

13th Sustainment Command

# Provider Base

The Voice of Sustainment in the West

Volume 9, Issue 3  
Fall 2011



## Material Management

# CG'S COMMENTS

Teammates –

LSOC is making a difference for Senior Commanders... Since the release of our last issue of Provider Base, this community of sustainment stakeholders took significant steps to improve readiness and materiel management processes for Senior Commanders and more broadly our Army. I remain impressed by the energy and cooperative spirit, and more importantly how that's translated to the sharing of support concepts to make our installations more efficient and effective. Over the past months you, and the MSE/Division G4 team, truly did some heavy lifting in sustainment - highlighted by the expanded number of installation Sustainment Operations Centers, assumption of the AFSBn's contract Distribution Management Team duties, advent of the LSOC regional distribution board, initial integration of BCS3 as the LCOP for selected Senior Commanders, Financial Management Companies in Defense Military Pay Offices, and reductions in overall contract sustainment costs by millions of dollars. What's exciting is we're just getting started. I am proud to be a member of LSOC-West; something more than just a bumper sticker or catch phrase.

This month Provider Base highlights some of those materiel management success stories within the region, as well as laying out for the community how LSOC will continue to function in the west as the 13th ESC deploys at the end of this calendar year. As always the intent of the success stories is to simply offer working models for others to consider who may face similar issues. Nothing more frustrating to leaders than to spend significant amounts of organizational energy framing solution sets, only to find out that someone else already did much of the work. For those still working on developing your Sustainment Operations Center, I strongly encourage you to take a look at the work done by 43rd SB outlined in this edition and visit 1st SB to see two very effective approaches. I also suggest reviewing the articles on the recently completed maintenance support mission in Alaska. That operation is the model for leveraging the community to resolve short-term (less than 120 day requirements) readiness challenges that we will all face at one point. Thanks in particular to 593rd SB, 1st SB, 15th SB and 4th SB for their support to the extended operation. Through that team of teams' hard work, 1/25 BCT's equipment set had all 383 services completed and more than 350 vehicles brought to 10/20 standard. What's more impressive is that this was done without affecting readiness rates at donor installations and saved the Army more than \$2 million in contract labor costs. That's making an impact...

COMMANDER

Terence J. Hildner



With the start of FY12 just behind us, all of you completed your annual updates to installation support plans. I am hopeful that the analysis helped you identify sustainment gaps from ARFORGEN deployments or force structure changes, and passed these gaps forward to both the ESC and FORSCOM. With fiscally constrained times ahead, it's important that we use these opportunities to formally document our challenges and get onto the priority list for resourcing early. The ESC will continue to work as an advocate for verified shortfalls. Don't forget to also keep us in the loop when it comes to emerging requirements as well. The ESC will partner with you to find feasible solutions to your challenges at the lowest possible cost.

Finally, look forward to discussions on the use of the ESC Fusion Center to sustain LSOC initiatives during the ESC's deployment. We have a great team in place that will be out to start building relationships over the next few months, so have no worries that we'll lose momentum in FY12. Truth in lending, we've already begun post deployment planning to begin the final phase of LSOC which is the integration of the RC/ARNG formations into our community. Only positive outcomes can come from that next step. Look forward to hearing what you're doing for Senior Commanders...

Service to the Soldier !

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**Cover:** Joint Sustainment Command-Afghanistan Soldiers conduct a convoy in southern Afghanistan to relocate equipment between Tarin Kowt and Kandahar. (U.S. Army photo 1st Lt. Steven P. Haggerty, 1225th CSSB)

**Back Cover:** Officers of the 13th Sustainment Command (Expeditionary) rush to grab dodge balls at the Abrams Physical Fitness Center as part of officer professional development. (U.S. Army photo by Sgt. Steven Schneider, 13th ESC Public Affairs)



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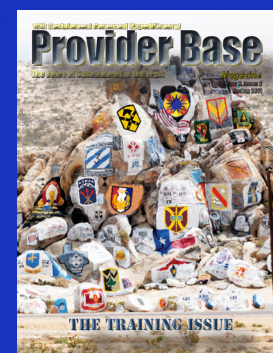
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In the past few editions of the Provider Base magazine, we've introduced LSOC-W and talked about training. In this issue, we focus on a sustainer's bread and butter, Materiel Management. We will cover how LSOC units are pooling resources to save money, get the rolling stock rolling and train our Soldiers in the process. This issue also showcases the 13th ESC Birthday celebration and units continuing to prepare for deployment.

With the LSOC proof of principle well underway, we are shifting our focus to maintaining the efficiencies achieved while preparing for the next mission. The Sustainment Operations Centers on the LSOC bases will contribute huge dividends to the senior commanders and communities by maintaining and sharing a logistics common operating picture.

This picture will help leaders get the right training for their Soldiers while between deployments. It will help keep our troops sharp and focused. I challenge LSOC leaders to push all their Soldiers to remain vigilant and emphasize the basics: warrior tasks and drills. Be ready to fight whatever enemy comes next.

This is my last address as Provider 7, so I thank you for your service, wish you good luck and godspeed.

**PROVIDER 7 out**

COMMAND SERGEANT MAJOR

Mark D. Joseph



# CSM'S CORNER

# 295th QM Co. reacts to ACU regulation changes

STORY AND PHOTOS BY SGT. KENDRA MCCURDY, 593RD SUSTAINMENT BRIGADE PUBLIC AFFAIRS

Following the Army's recent announcement about regulation changes for the advanced combat uniform, many soldiers have rushed to tailor shops and doled out their hard-earned dollars in order to ditch the Velcro. Other Soldiers are hesitant to make the change because of the cost associated. But one of Joint Base Lewis-McChord's best kept secrets is about to change that.

The 593rd Sustainment Brigade's 295th Quartermaster Company Clothing Repair Shop, located at the 80th Ordnance Battalion motor pool on JBLM-North, offers uniform repair and renovation services to all service members free of charge.

The repair shop services include sewing on name tags, Velcro replacement, zipper replacement and other minor repairs. Replacement Velcro is provided by the shop at no cost to the customer.

Uniform repairs will be completed and items are typically returned within 72 hours.

Sgt. Maj. Scott D. Lesch, of the 112th Military Mail Terminal, had his name tape, U.S. Army tape, rank and skills badges sewn on two of his uniforms—one at the Soldier-operated repair shop and one at a civilian tailor shop. Though the quality of the Soldier's work was not quite as high as the civilians', Lesch said he would still use their services if he needed the Velcro on his uniform replaced.

"This is a great service for our Soldiers," Lesch said. "It was done professionally. And everything is within regulations."

"We can save the Soldiers a lot of money—close to \$15 per uniform," said Sgt. 1st Class Alecia D. Booker, a platoon sergeant and clothing repair specialist assigned to 295th QMC from Thomasville, N.C.

The benefit is double-fold. "It gives these guys more training -- a chance to do their jobs," said Booker of the Soldiers in her platoon. "The Soldiers want more work. We've had quite a few people turn in items, but it's not the bulk we can handle."

The Soldiers assigned to the shop were recently given refresher training for their jobs. Additionally, NCOs in the company were trained on troubleshooting and fixing faulty equipment.

Repairs are done in a military trailer so that the sew shop can be mobilized into field conditions.

"It really boosts the Soldiers' morale when they get their

needs met, especially out in the field," said Booker. In addition to uniform repairs, the 295th QMC also offers laundry and shower services.

The innovations and response to changing regulations is core to the sustainment mission. 295th QMC devised a way to save Soldiers' money, help uphold Army standards, better train their own troops, and raise morale.

The sewing shop also allows Army sustainers to keep their skills sharp in a garrison environment.

Pending the acquisition of the right equipment, the shop will eventually offer embroidering of name tapes, and canvas repair as well.



Sgt. Tyrone Rogers works on a sewing project for the 295th QM Co.'s sewing shop on Joint Base Lewis-McChord. Soldiers of the 295th QM Co., 80th Ord. Bn., 593rd Sust. Bde. offer free uniform repairs as a service to JBLM Soldiers.

# Back to Basics:

## Safety council encourages exchange of ideas between units

STORY BY SGT. STEVEN SCHNEIDER, 13TH ESC PUBLIC AFFAIRS

In order to improve safety throughout the unit's brigades, the 13th Sustainment Command (Expeditionary) is going back to basics.

The plan is to have first-line leaders pay attention to their Soldiers, perform risk assessments and follow up with their subordinates.

As part of the effort, the unit conducts quarterly health promotion councils. The goal of the councils is to have an open discussion forum for commanders and first sergeants to share information and ideas on how to combat safety concerns.

"You're getting feedback and a discussion, instead of just a lecture," said Donnie Robinson Sr., 13th ESC safety advisor.

Robinson said an open format that allows for discussion is important because it allows leaders at the company level to help each other in solving and preventing potential safety issues.

Captain Aaron D. Istre, company commander of Headquarters and Headquarters Company, 13th ESC, said the forum allows for the spread of ideas.

"It's good to sit in a round table discussion and learn what other people do," he said.

Istre said he was able to learn even when the group talked about subjects he's well versed in, and he has taken much of the information provided back to the junior leaders and Soldiers.

There are 14 different focuses in the risk reduction: positive urinalysis, financial problems, child abuse, spouse abuse, crimes against property, crimes against persons, traffic violations, alcohol offenses, drug offenses, absent without leave, suicide attempts, sexually transmitted diseases, accidents and deaths.

During the health promotion councils, unit's present their safety issues in a bulls-eye analysis format, where the closer each of the 14 problem areas are to the center, the better the unit is doing. The target is set up with no incidents in the middle, followed by zones that get

progressively more serious, eventually becoming more than two times greater than the Army standard.

"The idea is like you're at the range, if you're not steady you won't have a good shot group," Robinson said. "What you have to look at is why you jerked those shots."

The council tries to find the answers to those questions through an open discussion format, and having company level leaders participate allows the answers to be streamlined to the Soldiers' first line supervisors, Robinson said.

Robinson said the Army does a fantastic job of risk managing while deployed, but sometimes, leaders fall short home station. The Army's Composite Risk Management is a five step process to enable Soldiers to mitigate risk while in a combat environment or driving on the highway.

There are five steps when using CRM: identify hazards, assess hazards, develop controls and make decisions, implement controls, and finally supervise and evaluate.

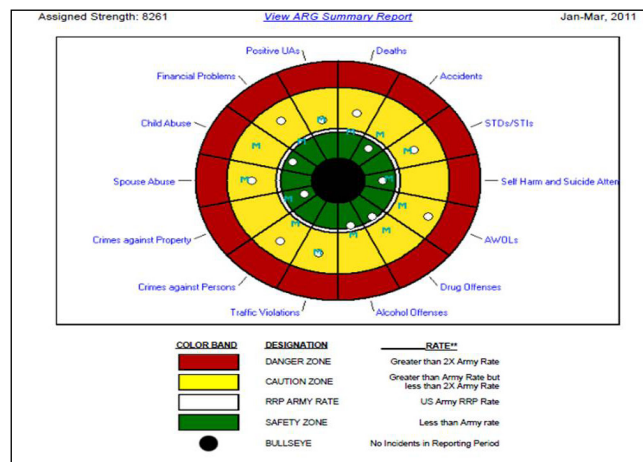
The goal is to be able to blend a tactical threat base and the accidental threat base and have junior leaders as involved in their Soldiers lives when CONUS as when deployed, Robinson said.

"What we do in war isn't the same as we do back in the states," he said. "First line supervisors are not taking care of Soldiers at home like they did at war." Robinson said going back to the fundamentals of leadership and taking a personal interest in what Soldiers are doing will help eliminate many of the problems.

"It's about leaders getting involved with Soldiers at the lowest level," Istre said. "If the Army can get back to that, then we can reduce accidents and make it safer for the Soldiers."

Leaders need to be involved in their troops' lives and show concern in what the Soldiers are doing on a daily basis, Istre said.

"A lot of stuff can be avoided if you take the time to sit down with your Soldiers and get to know them," he said.



Bullet holes illustrate where the 13th ESC's rank against the Army in safety issues. Of 14 categories, six are below the Army average

# 53rd QM Co preps for deployment, completes close quarters range

STORY BY SPC. NATHAN BOOTH, 4TH PUBLIC AFFAIRS DETACHMENT

Soldiers from the 53rd Quartermaster Company, 49th Transportation Battalion (Movement Control), 4th Sustainment Brigade, 13th Sustainment Command (Expeditionary) took their first step in becoming more battle-ready Aug. 30 by completing an Advanced Rifle Marksmanship qualification at Fort Hood in preparation for their upcoming deployment to Afghanistan.

The qualification is part of a plan to complete unstabilized HMMWV gunnery training by the end of September.

“We’re doing a lot of things we’ve never done before as a movement control battalion,” said 1st Lt. Tiffiney Garrett, Battalion Training Officer, 49th Trans. Bn., 4th SB, 13th ESC. “One thing I can say about the battalion’s Soldiers is that everyone is taking it and has owned it.”

Staff Sgt. Armando Palacios, platoon leader for 3rd Platoon, 53rd QM Co., 49th Trans. Bn., 4th SB, 13th ESC said his Soldiers grasped the ARM training quickly.

“I’m coming from 1st Cav, so as far as being in a Quartermaster unit, I think they did outstanding to be honest with you,” he said. “I was

impressed.”

After practicing at the company area, the quartermaster troops moved to the range alongside soldiers from the 49th Trans. Btn.

“They got the concept right away with the dry fire [at the company] and on the range it was amazing,” Palacios said. “We had no issues.”

Spc. Jamien Frye, a Leland, Miss. native also assigned to 3rd Platoon, said the training was stern business.

“From my point of view, it went pretty smoothly,” he said. “Everyone did what they were told. There was no horse playing or any of that going on out there. Everybody took it seriously.”

Frye said the weight his fellow Soldiers placed on the training gives him confidence for the future.

“You never know what situation you may end up in when you go down range,” Frye said, “and you want to be able to trust your battle at all times to know he’s taking this seriously.”

The unpredictability of the Quartermaster mission means Soldiers should be ready for any situation, according to Palacios.

“Basically we’re preparing

them for whatever can be thrown at us,” Palacios said.

Garrett added that the skills learned during their training have very real implications.

“It’s important because this is the training they really need when they’re on the ground,” Garrett said. “This skill set is important to any Soldier because you just never know what you’re going to have to be doing when you’re deployed.”

Frye felt confident that once their training is complete, the 53rd will be ready for anything.

“If we had to leave tomorrow, there might be some nits or picks we might have, but if we stay on the same path we’re on now and everyone stays serious like they are now, we’ll be ready,” he said. “We’ll definitely be ready.”

Soldiers from the 53th Quartermaster Company, 49th Transportation Battalion (Movement Control), 4th Sustainment Brigade, 13th ESC conduct a dry-run before their Advanced Rifle Marksmanship qualification.

Soldiers from the 53th Quartermaster Company, 49th Transportation Battalion (Movement Control), 4th Sustainment Brigade, 13th ESC fire at targets during their Advanced Rifle Marksmanship qualification.



COURTESY PHOTO



COURTESY PHOTO

# 43rd Sustainment Brigade begins simplifying support at Fort Carson

STORY BY 1ST LT. ANDREW CARLISLE, 43RD SUSTAINMENT BRIGADE

In alignment with Commanders' initiative to have Sustainment Brigades serve as the logistical nucleus for the ARFOGEN reset, Fort Carson, with 43rd Sustainment Brigade taking the lead, has met the task head on.

Recently, the 43rd has completed its first phase of creating a Sustainment Operations Center (SOC) that will serve as the logistical hub for Fort Carson, Colorado and its surrounding areas. The SOC, which will eventually find its home in the new 43rd SB headquarters, has established full operational capabilities in the current Rough Riders building. Logistically, the SOC will provide Fort Carson with capabilities that were once provided by various agencies located across the area of operations. This new concept will co-locate these external agencies along with green resources in order to provide one-stop-shop support operations.

Since the redeployment of the Brigade headquarters in March, many noncommissioned officers with integral help from junior Soldiers have worked to fully stand up an initiative that has never before been seen in the Fort Carson area. The work that has gone into this has been tremendous. These 43rd SB Soldiers took a non-operational Tactical Operations Center and created a fully operational Sustainment Operations Center that is not only capable, but efficient.

"We are doing something that has never been done before," said Master Sgt. Patrick Hill, the SOC noncommissioned officer in charge. "The work that these Soldiers and NCOs have put forth in order to make this happen has been nothing less than phenomenal."

Some functions provided by the



PHOTO BY STAFF SGT. IAN M. TERRY

An Afghan National Army Humvee drives in line with a 43rd Sustainment Brigade convoy of MRAPs during a routine patrol through Kandahar, Afghanistan, Oct. 4.

SOC are fuel, ammo, transportation and maintenance support. Many of these functions were once supported through a misaligned organization of support. Having established a fully operational support center has allowed these functions as well as others to support the fight in a conjoined strategic manner.

Commodities Management Cell (CMC) officer in charge, Maj. Nikki Blyestone, described this new initiative as groundbreaking.

"The SOC enhances and simplifies support to 4th [Infantry Division] and all of Fort Carson by aligning all the supporting agencies," She said.

Instead of calling several places to coordinate support units, the SOC and all contributing agencies are able to assemble a support package through

*"We are doing something that has never been done before. The work that these Soldiers and NCOs have put forth in order to make this happen has been nothing less than phenomenal."*

**- MASTER SGT. PATRICK HILL**

coordination and planning that's invisible to the requesting unit. With the realigning of units, the SOC is the 'way of the future.'

The 43rd SB expects to begin the second phase of establishing the SOC within the next few months. This phase will consist of establishing a jump SOC that will enable operations to continue to function fully while simultaneously establishing the new permanent home for the SOC. The 43rd command team along with all its supporting cast foresees this establishment as another step forward in "Providing with Pride".

# ALC troops practice recovering trapped vehicles at Fort Bliss

STORY BY SGT. ERIK THURMAN, 15TH SB PUBLIC AFFAIRS

Soldiers in the Advance Leader's Course for wheeled vehicle mechanics were trained as wheeled vehicle recovery specialist and earned the "Hotel 8" skill identifier upon graduation July 25 at Soldier's Hall at Fort Bliss, Texas.

Thanks in large part to the 15th Sustainment Brigade hosting a mobile training team from Fort Lee, Va., the Soldiers graduating from ALC learned the advanced skills needed for the safe recovery of downed vehicles while in an operational environment.

"A good part about the mobile training team is that by bringing this course to them, we got a chance to train a lot of Soldiers who would have otherwise not been able to get it," said 1st Sgt. Garrick Griffin, Fort Lee, Va. Noncommissioned Officers Academy. "Now [they] get to stay home with their families while they still get to continue with their career progression."

Sergeant 1st Class Leticia Matthews, maintenance management operations noncommissioned officer in charge for Headquarters and Headquarters Company, 15th Sustainment Brigade, explained that the class was a major stepping stone for noncommissioned officers.

During the course, Soldiers spent hours in a classroom learning important leadership skills, and in addition to learning other technical skills, they were taught how to operate rigging and towing equipment, which had not been

Once the classroom portion of the course was complete, Soldiers took the gear out into the field to demonstrate what they had learned hands-on. Sitting in the bottom of a deep pit, a disabled three-ton vehicle



Students battle difficult conditions to recover a trapped vehicle, a new skill learned at the Advanced Leaders Course for wheeled vehicle mechanics.

*"A good part about the mobile training is that by bringing this course to them, we got a chance to train a lot of Soldiers who have otherwise not been able to get it."*

**- 1ST SGT. GARRICK GRIFFIN**

sat in the earth, waiting to be rescued. The pit was filled with water, making the task difficult.

"The course will make me more proficient in my job," said Sgt. Seth Oakes, a wheeled vehicle mechanic from State College, Pa., stationed at Fort Bliss. "It will also give me a lot to take back to teach my Soldiers." Though it required they get muddy, the NCOs used what they learned and pulled the vehicle to safety.

"At the sergeant and staff sergeant

level, our Soldiers are responsible for keeping the fleets rolling," Griffin said. "The training that they receive is very important. As a [wheeled vehicle mechanic], there are so many facets of the mission that they are responsible for. We are not only responsible for vehicles but also ordnance, electronic maintenance and EOD (explosives ordnance disposal). And this course gives them the opportunity to work on equipment they probably don't have a chance to work on back at their unit."



# Alaska mission offers LSOC proof of concept

STORY BY MAJ. ED MARCELINO, 13TH ESC SUPPORT OPERATIONS

## Practical Applications

Soldiers from sustainment brigades across the Leveraging Sustainment Organizations in CONUS-West region are currently performing a maintenance support mission at Fort Wainwright, Alaska. Their mission is serving as one of the first practical applications of the LSOC concept.

A 39-Soldier team from 593rd Sustainment Brigade from Joint Base Lewis-McChord, Wash., was the first maintenance support team rotation from June 1 to June 30. The MSTs from the 1st Sustainment Brigade out of Fort Riley, Kan. and

the 4th Sustainment Brigade out of Fort Hood, Texas are also scheduled to deploy to Alaska in July and August, respectively. The Soldiers are performing scheduled maintenance on the 1st Stryker Brigade Combat Team, 25th Infantry Division's left-behind equipment (LBE) wheeled vehicles as a more cost-effective alternative to civilian contractor mechanics. Army Sustainment Command requested the 13th Sustainment Command (Expeditionary) for manpower to augment the 404th Army Field Support Brigade and Army Field Support Battalion-Alaska Directorate of Logistics civilian maintenance work force.

## Maximizing Resources

The MSTs would assume a major portion of the required maintenance workload in order to meet the timeline to re-issue the LBE to 1/25

SBCT when they came back from deployment. 13th ESC canvassed the sustainment brigades in the LSOC-West region and several were able to provide support. The support would not have been possible without the dedicated commitment and planning efforts of the sustainment brigades and installation senior mission commanders.

As shown by this mission, the LSOC concepts and forums among senior leaders in the sustainment community have paid dividends in raising collective maintenance issues and maximizing military maintenance resources to mitigate shortfalls in existing unit maintenance capability and capacity. The constraints of tight unit training timelines, deployment dates and other competing requirements constantly leave many units with a shortfall in maintenance resources, such as mechanics, to perform all required maintenance on their equipment throughout the Army Force Generation cycle at the required Department of the Army Technical Manual 10/20 standard.

## Moving On

As with the 1/25 SBCT LBE fleet, past

*"It is estimated that using military mechanics to perform the maintenance on the 1/25 SBCT LBE will save approximately \$1.5 million in labor costs alone."*

solutions, such as contracting labor to perform maintenance, are no longer tenable or feasible due to emerging funding constraints and DA directives to minimize contract labor costs. It is estimated that using military mechanics to perform the maintenance on the 1/25 SBCT LBE will save approximately \$1.5 million in labor costs alone.

The LSOC-West MSTs are currently putting in six-day weeks, working 10 to 12 hours per day in the cool Alaska summer season to meet the target of 600 completed jobs in 120 days. The MSTs are TACON to Army Field Support Battalion-Alaska, commanded by Lt. Col. Nathaniel Rivers, who provides the MSTs with life support and directs the MST's daily workload. Chief Warrant Officer Jesse McCoy, senior ground maintenance officer from 13th ESC Support Operations, is also on the ground in Alaska, providing senior-level technical expertise and laying the groundwork for the incoming or follow-on MSTs from 1st Sustainment Brigade and 4th Sustainment Brigade.

## Proof of Concept

This maintenance mission

showcases the flexibility and agility afforded by LSOC relationships and regional collaboration, even across traditional Major Army Command and Combatant Command lines, to solve collective sustainment problems. Cross-installation and regional mutual maintenance support arrangements will be just

# Maintainers work in Alaska, cut Army costs by \$313,000

STORY BY CAPT. SAMANTHA J. PAVOLKO, 80TH ORDNANCE BATTALION

**Thirty-nine Soldiers assigned to the 80th Ordnance Battalion, 593rd Sustainment Brigade, out of Joint Base Lewis-McChord, Wash., completed the first 30-day rotation to tackle the backlog of vehicles requiring repairs at the Army Field Sustainment Battalion-Alaska at Fort Wainwright, Alaska, in June.**

## Playing Catch-Up

The backlog of more than 28,000 man-hours of services and unscheduled maintenance developed when the 1st Stryker Brigade Combat Team of the 25th Infantry Division returned from the National Training Center at Fort Irwin, Calif., with an impending deployment, and a fleet of vehicles well-used from training. Despite their use in training, these fleets were scheduled for a quick turn-around to the Left-Behind Equipment program for maintenance while the unit deployed to Afghanistan.

The Left-Behind Equipment program is managed by Mantech contractors under AFSBn leadership. Under LBE guidelines, vehicles must enter the LBE program at 10/20 standard, meaning the vehicle is fully mission-capable, in accordance with its respective technical manual.

Mantech conducts a joint inspection with the inducting unit to ensure vehicles are at 10/20 standard before accepting each vehicle into the LBE program. Those vehicles found not to be 10/20 standard are either returned to the unit for additional repairs or, if the unit's deployment date is too close, the vehicles are given to installation maintenance personnel at the Directorate of Logistics for repair.

Once accepted into the LBE program, Mantech contractors perform all annual and semi-annual services on the equipment until the inducting unit receives the equipment from LBE upon redeployment. Because of its quick ARFORGEN cycle for deployment to Afghanistan and recent training at NTC, 1/25th SBCT needed to induct its nearly 600 pieces of equipment for DOL repairs creating the initial backlog of vehicles requiring AFSBn attention.

Soldiers from the 593rd Sust. Bde. teamed with 13th Sustainment Command (Expeditionary), leveraging Sustainment Organizations in Continental US-West, Maintenance Support Teams from the 1st and 4th Sustainment Brigades and the leadership of the 404th Army Field Sustainment Brigade to reduce the backlog. This mission illustrated the strain of constant rapid deployments coupled with Army-wide budget cuts on the maintenance

process.

But it also made evident the high quality of logistics sustainment units can provide when combined against looming resource constraints.

## Moving Forward

From June through September 2011, the 593rd, 1st and 4th SBs will be rotating MSTs every thirty days to support AFSBn-Alaska in reducing its LBE backlog.

To compound the backlog at Fort Wainwright, Army-wide budget constraints caused large personnel shortages at AFSBn-Alaska, especially among its DOL and Mantech maintenance personnel. This meant fewer mechanics were expected to perform a larger amount of repairs prior to LBE induction and services after LBE induction. AFSBn-Alaska commander, Lt. Col. Nathaniel Rivers, knew his contractors at Fort Wainwright would be unable to reduce the backlog of 28,000 manhours before the 1/25th SBCT's return from Afghanistan without outside assistance. Rivers brought the issue to AFSBn-Alaska's higher commands, 404th AFSB and Army Sustainment Command (ASC), who reached out to the 13th ESC's emerging LSOC-W team to see how the Western Region sustainment community could assist, while keeping costs low.

The 13th ESC LSOC-W leadership rallied the 593rd Sust. Bde., the 1st Sust. Bde. of Fort Riley, and the 4th Sust. Bde. of Fort Hood, to answer the call. 80th Ord. Bn. Commander, Lt. Col. Katherine Graef sent her 39-Soldier Phoenix MST to test the LSOC concept and to develop working maintenance procedures for future LSOC operations. Phoenix MST OIC Chief Warrant Officer Ray Bishop, AFSBn-Alaska Staff and 13th ESC Liaison Chief Warrant Officer Jesse McCoy worked through the initial hurdles in the maintenance process including how they would account for each MST's manhours, as well as tools and parts availability issues.

After working through initial coordination issues and resource constraints, the Phoenix MST established a



COURTESY PHOTO

Cpl. Samantha Sherman, a wheeled vehicle mechanic assigned to the 542nd Support Maintenance Company, 80th Ordnance Battalion, 593rd Sustainment Brigade, and a native of Brule, Neb., changes a hub seal while performing an annual service on an M1097 at Fort Wainwright, Alaska, on 3 June 2011.

maintenance workflow that allowed it to steadily increase productivity through its 30-day rotation.

During their first week the Phoenix MST completed five services. In the third week they completed 51 services and unscheduled repairs. The 13th ESC set 106 services and repairs completed as the benchmark for success in the first rotation of the AFSBn-Alaska support mission, and a goal of 425 services and unscheduled repairs completed over all three rotations. The Phoenix MST completed a total of 120 services and unscheduled repairs, putting the LSOC-W ahead of schedule.

Using Army maintainers to perform the backlogged repairs and services also allowed 80th Ord. Bn. Soldiers the opportunity to learn new skills and increase proficiency within their military occupational specialties. The mechanics had a chance to work on equipment they had never touched before and perform difficult maintenance tasks they may not have done before. Noncommissioned officers were able to perfect their management skills and

find more efficient ways to bring equipment up to 10/20 standard.

### Reducing the Cost

Fort Wainwright DOL charges the Army \$58.65 per man-hour of direct labor completed and \$63.00 per man-hour of indirect labor for maintenance management. Total labor costs for the manhours the Phoenix MST completed would have totaled more than \$381,000 had they been completed by contracted personnel. The 13th ESC's LSOC-W paid approximately \$68,000 in travel, lodging and incidentals for the Phoenix MST's rotation to FWA, saving the Army more than \$313,000.

The Phoenix MST accomplished its mission of reducing the maintenance backlog in Alaska in a fiscally responsible way while simultaneously developing its junior leaders and mechanics. 80th Ordnance Battalion ultimately proved the effectiveness of the LSOC-W concept in supporting future sustainment operations that are sure to come.

# 13th ESC celebratates years of phantom sup

STORY AND PHOTOS BY SGT. STEVEN SCHNEIDER, 13TH ESC PUBLIC AFFAIRS

The 13th Sustainment Command (Expeditionary) took from Aug. 15 to Aug. 18 to celebrate its 46 years of providing excellent sustainment and support operations.

The week included activities such as a community luncheon, a birthday fun run and a wreath laying ceremony. The week of festivities ended with a traditional dinner at Club Hood Aug. 18.

The purpose of the week was to remind Soldiers of the ESC about their unit's storied heritage.



Members of the 13th Sustainment Command Expeditionary and of the 13th COSCOM Association bow their heads during the invocation during the 13th COSCOM Association dinner Aug. 17. The highlight of the evening was retired Command Sgt. Maj. Dan Elder, newly named 13th COSCOM Association president, being named the first member of the 13th COSCOM Hall of Fame.



**TOP** - Brigadier Gen. Terence Hildner, 13th Sustainment Command (Exp) Davis, youngest member of the 13th ESC, and Command Sgt. Maj. Mark Joseph, cut the 13th ESC birthday cake at the unit's dining in at Club Hood Aug. 18.  
**BOTTOM** - Brigadier Gen. Terence Hildner, 13th ESC commanding general Joseph, 13th ESC command sergeant major, place a Meritorious Unit Citation ribbon on another man's uniform at Club Hood Aug. 18.

# 46 port



...editionary) commanding general, Pfc. Joseph, 13th ESC command sergeant and Aug. 18. al, and Command Sgt. Maj. Mark mmdation Streamer on the 13th ESC

Soldiers from the 13th Sustainment Command (Expeditionary) and members of the Belton, Texas and Temple, Texas communities meet for a community luncheon at Cathedral Oaks, Belton Aug. 16.



Brigadier Gen. Terence Hildner, 13th Sustainment Command (Expeditionary) commanding general, talks about the importance of the 13th ESC Memorial and the need to remember the unit's 106 troops who gave the ultimate sacrifice during a wreath laying ceremony at the 13th ESC Memorial Aug. 18.

# Wreath laying for the fallen

**The 13th Sustainment Command (Expeditionary) honored its Soldiers who gave the ultimate sacrifice during a wreath laying ceremony at the 13th ESC Memorial Pavilion on the Guidon Parade Field at Fort Hood Aug. 18.**

STORY AND PHOTOS BY SGT. STEVEN SCHNEIDER, 13TH ESC PUBLIC AFFAIRS

The monument's Wall of Honor pays tribute to the 106 13th ESC troops who have lost their lives overseas during America's Global War on Terrorism.

"The stories of our 106 fallen are a personal testament to the pledge made by the American Army more than 236 years ago to act as guardians of freedom and the American way of life," said Brig. Gen. Terence Hildner, 13th ESC commanding general. "They are a cross section of America: the oldest 59, the youngest 19. They represent 33 states and the territory of Puerto Rico; they came from enlisted, warrant and officer ranks as well as National Guard, reserve and active duty units."

Two wreaths were laid, flanking each side of the octagon shaped, black granite 13th ESC monument by retired Command Sgt. Maj. Louis Robison, retired Command Sgt. Maj. Daniel Elder, 13th COSCOM Association president, Command Sgt. Maj. Mark D. Joseph, 13th Sustainment Command (Expeditionary) command sergeant major and Hildner.

"Like those who preceded them, the men and women recorded on this beautiful and touching monument gave the last, full





From left, retired Command Sgt. Maj. Louis Robison, retired Command Sgt. Maj. Daniel Elder, 13th COSCOM Association president, Command Sgt. Maj. Mark D. Joseph, 13th Sustainment Command (Expeditionary) command sergeant major and Brig. Gen. Terence Hildner, 13th ESC commanding general, lay a pair of wreaths at the 13th ESC Memorial Aug. 18 in remembrance of the 106 ESC Soldiers who lost their lives during the Global War on Terrorism.

measure of devotion,” Hildner said.

The monument and its rededication meant a lot to members of the 13th ESC community.

“It is a great honor and a great tribute to Soldiers and the families that support Soldiers,” Elder said.

Soldiers and community members took time out to look at the names on the wall following the wreath laying.

“A year ago we dedicated this memorial using words like loyalty, duty, respect, selfless service, honor, integrity and courage,” Hildner said. “We described those named on these panels as patriot, friend, son, daughter, mother and father. Each day over the past year countless soldiers have visited the memorial.”

The wreath laying ceremony was part of the unit’s birthday week activities.

The 13th is celebrating its 46th year of existence and

*“It is a great honor and a great tribute to Soldiers and the families that support Soldiers.”*

**- COMMAND SGT. MAJ. (RET.) DANIEL ELDER**

was originally constituted as the 13th Sustainment Brigade, during the Vietnam era with a mission to relieve the corps headquarters of many of its administrative and logistical functions.

Many changes have taken place for the ESC over the years, but the one thing that hasn’t changed is the service and sacrifice it’s Soldiers have given, for their unit, the Army and the nation.

“Command Sergeant Major Joseph and I feel privileged to participate in rededicating this symbol of their enduring sacrifice,” Hildner said. “I challenge each of you in uniform today to join me in keeping the tragic deaths of these 106 soldiers from distracting us from our sense of purpose and commitment: the protection of American citizens.”

# Leveraging Sustainment Operation CONUS Footprints

BY LT. COL. ERIC MARRATTA, 13TH ESC SPO



The 13th Sustainment Command (Expeditionary) is preparing to deploy to Afghanistan to execute the CJ4 training mission for NATO Training Mission – Afghanistan (NTM-A). The Providers were identified to execute a bridging strategy by employing a unit to fill Worldwide Individual Augmentee System (WIAS) missions to build Afghanistan National Army and Police sustainment capability and capacity in preparation for the Responsible Drawdown of Forces (RDoF) to be executed by December 2014. Not only is this an inaugural mission set, but the ESC will deploy a year earlier than expected. Compounding the ESC deployment is the 4th Sustainment Brigade’s (SB) current deployment in support of Operation New Dawn with a redeployment and reset availability date of May 2012.

This mission placed Fort Hood and the Leveraging Sustainment Operations in CONUS West (LSOC-West) in a never before undergone Installation Support Plan quandary. How do you manage, synchronize, and resource installation support with

Sustainment Support Battalions with non-traditionally assigned units and ad hoc staff sections engineered and resourced from internal assets? How do you continue to promote the LSOC community, build sustainment capacity across the Western Continental United States and nurture and mature established relationships while the preponderance of the unit is deployed? The answer is the 13th ESC LSOC-West Fusion Center.

The design of the Fusion Center is very similar to the traditional Joint Operations Center and Fusion Cell concept executed by the ESC during deployment. It employs members from every staff section and is logistically focused. It is a branch immaterial battle staff chaired by a Colonel (CofS or ACofS, SPO) Director. The battle staff is augmented with 24-hour coverage by the Emergency Operation Center – a subordinate section of the Fusion Center. The design and intent of the Fusion Center is to perform a single “METL” task of providing a one-stop logistic centric location to provide command and control

(C2) for sustainment operations on Fort Hood and continue to execute coordinating authority for five sustainment brigades, one support brigade, two Army Field Support Brigades (AFSBs) and many (but not all) of their subordinate battalions. The center is charged with continuing the community of practice and synchronization of resourcing for missions across LSOC-West (*diagram left*) and the collaboration to properly resource collective training as a result of the complexities of Army Forces Generation (ARFORGEN)

The layout and design of the Fusion Center comprises each General Staff section with a heavy focus on Operations (ACofS, G3) and Support Operations (ACofS, SPO). Manning is tailorable to meet mission requirements and unforecasted or emerging requirements. The Fusion Center is capable of 24-hour operations, is approved for open storage, facilitating networking across all mediums, and is equipped with secure and non-secure automation systems, Battle Command Sustainment Support System (BCS3) and Command Post of the Future (CPOF) for command and control.

The Support Operations Office places four personnel at full-time work stations in the Fusion Center. Support Operations manning for the center is generally an Integrations Branch representative and subject matter experts (SME) from the Mobility, Supply, and Materiel Readiness Branches. The remainder of the SPO team works in the external Support Operations building performing their designated logistical



career management field duties as well as specified additional duties that are traditionally conducted by deployed team members. These duties range from the aforementioned functions and include Human Resources, Operational Contracting, Logistics Automation, Munitions and subordinate functions across the branches (eg. mortuary affairs and fuel functions within the Supply and Services branch).

Operations (ACofS, G3) manning for the Fusion Center includes the Chief, Current Operations, a Battle Major and Operations Noncommissioned Officer in Charge providing oversight of daily functions and tactical logistical support to the installation and coordinating authority with the LSOC community. The center houses the FRAGO Managers that produce the orders and provide direction to the ESC's subordinate units covering all facets of support to the installation including non-tactical support. These personnel are dispatched to conduct daily ESC operations functions and are tailorable. The center is inclusive of the remainder of the General Staff for "full-spectrum" home station operations and transformation into a Crisis Action Center for the Rear Detachment if required.

*"The LSOC Fusion Center will be the nucleus for information flow, best practices exchange and training and readiness oversight..."*

### **LSOC-West Fusion Center**

With a predominance of the 13th ESC headquarters deployed, the LSOC Fusion Center will be the nucleus for information flow, best practices exchange, training and readiness oversight, and coordinating authority for external mission

support across installation and AFSB boundaries for LSOC-West with the potential for expansion for oversight of LSOC-East (while 3d ESC is also deployed in support of OEF) for the command. The community has built tremendous relationships over the past year and will continue this upward trend throughout Fiscal Year 2012 (FY12) and into FY13. Monthly video teleconferences between LSOC-West commands will remain the primary opportunity for command teams to collaborate and focus on training readiness and materiel management. The ESC will continue to promote information exchange through the monthly Defense Connect On-Line (DCO) conference chaired by the senior Chief Warrant Officers from the Support Operations Office. The Fusion Cell will continue the practice of Regional Distribution Boards – a forum created by the SPO Mobility Branch that is centered around exploiting training opportunities using "real-world" mission support across boundaries and the ability for Commanders to reduce operating costs through Soldier "re-employment" conducting transportation operations. The Fusion Center Director will continue exploring for and exploiting training opportunities for deployment

readiness at the Combat Training Centers. This practice has provided previously unforecasted opportunities for culminating training events for deploying units by capitalizing on the relationships of the senior logistics Commanders from the community across installation and command boundaries.

Where requirements exceed capability from the habitual sustaining support units, the ability of LSOC-West to assemble ad hoc

units to facilitate training, provide dedicated Observer Controller/Trainer packages for sustainment units, and other operational support for mobility, materiel readiness, supply and services functions allows LSOC-West to leverage capacity, foster the community of practice, and reduce contract sustainment costs. The Fusion Center will serve as the interface with Army Sustainment Command (ASC) and its Distribution Management Center (DMC). The Fusion Center will provide the primary conduit for information flow and the requested ASC DMC data mining the SBs require to execute Materiel Management Readiness Reviews and trend analysis for their respective installations and Senior Commanders. Lastly, the 13th ESC Fusion Center, with interface from the deployed command team, will continue to champion and advocate for the Sustainment Brigades on sustainment and logistics related topics, training and programs and initiatives with the Army's senior logisticians and commands.

Many of the LSOC-West installations have begun transforming into or have established similar operations centers and fusion cells. The designs differ at the various installations from similar Soldier led and operated facilities to operations that embrace the entire installation and have members from the installation staff (MSE and DOL), the SB staff, and the Army Field Support Battalion. As sustainment units continue through the ARFORGEN cycle and transition to and from installation support to sustainment of contingency operations and as monies are reduced and senior Commanders are focused on streamlining costs, Centers designed to hub logistics efforts and build capacity across the designated fort or base will be increasingly necessary and relevant.

# Bull Dogs Freshen Up:

## QM Soldiers complete refresher on laundry advanced system

STORY AND PHOTOS BY SGT. STEVEN SCHNEIDER, 13TH ESC PUBLIC AFFAIRS



Private Spencer Raymond, 157th Quartermaster Company, wipes off the still of a laundry advanced system as Pvt. 1st Class Raul Robles, 157th Quartermaster Company, hoses the inside of the LADS out during training June 14.

Soldiers of the 157th Quartermaster Company, 553rd Combat Support Battalion, 4th Sustainment Brigade, received a refresher course on the laundry advanced system June 6 through June 16.

Technicians from the U.S. Army Tank-Automotive and Armaments Command Integrated Logistics Support System, came to help the company with maintenance on its six LADS and helped train the unit's operators and mechanics on the machines.

Keeping the equipment serviced and Soldiers properly trained on the machines is of the utmost importance in maintaining the LADS, said Master Sgt. Otis Jamison, 157th Quartermaster Co. first sergeant. The company uses the LADS while

in the field or deployed to help troops keep their equipment and uniforms clean. Each machine is capable of washing a load of 400 lbs. per load. The loads take anywhere from 65 to 70 minutes with a minimum of 65 minutes of prep time in between each load.

"It enhances morale," Jamison said. "I can't think of a better way to enhance morale other than having good, clean, wholesome uniforms to wear."

The training helped Soldiers refresh old skills and learn new skills at the same time.

Private 1st Class Raul Robles, LADS operator,

was spending time working on a mechanic's job, replacing ball valves for the machine's input and output system. "This is huge because if something like this happens in the field and the mechanics have another mission essential task, I'll be able to fix the problem, so we can carry on with the mission," Robles said. Equipment specialist with U.S. Army TACOM ILSC, Calvin B. Long, noted

*"I can't think of a better way to enhance morale other than having good, clean, wholesome uniforms to wear."*

- MASTER SGT. OTIS JAMISON

the troop's progress. "At first a lot of times, Soldiers are afraid to ask questions and interact, so I have to make sure they understand the equipment," he said. "I try to get everybody hands on and touching the machine."

Getting the opportunity to get such realistic training with experts was invaluable, according to Sgt. Jose Decardona. "We took baby steps," he said. "He (the instructor) took us through the set up, showed us how to do a proper [Primary Maintenance Checks and Services] and then took us through the proper way to operate the machine."

Decardona said it was mostly just a refresher for him, but could tell his Soldiers were really becoming more proficient. "It will take time, but as they get more and more practice, they'll keep getting better," he said. One Soldier, who just finished advanced individual training, said she was learned new things about the LADS during the training. "It's nice because we didn't touch on a lot of the things we learned here," said Spc. Demetria Holloway, LADS operator. "I'm much more confident with the machine's setup than I was before."

Specialist Adam White, LADS mechanic, agreed. "This has helped me out a lot because a lot of what we're doing, wasn't covered in any of the schools I've went to," he said.



Pfc. Raul Robles, 157th Quartermaster Company, replaces ball valves that substitutes for the input and output valves of a laundry advanced system.

Even though, the trainers had to go back to Massachusetts, the skills they left behind will stick with the Soldiers and according to the unit's

noncommissioned officers, it will be reinforced to keep young troops capable and proficient with their equipment.



*Phantom Support*

# 13th Sustainment Command Welcomes New Team Members



## Chief of Staff



*COL Charles Kibben*

- from Goldsboro, North Carolina
- Summa Cum Laude graduate of Methodist University, Fayetteville, North Carolina where he received his degree in history
- commissioned through the ROTC program as a second lieutenant (Distinguished Military Graduate) in the Ordnance Corps in 1984
- master's degrees from Central Michigan University and the U.S. Army School of Advanced Military Studies and the Naval War College
- currently pursuing his Doctoral Degree in leadership from the University of Phoenix

## G3 Ops OIC



*COL Joseph P. Leblanc*

- bachelors degree in management from the University of Texas
- masters degree in strategic studies from the United States Army War College
- more than 27 years of military service
- civilian occupation: Director of Administration, Abilene District, Texas Department of Transportation, Abilene, Texas
- from January 2011 to July 2011 served as the Chief of Operations, Army Central Command Support Element –Afghanistan, Army Central Command, New Kabul Compound, Afghanistan
- awards include: bronze star medal and meritorious service medal (with 3 oak leaf clusters)



# 1st Sustainment Brigade Welcomes New Commander



The 1st Sustainment Brigade provides a full spectrum support including: configuring for, distributions and retrogrades to and from maneuver Brigade Combat Teams, other support brigades, and to joint interagency and multinational elements as directed.

The 1st SB supports Early Entry Operations or Hub operations with augmentation, providing postal, replacement, and casualty operations as well as essential personnel services and Trial Defense Services on an area basis.

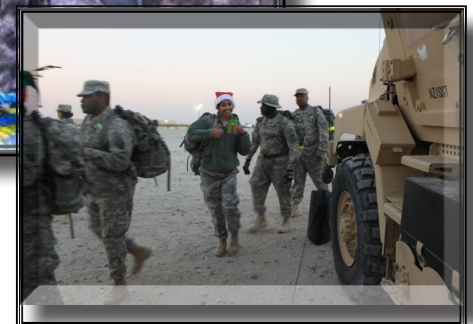
The brigade is assigned as the sustainment unit of the 1st Infantry Division, however it can also operate independently, being assigned other units and other missions independent of the division.



*COL Brian J. Tempest*



*CSM Miguel A. Rivera*



# 404th Army Field Support Bde. Welcomes New Commander



The 404th Army Field Support Brigade-Pacific, Fort Lewis, Wash., delivers the full might of the Materiel Enterprise to supported forces throughout the western United States, including Alaska and Hawaii.

Among the missions managed by the 404th include ARFORGEN, including Left-Behind Equipment, Reset, Pre-Deployment Training Equipment and LCMC/Maintenance Activity Synchronization. We also manage Army Prepositioned Stocks; Materiel Management; Field Support; Theater-Provided Equipment; Direct Theater Support; Logistics Assistance Program (LOGCAP) and DMT support.

Subordinate units include LSE (Logistics Support Element) 25th Inf. Div. at Fort Shafter and Schofield Barracks, Hawaii. Other LSEs are in place at Fort Irwin, Calif., Fort Huachuca, Ariz. and Fort Lewis. There are also LSEs in Alaska at Forts Richardson and Wainwright.

Activated on Oct. 16, 2008, the 404th Army Field Support Brigade proudly continues its mission and "Sustain to Win" posture.



COL Leafaina Yahn



CSM Rodger Mansker



# 13th Financial Management Center

## Welcomes New CMD Team

SUSTAINING THE WARRIOR

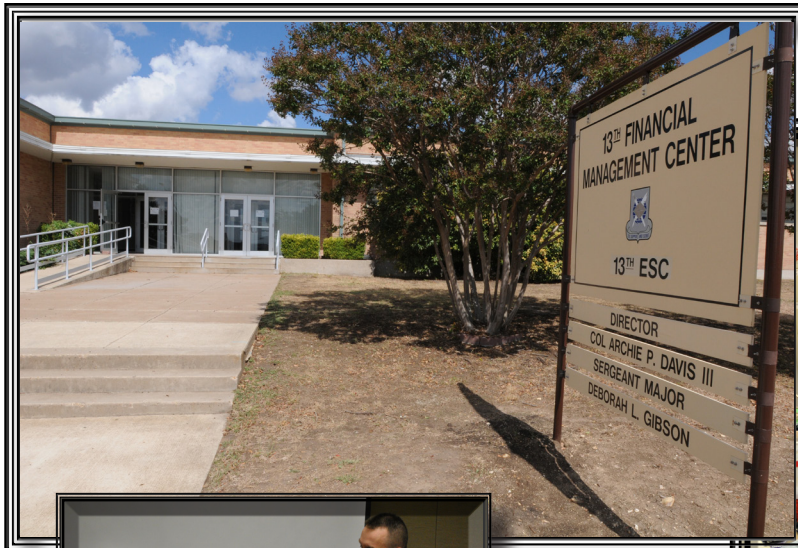


COL Archie P. Davis III

13th Financial Management Center serves as principal advisor to senior commanders on all aspects of financial management operations. The 13th FMC provides technical coordination to all active duty finance elements in the Area of Responsibility. The 13th FMC enforces policies and guidelines established by national providers. They are also prepared to deploy to provide financial management support to Soldiers in combat environments around the world, keeping in line with the sustainer's mission of bringing support to the Soldier.



SGM Debrah L. Gibson





**13th Sustainment Command  
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