerequisites to CLFX

Some units might try to jump straight into a Convoy Live Fire Exercise (CLFX) prior to a deployment, shoot a few rounds down range and call themselves qualified to serve as a CET. This is a gross misconception that costs the Army money and Soldiers valuable training time prior to their deployment. There are three phases that must be completed prior to a CLFX; they include: Basic, Intermediate, and Advanced Phases.

The Basic phase begins with establishing a Vehicle Gunnery Crew (VGC). It is crucial this crew remains together during the entire gunnery range in order to develop as a whole. After establishing a VGC, they will begin completing Gunnery Tables (GT) I-VI. Each table must be completed in its entirety to ensure realistic training. All tables must

be completed with the guidance and regulations outlined in TC 4-11.46. GT I is broken into two parts. The first part is known as Gunnery Skill Testing (GST). GST consists of six tasks and focuses on Soldiers learning their weapon system, prioritizing potential threats, and ammunition identification. These results are documented on DA Form 7558. Once completed with GST, Crews will begin Gunnery Table I (GT-I). During GT-I Soldiers learn how to communicate via fire commands, radio and digital reports. They will also learn basic life saving procedures such as: Evacuate an Injured Crewman, Roll Over drills, and Crew Fire Evacuation drills. These tasks are required as they ensure the survivability of each crew. There is a total of 12 additional tasks listed in GT-I that can be completed and they are identified in Chapter 10 of TC 4-11.46. Once GT-I has been completed, units will complete the remaining Gunnery Tables (II-VI) at their designated range. Typically, units firing a gunnery table should allot an entire day for one gunnery table. This means a gunnery range will last about four days. Firing units should always incorporate one extra day on the range and be completely cold as this will be the time it takes to set-up for range operation, proofing firing scenarios and conducting an additional walkthrough of how the range will be executed. GT-II is also known as the Crew Proficiency Course (CPC). The CPC is the walking phase of the gunnery range and will incorporate multiple iterations of dry and blank fire. Upon completion of the CPC, units will move into GT-III, which is known as the Basic Machine Gun and is the first time the VGC's will use live ammunition. Gunnery will also be challenged as GT-III allows for a half-scaled targets to be presented, the reasoning behind this is to make the gunner focus on his targets so when he engages GT-VI targets will be presented in its entirety and easy to execute. GT-IV is the Extended Range Machine Gun and is only reserved for Scout and Military Police elements. No ammo is allocated for GT-IV for sustainment units. GT-V is known as Crew Basic Practice. The purpose of GT-V is to give the VGC confidence in



Soldiers in a tower watch and evaluate crews from the 406th Trailer Transfer Detachment and 96th Transportation Company, both of the 180th Transportation Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), during Table VI Crew Qualification Course at a range here March 26.

themselves and their crew prior to qualification or can be used to challenge them. GT-VI is the Crew Qualification Course. This table cannot be taught to VGC's while executing the gunnery range.

The Intermediate phase begins shortly after the unit completes its Gunnery range and has validated the VGC by qualifying them on GT-VI. During this phase all VGCs are working within their Section, Platoon, and Company as one unit. Upon completion, each crew should be qualified to operate as a CET. The focus within the intermediate phase is establishing sectors of fire, reacting to contact, and establishing an LZ. This is just to name a few of the tasks; for a full list, refer to the TC 4-11.46, Appendix A.

The Advanced phase begins at the conclusion of the company qualification. During this phase the VGC operate as a CET and execute a CLFX while using the crawl, walk, run methodology.

Positions

The range is manned by typical small arms range positions, i.e. OIC, NCOIC, RSO, RTO, Fire Detail, Gate Guards, etc... The fire detail is extremely important based on the time of the year and the tracers ability to catch the range on fire.

Range will have tracer bands on their ranges, but a memorandum will allow for tracers to be used. It is important to use tracers for the simple fact of proper sensing. If the crew cannot see the rounds being fired, they cannot adjust the gunner onto target.

Master Gunner/Senior Gunner

The success of your gunnery ranges will lie solely with your Master Gunner (MG) or Small Arms Master Gunner (SAMG). Currently, the biggest challenge is acquiring a MG and/or SAMG. Both are responsible for developing firing scenarios, locking in the range, forecasting all ammo, and ensure the unit remains current on all gunnery training. Without a MG or SAMG it will be extremely difficult when having your firing scenarios developed as they are driven by commanders' guidance based on theater of deployment, units mission, and target availability of the range.

Therefore, unit commanders are allowed to give an additional duty appointment designating a unit Senior Gunner. This appointment should not be given at random; it should be given to the most experienced Staff Sergeant or above with at least a year retain-ability. The Senior Gunner can be cross trained by other Subject Matter Experts (SME) in

different fields such as: Ammo Handler, Armor, Transportation Management Coordinator and Motor Transport Operator. The senior gunner must possess VCE train the trainer capability, and have multiple years of deployment attached to a CET. Keep in mind, whoever you designate as your Senior Gunner must attend the next available SAMG course.

The MG, SAMG, or Senior Gunner is the driving force behind the Vehicle Crew Evaluators. They ensure that they are trained and certified three months prior to any gunnery ranges. This will ensure the training and success of your program. It is important to know that only a certified VCE to train the trainer can certify another VCE. All VCE's can train each other but only the one who has been to the approved VCEEP class can certify other VCE's on Non-stabilized platforms. There are a select few organizations out there that will train your personnel above the standard. The sooner you have these personnel the easier your training and preparation will be.

Vehicle Crew Evaluators

As mentioned above VCE's are developed by

the SAMG/Senior Gunner and are continually tested on their knowledgebase. Each VCE must be re-certified within three months of any Gunnery Range.

The personnel that you designate from your unit to be VCE's must be among the best, brightest and most experienced in convoy operations as they will be required to complete a 40-hour block of instruction and will be tested on their knowledge of the seven elements required for a fire command. After completion of this class, each VCE will have an understanding of how each VGC should function as one unit. This will ensure the success of not only your gunnery range but also the success of your VGC training program by enhancing their proficiency level.

VCEs serve in two capacities. First, as mentioned above, they are responsible for grading, evaluating, certifying, and training crews to successfully complete a gunnery range and function as one unit. Second, VCEs are responsible for maintaining overall safety of each vehicle crew. They are required to cease fire the vehicle in the event there are any unsafe acts taking place within the vehicle or down range.



Spc. Robert Porter, a 96th Transportation Company, 180th Transportation Battalion, 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary), gunner, fires an M249 light machine gun during Table VI Crew Qualification Course at a range here March 26.

For any given range you will want a total of at least ten VCE. Five VCE's should be used go through vehicle and it will be beneficial to use the same VCE with the same crew. This will allow those VCE to see how the crews functions and overall will show that VCE whether or not that crew is making the necessary improvements. In the Tower, there should be 5 VCE's. One will be responsible for taking control of the vehicles, one as a primary timer, one as an alternate timer, two scoring the engagements and one serving as a runner and AAR briefer for the score sheets. AAR's will be lead by the VCE in the vehicle. Having these positions filled will expedite the entire process and ultimately have a better throughput of VGC's. The tower VCE is also responsible for developing the script that will be read to each VGC prior to the engagement. This designates when a Vehicle commander will tell the Gunner to load or unload his weapon.

An additional requirement is to have external VCE's report and certify your VGC on GT-VI for obvious reasons. The external source only needs to be present during GT-VI.

“Beach Master” RSO

The Beach Master is the equivalent to the RSO. They are the most experienced with that vehicle platform and must have an extensive knowledge in each Crew Served Weapon (CSW) being used on the Range. Ultimately, the Beach Master will inspect the battle-carry of each VGC prior to the vehicle moving on to a battle position. This position should be filled by an E7 and above as this NCO has the ability to remove any vehicle off the range for safety concerns. Their role is to inspect each vehicle on and off the range. They will also test the knowledge of the VGC to ensure proper training has been administered.

The total amount of personnel you would request for a typical gunnery range is 30 personnel. Their sole function is to operate the range, and grade VGC's. With this amount of personnel dedicated to the range a Battalion or Brigade size element could easily execute a gunnery range and push 20 vehicles through per day. For a full description of duties and responsibilities reference TC 4-11.46 Chapters 2, 7, 9 and Appendix A.

Firing Scenarios

Firing Scenarios are developed with multiple factors taken into consideration. They are based

on the Minimum Proficiency Level (MPL) that is outlined in the TC Chapter 10. The MPL shows you the different types of engagements that you will have to incorporate into your scenarios, i.e. vehicle commander engagements and or CBRN engagements. As previously mentioned, these scenarios are also driven by the commander's intent and vary based on the units mission and theater of operations. In most cases it would be beneficial for those units never having conducted a gunnery range to engage more targets beyond the MPL; however, this is limited to how much ammo you will be allotted. A third factor for developing firing scenarios is also driven by the type of range you reserve. There are different types of gunnery ranges that are set up for different types of platforms; therefore targets may be inaccessible and beyond effective engagement ranges. It is imperative to coordinate with range control as soon as the range is locked in and start developing your firing scenarios.

Firing Scenarios are also very complicated to develop and will be scrubbed several times to ensure safety while out on the range. The requirement is that all scenarios should be developed and submitted to range control no later than one month out. Based on what my unit has experienced from execution, I would strongly encourage these scenarios to be developed and turned in at least two months out and the range booked no later than three months in advance. This will give your unit ample time to recon the sight and setup multiple dates to proof your scenarios.

When proofing your scenarios ensure you are taking your time and utilizing a laser range finder to determine accurate distances when in an offensive engagement. Once range control gets the firing scenarios from the Senior Gunner or SAMG, they will scrub the suggested route and targets being engaged for safety concerns. If approved, Range control will have a distance VGC's must engage a target outside of. If a VGC tries to engage the target inside the minimum distance they risk shooting outside of the right and left limits. Laser Range Finders will give an accurate distance to the target and will ultimately give the tower a reference point to stop vehicles if they are at risk of passing the safety point.

Sustainment units will never engage three targets on any scenario. If there is a third target presented to a gunnery crew it must be a friendly or

non-combatant.

Most places will have copies of previously existing firing scenarios. If you try to use those be careful that they still fall within your weapons effectiveness ranges otherwise you could end up looking for a target well out to 1000 meters. Range Control is not concerned with what distance your targets pop up just as long as it's a safe engagement.

Scoring

There are three different forms that will be used to document all training and ultimately factor scores in from each gunnery table. These results should be maintained and compiled to determine statistics and zero in on units weaknesses. This will help develop future firing scenarios and will be maintained by your MG, SAMG, or Senior Gunner.

When scoring a VGC there are multiple factors to consider. VCE's will become familiar with the different timing matrixes based off of the vehicles posture. There are two different types of postures, which are: Defensive and Offensive.

When a vehicle is in a defensive posture it is either in the defilade or enfilade position. Most often when a vehicle is in the defensive posture, it will be in the defilade. Time starts when target is locked but does not count against the crew until the crew opens fire or move up to the enfilade position. When in the enfilade position, time will not count against the crew until they open fire on the target. However, targets will only be exposed for a total of 50 seconds.

It is crucial to enforce a standard for all vehicles being

used whether the unit is using an MRAP or M1151. Obviously, an MRAP has a much higher advantage point and can see

see in the vehicle; 30 seconds for the tower is 3 seconds for the crew in the vehicle.

When a vehicle is in the



Spc. Robert Porter, a 96th Transportation Company, 180th Transportation Battalion, Brigade, 13th Sustainment Command (Expeditionary), gunner, prepares his M249 light machine gun for a firing exercise during the Table VI Crew Qualification Course at a range here March 26.

more of the battle field than a M1151 and this will play a part in determining where the defilade position begins for each vehicle. The defilade position is defined in the simplest terms as the gunner can see the field of fire while the rest of the vehicle is protected and cannot see. This decision is left up to the commander and a general rule of thumb is the defilade is one vehicle length back from the top of the berm. In order to accurately determine this, the commander should be in the vehicle not in the tower making this decision. What we see in the tower is not what we

offensive posture, the vehicle is on the move and is essentially exposed to threats. Therefore, time starts as soon as the targets are locked in place.

As mentioned above, targets are exposed for 50 seconds. Multiple target engagements can have the second target with a 15 second delay. This decision is left up to the commander. These delays are a good idea to allow the gunner time to engage one target and transition to the next but the delay is not realistic. If there is a third target it must be placed on a 15 to 25 second delay and must

be a non-combatant. If there is a delay time placed on one for the targets, the total exposure time will be increased by the delay

time, i.e. target three is placed on a 25 second delay, all targets will be exposed for 75 seconds.

Firing Commands

There are seven elements to a fire command. VC must, alert the crew, designate a weapon system (not relevant to most sustainment units or we may only have one CSW on the vehicle platform), give distance, direction, and description.

This is a total of five commands being given in a short amount of time. Crews should practice this until it is second nature as these commands can be issued by any of the crew members. Once these commands have been given the next response if from the Gunner who says, "Identified" and give the distance to the target he will engage. This lets the VC know the Gunner can see what he is looking at. The sixth fire command is the command of execution and only the VC may give it. No Gunner will open fire before being told to by the VC. After the command

of execution has been given the Gunner will announce "On the way" before opening fire and will announce it again if there is a substantial break in fire. After a sensing on the target has been given, the seventh fire command, Cease Fire, must be called to end the engagement.

Ensure the entire crew is familiar with the "move back" command when in a defensive engagement. If the crew has a weapons malfunction or runs out of ammo, the vehicle commander can give the move back command and time will not count against the crew. However, the total exposure time for the target will keep running. The time will only stop once stoppage has been called. Reference TC 4-11.46 for a full description.

Ammo Allocation

Determining the total amount of ammunition can prove to be quite a challenge. Your ammo request will be based off of your firing scenarios and the TC only give DA PAM 350-38 STRACC as a reference point for how much ammo you should have. DA PAM 350-38 allocates 1500 rounds for Gunnery qualification all the way through the advanced phase. FM 3-20.21 HBCT ammunition allocation allots 2450 rounds just for the basic phase. Furthermore, the HBCT Manual allocates 50 rounds per target. The TC does not break down how many rounds per target. Since sustainment units can only engage two targets per engagement they are limited to 100 rounds per engagement. There are a total of ten engagements per Gunnery Table. Doing the math, the maximum amount of ammunition for each Gunnery

Table is 1000 rounds. This means that there is potentially a valid request for 3000 rounds just to complete the basic phase as we are authorized to fire Gunnery Tables III, V, and VI. This amount is based off one vehicle platform.

Regardless of the amount of ammunition requested, there should always be a substantial amount ready for turn-in as most targets will fall from being struck once. No gunner will expend more ammunition than what is required to kill the target. The standard is, if one target is hit and falls the entire target is destroyed despite if there is cluster of targets, i.e. Dismounted Troops pop up in groups of four.

Simulators

The Warrior Skills Trainer (WST) and Combat Convoy Tactical Trainer (CCTT) are extremely effective and a good way of determining how the unit functions as a VGC. They will not only train the VGC by give them confidence when issuing firing commands but will also give your VCE a chance to practice how to grade and what common mistakes will look like before entering a live fire range. These simulators helped identify a potential risk that we were able to correct prior to our range.

The draw back from these simulators is that they also require firing scenarios and they do not accept them in the same format that range control does and vice versa. They require these scenarios at least fifteen days out and moreover you're pushing it as the simulator operators will identify the same safety hazards you will face while on the range. This means that you will have



4th Sustainment
ght machine gun before

to correct it in the range control format and the simulator format.

Ensure your unit establishes goals prior to going to the simulator. The commander should be very involved in this process and will determine when the unit has met their training objectives. For example, my unit was good-to-go once I had identified that the VGC's was competent in fire commands and gunners were not firing their weapon systems until instructed otherwise. Ultimately at the range, not one of my gunners fired before being told to do so.

Equipment

Most units will not have the correct equipment to train on i.e. M1151 or AN/PAS-13 (v3) Heavy Weapon Thermal Sight. This will require S-3 and G-3 approval to deal with the Pre-Deployment Training Equipment (PDTE) yard and submit a request NLT sixty days in advanced to your training event. The sooner you can acquire the equipment the better, as there are a number of items you want to ensure the vehicles have prior to departure for the range. You also want to give your Soldiers as much time with the equipment so they can become familiar and licensed on the vehicle.

Once units receive the necessary equipment they should ensure they understand how to use it. The Vehicle Internal Communication System (VICS) will allow for each crew member to hear the other and will also help in the grading process for fire commands. Some ranges will be set up to record audio and video so long as it is being hot mic'ed on a certain radio frequency. If a range does not have these assets, a simple hand held recording device can be held to the ear piece and used to record the entire engagement. A second SINCGAR's radio should be used in order to break through the hot mic and relay any safety messages to the vehicle commander.

Scope of Training

As previously mentioned, if all positions are manned and all Soldiers are trained, your gunnery range can easily accommodate a Battalion or Brigade size element; upwards of 20 vehicles.

When conducting this type of training ensure you are being as realistic as possible to authenticate the training. This means after the battle carry has been inspected and tower has told

the vehicle to move out all control should be given to the vehicle commander and they are moving from check point to check point, not battle position to battle position.

Lessons Learned

It is imperative that you acquire the proper equipment to conduct night fire. The HWTS is ideal for night fire. NVG's, IR Chemlight, Chemlights, head lights on target, target at 200 meters and using the starlight scope will not cut it.

Ensure you have the best shooters assigned to the weapon systems. This will maximize your overall results on the range. Ultimately, you can expect an expert to expend 600 rounds on each gunnery table. With the maximum of 20 targets being presented you are allotting 30 rounds per target.

Ensure that range control is checking the targets and has them on the proper sensitivity settings. The kill ratio is one round for troops and one round for trucks. Otherwise targets will not fall when struck by a round or they will fall when a strong wind blows. Sustainment units are tasked with protecting themselves, their convoys, and their bases, not search and destroy.

Once a unit is tasked to complete a gunnery range; focus any and all down time to teaching fire commands. These commands are easy to practice and can be done by simply putting four chairs next to each other.

Ensure the integrity of the training and integrity of the program. The idea is to make this type of training as real as possible. That means a qualified VC to jump on the weapon system and engage targets. Ensure VC's are 100% in charge of the vehicle and use tactical commands.

With the proper amount of trained and certified VCE's, the flow of the range will be fast and more vehicles will be allowed to participate in the training. Any unit conducting a gunnery must have read, in its entirety, TC 4-11.46. This TC should be considered the bible for sustainment gunnery ranges.

Ultimately, this is the type of training Soldiers desire and are motivated to execute. We owe it to our Soldiers to make them proficient, effective, and deadly with their weapon. doing so, we will ensure their safe return back from any combat environment.

Who will be LSOC-W's next top chef?

Story and Photos by Sgt. 1st Class Joel F. Gibson,
13th ESC Public Affairs

FORT HOOD, Texas – When Brig. Gen. Terence J. Hildner, the commander of the 13th Sustainment Command (Expeditionary) arrived from Fort Lee, Va., he wanted to bring a little bit of Fort Lee to Fort Hood, said Chief Warrant Officer 2 Kevin Konken, a food service warrant officer with the 13th ESC.

On April 29, after more than a year of planning, the 13th ESC hosted a culinary arts exhibition at the culinary arts center here, pitting four teams against each other and showcasing the talents and abilities of food service specialists, said Konken.

The teams featured Soldiers from the 49th Transportation Battalion, 180th Transportation Battalion, 41st Fires Brigade, and the 1st Medical Brigade.

While the culinary arts center was where the Soldiers prepared for the competition and set up their edible displays, which ranged in theme from tropical islands to Leonardo DaVinci, the meat of the competition took place in mobile kitchen tents across the street.

Each team prepared three course meals for 20 people, all revolving around salad, a steak



Specialist Christopher Cunningham, a member of the III Corps Culinary Arts Team, carves an ice sculpture in the fashion of the 13th Sustainment Command (Expeditionary) patch during the 13th ESC Culinary Arts Exhibition here April 29.



Sgt. Ronald Kirby, a food service specialist with the 49th Transportation Battalion, 4th Sustainment Brigade (Rear) (Provisional), prepares a red wine and onion based steak sauce during the 13th ESC Culinary Arts Exhibition here April 29.

dinner and a pear-themed dessert.

While the major components of the meals had to be the same, the participants were encouraged to improvise.

The improvisations ranged from homemade marinades and dry rubs to creating potato bacon and cheese croquets deep fried to a golden brown.

The 180th team took home the first place trophy, and deluxe cooking equipment.

"It's life changing, a great experience," said Pfc. Sundar Ranabhat, a food service specialist with the 96th Transportation Company, 180th TB.

The judges were members of the III Corps culinary arts team and one of the hosts of "The Grill Sergeants," Sgt. 1st Class Brad Turner.

"Just seeing how excited the young Soldiers got about the competition was probably the best part," Turner said.

In addition to giving cooks from across Fort Hood a chance to compete, having the III Corps Culinary Arts Team judge the competition gives the corps team a chance to scout future talent.

Konken said based on the perceived success of the exhibition, he hopes to include ten teams in next year's competition.

Will one of those teams be from a Sustainment Brigade under LSOC-W?

565th Quartermaster takes on JDC mission

Story and photos by 1st Lt. Patryk Korzeniewski,
565th Quartermaster Company

CONTINGENCY OPERATING BASE ADDER, Iraq –Soldiers from the 565th Quartermaster Company, 749th Combat Sustainment Support Battalion, 4th Sustainment Brigade, took on the joint distribution mission March 13.

“Having the Joint Distribution Center is great, it gives us a chance to be in the thick of closing down the base,” said Spc. Jessica Thomas, JDC operations and a native of Goldsboro, NC.

The mission consists

of tracking, loading, and unloading of wheeled vehicles. Soldiers at the Joint Distribution Center send daily reports to their battalion to track what came in, what went out, and how long it has been at the Joint Distribution Center.

“This is a good challenge for me,” said Staff Sgt. Kepha Ricketts, the JDC noncommissioned officer-in-charge and a New York, N.Y. native. “I am looking forward to being the NCOIC of the

JDC. I am certain the mission will get done.”

“Safety is very important, it is stressed throughout the company,” said Sgt. Scotty Breux, a JDC vehicle loading noncommissioned officer.

Three Soldiers and one NCO handle the loading and unloading of vehicles. One Soldier drives the vehicle, while the other two act as ground guides, with one guide in the front and one in the rear. An NCO is present to ensure the job is done safely.

Sgt. Christopher Monge, a Joint Distribution Center noncommissioned officer with the 565th Quartermaster Company, 749th Combat Sustainment Support Battalion, 4th Sustainment Brigade, 103rd Sustainment Command (Expeditionary), and a Dallas, Texas native, guides a Humvee onto a ramp at the JDC on Contingency Operating Base Adder, Iraq March 12.





Always Ready Snapshot

1st Sustainment Brigade

1SB Uncasing Ceremony



- The 1st Sustainment Brigade uncased its colors at a ceremony held on Fort Riley on Apr. 21 to signify their assumption of duties from Task Force Durable, their rear detachment.
- The Brigade served a year long deployment in the Middle East providing critical sustainment support to the Central Command theater of operations. The brigade was the main effort in the Responsible Drawdown of Forces from the Iraqi Joint Operational Area, and was instrumental in the withdrawal of the last brigade combat team out of Iraq.
- Col. Donnie Walker Jr., Commander of the 1SB, spoke to his troops and congratulated them on a successful deployment. This marks the second time the unit has deployed to the Middle East as the 1st Sustainment Brigade. It also marks the first time the unit has deployed in support of Operation New Dawn.
- Distinguished guests included Command Sgt. Maj. Jim Champagne, 1st Infantry Division Command Sgt. Maj., Brig. Gen. Randal Dragon, the Deputy Commanding General—Sustainment, and several representatives of the surrounding area. Also in attendance was Deb Patterson and the coaching staff of the Kansas State Women's basketball team, who the brigade has developed a strong partnership with.





1st Sustainment Brigade



Welcome back

*Established an A/DACG yard on Thumrait Air Base, Oman and processed 989 pieces of OEF unit cargo valued in excess of \$500,000,000.

*Established a Carrier Collection Point at MANAS collected 18,093 carriers valued at \$8,652,500; Repaired 5,400 ESAPI plates in support of Warfighters in Afghanistan.

*Command and Controlled the execution of over 750 Combat Logistic Patrols in Iraq and 386 local missions in Kuwait.

*Convoy Support Teams (Buehring, Adder, Kalsu, JBB, and VBC) – supported 3,423 convoys ensuring coordinated vehicle and communication equipment maintenance to transporters traversing the IJOA.

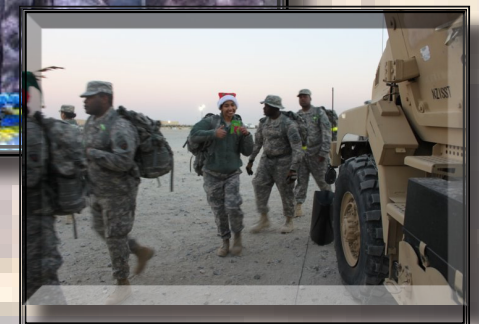
*Vessels conducted 116 missions, traveling 25,180 nautical miles; conducting joint training operations like Operation SAFE HAVEN, and supporting Third Army Priorities with strategic impact on coalition partnership building, such as FRIENDSHIP II.



COL Flem B. Donnie Walker Jr.



CSM Miguel A. Rivera



13th Sustainment Command
(Expeditionary)
Public Affairs Office
BLDG 39009 Support Ave.
Fort Hood, TX
76544

Durable