



# OUTPOST



## 402nd AFSB civilian key to historic event *International agreement is first of its kind*

By Galen Putnam  
402nd AFSB Public Affairs

JOINT BASE BALAD, Iraq – After years of effort, a Department of the Army civilian serving with the 402nd Army Field Support Brigade, saw his hard work come to fruition at a historic document signing in Baghdad Nov. 3.

Josh Mater, plans officer for the 402nd AFSB and founder/CEO of the Michael Scott Mater Foundation, was one of the signatories of a memorandum of understanding between the Iraq Ministry of Higher Education and Scientific Research, the State of Oregon, Oregon State University (OSU), and the foundation.

The event marked the first time an agreement of this type has been signed between a U.S. state, a United States university, the government of Iraq, and a non-profit organization.

The MOU lays the foundation for how the entities will work together to implement the Iraqi National Education Program of Sustainable Engineering in conjunction with the Coalition on Sustainable Engineering Educators over the next five years.

“The National Education Program of Sustainable Engineering endeavors through this agreement to spread the concepts of sustainable engineering at the higher and



Courtesy photo

*Josh Mater, 402nd Army Field Support Brigade plans officer and founder/CEO of the Michael Scott Mater Foundation (right), meets with Oregon Gov. Theodore Kulongoski following the historic MOU signing in Baghdad, Iraq, Nov. 3.*

technical educational levels,” said His Excellency Dr. Abud Alajeeli, Iraq minister of Higher Education and Scientific Research, at the ceremony. “By implementing these initiatives, we will aid reconstructing the infrastructures of Iraq. In doing

so, we will be able to achieve the ultimate goal – the realization of sustainable development in Iraq.”

With inside help from his mother Catherine, an engineer and director of sustainability for the OSU’s College of Engineering, Josh says what started as a simple textbook exchange from OSU with one Iraqi university has now blossomed into a national sustainable engineering education strategy.

“The strategy highlights the monumental dedication and leadership of the minister of higher education and scientific research and the Iraqi engineering faculty base in bringing about positive and substantive change to the country and ensuring a continued partnership between our two countries that transcends our economic, religious and social differences.”

The effort will establish a national sustainable engineering strategy in Iraqi higher education, expanding the base of coordination between Iraqi universities, specialized governmental sectors, and the private sector to implement sustainable engineering education, research, and outreach in all aspects of the nation’s rebuilding efforts. Initiatives include building and infrastructure design, construction and reconstruction, agricultural development,

**See MATER on Page 12**

*Power 6 Perspective*

**A time to rejoice, reenergize — and stay safe**

While some will be joining their families, many of us will remain here throughout theater during the holiday season. I ask those that are traveling to their love ones to be especially watchful for the many hazards you face upon your return to the states. Those that will remain in theater, this is a time when we must come closer as a family here and continue to check on each other. The ultimate goal is to make it throughout the holiday season with zero accidents. This goal is easily accomplishable if we implement Composite Risk Management (CRM) in all we do, on and off duty.

Hazards in states ... Hazards in theater ... Suicide rate ... Apply Steps of CRM.

As we pause to consider and rejoice in our many blessings, I



**Col. Lawrence W. Fuller**

am personally thankful for your hard work and dedication in defense of America's ideals and liberty. Your efforts in this time of war are as monumental as they are critical.

Commanders and first-line leaders must continue to take an active role. Leaders must stay engaged to eliminate loss, ensure risk assessments and safety awareness briefings are completed prior to travel. I ask that individuals also stay engaged with the safety precautions needed to prevent accidents while celebrating this holiday. Involved leaders make a tremendous difference in how people respond to the call for responsible behavior. I want leaders to spend time with their people and to conduct counseling with their subordinates on safe and smart ways to decrease risk and avoid accidents. All of us must be mindful of the increased risk due to changes in the weather, reduced daylight hours and individual or group misconduct. Ensure your personnel avoid off limit activities

and comply with safety measures that were put in place to protect them. Look after one another and use the buddy system.

I am extremely proud of you and I want you to take care of yourself and instill in your Soldiers, Civilians and Contractors responsibility for one another. With everyone's awareness and active participation, the goal of no accidents, no sexual assaults, no serious injuries, and no loss of life is absolutely achievable. Every supervisor will provide a safety briefing to their personnel. They will talk about their holiday plans, hazards they may encounter, and what actions they could take to mitigate those hazards. I am committed to safety and readiness. You must be too!

Stay focused on the Mission and apply composite risk management to all that you do. Remain vigilant and look out for potential hazards and apply sound judgment as you engage in your holiday festivities.

Have a safe and enjoyable holiday!

**Power 6 Out!**

**LAWRENCE W. FULLER  
COL, LG  
Commanding**



**402nd AFSB**

**OUTPOST**

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Galen Putnam

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*From the ASC CG***Freedom: A gift to value during the holiday season**

More than 500,000 Americans are currently deployed overseas in more than 100 different countries in support of military operations. This number includes civilian and contractor employees along with uniformed members of the military services, and also counts those serving aboard U.S. ships and submarines patrolling the world's oceans.

This means that, for a half-million of our fellow citizens, the holiday season will be celebrated away from home, far from family and friends and familiar faces. In thousands of homes across this great nation, there will be an empty place at the holiday table, a poignant reminder of an absent loved one whose willingness to serve and sacrifice exemplifies the true spirit of the holidays.

No greater gift will be given to us this holiday season than that which those brave half-million have given us year-round, and will continue to give us into the New Year. They are defending our freedom, advancing our nation's cause and protecting our way of life, thus allowing us to celebrate our holidays in peace and with joy, safe from harm. This gift has a value that



**Maj. Gen. Yves J. Fontaine**

cannot be equaled – and was paid for with a price that cannot be measured. Those who fight for freedom must go into places of danger, where some make the ultimate sacrifice. Sadly, this means that many families must spend the holidays without a loved one who will never return, whose life was given to all of us in defense of our freedom.

So, please take the time this holiday season to pause and give thanks for the privilege of living in a free nation, and to remember the service members, civilians and contractors who will spend the holidays

thousands of miles from home, including many members of the Rock Island Arsenal family, giving of themselves to keep our nation free. They should always be in our thoughts and prayers, as should those families whose members died for our freedom.

From my family to your family, may you have a joyous, blessed and safe holiday season, and may you enjoy health and happiness in the New Year to come!

Thank you for your continuous support – the warmth shown by the people of the Quad Cities indeed makes this a great place to live.

**MAJ. GEN. YVES J. FONTAINE**  
**Commanding General,**  
**U.S. Army Sustainment**  
**Command**



**Happy Holidays from**  
**Army Sustainment Command**

## Commander's Conference builds teamwork, camaraderie



Treasure hunters jaunt to their next objective.

Photos by Galen Putnam



"Coach" Pindle offers guidance from the sidelines.



We need to go this way.



Way to go team!

# Battery facility opens at Arifjan

By Galen Putnam  
402nd AFSB Public Affairs

CAMP ARIFJAN, Kuwait – A massive new facility to service, recharge and store vehicle batteries was dedicated here Nov. 6.

The new Hawker Battery Facility provides 16,200 square feet of air conditioned workspace. The facility is equipped with an array of safety features including a hydrogen gas detection system and exhaust fans that exchange the structure's air every six minutes.

The Hawker Battery Maintenance Program will be managed under the National Maintenance Program by the TACOM Forward Repair Activity.

"This was a great effort on behalf of everyone here to come up with a concept to salvage and recover batteries, extend the life of batteries, and recoup dollars through cost avoidance," said Brig. Gen. John O'Connor, ARCENT G4 and commander, Army Materiel Command – Southwest Asia, at the dedication ceremony. "I appreciate the hard work that went into the planning of this facility and would like to officially recognize your efforts in bringing this capability to Southwest Asia."

Over time, the Camp Arifjan Hazmat Yard accumulated approximately 11,000 Hawker Batteries. Many were turned in when users thought them to be unserviceable, however, tests determined that approximately 80 percent of the batteries were still in useable condition. One of the benefits of the technology built into Hawker batteries is that they can be recharged to full service from a fully discharged state multiple times.



Galen Putnam

(Left to right) Lt. Col Michael Wright, commander, 2nd Battalion, 401st Army Field Support Brigade, Porscha Porter, chief engineer, 402nd AFSB – South, Brig. Gen. John O'Connor, ARCENT G4 and commander, Army Materiel Command – Southwest Asia, and Thomas Boothe, TACOM senior staff technical representative, 402nd AFSB-S, cut the ribbon, formally dedicating the new Hawker Battery Facility at Camp Arifjan, Kuwait, Nov. 6.

Once charged, they can be stored for up to 30 months.

In the new facility, the TACOM FRA will be able to process more than 1,000 batteries each month and put them back into service through theater retrograde channels with a cost savings of more than \$326,000 per month, according Porscha Porter, lead engineer on the project.

"This is definitely been a big accomplishment," said Porter who is the chief engineer for the 402nd Army Field Support Brigade – South. "We expect the facility to provide the Government a savings of \$3.9 million per year. In addition, we combined two existing

Clamshells that were destined for DRMO to create the facility which saved an additional \$500,000 compared to purchasing a new building. We are very happy we could get this done. Over time we will get a lot out of this facility."

Batteries will be recharged and provided back to the Warfighter thru attrition by issuing them through one-for-one exchanges throughout the theater.

The Hawker ARMASAFE Plus Battery is a sealed, valve regulated system and is maintenance free with respect to electrolyte replenishment as it incorporates absorbed-glass-mat technology rather than the older and less reliable wet cell system.

## 402nd AFSB supports historic aviation reset mission

By Staff Sgt. Mike Alberts  
25th CAB Public Affairs

WHEELER ARMY AIRFIELD, Hawaii – Since late July, mission capable UH-60 Black Hawks, OH-58D Kiowas and CH-47D Chinook helicopters have been arriving by air and sea for transport from Hickam Air Force Base and Pearl Harbor Naval Base to Wheeler Army Airfield.

To the casual observer, it's just another Army aviation movement, no different from countless others. To the Soldiers of the 25th Combat Aviation Brigade nothing could be further from the truth.

The flurry of aviation activity reflects a pioneering effort by 25th CAB leadership, Army Sustainment Command, Army Aviation and Missile Command, and a host of other aviation Soldiers and civilian personnel, to employ a novel method of redeploying aviation assets from a combat zone, maximizing helicopter reset resources while prioritizing the needs of aviation commanders both in garrison and at war.

Historically, when an aviation unit redeploys from war it transports its helicopters in mass to its home station or to one or more reset facilities. The aircraft are transitioned through a rigorous reset program where each helicopter is inspected, repaired and overhauled. This process is time consuming and may not meet the training and equipment needs of either redeploying or deploying aviation units.

According to Maj. Brian Watkins, executive officer, 25th CAB, the CAB, AMCOM, and ASC leadership recognized these shortcomings and



Sgt. 1st Class Tyrone C. Marshall Jr.

*A UH-60 Black Hawk helicopter is hitched for towing after it is removed from the belly of an airplane by URS Corporation civilian contractors at Hickam Air Force Base, Nov. 1. The aircraft arrived from Ft. Drum, N.Y., and were later transported by 25th Combat Aviation Brigade Soldiers to Wheeler Army Airfield. The aircraft's journey originated at Joint Base Balad, Iraq.*

pioneered a new approach, one that may serve as a model for future aviation movements.

"During our deployment it became apparent that [certain] deployed units in Afghanistan were in need of aircraft and that we could assist the 1st Combat Aviation Brigade, the unit that replaced us, by leaving [command and control aircraft] with them when we redeployed," said Watkins. "Additionally, in order to get the remainder of our aircraft immediately incorporated into the Army reset program, we sent the remaining 32 aircraft via strategic airlift to two reset facilities on the mainland, one in Ft. Drum, N.Y., and the other at Hunter Army Airfield in Savannah, Ga.," he continued.

According to Watkins, the Army wanted to take advantage of idle capacity in the Army's helicopter reset lines on the mainland. In addition, releasing aircraft to other units and sending 25th CAB aircraft into reset would ensure that the 3rd Infantry Division's CAB, stationed at Ft. Stewart Ga., would have reset complete

Aircraft within a month or so of their return from Afghanistan. In exchange, the 25th CAB would receive reset complete aircraft from the 10th CAB, located at Ft. Drum, N.Y.

Indispensable to the plan was the expertise of Army Sustainment Command. Mr. Doug Woolley, civilian reset team leader in support of operations, 406th Army Field Support Brigade, ASC, Ft. Bragg, N.C., was involved in program oversight.

According to Woolley, the 25th CAB, AMCOM and ASC figured out a way to "swap aircraft" and maximize available resources to meet the needs of deploying and deployed units, and those set to deploy in the near future.

"We had our 402nd AFSB that is stationed at Joint Base Balad in Iraq sign for the 25th CAB's helicopters, relieving them of responsibility for the aircraft before they redeployed," said Woolley. "[Together], we then coordinated for the 25th CAB to receive aircraft that were reset complete once they

**See AIRLIFT on Page 14**

## AMC executive deputy visits Area Support Group Qatar

### Area Support Group Qatar Public Affairs

CAMP AS SAYLIYAH, Qatar – Teresa Gerton, the Army Materiel Command Executive Deputy to the Commanding General, toured Camp As Sayliyah recently and met with members of the 1st Battalion, 401st Army Field Support Brigade.

Gerton is responsible for AMC's current global operations, as well as materiel for military operations, contingency planning, supply chain management, the National Maintenance Program, and sustainment of war fighters.

This was Gerton's first visit to Qatar in her current position, which she assumed in September 2009.

"This location is important because it allows a flexible response in dealing with theater operations," said Gerton, whose position is equivalent to that of a general officer. She is also a retired Army lieutenant colonel with more than 20 years of service.

The camp is home to one of five Army Prepositioned Stocks units as well as the Stryker Battle Damage Assessment and Repair Facility. A Hellfire missile repair facility also falls under the battalion's oversight.

"It's a tough mission and a tough place [logistically] to have to do it," she explained about the camp's location outside of the United States, which places it in a strategic position near both the Iraq and Afghanistan theaters. "I don't even think people [outside of AMC] are aware of what is going on out here."

In addition to touring the camp facilities, Gerton also met with the battalion's civilian and



ASG Qatar Public Affairs

*Adam Fosbre, weld supervisor for the General Dynamics Land Systems-run Stryker Battle Damage Assessment and Repair Facility, explains general repair procedures to Teresa Gerton, the Army Materiel Command executive deputy to the commanding general, during her visit to the camp. Gerton is responsible for AMC's current global operations, as well as materiel for military operations, contingency planning, supply chain management, the National Maintenance Program, and sustainment of war fighters. The repair facility is one of two in the world and the only one located outside of the United States.*

military personnel, briefing them on how their "piece" fits into the bigger AMC puzzle. "It puts it all together," said

Battalion Commander Lt. Col. Peter Butts said. "[Battalion staff] can see what is going on at the higher level."

# Christmas in the field —

## *World War I*



*Christmas festivities inside the Y.M.C.A. at Valdahon, France, 1917.*

*Christmas mail arrives at Bruvans, France, 1917.*

## *World War II*



*Dec. 25, 1944. Sgt. Edward F. Good feeds his buddy a leg of Christmas turkey, Pfc. Lloyd Deming. Both are casualties at the 2nd Field Hosp, (San Jose, Mindoro, PI)*



# Through the years ...

## Korea



*Korean KP decorates Christmas tree set up in front of serving counter of HQs & HQs Co, 19th Inf Regt, 24th US Inf Div, as Christmas Day dinner is readied for men of the Co. Korea. 25 December 1951.*

## Vietnam



*Vietnam ♦ "Santa Claus" talks with a group of hospital patients during the Bob Hope Christmas Show. 22-29 Dec 1970.*



*Vietnam ♦ The Army Band plays Christmas music at the Tan Nhut Airbase during the holiday season. 22-29 Dec 1970.*

## 2/402nd AFSB civilian garners gold in international competition

### Special to the Outpost

SAINT GEORGE, Utah – A 402nd Army Field Support Brigade civilian used her recent R&R not just to rest and relax, but rack-up a couple of athletic medals.

Jean Kay Martin, an administrative assistant for the Theater Property Book at the 2nd Battalion, 402nd Army Field Support Brigade, Joint Base Balad, Iraq, took part in the Huntsman World Senior Games here in October.

Participating in the women's volleyball, 60 and over division, Jean Kay played with the "Pasadena Mavericks" (California), in two days of pool play and two days of tournament finals. Jean Kay served as the Mavericks' libero defense specialist.

In the championship match the Mavericks, came back from a 17-23 deficit against rivals "Hemet Friends" (California), winning the game, match and division by a final score of 29-27.



Gerald Blunt

*Jean Kay Martin, in pink, and her Pasadena Mavericks teammates sport their gold medals with their gold medals at the Huntsman World Senior Games.*

After receiving her gold medal, Jean Kay then participated in the women's volleyball, 55 and over division, with team "Saskatchewan Sleepers" (Canada). The Sleepers came away from their four days of competition with a bronze medal.

The HWSG is the world's

largest Olympic-styled sporting event for senior athletes, 50-years-old and older. This year, the HWSG offered 27 different sports with more than 10,000 athletes participating from around the world. The HWSG is an annual, two-week long event held in October in the host city Saint George, Utah.



Galen Putnam

### **Kuwait Sunset**

*The sun goes down over Camp Arifjan, Kuwait.*

**Personality Spotlight: CW2 Janice Farquharson-Anderson**

**Age:** 43

**Hometown:** Trenton, New Jersey

**Duty Position:** 920B, Supply Systems Officer

**Duty Section/Station:** Supply, 1st Battalion, 401st Army Field Support Brigade, Qatar

**How long have you been in this position?** Six Months

**How long have you been in the U.S. Army?** 16 years

**Tell us about your job and what you do:** I am the logistics officer for the 1/401 AFSB in Qatar, supporting Operation New Dawn and Operation Enduring Freedom. I provide accountability for Army Pre-positioned Stocks (APS-5), valued at \$165 million; serve as a contracting officer representative, performing surveillance and oversight of a contracted supply operation consisting of 102 personnel. I am responsible for an ammunition supply point, supply support activity stock record account and operational project stocks, sustaining enemy



**CW2 Farquharson-Anderson**

prisoners of war, inland petroleum distribution system and Special Operations materiel, as well as theater sustainment stocks. I am responsible for the training and maintenance of the Standard Depot System, the Army War Reserve Deployment

System and the AMC Installation Supply System for wholesale and retail accountability.

**What is the best part of your job?** Supporting the Warfighter

**Why do you like working here?** Knowing I'm supporting and making a difference to/for the Warfighter

**What do you do to make a difference for the Warfighter?** Getting to them what they need and when they need it!

**Most people don't know about me:** I don't like being bossy (It's true!)

**What do you like to do in your spare time?**

Vacation with my husband CW3 Sylvester Anderson

**What is your personal philosophy?** Treat people the way you would like to be treated.

**What is your favorite quote/slogan/saying?** "Does it pass the common sense test?"



Galen Putnam

**Thanksgiving Thumbs-Up**

Col. Lawrence W. Fuller, commander 402nd Army Field Support Brigade, and Command Sgt. Maj. Joel F. Webb, brigade command sergeant major, signal "thumbs-up" after a successful stint on the serving line during the annual Thanksgiving meal at Dining Facility #4 on Joint Base Balad, Nov. 25.

**MATER — From Page 1**

natural resource use, and renewable energy.

Focus areas include sustainable engineering curriculum development and testing laboratory expansion at the nation's 21 engineering universities, collaborative research between Iraq and Oregon institutions of higher education, student, scholar and faculty training exchanges at OSU, and applications of Oregon's innovative sustainable engineering technologies in Iraq.

"OSU is very serious about being a key on-the-ground partner with the MSMF in advising, assisting, training and equipping His Excellency to implement Iraq's first National Education Program in Sustainable Engineering," Catherine Mater said. "While a few other U.S. universities have MOU's with a single Iraqi university, we believe working a national strategy with His Excellency that embraces over 20 Iraqi engineering universities throughout the entire Iraqi nation will produce the best results for rebuilding Iraq and instill lessons learned

That can span generations in the country."

In addition to Alajeeli and the mother and son Mater team, other signatories to the 5-year MOU included; MoHESR Director of Reconstruction and Projects and Scientific Research, Dr. Abdulsalam Aljmmas; Oregon Gov. Theodore Kulongoski; OSU President Dr. Ed Ray, and OSU College of Engineering Dean Dr. Ron Adams.

"We are trying to help the Iraqi people in this transition period to not only provide sustainable infrastructure, but to provide an opportunity for the people of Iraq to see the future and have better lives," said Kulongoski during an interview with American Forces Network. "Education is the bedrock of a strong civil society. It is what gives people the opportunity to have a vibrant business community, to provide jobs. What we bring is an opportunity to partner with the people of Iraq in building a sustainable infrastructure that will provide jobs for the people of this country."

According to Josh Mater, the governor's interest and support

bolstered the initiative.

"The support Governor Kulongoski and the State of Oregon have shown to this initiative must not be overlooked," Mater said. "By signing this memorandum, the governor has helped create a foundation for national unification under the umbrella of sustainability through a trilateral relationship between the Republic of Iraq, the foundation, and the State of Oregon. This will lead to a closer link between the higher education systems of Iraq and Oregon, create jobs through on-the-ground project implementation at the community level, and help new generations of Iraqi's and Americans begin to view each other in a more positive and progressive light."

An Iraqi delegation is slated to visit Oregon State University in January to finalize an implementation plan. Topics they plan to tackle include identifying funding sources and work plans; determining lead Iraqi universities for year-by-year phase-in; prioritizing Iraq

**See MATER on Page 13**

### Teamwork

*Michael Woodall, a contractor with URS Corporation (left) and Prahlad, who uses one name, a subcontract worker with Kulak Construction Company, install cab mounts on a TEREX MAC-50 Crane. The 1st Battalion, 402nd Army Field Support Brigade, has completed five of six cranes it was charged with up-arming.*



Galen Putnam

## Combat Lifesavers

*Combat Lifesaver Course participant Sgt. Juan Fuentes, 276th Ordnance Company, administers an IV to fellow student Barbara Bossier, 1st Battalion, 402nd Army Field Support Brigade, as instructor Spc. Levi Allred, 163rd Area Support Medical Company, looks on. The course, hosted by the 1/402nd AFSB at Joint Base Balad, Iraq, was conducted by Soldiers from the 163rd ASMC Dec. 6-10.*



Galen Putnam

## MATER — From Page 12

university testing lab equipment needs; determining Iraqi faculty training and scholar exchange rotations at Oregon State University; identifying information technology and communications needs; and developing public-private university demonstration projects in Iraq based on sustainable engineering discipline/curriculum areas and collaborative research targets.

“Initiatives like NEPSE play an important role in demonstrating the emerging Government of Iraq’s capabilities regarding national-level program development, implementation and sustainment,” Josh Mater said. “As Operation New Dawn wraps-up in December 2011, success for the United States will not only be measured in the number of direct relationships and actions with the Government of Iraq, but in those relationships and actions they foster between the GoI and the American industrial, academic and private sectors.”

The MSMF was founded to create opportunities for individuals and communities by providing financial resources, workforce training, cross-cultural exchanges and sustainable solutions to real world challenges. The MSMF currently operates programs in Iraq, Peru and Charlotte, N.C., where it is headquartered.

The MSMF is named in honor of Michael Scott Mater, Josh’s father, an OSU-educated mechanical engineer who died of cancer in 2002.

The 402nd Army Field Support Brigade, headquartered at Joint Base Balad, Iraq, is the Army’s largest brigade with more than 20,000 Soldiers, Airmen, Sailors, Department of Defense civilians and contractors assigned.

The 402nd AFSB provides the single face to the field for Army Materiel Command sustainment logistics forming a Materiel Enterprise in Iraq, Kuwait and Qatar that integrates acquisition, logistics, and technology to protect, equip, and sustain the Warfighter.

### Related links:

Michael Scott Mater Foundation:

[www.msmf.org](http://www.msmf.org)

Article on Josh Mater and his efforts on behalf of the MSMF (Aug. 2010):

<http://www.army.mil/news/2010/08/12/43581-402nd-afsb-civilian-helps-bring-sustainability-to-iraq/index.html>

Article on 402nd AFSB/MSMF book donation to Thi Qar University School of Engineering (Nov. 2008):

<http://www.army.mil/news/2008/11/20/14382-army-field-support-brigade-arranges-book-donation-to-iraqi-university/>

## Arifjan Forward Repair Activity supports the Warfighter

By Pfc. Daniel Rangel  
27th Public Affairs Detachment

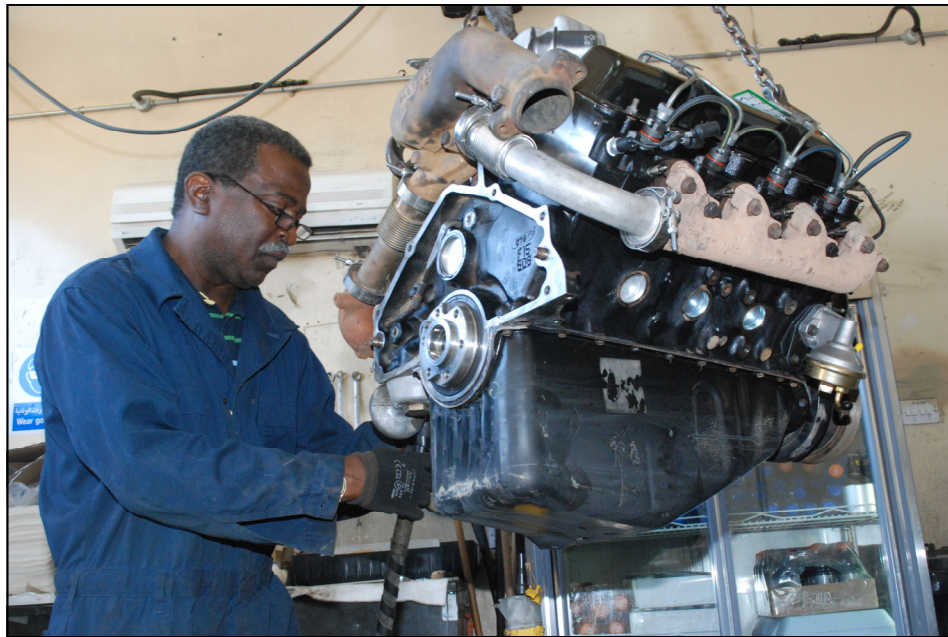
CAMP ARIFJAN, Kuwait – Department of the Army Civilians working at Camp Arifjan continually supply Warfighters with the necessary parts they need to keep up the fight.

The DA Civilians of the Forward Repair Activity from Red River Army Depot in Texarkana, Texas and Anniston Army Depot in Anniston, Ala. have specialized in fabricating and supplying parts in theater so that Soldiers have parts in stock before they need them.

"We're getting the parts soldiers need to them quicker," said David Smith, engine program leader from Elkhart, Ind. "That's definitely our main effort in the fight ... helping the soldier."

Warfighters needing advanced equipment repair send it to the FRA. "We receive assets from the supply system. We take those assets; we disassemble them, clean them, inspect them, reassemble them, test them and issue them back to the supply system," Smith said.

Smith's team and the entire FRA work many hours. They are also enthusiastic about their part in the war effort and serving their country as DA civilians.



Galen Putnam

*Joseph Funderberg, a heavy mobile mechanic, works on a 6.5 liter HUMM WV engine at the Camp Arifjan, Kuwait, Forward Repair Activity.*

"We're willing to do whatever it takes for the soldiers to have what they need to feel confident out there in the battlefield," said Craig Garvey, FRA weld leader from Anniston, Ala. "We're here for them, regardless of the hours, regardless of the heat. They're out supporting us. We're going to support them. It means a lot to us to be able to serve their needs. If they leave here satisfied, we know we've served our country," he said.

The FRA operates at depot level. When military mechanics and other specialists are unable

to fix a piece of equipment or find proper parts, they come to the FRA. The FRA's proximity to the battlefield allows soldiers to have their parts and equipment fixed much sooner than placing orders back in the U.S.

"We can supply parts a lot quicker than it takes Soldiers to order them," Garvey said. "A lot of times they're going up north [to Iraq or Afghanistan] in a week or so, but it may take two months to get their parts if they order them, but we can fabricate it here in just a couple of days."

### AIRLIFT — From Page 6

returned to Hawaii.

"We really pushed the envelope of what had ever been done before," he continued. "It was an absolute success. It demonstrates the agility of the AFSB to do whatever it takes to meet the needs of Army aviation commanders, and it gets the correct aircraft to the right place at the

optimal time for both the releasing and acquiring units."

As a result, the 25th CAB is receiving aircraft that are ready to fly just 90 days after returning from Iraq.

"We have been the beneficiaries of a consistent flow of aircraft coming from 10th CAB and they are already complete with reset with most of the necessary

modifications [required for deployment to Afghanistan]," explained Maj. Joshua Higgins, operation officer-in-charge, 2nd Assault Helicopter Battalion, 25th Aviation Regiment, 25th CAB. "This approach has improved our ability to train because we now have a much larger pool of aircraft to utilize almost immediately,"



# FROM THE FIELD

402ND ARMY FIELD SUPPORT BRIGADE, IRAQ



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Readiness Power, Forward

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## BG CROSS VISITS ASG QATAR

By Jason Chudy  
ASG-QA Public Affairs

CAMP AS SAYLIYAH, Qatar - Brig. Gen. Jesse Cross, who will head Third Army/U.S. Army Central logistics and serve as the Army Materiel Command - Southwest Asia commander, visited Camp As Sayliyah recently.

Cross most recently served as the Army's Quartermaster General at Fort Lee, Va., where he also served as the commanding general of the Combined Arms Support Command and Sustainment Center of Excellence, and as the commandant of the Quartermaster School.

This visit gave Cross a better understanding of the camp's logistic capabilities. "We will be the first thing he remembers when he comes over again," said Lt. Col. Peter Butts, commander of 1st Battalion, 401st Army Field Support Brigade. "We became the standard."

The camp is home to one of five Army Prepositioned Stocks units as well as the Stryker Battle Damage Assessment and Repair Facility. A Hellfire missile repair facility also falls under the battalion's oversight.

Camp As Sayliyah's location in Qatar makes operational and financial sense for the Army and the United States as a whole, especially when it comes to the Stryker facility, according to Cross.

"If we can save transportation costs by not going back to (the continental United States), you're saving a



Jason Chudy

*William Barker, retrofit specialist for the General Dynamics Land Systems-run Stryker Battle Damage Assessment and Repair Facility, explains upgraded parts on a Stryker armored vehicle to Brig. Gen. Jesse Cross, who will head Third Army/U.S. Army Central logistics and serve as the Army Materiel Command - Southwest Asia commander. The repair facility is one of two in the world and the only one located outside of the United States.*

whole lot," Cross said after touring the General Dynamics Land Systems-run program. "They get vehicles back in the fight sooner."

And, according to facility production supervisor Carlton Williams, the six vehicles they repair each month can also be upgraded, if required. Facility staff pointed out to Cross some of the upgrades on a repaired Stryker during the visit.

The internationally-staffed facility impressed Cross, who received his

commission in 1979. "These guys are very capable at fixing damaged vehicles," he said. "They take pride in their work, too. It's not just a job for them."



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

## 276TH ORDNANCE CO. SUPPORTS 2/402ND AFSB

By 1st Sgt. Javier E. Aponte  
276th Ordnance Company

JOINT BASE BALAD, Iraq - The 276th Ordnance Company arrived at Camp Buehring Kuwait Sept. 1, after completing a successful mobilization at Fort Dix, New Jersey. The company completed theater required training and Redistribution Property Assistance Team specific training such as materiel handling equipment, licensing and Customs training. On Sept. 9, the unit moved forward to Joint Base Balad, Iraq, and quickly begin their left seat /right seat training tasks in preparation to assume the lead in conducting 12 Mobile RPAT RESET missions and augmentation of eight RPAT yards throughout Iraq.

Immediately upon their Relief In Place and Transfer Of Authority in Iraq, the 276th was given the mission to manage the 2nd Battalion, 402nd Army Field Support Brigade's portion of the United States Equipment Transfer To Iraq program at Taji. This was a new and complex mission assumed by the and personnel hit the ground running to ensure close coordination between the RPAT's, the 2/401's maintenance capabilities in Kuwait, LOGCAP and Red River Army Depot maintenance activities. To date, this



Spc. Wallace Reyes

*276th Ordnance Company Soldiers search for Class VII items in Mosul during Operation Clean Sweep.*

mission has been very successful providing the customer, the Iraq Training and Advisory Mission much needed equipment for transfer to the Government of Iraq in support of Operation New Dawn.

The 276th Ord. Co., also aggressively tackled another mission that is new to the 2/402 - Operation Clean Sweep. Mobile RPAT's, led by the 276th, have supported 103rd Sustainment Command (Expeditionary) Materiel Retrograde Teams as they conduct Operation Clean Sweep throughout the Iraq Joint Operation Area. MRT's work with base mayor cells to locate and retrograde all classes of supply found in varying conditions from U.S. bases in Iraq. The 276th specifically

deals with Class VII items; finding and evacuating the items to nearby RPAT's where the property can be brought to record and receive proper disposition. There are approximately 90 bases of various sizes to return to the Government of Iraq and the 276th's mobile teams will play an important role supporting most of these base returns.

The 276th Ord. Co., has Soldiers operating at eight different fixed site Redistribution Property Assistance Teams locations. They conduct day and night operations expediting the redistribution of property inside Iraq and retrograde property from Iraq to Afghanistan, to Kuwait or back to the United States in order to Reset and prepare for future operations



Jenny Shears

*Members of the 276th Ordnance Company are awarded the Army Materiel Command patch recognizing their mission accomplishments after 30 days of combat service in Iraq.*



## 2/401ST PROVIDES DIRECT THEATER SUPPORT

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

The 2nd Battalion, 401st Army Field Support Brigade remains at the center of logistical operations in Southwest Asia, supporting both Iraq and Afghanistan from Camp Arifjan, Kuwait. The transformation from Operation Iraqi Freedom to Operation New Dawn has not diminished the Battalion's role in supporting the Warfighter and Department of State requirements in Iraq and other Gulf Coast Countries. The battalion played a critical role providing equipment requirements for both the 20,000 and 30,000 troop surge efforts in Afghanistan and continues to provide sourcing solutions for Operational Needs Statements, sustainment logistical requirements, Foreign Military Sales support, and battle loss/battle damage replacements.

The battalion's logistical capabilities and close proximity to both theaters of operation make it uniquely qualified to support the myriad requirements requested on a routine basis. Army Field Support Brigades are not unique to Southwest Asia. There are seven active AFSBs in the force structure, with the 401st and 402nd AFSBs operating in SWA. Due to operational shifts in mission focus, the 2/401st AFSB is currently assigned to the 402nd AFSB (physically located in Balad, Iraq). The 402nd AFSB is responsible for supporting the Iraqi Theater of operations and the final transition out of Iraq by December 2011. The process of how OND, OEF, and DoS requirements filter down to the 2/401st Battalion in Kuwait is an excellent example and exercise in multi-tiered organizational coordination and staffing.

Requirements originate primarily in the form of an ONS generated from the combatant commanders through U.S. Forces Iraq or U.S. Forces Afghanistan. USF-I and USFOR-A then source



*Heavy Assist and Advisory Brigade assets sourced and waiting shop load*

the requirement locally, using available asset visibility procedures and the Equipment Common Operating Picture system, which is the Department of the Army system of record for all ONS requests. When the requirement cannot be supported in their respective theaters, the ONS is pushed to the Theater Common Operating Picture system in Kuwait where Army Central Command and 1st Theater Sustainment Command evaluate their ability to source the requirements. ARCENT produces a daily fragmentation order that directs the 1st TSC to support the requirements that are available in Kuwait. The 1st TSC then tasks the 402nd AFSB to support equipment requirements for which they have the resources available to support. At this point, 402nd AFSB issues a Supply Support Order to the 2/401st AFSB based on available assets in Theater Sustainment Stocks, retrograde assets still in country, or directly from Army Pre-positioned Stocks.

Once the Battalion receives the SSO, the requirement itself and feasibility of any suspense timeframes associated with the order are validated. If any aspect of the order cannot be met, then a reclama or an extension is requested. The Battalion then begins the process of requesting release of the assets. The release authority is predicated on which category of equipment is tasked to support the requirement. Retrograde assets and TSS assets can normally be release at the ARCENT level of authority or below. However, when APS assets are required, their release must be approved by the Department of the Army.

While the release is being coordinated, the battalion begins processing the equipment to ensure it meets the required maintenance standard and that any additional enablers are installed and operational. This process includes bringing the equipment to

**See DTS on Page 6**

# TEAMWORK, PLANNING, LEAD TO SUCCESSFUL

By Maj. Stacy Tomic  
3rd ACR RLST

Safety and protection of US Soldiers have always been the top priority for the US Army. Over the past eight years, from Operations Enduring Freedom and Iraqi Freedom through the transition to Operation New Dawn, improvements in force protection have greatly improved the survivability of our armed forces service members. Included in those force protection initiatives are urban survivability modifications kits for two major combat systems: the M1 Abrams Tank Variants and Bradley Fighting Vehicle (BFV) family of vehicles.

Tank Urban Survival Kits (TUSK) and Bradley Urban Survival Kits (BUSK) must be installed on all tanks and BFVs prior to their movement into Iraq. The 3rd Armored Cavalry began planning for the installation of the survivability modifications at home station with coordination meetings with the Regiment Logistics Support Team and PM-HBCT. Due to the short time between the unit's National Training Center rotation and deployment, the unit was unable to mount installation kits for the TUSK or BUSK prior to their arrival in theater. All IKs, TUSKs and BUSKs were scheduled to be installed at Camp Arifjan, Kuwait with the assistance of PM-HBCT.

The 3rd ACR arrived in Kuwait in late Aug. 2010, to replace 3rd Brigade Combat Team, 3rd Infantry Division in Iraq. Upon the unit's arrival, PM-HBCT informed the regiment that there were not enough Bradley Reactive Armor Tile (BRAT) II kits available for issue and installation for all of 3rd ACR's BFVs; only 14 kits were available which meant that 3rd ACR needed 25 additional kits. The kits replace the lower mud skirts on the BFVs and provide added protection on the hull of the vehicle. To fill the shortage, BRAT II kits were uninstalled from 3/3 ID BFVs and reinstalled on 3rd ACR's BFVs. In order



*Soldiers from the 3rd Armored Cavalry Regiment, 3rd Infantry Division, install Bradley Reactive Armor Tile II kits at Contingency Operating Station Kalsu.*

to make this transfer of BRAT II kits successful, detailed coordination had to be made between 3rd ACR, 3/3 ID and PM-HBCT to ensure that accountability of all equipment was maintained, and most importantly, that combat power capabilities in the operational environment were upheld. Several issues had to be addressed during the planning of the transfer process:

The 3/3 ID was on a strict redeployment timeline with the transfer of authority to 3rd ACR scheduled for the end of Sept. 2010, and 3rd ACR's equipment did not arrive in Kuwait until the second week in September.

The 4/1 CD was deploying into theater approximately two weeks after the 3rd ACR arrived. Their BFVs required the same survivability modifications in Kuwait which put further stress on PM-HBCT's installation crews and meant that the BRAT II transfer in Iraq would not be able to start until late September.

The BRAT II transfers were directed to be completed no later than Oct. 31, 2010.

The 3/3 ID had started inducting their BFVs into reset as Automatic Reset Induction at the Kalsu RPAT or the MRPATs at Echo and Delta, so accountability of those items had been transferred over to Army Materiel Command. Personnel from the MRPATs would have to stay on site until 3/3 ID BFVs were loaded for backhaul to Camp Arifjan.

In order to maintain combat power in the OE, the BRAT II kit transfer was directed to take place at each of the three locations in the OE rather than pooling all of BFVs at one location (or bringing them back to Kuwait). Therefore, the BRAT II install team would have to travel to each location with issues of limited aviation assets and unreliable weather conditions.

The 3rd ACR had to appropriately allocate to each squadron the number of BRAT II kits available for install at Camp Arifjan so that the number of BFVs still requiring BRAT II kits would align with the number of 3/3 ID BFVs at each location.

The 3rd ACR would be responsible

## BRAT II TRANSFER FROM 3/3 ID TO 3RD ACR

for executing the TMRs for the movement of 3/3ID BFVs to Camp Arifjan after the transfer takes place.

As the survivability modifications were completed on 3rd ACR BFVs at Camp Arifjan, the vehicles were transported to their designated squadron locations. The BRAT II install team was able to arrive at Contingency Operating Site Echo earlier than expected; the team of four BAE contractors began the BRAT II transfer on Sept. 19, 2010 with the assistance of 3/3 ACR Soldiers. The BRAT transfer process went extremely well as the team and unit were able to complete an average of three transfers daily. All 3/3 ACR BFVs had arrived at Echo by Sept. 21, 2010, and the transfers were completed Sept. 22. With the assistance of additional HETs from the 224th Sustainment Brigade, the 3rd ACR was able to backhaul the 3/3 ID BFVs from Echo on Sept. 24 for their movement to Arifjan. Once the 3/3 ID BFVs departed, the MRPAT was relieved from their responsibilities at Echo, and the team was able to return to Balad for follow-on missions. The major obstacle to overcome was getting the BRAT transfer team transported to COS Kalsu via helicopter. Due to air mission changes and poor weather conditions, the team was unable to depart for Kalsu until Sept. 29. Even with this delay, the BRAT II transfer mission remained ahead of schedule.

The BRAT transfer team arrived at Kalsu on Sept. 29 and began the transfer to 1/3 ACR BFVs the next day. All 1/3 ACR BFVs were already on Kalsu and prepared for the transfer. Since 3/3 ID had turned in the BFVs to the RPAT for ARI, the RLST Chief coordinated with RPAT personnel to maintain the BFVs until the transfer could be made. The 1/3 ACR provided Soldiers to move the 3/3 ID BFVs from RPAT to the MRAP yard to complete the transfer. The BRAT II transfer for 1/3 ACR BFVs was completed Oct. 30, but a change of mission for a troop from 2/3

ACR (COS Delta) would hold the transfer team at Kalsu for a longer period of time.

On Oct. 2, a change in mission came down for a troop of the 3rd ACR to move to the Baghdad OE. To support this mission, the 3rd ACR requested that the BRAT II transfer for the troop's BFVs take place at Kalsu. The Regimental Support Squadron transported the troops, required equipment and 3/3 ID BFVs from Delta to Kalsu on Oct. 4. Since the 3/3 ID BFVs had been inducted into ARI through the MRPAT at Delta, the RLST coordinated with the RPAT at Kalsu to take responsibility for them. Three BFVs required the BRAT II transfer; these transfers were completed by the morning of Oct. 6. The RPAT coordinated with the MCT at Kalsu for the execution of the TMRs for the movement of 3/3 ID BFVs to Arifjan. The BRAT transfer team was prepared to depart Kalsu on the evening of Oct. 6; however, due to more air mission changes and poor weather

conditions, the team was not able to depart Kalsu until Oct. 11.

The BRAT transfer team arrived at COS Delta on Oct. 11, and began the final five BRAT II transfers the next day. With assistance from 2/3 ACR Soldiers, they completed the transfers on Oct. 13. The final 3/3 ID BFVs did not depart COS Delta until Oct. 28, due to a shortage of heavy lift assets on the 3d ACR OE. The MRPAT was able provide personnel at Delta to maintain accountability of 3/3 ID's equipment for nearly an extra month after it had been inducted into ARI.

Detailed planning and daily coordination between 3rd ACR, 3/3 ID, PM-HBCT, the RLST, Kalsu RPAT, and the Reset Operations Cell (2/402nd AFSB) ensured that the BRAT II transfer mission was a success. In all, 25 BRAT II kits were transferred from 3/3 ID to 3rd ACR BFVs at three different locations in Iraq in less than 30 days. Most importantly, combat power and property accountability were maintained while guaranteeing that Soldiers would have the best protection available.



*BAE Systems field support representatives install Bradley Reactive Armor Tile II kits at Contingency Operating Station Kalsu.*

## THANKSGIVING – FRA STYLE

By Debbie Davis  
402nd AFSB — South

CAMP ARIFJAN, Kuwait - When it comes to a grand Thanksgiving feast, all you have to do is head over to Bldg 504 here, Kuwait, to smell the aroma of turkey, ham, chicken on the grill, dressing, casseroles, and homemade desserts.

Who is responsible for the annual banquet? In-house chefs, Pecola Woods and her assistant, Gloria Anderson.

Pecola has been preparing the grand Thanksgiving meal for quite some time as this is her eighth tour at Camp Arifjan. She loves her job, but when it comes to cooking she shows her true talent. It all started back in 2006 in the break room with a microwave, refrigerator and crock pot.

"I miss home, but love my job here and I am proud to support our country and our troops," said Pecola who is from Red River Army Depot, Hooks, Texas, where she is a transmission mechanic.

Anderson is on the third deployment, including a year in Kandahar, Afghanistan. Anderson is also from Red River Army Depot.



Joseph Funderburg

Article author Debbie Davis (center), with Thanksgiving cooks extraordinaire, Pecola Woods (left), and Gloria Anderson.

The ladies start cooking two days before Thanksgiving in order to have everything ready on time.

Being away from one's family during the holidays can be hard, but these ladies helped us make it through another Thanksgiving with their scrumptious cooking and spirit of giving.

### DTS — From Page 5

fully mission capable, or in some cases, to 10/20 standards with basic issue items and installing any C4I enablers (Blue Force Tracker, SINCGARS/Harris radios, CREW, and DVE systems). The battalion ensures 100 percent accountability is maintained for all assets throughout the process in the Logistics Modernization Program until confirmation of receipt is processed and the equipment is signed for in either Iraq or Afghanistan. The battalion also coordinates the transportation of the assets to the point of debarkation and eventually to the requested end state destination.

Direct Theater Support is only one of the three primary missions in addition to more than 30 secondary missions the battalion executes on a daily basis. The other two primary missions are maintaining the Army Prepositioned Stocks set and retrograding assets back to CONUS in support of the ARFORGEN Reset programs. The Battalion provided more than 10,000 pieces of equipment into Iraq and



Construction Equipment staged for transport to OEF refurbishment site.

Afghanistan during Fiscal Year 2010 and is currently working more than 135 ONS requests, totaling more than 2,000 pieces of equipment. The battalion is currently providing equipment support for U.S. Equipment Transfer to Iraq), a DoS initiative; building the Heavy Assist and Advisory Brigade equipment set to facilitate the Relief in Place/Transfer of Authority of a

Stryker Brigade in 2011; providing construction equipment to serve as seeds for in-theater sustainment and refurbishment projects; supporting Foreign Military Sales to the Afghanistan National Army; conducting routine ONS and battle loss/battle damage requirements; and provided bridging equipment to Pakistan as humanitarian support.



The Tire Assembly Repair Program crew at Joint Base Balad, Iraq.

John Coates

## TARP – WHERE THE RUBBER MEETS THE ROAD

By John Coates and  
Corey Schermerhorn  
Tire Assembly Repair Program

JOINT BASE BALAD, Iraq, - URS Corporation personnel began supporting Tire Assembly Repair Program operations Dec. 29, 2009. To date, the program has been responsible for building more than 15,000 tire assemblies. The personnel who provide the precision, skill and knowledge necessary to support the operation are a diverse group consisting of six expatriates and eight subcontract workers. Each individual brings something to the table and the operation is headed by Tire Assembly Repair Program Supervisor, Cory Schermerhorn.

The operation falls under the National Maintenance Program with input from Team Tire. The initial need for tire repair became clear early in Operation Iraqi Freedom, as many mission critical pieces of equipment were

non-operational due solely to lack of available tires. The primary focus of the TARP mission is to provide full tire assemblies (rim and mounted tire) to the military supply system in theater. When a unit identifies a need for a tire, they are able to order the complete assembly from the SSA. The program was also one of the first in Iraq to utilize the LMP (Logistics Modernization Program) for billing and accounting. This enhanced program allows greater visibility of all aspects of the program from labor expended and cost of materials to final disposition of product.

Tires have the potential for extreme danger to those repairing or assembling them due to the high operating air pressures required for today's military equipment. There have been zero lost time injuries within the program during URS's operation of the facility.

The facility also offers tire repair or assembly replacement for units supported by the 402<sup>nd</sup> Army Field Support Brigade. The inherent dangers of a desert environment and combat situation coupled with high usage and ever-changing mission requirements, results in a lot of tires being damaged or worn-out. The TARP provides a vital service on a consistent basis.

Due to continued draw-down, the TARP will closing on Dec 31. The URS personnel who have supported the Warfighter considered performing this mission a privilege. While all good things must come to an end, we will be working right up to the end if you find you have a need for our services.

### **Vital Statistics:**

15,908 – Number of tires repaired to date.

65 – Number of different tire assemblies currently being provided.

# LAR'S DEDICATION SAVES LIVES, DOLLARS

By Carroll Randall  
LSE-LMS

VICTORY BASE COMPLEX, Baghdad, Iraq — The daily routine of a TACOM armament logistics assistance representative while deployed to United State Division-Center, Baghdad, Iraq, includes regularly visiting the local Defense Reutilization and Marketing Office and Mobile Redistribution Team Yard, to personally search for parts and equipment that can be returned to the Army supply stocks.

In just one week, LAR John Harmsen recovered equipment and supplies valued in excess of \$500,000. The majority of the parts recovered were used to fix non-mission capable combat weaponry.

In addition, Harmsen has conducted more than 100 hours of training on topics such as the Browning M2 50 caliber Machine Gun; machine gun head, space and timing training for 55 different units to ensure safe live fire training and mission operations. He also conducted training on technical inspections, gauging, weapon disassembly and reassembly, function checks, and ammunition loading and unloading procedures for the M9 9mm Pistol, M16 and M4 series rifles, M203 40mm grenade launcher, M249 SAW, M240 series Machine Gun, and M2 50 cal. machine gun.

Harmsen is always available to support Warfighters, to include meeting with units on Victory Base Complex and outlying forward operating bases at any hour of the day or night to provide technical inspections, gauging, maintenance, and repair, or replacement of weapons. He verified condition codes and ensures the weapons were classified correctly, shipped to the correct location for reset or coded out for demilitarization as directed by weapon system life cycle management command.

He attended weekly brigade-level and Mayor Cell maintenance meetings to provide Warfighters and their



Marvin Ayers

John Harmsen, TACOM logistics assistance representative with United State Division-Center, cleans some of the .50 caliber machine gun barrels he has recovered, resulting in substantial savings to the U.S. Government.

commanders with guidance, assistance and advice for a division Headquarters, an advise and assist brigade, 54 other units, and several outlying FOBs. He conducted daily O26 reviews to ensure parts requisitions were accurate and valid. He searched out parts for non-mission capable weapons, putting the weapons back in the fight in half the normal requisition wait time.

He passes his expert technical knowledge to Warfighters throughout the Iraq Joint Operational Area by assisting and training Soldiers to maintain and repair weapons. The Soldiers learned to isolate the problems and deficiencies, and correct the faults in the shortest time possible, which prevented excessive down time. This type of oversight allows Soldiers to

acquire critical weapon system training without leaving their unit, thus maximizing a unit's ability to continue to focus on mission accomplishment.

Harmsen has provided assistance to LAR's at outlying FOB's. He conducted coordination between the outlying FOB's units, LAR's, and the Small Arms Support Center for link-up locations, times, and availability of small arms technicians, tools, gauges, repair parts and replacement weapons as needed.

With only a few months on the ground, Harmsen has inspected 150 M2 50 caliber machine gun barrels, of which 110 passed inspection and were placed back into the Army inventory. With the barrels costing \$1,064.00 each, the total cost avoidance was \$117,040.