

ATSS-DAS

MEMORANDUM FOR Commandant, United States Army Sergeants Major Academy, Fort Bliss, Texas 79918-8002

SUBJECT: Access Agreement for release of Student writing assignment Personal Experience Paper Paper.

1. I, Cynthia R. Johnson, submitted a PEP Paper to the United States Army Sergeants Major Academy archives regarding events and experiences that may be of historical significance to the United States Army and the Noncommissioned Officer Corps.

2. I understand the manuscript and attached documents will be accessioned into the historical holdings of the United States Army Sergeants Major Academy archives and will belong to the United States Government to be used in any manner deemed in the best interests of the United States Army as determined by the Chief of Military History or his representative. I also understand that I may retain a copy for my own use subject to classification restrictions.

3. I hereby expressly and voluntarily relinquish all rights and interest in the paper to the United States Army with the following caveat/exception:

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Date: 13 Dec 2010

Student Printed Name: Cynthia R. Johnson

Signature: [Handwritten Signature]

Accepted on behalf of the United States Army by:

SGA Printed Name/Date: ROBERT P. KEENE 13 DEC 10

Signature: [Handwritten Signature]

MSG Cynthia R. Johnson

Logistical Requirements in Iraq from October 2008 - June 2009

December 3, 2010

Class 61

“Unclassified”

Battalion Senior Maintenance Supervisor & S-4 NCOIC

Abstract

Different units face multiple requirements in preparation for future deployments and current operations. The mission requirements for the S-4 section faced many obstacles. From the October 2009 through June 2010, I participated in pre-deployment, deployment operation, and re-deployment preparation for the 26th Brigade Support Battalion with logistical requirements for Maintenance and Supply Operations.

Outline

- I. Abstract
- II. Personal Background
- III. Phase I (Predeployment Operations)
- IV. Phase II (Deployment Operations)
- V. Phase III (Redeployment Preparation)
- VI. Lessons Learned

PERSONAL BACK GROUND

Understanding the projection of supplies, equipment, and the requirement of personnel for deployment operations is crucial in the preparation for Full Spectrum Operations. In June 2009, I MSG Johnson, Cynthia assignment to the 26th Brigade Support Battalion, Fort Stewart, Georgia as the Senior Maintenance Supervisor and S-4 NCOIC. At the time of arrival, unit was at the National Training Center with a deployment departure date of October 2009 in support of Operation Iraqi Freedom. Coming from the 11th Air Defense Artillery Brigade Support Operation Center was instrumental in preparing me for future maintenance and supply operations. 11th ADA Brigade Battalions had continuous twelve-month rotations to Kuwait, Qatar and Bahrain. The make-up of each organization and commodities is crucial in the preparation for deployments. Prior to 2009, I deployed to Kirkuk, Iraq for 18 months with the 3rd Brigade Special Troop Battalion, Schofield Barracks, Hawaii.

The 3rd Infantry Division (Task Force Marne), 2nd Heavy Brigade Combat Team, 26th Brigade Support Battalion and Headquarter and Headquarters Company was the task organization for my previous unit. The 2HBCT provided Full Spectrum Operation under the command of General Anthony A. Cucolo, III. The 26th BSB location on the Contingency Operating Site, Marez was in Northern Iraq, East of Iran border. The population consisting of Kurdish, Sunni Arabs and Turkmen made of the Iraqi communities. This made my second deployment to Iraq and given me three deployments.

PHASE I

Understanding what type of operational area the unit will deploy to is a significant planning factor for any unit in its entirety. The 26th BSB received training at the National Training Center in Fort Irwin, California during the month of July 2008 with combined arms

training. Due to my late arrival to the 26th BSB, I did not participate in the NTC rotation. Instead, I worked on getting containers repaired, which failed to meet air load or rail specifications. The next focus was assisting units with Inventories and Equipment out-loads. Commanders seem to experience many challenges when it come to 100% inventories of organization and installation property after returning from the local field and NTC training exercises, and while preparing for deployment operations. After completing inventories, many commanders will have to make critical decisions on whether or not to keep certain equipment or add it to the Left Behind Equipment Program. Predeployment Operations takes more than the commanders to make this a successful transaction ‘do’. It requires all hand receipt holders to know what authorizations are for the section based on the modification table or organization and equipment. Many noncommissioned officers who were hand receipts holders were not fully aware of the location of equipment. Some of this problem occurred from the influx of personnel. If a unit does not have full accountability of equipment, it effects the maintenance operations, the Standard Army Maintenance Management Systems, and the United States Army Material Command Logistical Support Activity databases.

Understanding what is required from a theatre provided equipment list is important in understanding what each unit will need to complete their mission. The authorization to leave equipment behind receives approval from the G4, before equipment goes into the LBE program. It can take a time to receive LBE authorization, which makes pre-planning valuable. Army Logistician (2007), “the equipment a unit takes when it deploys is a determination factor of the modification table or organization and equipment (MTOE).” It is not just up to the commanders to make this a successful transaction; it requires all personnel to get involved.

The focus for me was to eliminate any existing financial liability investigations of property loss and minimize any new FLIPL's for individual and MTOE equipment. During that period, backlog of FLIPL has required additional processing time due to the previous deployment. FLIPL processing time took longer due to personnel moving to another installation, who ETS from the military or became absence without leave. In these cases, notification went out through certified mail with a confirmation and authorized response time, allotted under AR 735-5 and DA PAM 735-5. Equipment readiness was the next major focus point. Unit had only been back from deployment for a period of twelve months. During this time, unit operation tempo was high (Garrison Tasking, Mandatory Annual and Quarterly Training, and Field Exercise). This prevented the maintenance personnel from being able to accomplish a 100% of the equipment services. Prior to departing for Iraq, the unit received civilian maintenance augmentation personnel to assist with the backlog of maintenance. The only problem was when equipment fails to meet guidelines for the induction into the Left Behind Program. Under LBE policies, equipment requires documentation of current Service Completion packets, with a Bi-Annual service being the last service. The next requirement is to ensure equipment that requires an Army Oil Analysis Program (AOAP) samples and Test Measurement Diagnostic Equipment (TMDE) have some type of documentation and the withdrawal of equipment from the program that will deploy. All Basic Issue Items (BII) and Components of End Items (COEI) are either present with equipment or have a document number with the status. This time consuming process lasted until the day, we departed.

PHASE II

During the deployment phase, the units initially conduct Full Spectrum Operations by gradually changing over to the Stability Operations, depending on the situation and authorization

from higher. The Logistical Operations is an exceptionally broad area of responsibility. It takes all Sections, platoon, companies and Commands accomplish the task during the deployment phase with the assistance of Support Operations. The most challenging time was is within the first 30 days of arrival to Iraq. Establishing accounts for all classes of supplies and opening up networks utilizing the following Standard Army Maintenance Information Systems (STAMIS): Property Book Unit Supply-Enhanced (PBUSE), Standard Army Retail Supply Systems (SARRS), and the Standard Army Maintenance System-Enhanced (SAMS) to support the brigade. The next task was to ensure personnel received certification on their operating systems. This required the units to send the operators to Forward Operating Base Spicer who did not complete the 40-hour blocks of instructions for these systems required under respected regulations. Contracting was another significant challenge; some of the equipment was not in the Army Inventory for repair (Civilian Forklifts – Caterpillar, Honda etc). The language barrier and the knowledge of the local contractor on American equipment, some time created roadblocks. The parts used by them were not always equivalent to what we have in the United States and it took longer to receive parts if they had to order from another country, not to mention the overpriced parts.

Towards the middle of operations, a Reserve Transportation Company provided personnel and hauling assets to support the Iraqi election security plan- they hauled hundreds of barriers to outlying Iraqi police stations and checkpoints. The Multi-national units were part of other units within the brigade and division during deployment. The Iraqi Arms Forces played a vital role in escorting patrols and convoys through and around the city of Mosul.

Throughout the deployment, training Soldiers on Supply Procedures, Drivers Training, and Maintenance Procedures became a focus due to property losses and safety incidents that

occurred in the theatre of operations. There were numerous vehicle roll over's and accidents that could have been avoided within my Brigade. Units took risk, by placing inexperienced drivers on the road, after only having a forty-hour course for vehicles (Mine Resistant Ambush Protected Armored Vehicles - MRAP Series). These vehicles are top heavy and the road conditions are hazardous in some places of the country, causing vehicle roll over is if the driver is inexperienced. The support of logistics was critical for all of the companies that made up the BSB, in support Operation Iraqi Freedom to Operation New Dawn.

PHASE III

Lanaers and Coryell (2006), the "Reset" is a generic term that represents a series of actions taken to restore units to a desired level of combat capability commensurate with mission requirement and available resources." The Reset program is an essential aspect for units who deploys to Iraq. The equipment exposure to extreme heat, dust, and rough terrain take an enormous amount of beaten. Maintenance programs are in place for normal sustainment operations. AMCOM provides contracting services for modification work orders to support the up-armored upgrades and safety problems from the Logistical Information Warehouse (Army Electronic Product Support Website) of COS Marez through contractors. The major role for units was to identify COEI and additional equipment not on books through the local property book office. The property book office made the decision to add equipment to theatre or lateral transfer title organizational books. The next step was to get all returning items loaded into the RESET Program database prior to their return. The local theatre provided equipment that required upgrade and modifications had a turn-around time of 72 hours or less on all systems. This made it easier to get equipment back to the units and on missions.

LESSONS LEARNED

Identify all equipment that is not on the do not deploy authorization list 90 days out. Ensuring all left behind equipment have shortage annexes and completed Bi-Annual services on equipment will make it easier for units to deploy in future operations. Ensure units have ample time for training and preparation to prevent unwarranted cost for the government to incur, due to improper maintenance and accountability of equipment. The two most importation programs for maintenance is the Services Program (AR 750-1) and Drivers Training Program (AR 600-55). If these two areas are not in accordance with appropriate publication, Soldiers might be subject to safety incidents.

Reference

Major General William M. Lenaers and Major Brent D. Coryell (2006). Reset: Extending the Life of Army Equipment, Army Logistician, PB 700-06-01 Volume 38, ISSUE 1