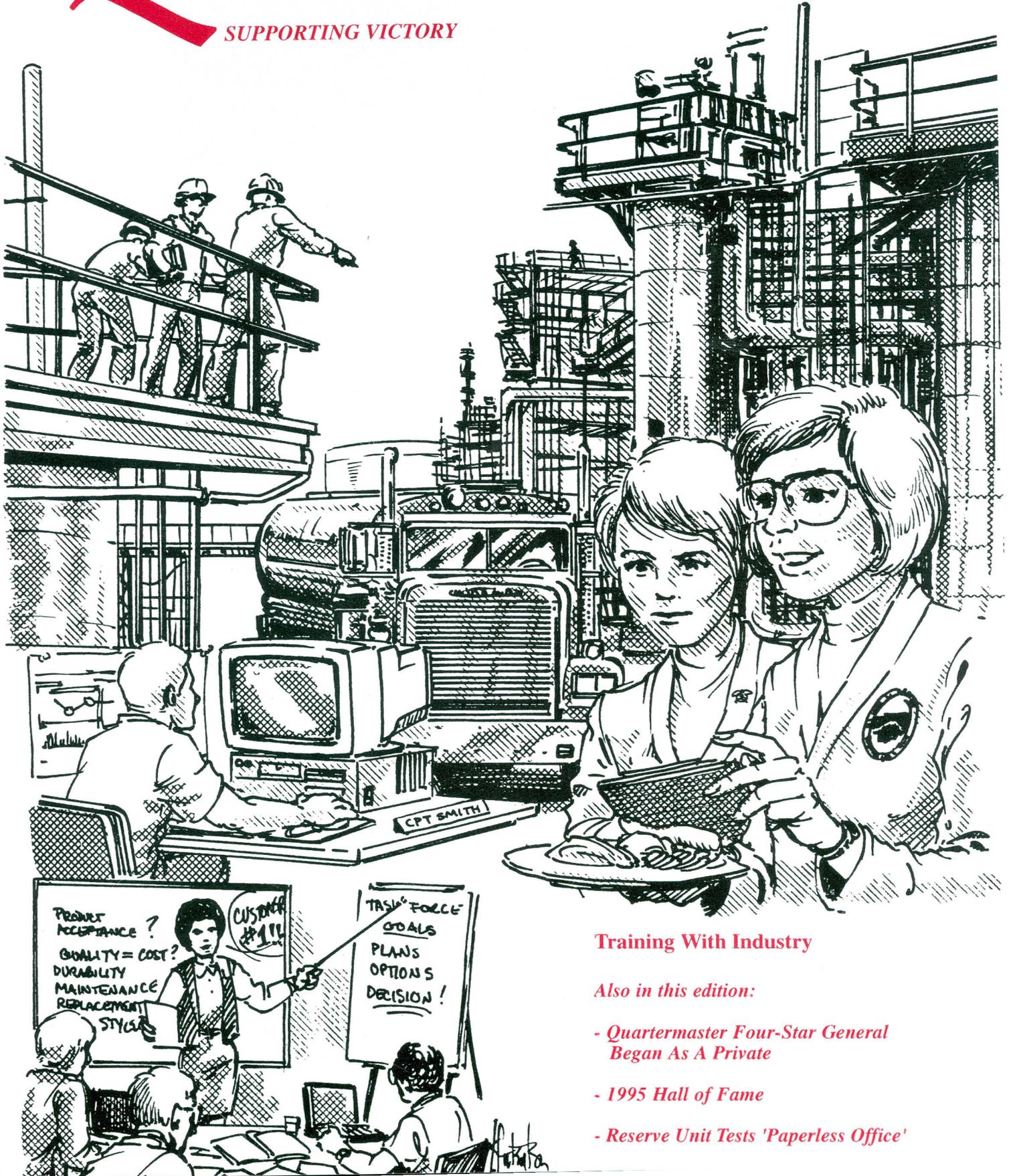


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Training With Industry

Also in this edition:

- Quartermaster Four-Star General Began As A Private
- 1995 Hall of Fame
- Reserve Unit Tests 'Paperless Office'



This Quartermaster sergeant single-handedly slingloaded more than 850,000 pounds of building materials, equipment and various classes of supply during Joint Task Force Builder '95 in El Salvador.

Rely on the CSS Soldier

LTC Charles H. Shaw III LT Stephen Gil LT Geoffrey Keillor

This article was originally submitted in early Summer 1995, following an extremely arduous 1995 exercise season and series of humanitarian operations in Central and South America. Since this time, the continuing U.S. Army drawdown combined with the Panama Canal Treaty Implementation Plan have brought significant changes to the U.S. Army South (USARSO) and Panama. The 41st Area Support Group (ASG) and 193d Support Battalion have inactivated, effective 15 Oct 95. The entire logistical support structure of the 41st ASG that included over 1,000 active duty soldiers, numerous civilians and multiple battalions/units has now been replaced with a small and very austere area support battalion, the 245th Support Battalion, totaling only 325 personnel. The

many significant contributions of the 41st ASG and the 193d Support Battalion during Operation Just Cause and Uphold Democracy, in support of nation-building throughout Central and South America, and during numerous operations other than war helped promote the peaceful transition to free governments and brought about better lives for thousands of Latin American People.

This might sound like a joke to you. How would you like to support over 20,000 troops in one year located from the South of Mexico to the Tierra Del Fuego (an area of 3,000 miles by 5,000 miles) with only two battalions of combat service support (CSS) soldiers? I hear you laugh, but that is exactly what the men and women of the 41st ASG did every

day. In addition, they supported humanitarian migrant relief operations in summer 1994 for another 4,000 troops and almost 10,000 Cuban migrants in Panama at the same time. Tough to do? Yes! Mission impossible? No, not with the quality soldiers in CSS today!

The 41st ASG was the only permanently assigned U.S. Army CSS unit in the theater with just over 1,000 soldiers assigned. The group supported up to 40 operations or exercises in 19 Latin American countries annually. The mission required the group to tailor support for the USARSO units, Special Operations and numerous Reserve Component exercises conducting many diverse operations. To succeed, they took maximum advantage of the sustainment imperatives — anticipation, integration, continuity, responsiveness and improvisation.

The true hallmarks of the group's ability and success were the initiative and competence of the individual noncommissioned officers (NCOs) and soldiers who made up these small yet robust logistical support elements (LSEs) which operated independently under some of the harshest conditions in Latin America. The group supported many operations and exercises simultaneously, causing a single section or platoon to deploy to multiple locations, usually in different countries at the same time. This required bright young soldiers who performed independently or in small groups with little or no supervision.

Hey Man, I'm Thirsty

Water production support for the U.S. Southern Command (SOUTHCOM) area of responsibility consisted of the Water Section in the Supply Platoon, Company A, 193d Support Battalion. With only eight soldiers and four 600-gallon per hour (GPH) Reverse Osmosis Water Purification Units (ROWPUs), the section supported several nation-building and other operations each year. Company A's water section consisted of a staff sergeant leader, two sergeant team leaders, and five to six enlisted soldiers who operated and maintained the four 600-GPH ROWPUs. The water section's strength was in those sergeants and water treatment specialists who had the training and initiative to operate in remote locations with little guidance.

While the 193d Support Battalion was recovering from the 1994 exercise season in June and July, the call came to prepare for a now-familiar operation other than war, humanitarian migrant relief. During July and August 1994, migrant relief efforts were started in Suriname for Haitians and Panama

for Cubans. Half of the section deployed to Suriname with two ROWPUs to purify water for a 500-person base camp and a potential migrant camp of 5,000 Haitians.

Simultaneous Missions

At the same time in Panama, USARSO was preparing to receive up to 10,000 Cuban migrants. The water section's equipment was augmented by 20 20,000-gallon collapsible storage tanks and 20 3,000-gallon semitrailer mounted fabric tanks (SMFTs) shipped from the United States. The section worked with the Directorate of Engineering and Housing in Panama to construct water storage sites next to the migrant camps with the 20,000-gallon tanks and later implement a pipeline distribution system. The section then worked with Company A's Transportation Platoon using the SMFTs to line-haul water from an approved site to the 20,000-gallon tank storage/distribution site. The water crews, who transported an average of 60,000 gallons daily, usually consisted of a sergeant and two enlisted soldiers. They also pumped and distributed water from two wells drilled later.

By December, daily consumption had risen from 60,000 gallons to 120,000 gallons. The Joint Task Force (JTF) commander decided to supplement the water operation, and two ROWPUs were deployed to a small river next to the migrant camps. Three more ROWPUs were issued from the Theater Equipment and Maintenance Site (TEAMS) because of the section's deployment to El Salvador in support of JTF Builder at the same time. Typically, a sergeant and two enlisted soldiers were on each ROWPU team. However, during January and February 1995, the water section found itself divided into three elements and significantly understaffed with supporting an LSE in El Salvador, operating the well and ROWPU sites in Panama, and also line-hauling and distributing water.

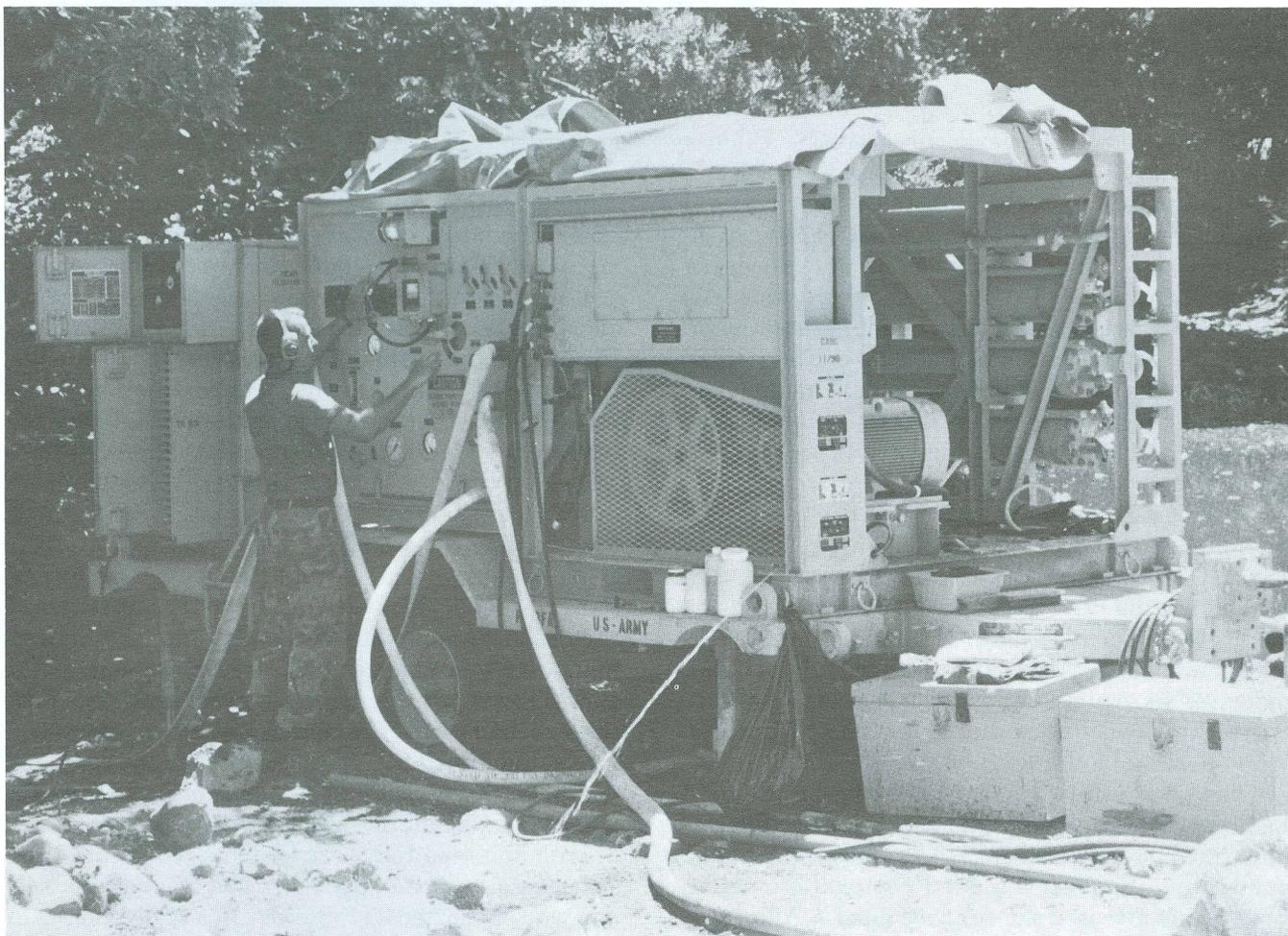
What made all the diverse operations work was leadership at the team level and the individual competence and dedication of sergeants and specialists who had the personal initiative to make things happen. The embodiment of this can-do attitude were soldiers such as one specialist who deployed to El Salvador in support of JTF Builder. JTF Builder was a typical USARSO operation involving the construction of infrastructure in Central America by U.S. Army Engineers. This specialist deployed as part of a team with the 600-GPH ROWPUs. The ROWPUs were first set up at a base camp site. However, as the operation developed, one of the ROWPUs had to be airlifted to a forward secondary site.

The responsibility for operating this single ROWPU fell upon the lone specialist. He was the perfect example of an enlisted soldier acting with minimal guidance and a lot of training and personal initiative. This specialist excelled at producing 3,200 gallons of water daily. In addition, he helped the one cook prepare meals for the camp, and he operated engineer equipment, forklifts and other materiel handling equipment (MHE). On one occasion, he attempted to use his combat lifesaver skills after a local man was fatally shot. This specialist also provided key transportation support during slingload operations at the site. He even saved the day during the operation by developing a plan to provide electrical power using the ROWPU's generator when all other power generation assets at the forward location be-

came inoperative. This all occurred with no NCO supervision - highlighting use of all the sustainment imperatives at the lowest level. This lone specialist proved the worth of the CSS soldier in every respect.

How Do You Get There From Here?

The U.S. SOUTHCOM area of responsibility has every type of terrain imaginable, covers large expanses, but has fewer than 9,000 miles of paved road. Transportation is often the "Achilles Heel" of logistics in the region. This is why the Air Force's only Composite Air Wing with C-27 aircraft and the Army's only Composite Boat Company are stationed in Panama. However, fixed wing aircraft and medium or heavy watercraft can only reach so far. All USARSO soldiers rely on transport such as the 128th



By himself, this Water Treatment Specialist operated a 600-GPH Reverse Osmosis Water Purification Unit to produce 3,200 gallons of water daily at a remote forward site during Joint Task Force Builder '95 in Central America.

Aviation Brigade's helicopters or even horseback and packmule. More than anything else, slingload support is a vital element in all operations. The types of missions supported and their remote sites required a helicopter to move materiel, equipment and personnel. The majority of slingload support for USARSO came from Company A, 193d Support Battalion, which also included an Airborne Rigger Detachment. In most cases, the slingloading was a secondary mission for all CSS soldiers in the command. The result of this dual mission requirement created some very well-rounded, multifaceted NCOs and enlisted soldiers.

One particular sergeant with military occupational specialty 77F (Petroleum Supply Specialist) embodied this multifaceted soldier. As a Petroleum Supply Specialist, he had been deployed 20 of his 26 months in Company A. During these deployments, besides responsibility for a three-soldier fuel support team, he gained fame for his abilities to slingload materiel. He became the USARSO "expert" in slingload operations.

Some of the operations that relied on this sergeant's hard work and expertise were JTF Builder '93 and '95 in El Salvador; Task Force Rushmore in Caisan, Panama; Cosecha Amistad 94-1 in El Toro and Oku, Panama; and *Operation Distant Haven* in Suriname. He thrived on deploying and providing support throughout the theater. His reputation was such that he was asked for, by name, especially on "moment's notice" missions such as a plane crash recovery in the jungle outside of Colon, Panama, and earthquake disaster relief in Naiva, Columbia, during which he "slung" one million pounds of supplies and equipment.

His most recent deployment was to support JTF Builder '95 in El Salvador. This was a typical USARSO mission in which units were deployed in nation-building exercises to construct schools, roads and bridges in remote parts of Central America. He single-handedly loaded over 850,000 pounds of building materials, equipment and various classes of supply. He slingloaded all materiel for construction of a complete school by himself.

The most difficult part of his mission involved the preparation and inspection of materiel which often formed irregular loads. These loads could not be found in any slingload manual. Keeping this in mind, the sergeant stressed safety above all else. After nine deployment missions working with fuel and slinging over four million pounds, his safety record was perfect.

He also did not keep his knowledge to himself. He trained his petroleum, oils and lubricants (POL)

soldiers and other sections in the 193d Support Battalion who deployed with him and was instrumental in training the U.S. Army Reserve and Army National Guard units that deployed to USARSO on missions. His unique accomplishments exemplified imperatives such as anticipation, responsiveness and improvisation in the CSS soldier.

Call Home

Logistics automation support to most exercises and particularly USARSO units was also necessary during many of these exercises and operations. A variety of methods accomplished this requirement. Most forward locations and very small elements operated manually for supply and maintenance actions. Longer duration or larger operations with forward operating bases or fixed base camps had LSEs with direct support maintenance and even tailored supply support activities (SSAs). Depending on size and scope, these split operations were automated using the Unit Level Logistics System, Standard Army Maintenance System (SAMS) and Standard Army Retail Supply System-Objective (SARSS-O) at the forward site.

These methods rely on a couple of key factors: communications and technical competence. Integration of the latest Logistics Standard Army Management Information System with current tactical and strategic communications hardware was challenging and successful. The marriage of new SARSS-O computer and communications software with Mobile Subscriber Equipment and satellite communications using digital interfaces such as the TELLAB-2B Interface Box or Tactical Terminal Adapters (TTAs) allowed a SARSS-1 SSA and SAMS direct support unit to deploy to El Salvador with JTF Builder and then to submit or receive requisition or status data electronically with materiel management centers in Panama or all the way to the continental United States. The innovation and competence of CSS and Signal NCOs from the 193d Support Battalion and 106th Signal Brigade consummated the marriage of these technologies. Young NCOs, along with contractors helping field these systems, broke the code.

Also, young soldiers — operating with limited NCO supervision and often operating alone — set up, ran and repaired these systems. These included specialists from Company B, 193d Support Battalion, who supported JTF Builder in El Salvador. One specialist was the sole computer repairer in El Salvador while another specialist was the only SARSS-O operator. The system was so efficient that JTF Builder's order ship time (OST) was less than the

OST of units stationed in Panama. The system even directed the JTF Builder SSA to process lateral issues back to units in Panama and Honduras from their stocks when supply availability became low on critical items. The willingness to accept new challenges and win using all the sustainment imperatives was more than evident in these young soldiers who ran this show for almost five months.

So What's the Deal?

The bottom line is that today's CSS soldiers are the best they can be. Given the right training, encouragement and resources, even the most junior of these soldiers will make the mission happen. The many diverse missions in the U.S. SOUTHCOM area of responsibility during the past year, of necessity, forced CSS units to deploy forces in non doctrinal organizations and nontraditional roles. They bent at times, but they never broke. The need to draw on individual soldiers and small units in order to meet these requirements proved the true worth of each and every CSS soldier in the 41st ASG, not just the ones mentioned in this article.

Trust and use your soldiers, be willing to take risks with young NCOs, allow them the opportunity to excel, and tell them why. They won't disappoint you.

LTC Charles H. Shaw III graduated from the United States Military Academy at West Point, New York, and has held numerous positions at battalion level, as an analyst at the Defense Logistics Agency, and in the Office of the Deputy Chief of Staff for Logistics at U.S. Army South in Panama. Most recently, he served as Commander of the 193d Brigade Material Management Center and Executive Officer of the 193d Support Battalion in Panama. He is currently a Military Instructor in the Operations Research Department, U.S. Naval Postgraduate School at Monterey, California.

LT Stephen Gil graduated from the University of Miami. He is also a graduate of the Quartermaster Officer Basic Course, Fort Lee, Virginia, and Airborne School, Fort Benning, Georgia. His previous assignments include S4, Petroleum Platoon Leader in Company A (Supply and Transport), and Training and Operations Officer in the 193d Support Battalion in Panama. He is currently Executive Officer, Company E (Supply and Service), 245th Support Battalion, Fort Clayton, Panama.

LT Geoffrey Keillor graduated from Texas A&M Corps of Cadets. He also is a graduate of the Quartermaster Officer Basic Course, Fort Lee, Virginia, and the Airborne School at Fort Benning, Georgia. His previous assignments include 41st Area Support Group Assistant S3; Joint Task Force Distant Haven J4; and Supply and Service Platoon Leader in Company A, (Supply and Transport), 193d Support Battalion in Panama. He is currently a Platoon Leader in Company E (Supply and Service), 245th Support Battalion, Fort Clayton, Panama.

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