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# ON THE 401<sup>st</sup>

*"First to make a difference!"*

Army Materiel Command, Army Sustainment Command, Army Field Support Brigade

Volume 2 Issue 2

November 2006

## It's official . . . AFSB SWA is now the 401<sup>st</sup> AFSBde

The Army Field Support Brigade-Southwest Asia was officially designated the 401<sup>st</sup> Army Field Support Brigade (SWA) October 11 in a morning ceremony at Brigade Headquarters, Camp As Sayliyah, Qatar.

Leaders representing the Afghanistan, Kuwait and Qatar battalions and the 402<sup>nd</sup> Army Field Support Brigade in Iraq, joined AMC contractors including the AMC FWD Commanding General, Brig. Gen. Patricia McQuiston in heralding in the new organization under the Army Sustainment Command.

The Color Guard comprised of Soldiers of the 1107<sup>th</sup> AVCRAD, Camp Arifjan, Kuwait, presented arms, the AFSB-SWA Colors were cased and the new 401<sup>st</sup> Colors were unfurled, presented to Brig. Gen. McQuiston by Command Sgt. Maj. Anthony Boles, who in turn presented the Colors back to the 401<sup>st</sup> Commander, Col. Greg W. Cusimano in the traditional ceremony.

McQuiston was assigned to AMC Headquarters three years ago when Gen. Griffin first described his vision to harness the incredible capability of the command to focus its diverse areas of expertise directly to the warfighter by building



**Col. Greg W. Cusimano faces the new Colors as they are un-sheathed by Brig. Gen. Patricia McQuiston and Command Sgt. Maj. Anthony Boles as the brigade officially became the 401<sup>st</sup> Army Field Support Brigade (SWA) during the Qatar ceremony Oct. 11.**

tactical units that would work alongside their supported units to bring science, technology and sustainment and acquisition capability to units as rapidly as possible.

McQuiston assisted in preparations for the conversion of the Army Field Support Brigades to the Table of Organizational Equipment (TOE) and Table of Distribution and Allowances (TDA) in her last assignment at Army Headquarters.

"I cheered when the Director of Force Management signed the order establishing the

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numbered Army Field Support Brigades. Today, nothing could give me greater satisfaction than to be standing here with Col. Cusimano . . . to uncase for the first time, the colors of the 401<sup>st</sup> Army Field Support Brigade,” said McQuiston.

“Our new Brigade Motto is “The 401<sup>st</sup>—first to make a difference. This Motto transcends this urgency and passion to meet those requirements,” said Brigade Commander Col. Greg W. Cusimano.

Cusimano then summarized the brigade’s responsibilities of maintaining and issuing Army pre-positioned Stocks, Theater Sustainment Stocks and refurbishing combat vehicles throughout the battalions; the Stryker at Qatar, heavy trucks and humvees in Kuwait, tire assembly sites in Kuwait and Qatar and planned engineering equipment refurbishment in Afghanistan.

“We do Army field support and this re-designation codifies our evolution and takes us to the next level,” said Cusimano.

#### **AMC in South West Asia**

The Army Materiel Command first stepped on the ground in Southwest Asia with the Logistics Assistance Office (LAO) and its Logistic Assistance Representatives (LARS) embedded with the first ground forces arrival in Saudi Arabia. AMC stood up the first LAO in Kuwait in Sept., 1991 with 25 LARS and several support personnel.

*“We do Army field support and this re-designation codifies our evolution and takes us to the next level.”*

*Col. Greg W. Cusimano*

The 401<sup>st</sup> AFSB (SWA) mission began in theater with the establishment of the Combat Equipment Base at Qatar in 1997, to maintain Army Pre-positioned Stocks.

#### **2001**

In September 2001, right after 9-11, AMC leadership deployed elements from Qatar followed by a support operations team from AMC at U.S. Forces Command, Fort. McPhearson, Ga., into Kuwait to establish operations at Camp Doha to further support warfighters in Afghanistan.

#### **Operation Enduring Freedom**

AMC Logistic Support Elements’s were immediately sent to Afghanistan after 9-11, followed by brigade elements from Europe and AMC SWA standing up the battalion in 2004.

#### **Operation Iraqi Freedom**

Operations at Camp Doha rapidly expanded in 2002 preparing APS for issue, and in 2003, AMC issued the APS war machine to the 3rd Infantry Division and other units that toppled Saddam Hussein.

While the initial battles raged, AMC SWA continued to



**Brig. Gen. Patricia McQuiston hands off the 401<sup>st</sup> Brigade Colors representing command authority to Col. Greg W. Cusimano at the 11 October ceremony at Qatar. The old AFSB SWA Colors are sheathed and held by the 1107th Color Guard.**

issue more equipment and created the logistics structure to support the war effort by establishing Forward Repair Activities in Kuwait and established the Logistic Civil Augmentation Program (LOGCAP) to provide life support and base operations for the warfighter.

The brigade retrograded equipment back to the states and supported surge operations as units forward were rotated in and out of the theater. Early brigade elements also supported the multinational forces and pushed AMC’s logistical support and repair activities into forward operating bases in Iraq, establishing a more permanent position in the theater.

#### **2004**

2004 marked a reorganization of AMC forces into support brigades in Iraq and Qatar and establishment of the Afghanistan Battalion of AFSB SWA and as the theater matured, LOGCAP contracts in theater transitioned to sustainment contracts.



*Continued on Page Three*

### Add On Armor

Add-on armor missions were the main-stay of AMC-SWA and peaked in 2005. Assets were re-gathered and set for APS by the three battalions, now a continuing flowing process. Theater provided equipment was reset within theater through the brigade along with battle loss and battle damaged equipment. The Tank Automotive and (Armament) Command's Forward Repair Activity in Kuwait fabricated the first prototype Humvee Egress Assistance Trainer (HEAT) to train theater warfighters on how to safely endure and exit a humvee roll over accident. The FRA continues to manufacture these devices using damaged vehicles to save Soldier's lives.

### First of seven brigades world wide

The 401<sup>st</sup> AFSB (SWA) is the first of seven Army Field Support Brigades assigned to the Army Sustainment Command at Rock Island, Illinois. The AFSBs provide the command with a single command structure in strategic locations around the world: 401<sup>st</sup>, (SWA); 402<sup>nd</sup>, (Iraq); 403<sup>rd</sup>, (Far East); 404<sup>th</sup>, (PAC); 405<sup>th</sup>, (Eur); 406<sup>th</sup>, (CONUS East); 407<sup>th</sup>, (CONUS West). The AFSBs connect acquisition, contracting, technologies, research and industrial capabilities to the field Army. The 401<sup>st</sup> is "First to make a difference."

### AFSBn-Afghanistan

## "Fab Four" Adding armor at Kandahar

By Ryan Girardot  
TACOM Automotive LAR

Years ago, the humvee entered military service as a utility vehicle; no one ever imagined there would be a requirement to reinforce it from hostile fire. However, as the enemy tactics and threats changed, it evolved to the vehicle of choice for today's military patrol units in Afghanistan. The humvee has gone through drastic changes over the years, especially with the addition of armor and other requirements due to the added weight.

In a small single bay garage located on Kandahar Air Field, Afghanistan, members of AECOM, a defense contractor working for the Army Field Support Battalion-Afghanistan, work feverously to protect our Soldiers from harms way. As the units deliver their humvees to the technicians, add-on armor kits are installed along with new fire suppression systems. One by one, vehicles roll out with the latest and greatest protection that the Army Materiel Command and its subordinate commands have to offer.

The armor team is lead by supervisor Randall Warren from sunny Orlando, Florida. Randall coordinates the contracted AECOM crew with Logistics Task Force 297, with scheduling of, and getting units in and out of the shop and monitoring personnel and tooling requirements.



From left to right: A.K. Chandu Nair, C.S. Giri, Nat Nianivannan, and Mike Hill.

Mike Hill, from Colorado, is the maintenance lead. Mike performs the upgrades for the new seatbelt restraint system and assists his team in installing the new fire suppression system.

Nat Nianivannan, A.K. Chandu Nair, and C.S. Giri, from India, are responsible for installing the new up-armor kits on every humvee that enters their facility. The trio works in an almost muted, orchestrated way; hardly saying a word, yet each knows his job down to the last bolt. As Mike finishes his duties, he turns to see the guys putting on the last door panel from the newly delivered up-armor kit. A few minutes later the sounds of diesel engines purring fill the garage as a M1114 is completed and the next one rolls on in.

The team's dedication to supporting and protecting the Soldier is the Army Field Support Bn-Afghanistan and AECOM's main goal. With support from AMC, and the Logistic Support Element-Forward at Kandahar, Soldiers will always have the best protection available. Protecting the Soldier is the driving force at the add-on armor production line.

## **SECURITY NOTICE** **Mandatory Wear of ID Card**

**Military personnel, except when in a military duty uniform (not including PT attire) and DoD employees must display their Common Access Card (CAC) and contractor personnel must display their installation identification on their person in such a manner so as to be conspicuously visible between the waist and chest level at all times while on all ASG (Kuwait) Installations.**

# Refurb site keeps Stryker in the fight

The first Stryker repair and refurbishment facility world wide, will soon increase production rates from four to six vehicles per month as it refines parts ordering and repair processes at the Army Materiel Command site, Camp As Sayliyah, Qatar, saving the Army more than half of the acquisition cost of a new vehicle.

The AMC facility first opened its doors for business early summer, 2005, in partnership with General Dynamic Land Systems, Detroit, Mich., repairing and returning battle damaged vehicles back to the fight with a professional team of engineers and skilled technicians.

“A repair facility in theater is essential support for the Stryker Brigades in Iraq, providing rapid regeneration of combat power. Qatar was chosen because of its close proximity to air and sea ports, a large industrial base near the Army camp and other state-of-the-art equipment here,” said Lt. Col. Maxine Girard, commander of the 401<sup>st</sup> Army Field Support Battalion-Qatar.

GDLS has changed the production and inspection process on battle damaged vehicles and now inspects the vehicle in Iraq, ordering critical parts for the vehicle before it is transported to Qatar saving “down time” on each vehicle, working with Stryker facility assets at Fort Lewis, Washington.



**GDLS Technician Noel Gersalina, from the Phillippines, checks the fit on newly-replaced Stryker armor.**

“We have a goal of having parts here on the ground in Qatar when the Stryker arrives from Iraq, speeding up our repair process even more,” said Tim Armstrong, GDLS Supervisor. “We have bench stock for hardware, with a minimum and maximum requirements list to streamline our process. Replenishment orders are automatically sent when the minimum is met, which also speeds up the parts flow. All materials, suspension parts, spawl armor; everything we know we will need for repairs and replace-



**A Stryker Combat Vehicle completing its final inspection prior to transport. The vehicles are refurbished at the Qatar facility.**

ment, are at the site. We are now starting to reap the benefits of those changes,” he said.

Repairing the Stryker is a challenge as each vehicle has unique battle damage.

“This is like a custom shop building custom cars. Every vehicle is different and everyone on the team is a skilled craftsman,” Armstrong said. The power pack [engine and transmission] is pulled out at the Stryker Forward Repair Activity at Balad, Iraq and sent to the states for re-build or service for whatever it needs. Repaired/replaced power packs are then sent back to Qatar for supply stock, so when the body and structure work are completed, a power pack is installed in the vehicle. The suspension and drive train are critical and automatically replaced in every Stryker, Armstrong said. The used systems are packed up and shipped to the states for re-build/replacement and new systems installed after the body work is completed.

The repair shop has been up-graded since start-up with better lighting, electrical upgrades for the welding shop and machine tools, and more space was added to accommodate parts storage.

Armstrong said that most of the Stryker Team is deployed from the Fort Lewis, Washington area. When production increases to six vehicles per month, six teams will be on line for repairs at six assembly areas.

One skilled welder is also assigned to each vehicle. Welding is a critical and exact process and requires the most time. It’s the bottleneck in the repair process. “We are expanding the welding area to accommodate more vehicles, said Armstrong.

When the vehicle arrives from the welder’s bay, one team

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**Gary Jordan, deployed from Fort Lewis, Wash, faces the repaired sections after welders replaced the damaged interior (L) of a battle damaged Stryker.**

is assigned to the vehicle from the ground up. They work this one vehicle all the way through to the final inspection and return of the vehicle back to the Army.

“It gives the teams a sense of responsibility first, and a feeling of pride that they took that vehicle—no matter how extensive the damage was—they fixed it and returned it to the warfighter,” Armstrong said.

In September, workers repaired a vehicle that had already been through the process and have another vehicle in the yard that is on its second rotation through the site. A third vehicle is currently on its way to Qatar for the second time, according to Armstrong, making six repair processes rather than the Army buying six new vehicles.

## **Holiday Safety**

# ***Miniature lights are a fire hazard***



The Holiday Season begins near the end of this month and the Camp Arifjan Fire Department wants everyone to “decorate with moderation” during the period.

### **Miniature Light Strings**

*Do not use more than two miniature light sets in your area. Never use 110 volt electric lights with a power converter.* Tell family and friends stateside to not send 110 volt light sets here.

## **Commander's Corner**

As announced earlier by Brig. Gen. McQuiston, I have assumed command of the brigade during Col. Cusimano's absence. I ask you all to remember him and his family in your thoughts and prayers. We wish him a speedy return. Let's all continue diligence with our important missions supporting the warfighter.

November marks the beginning of the traditional Holiday Season and highlights heartfelt gratitude. The nation turns its thoughts to the military Veteran and those currently serving in our Armed Forces as we celebrate Veteran's Day, November 11.

As you know, I have deep respect for our military; for those servicemembers, contractors and Army civilians who've served in previous wars and those currently deployed in Iraq and through the 401<sup>st</sup> AFSB in Afghanistan, Kuwait and Qatar.

Let us not forget those who have given their lives for our beloved country and their families who mourn the loss loved ones taken from us in this Global War on Terrorism and from all previous wars and conflicts.

On November 11, take a few minutes to reflect and remember our fallen comrades. I and the staff thank you for your service and long hours making sure that our servicemembers are safe and have all of the equipment required for the fight. I also want to thank your families for the sacrifice they make every day while you are deployed. Communicate with loved ones often and recognize this sacrifice.

As you know, the Army will make a special effort to provide you a great Thanksgiving Feast here in theater. Although you are all far from your family and friends, please enjoy this special day and again, remember how blessed we all are. Reflect on everything that we enjoy; friends, family, and our freedom. Take some time with your AMC Family here and enjoy this time together!

I want to recognize and thank Col. Steve Clark, Command Sgt. Maj. Dennis Taylor and all of the Soldiers of the 1107<sup>th</sup> AVCRAD for their great support to our brigade as they prepare for redeployment home. You saved Soldier's lives by keeping our rotary aircraft in the air. To all others redeploying, thank you for your service. Good luck, be safe and God Bless you all.

The 401st! “First to make a difference!”

Lt. Col. Larry Fuller

## A message from The Commanding General



The Combined Federal Campaign gives federal employees an opportunity to make donations to charitable organizations that are dedicated to making life better for individuals in need, and making a better world for all of us. By tapping into our individual generosity, CFC demonstrates the power found in each human heart.

When we give together through CFC, we achieve more than we could ever hope to achieve on our own. Every dollar donated is applied where it is needed most, funding programs and initiatives that take on the most difficult problems and create hope for a better future.

Through CFC, we can reach out as one, with helping hands and hopeful hearts. We can make life better for people we will never see, and for people who may live next door to us. We may even directly benefit ourselves or our families because, as well off as we may be today, we could suddenly find ourselves in need tomorrow.

So long as there are humans, there will always be human needs, and there will always be those among us who suffer through no fault of their own. But so long as we continue to care, those needs can be met and that suffering can be eased.

That's why I ask you to consider giving through the Combined Federal Campaign. Thank you for all you have given so far, and for all you plan to give. Always know that your CFC donation can unleash the power of caring – a power that can overcome any need.

Jerome Johnson  
CG, Army Sustainment Command

### *Combined Federal Campaign POCs for the 401st AFSB (SWA) are:*

*Bn-Kuwait- Ms. Arleatha Allen, 430-4653*

*Bn-Qatar-Master Sgt. Houser, 432-2405*

*Bn-Afghanistan-Master Sgt. Andrews, 987-5110, ext. 6042-Editor*

## Contest winner!



The first measurable rain drops briefly settled the dust on Camp Arifjan Saturday night, Oct.. 28.

Mr. Dan Paquette, senior representative South West Asia for the Communications and Electronics Command, deployed from Fort McPhearson, Ga., was the winning entry with his guess of Nov. 8. Congratulations, Dan! You won a \$20 gift Certificate from Starbucks, Zone 6.

## AMC Soldier gives Keynote Speech for Hispanic American Month observance

A Logistics Officer for the 401<sup>st</sup> Army Field Support Brigade gave the keynote speech for the Hispanic American Month observance at Camp Arifjan Oct. 13.

Lt. Col. Jorge Ondina, a Reserve Officer deployed from Vega Baja,



**Lt. Col. Jorge Ondina**

Puerto Rico, spoke at the event, which honors the culture, heritage and contributions of Hispanic Americans each year.

National Hispanic American Heritage Month began in 1968 when Congress deemed the week including September 15 and 16 National Hispanic American Heritage Week to celebrate the contributions and achievements of the diverse cultures within the Hispanic community. Independence Day, honoring the formal signing of the Act of Independence for Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua (September 15, 1821), and Mexico's Independence Day, which denotes the beginning of the struggle against Spanish control (September 16, 1810) are remembered as significant cultural dates for Hispanic Americans. It was not until 1988 that the event was expanded to a month-long period, which includes El Dia de la Raza on October 12, celebrating the influences of the people who came after Christopher Columbus and the multicultural, multiethnic society that has evolved as a result.

Ondina's remarks pointed out Hispanic military contributions throughout the nation's history:

"Several thousands served in volunteer units during the Spanish-American War. 200,000 were mobilized for World War I, Pvt. David Barkley won the Medal of Honor; 500,000 served during World War II, where Hispanic soldiers won 12 of the 440 Medals of Honor awarded. 148,000 served in Korea winning 9 of 131 Medals of Honor awarded; 80,000 served in Vietnam winning 13 of 239 Medals of Honor awarded 20,000 served in Desert Shield and Desert Storm 1990-1991, and now 23,337 are serving in OEF/OIF in support of the War Against Global Terror," Ondina said.

"It is my opinion that the past and the present in some way define and links with the future. The Hispanic Culture will continue to be fully committed to defend what it has worked so hard at in accomplishing; and that is to ensure a free and prosperous America," Ondina concluded.

Ondina has served for 27 years and is a security supervisor for Pfizer Global Manufacturing in his civilian career.

## ***Bn performs five-year service ; 96 HETTs for the 96th Trans Co.***

The 96th Transportation Company under operational control of the 377th Theater Support Command received the last 32 units of a full Company of Heavy Equipment Transport Systems, 96 trucks with trailers from the 401st Army Field Support Battalion-Kuwait's repair site Oct. 7.

The massive trucks with their 40-wheeled trailers were specifically designed to transport the M1A1 Abram Tank and were sent through a five year maintenance service mission supporting the 96th Transportation Company as they convoy equipment to Iraq and return heavy equipment for repair and reset.

"Troops love the HET. It's big!

It's up-armored. It's mean!" Said James Stanley, Truck Master for the 96th Transportation Company.

The five-year maintenance service consists of pulling the 10 "bogies," off of each trailer and packing them with lubrication. A bogie is a 1700-pound four-wheel axel assembly that evenly distributes the massive weight of the Abrams tank to all 40 trailer tires on the HET.



**Truck Master Sgt. 1st Class Rick Stanley observed the transfer process as the 96th inspected the HETT Systems. The HETTs were received in a three-day process from the AFSBn-Kuwait.**

"This was intensive work," says Master Sgt. Gregory Tubbs, Command Sgt. Maj. for the Kuwait battalion. "This maintenance service mission provided the parts and service and is the key for keeping these vehicles mission ready."

"It took lots of man hours, and a lot of work had to be done to guarantee that all the HETs were ready for their missions in Iraq," Tubbs continued.

The three-day equipment issue required a detailed inventory of every part on the HET and all of its systems and equipment.

"After our last rotation, we turned in these trucks to the Army Material Command [AFSBn-Ku] to perform this five year maintenance. Now we will install our communications systems and get them back on the road" said 1st Lt. Jason Ordat, Executive Officer of the 96th Transportation Company.

"Today, the Soldiers will inventory every single part. The Basic Inventory and Issue (BII) on each HET System will be checked, and our mechanics will make sure everything works and there are no fluid leaks." After the inventory was completed by the operators, all the BII was placed back into storage boxes on the HETs and driven off the maintenance lot back into service, expedited by the 401st Bn-KU and their established procedures. AMC oversees several vehicle repair and up-armor sites in Kuwait, Afghanistan, and Qatar and has overall responsibility for all of the Army's pre-positioned equipment inventory and repair.

"AMC has a good lay out," said Truck Master Stanley, referring to the planned inventory issue. "It [the maintenance lay out] was set out in such a way that it was a quick exchange and error proof. Everything was in order. They did an outstanding job and it was very professional—it expedited the process."

"This is my fifth deployment," said Stanley. "I know it's nothing new, but it's the first time I've seen this sort of process. It's first rate! All we have to do now is give the drivers refresher training on the trucks."

### **From the Command Sgt. Maj.**

I want to thank everyone for their support during the 401st Army Field Support Brigade (SWA) Re-Designation Ceremony. It was a great event not because of what I did but because of what the Team did during the preparation and execution of the event.

I want to send out a special thanks to the 1107th AVCRAD for all the support they provided this organization. AVCRAD, you are true professionals and have established an outstanding reputation. I would gladly serve with you again.

I also want to thank to the FRA Team for the time and efforts they've put into repairing some of the floors at the living containers in Kuwait. This is what self-less service is about, we appreciate it.

Team, as we begin to roll into the Holiday Season, everyone needs to remain vigilant and look out for one another. Vigilant to safety and suicide prevention either one of these events can be detrimental to our organization. Thank you all for what you do for the Warfighters.

**"First To Make A Difference!"**



**Anthony L. Boles  
Command Sgt. Maj.**

## AFSBn-Qatar

# Qatar's *LEAN* on humvee reset

The Army Field Support Battalion-Qatar embraced the Army's initiative to implement Lean Six Sigma business practices and has increased repair and return and reset production rates on the M1025/26 humvee by almost 40 percent since April.

The program started with a special requirement to refurbish 100 humvees in 30 days; a monumental task for the Army contractor, ITT, and their skilled technicians and mechanics, especially when the required parts for the vehicles were stocked half-way around the world.

Battalion leadership, innovative ITT workers and Lean Six Sigma principles changed the repair procedures at the Qatar site by creating four distinct service bays; all focused on the repair of one vehicle every 24 hours. The teams divided up so that each worker had specific tasks to perform on the vehicle, the same tasks daily which, through repetition, increased efficiency and eliminated errors as each worker became a skilled expert at the task.



**ITT workers rebuild the humvee as a production line with teams devoted to specific tasks in the Qatar Bn 24/7 humvee operations. Robert Aponte prepares a rebuild cab to be placed on the chassis**

In layman terms, Six Sigma is designed to identify and eliminate variance (making the system more precise), moving it closer to its target (making the system more accurate), and then to base future decisions on the resulting data (data driven decisions).

Chuck Shy, support operations manager, ITT-Army Pre-

positioned Stock at the Qatar battalion, said problems with repair parts was the primary constraint on the mission.

"We only had about two week's preparation time to get parts on hand. . . We did a lot of controlled exchange with other vehicles until we were able to get the parts." Shy said that the team used the initial inspection worksheet on each vehicle to bounce against the local stock to see what parts they were going



**ITT workers strip the humvee down to the chassis, then start the re-build process. (L to R) Tim Pearson, Shinod Kallay, J. Piyadasa.**

ing to need to repair each vehicle.

"So instead of ordering the parts, 'kitting' the parts in the warehouse and tracking the percentage of parts on hand for a specific vehicle, we added those parts to our operational stock list and set a requisition minimum ordering point for those parts to maintain the supply, based on the workload we had projected coming in."

Parts specialists queried data from the parts supply system on every humvee 1025/26 model that the shop had previously repaired to the same standard of repair for the current operation. Then they queried all parts ordered against those jobs, so that they had the historical data base of all the parts they used in the past to help them determine what parts were needed for the mission. In other words, they used the "Demand Analysis" to gain a trend for high use/high turnover parts.

"If a vehicle requires four specific seals for one vehicle and we know we have a hundred vehicles, we know we need 400 seals to repair that vehicle so we set our re-order point at a level so we have enough on hand to repair the vehicle. Over a period of time, with good management what you get is what you need to fix a humvee. We are at about 98.2 percent of having all parts required for the vehicle stock on this model," said Shy.

ITT can now put the vehicle in shop straight from the initial inspection knowing that they have the parts on hand for the repair, a success for any program.

"We are truly lean and we have the parts when we truly need them," he said.

LSS principles teach efficiency; parts should be at hand to minimize time walking to a parts bin, signing for a part then returning to the work area to repair it.

"Ideally you would have them [the parts] right there with the vehicle," Shy said, so the mechanic just turns around and gets the part; but the contractors are constrained by space so they adapted by building a mobile parts rack on rollers to stock parts and have them available each day at the start of work, next

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**(L to R) Robert Aponte, J. Piyadasa and Ajith Marawanagoda lock in the power train as the humvee rebuild proceeds.**

to the vehicles. At the end of the day, all unserviceable parts are loaded on to the mobile rack, taken to the reclamation point for drop-off, and they pull the rack to the parts house to restock the rack with new parts for the next day's work.

"Another success over normal repair shop practices is that we can assign certain people to a specific job task as their skill sets increase dramatically and they are focused only on certain tasks. On the back side of that, the job can become routine and boring. When we see that a crew is completely proficient but wants to move on, we will assign them to another related task. An example would be that a crew installing a front end suspension will then switch to the rear suspension and rear axle, so that you basically have two teams proficient on front and rear suspensions. As skill sets improve, we have individual workers that we can assign to any task for fill-in as they've learned to work every bay," said Shy.

The Qatar battalion is well stocked with unserviceable equipment and a mature repair parts supply for the 1025/26 model; they have skill, experience, and laser focus on getting these vehicles back into the fight.

The 70 workers provide 24/7 operations supporting the Brigade and Kuwait Battalion missions. The teams are used to working with their shift counterparts, which helps the teams get along with each other in a real, cooperative effort, Shy said.

"You can have all the parts and tools, but it takes the right people and the right leaders all working together to make the program successful; the right leaders in the right positions. Each team has a senior mechanic and we give those guys a lot of latitude to safely LEAN forward on innovative ideas to speed up the repair process."

"We have an excellent relationship with our quality control people and a 98-99 percent customer 'first-time' pass rate of completed work to the government," said the team lead.

Shy originally enlisted in the Army from Missouri as a

tank mechanic, and then transferred over as a contractor. "It's the closest way of being in the Army when you're not in the Army. I really enjoy the interaction I get with the warfighters over here," he said.

### **Lean Six Sigma and the Army**

Six Sigma first made its Army debut with the Army Materiel Command. Then commanding general, Gen. Johnny Wilson sent the first HQAMC team to Six Sigma training in 1998. Lean was officially stood up in 2002 by then AMC Commanding General, Gen. Paul Kearn in response to the need to better support warfighters serving in the Global War on Terrorism. Gen. Kearn subsequently directed a transition to LSS in late 2003. LSS allows AMC to increase the number of vehicles and systems repaired, improve delivery times and reduce repair cycles—while decreasing costs. LSS achieved \$110 million in savings in 2005 and is beginning to make a difference as repair sites implement LSS in Southwest Asia.

"We are turning things around faster for the warfighter," said Gen. Benjamin Griffin, AMC commanding general. "This is showing significant savings and improvement wherever it has been implemented.

## ***New Civilian Deputy deployed to Arifjan***



**Carol King**

A newly-deployed GS-15 civilian from the Army Materiel Command Headquarters Operations Center has arrived at Camp Arifjan as a Deputy to the Commander for Support Operations.

Ms. Carol King arrived in October to oversee the humvee refurbishment operations, the medium and heavy vehicle refurbishment project and generator reset operations, among other duties.

King works at Headquarters for Brig. Gen. (P) Radin as the Director of Resource Integration.

"I enjoy being here and I am already learning an amazing amount of knowledge. . . It is totally different working from that side then seeing things from our perspective over here in theater," she said.

It has already made a difference, according to King.

"The 172<sup>nd</sup> Stryker Brigade Combat Team up in Balad invited me up to observe their redeployment and discuss some support issues where AMC may be able to assist in finding improvements. Having a close look at both sides of the operations will make it easier to find ways to streamline the procedure."

# Raising the HEAT: Rollover simulator set to deploy across the AOR

Story and top Photo by  
Sgt. Carlos M. Burger II  
Desert Voice Staff Writer

Since the campaign in Iraq began, at least 116 Soldiers have been killed and at least 132 injured in humvee rollover accidents, according to U.S. Army statistics. The Humvee Egress Awareness Training simulator, or HEAT, was created with the intent of preventing Soldier injuries and death in humvee rollovers. With about 8,000 Soldiers already trained on the simulator, camps across the area of responsibility want to have the simulator as well.

The Army Materiel Command is building more than 30 HEAT simulators to be fielded across the theater in the months ahead. The HEAT simulators are being constructed by the Forward Repair Activity (FRA) exclusively on Camp Arifjan, by a team of six Department of the Army civilian welders and support crews from Anniston Army Depot, Anniston, Ala., and Red River Army Depot, Texarkana, Texas, said Ed Morris, FRA chief.

Morris said Lt. Col John Hermann, AMC support operations officer, coordinated the efforts to have the HEAT trainers built and the reason Camp Arifjan was chosen to undertake this project was because the FRA was the only unit in the AOR that had all the skill sets necessary to complete it.

"We have depot level machinists, welders and mechanics all at one location and those are the skills necessary to build this. There's no worrying about having to deal with outside sources," he said.

The idea of the HEAT simulator was originally created by Chief Warrant Officer Rikki Cox, a mechanical technician with FORSCOM, said Chris Turner, a deployed welder from Anniston Army Depot.

The construction of the HEAT is a team effort, he said. It takes a grand total of four days to make one and it's built from

ground up with spare parts and damaged humvees. The front and rear ends are cut off and the humvee cab is then fused to base frame and hooked to an electric motor.



Workers Spin the humvee cab to check for proper balance.

Two other team members, Micah Garrett and his partner Corey Jenkins, also from Anniston Depot; sacrifice long hours daily to the completion of the HEAT simulators. Both are responsible for the overall assembly of the base frame, sometimes working 16 hour shifts welding and drilling the base frame.

"It's a new experience being away from my family, but I'm glad to be here. I feel good about what I do. I feel that I'm helping the Soldier in some way," said the 22-year-old Gar-

rett, an Alpine, Ala., native.

Jenkins, a Mumfordsville, Ala., native and former Soldier of 10 years, knows what the HEAT is worth to the modern Soldier.

"This simulator is good training for the Soldiers," he said.

Although the HEAT carries a price tag of about \$33,000,

Brandon McDaniel, a heavy mobile equipment specialist from Anniston Army Depot thinks that its benefit far outweighs the price.

"It's a good program, it's saving lives and if it saves one life then it's worth the money. Anything that we do, whether its putting on body armor or this simulator is worth it if it saves Soldiers on the battlefield," he said.

The 30 HEATs are scheduled for completion sometime in October and once they are built, they will be sent to camps in Kuwait, Afghanistan, Iraq and Qatar. The HEAT's light-weight design allows for air transport, if necessary,

Morris said. He also said the FRA is proud of the work they do preparing the simulators and getting them out to Soldiers.

"The team here is really dedicated to this program because of all the potential to save lives. There have been a lot of Soldiers killed in rollover accidents. Our workers put long hours and hard work into building this. It's a team effort and we know the importance of what we're doing," Morris said.

"Since I've been here, I've had Soldiers come up and thank me and my team for what we do here and that's a blessing," Garrett added.



Richard "Possum" Loggins, a welder at the FRA from Ohatchee, Ala., works on the HEAT manufacture.

# Veteran's Day Message

There are heroes among us, although we don't often recognize them.

They are in our homes, our workplaces, our schools and our houses of worship. They are our family members, our friends, our neighbors and our professional colleagues.

They are as diverse a group as can be found - men and women, of every race and ethnicity, of every faith, of every political affiliation, from every part of our nation, of various ages, at every income level. Some have physical or mental disabilities, though most enjoy good health. A few have achieved fame and ascended to positions of leadership in business and politics, though most are ordinary people with unfamiliar names.

They are America's veterans, an estimated 25 million strong today, and every one of them is a hero in my eyes, and I hope in your eyes as well.

All of our veterans have earned the title "hero" because they served our nation and risked their lives for the sake of freedom. They stood strong, often in the face of overwhelming odds, fighting not for themselves but for a cause larger than themselves. They assured that a nation built on a foundation of individual liberty would survive for future generations, and offer hope to all who yearned to breathe free.

Many of our veterans saw the worst that war and conflict have to offer. Yet they went willingly into battle, not because they loved war, but because they

knew that true peace could never be achieved under tyranny. Their service and their sacrifice gave us peace with justice and opportunity for all, and allowed America to thrive and prosper.

November 11 is Veterans Day, a holiday set aside to thank and honor those who served for our sake. Sadly, the day will pass unnoticed by millions of Americans who will go about their business without recognizing the heroes among them - the heroes who we all sometimes take for granted.

In a Veterans Day speech given two years ago, President Bush described our veterans as "the hidden heroes of a peaceful nation." This Veterans Day, let us take our appreciation and affection for our veterans out of hiding. Our veterans need to know that they are the heroes of a grateful nation, a nation made great by all they did and all they gave.

As we thank the heroes who served in the past, let us also recognize the new generation of heroes who serve today. The men and women who are now in military service are carrying on the proud traditions left to them by our veterans, and have done our veterans great honor through their willingness to serve and devotion to duty.

The veterans of yesterday, today and tomorrow have built a great legacy that inspires us all. They will always be my heroes, and I wish them all the very best.

Maj. Gen. Jerome Johnson  
CG, ASC

## Chaplains Corner

**"In every thing give thanks; for this is the will of God"**

At the age of seven, a young boy and his family were forced from their home, and the boy had to work hard to help his family survive hard economic times. When the boy was nine, his mother passed away. This young boy developed an interest in law school, but had no educational background for it. At the age of 23, he (and a partner) began running a small store. Three years later that business partner died, and left him with a huge debt that took years for him to repay.

After dating a girl for four years he asked her to marry him. She turned him down. By the time he was 37 years into his life, he had two unsuccessful campaigns for Congress under his belt. Though he was elected to Congress on his 3<sup>RD</sup> try, he then failed to be re-elected. He eventually married and started a family. Three of his children died at young ages: only one of his four children lived to maturity. He ran for the Senate...and failed to be elected. He persisted in politics and ran for the vice-presidency, and again lost. Finally, during his 51<sup>ST</sup> year, Abraham Lincoln was elected President of the United States.

President Lincoln a man who knew adversity overpowered it with gratitude. What would make some bitter, made him better. So..., in the middle of the darkest days in American history; in the middle of a national Civil War that claimed more American lives than any other war; and in the middle of great trial and tragedy, President Lincoln issued this proclamation:

**"It has seemed to me fit and proper that [the gifts of God] should be solemnly, reverently, and gratefully acknowledged with one heart**

**and one voice by the whole American people. I do, therefore, invite my fellow citizens . . . to set apart and observe the last Thursday of November next, as a day of thanksgiving and praise to our beneficent Father who dwelleth in the heavens."**

Abraham Lincoln had a grateful heart. He knew, that even in the midst of great hardship, there is much for which we can be thankful. He took the time to express his gratitude to God, and invited the American people to join him in doing so.

During this month of November, two key national holidays will be observed. In light of global terrorism, the linkage between Veteran's Day and Thanksgiving Day seems even more significant. In our "Post 9/11 world," it seems that "gratitude" as a commodity has increased in value. Taking life for granted seems inappropriate. Prayers before meals seem essential. The reality of the cruel and irreverent ways of some has generated better values and behavior in others. Veterans champion freedom's cause and their contributions are remembered on Veteran's Day. Thanksgiving reflects a grateful heart, and is appropriate throughout the year. Let us veterans also be champions at giving thanks for the blessing we do enjoy. Let us build the team, support one another, and realize that we have been blessed indeed.

Thanksgiving Day is more than holiday food and football classics. May God bless and keep us thankful... no matter the circumstances of life. Truly an attitude of gratitude will determine the altitude of our spirits.

**Chaplain Jack Woodford**

## Holiday mail deadlines

Holiday packages mailed stateside through the US Postal Service must be sent from South West Asia by the following dates to guarantee stateside delivery prior to Christmas Day.

- November 13 for space available packages
- December 4 for priority mail.

Prepare your shopping list now to avoid the rush and long lines!



Farewell Message  
1107<sup>th</sup> Task Force  
AVCRAD



As the sun sets and the 1107<sup>th</sup> Task Force AVCRAD prepares to redeploy back to our units in Missouri and Mississippi, Command Sgt. Maj. Dennis Taylor and I extend our sincere thanks to our AMC family in Iraq, Qatar, Afghanistan and Kuwait for the support and friendship you've provided to us and our Soldiers.

We came together in "United Support" after Hurricane Katrina and thank God for our safety and exceptional family support we received during this deployment. We are proud of our high morale, hard work, and contributions to the war on terrorism during this deployment.

We fine-tuned the maintenance and repair processes necessary to keep vital rotary aircraft fully mission capable. The unit completed 5,900 work orders, processed more than 23,000 critical retrograde items, repaired over 2300 major aircraft components, and moved more than 880 helicopters through the port. Our maintenance contact teams provided depot level maintenance throughout Iraq, Afghanistan, and Kuwait.

We know that AMC Soldiers, DA civilians and contractors here in theater work long hours in stifling heat and wind so that warfighters have what they need to sustain their mission and we honor you for your sacrifices.

We know the great working relationship with the TF AVCRAD will continue under the leadership of Col. Tim Gowen and Command Sgt. Maj. Tom Beyard. They will take this mission to a higher level. I am confident that the AMC family will provide them continued support.

We have developed lasting friendships during this tour. On behalf of all of the Soldiers serving with us, we ask God's blessings to continue to sustain you and your loved ones.

**"For those of us that fight for it, Freedom has a meaning the protected will never know."**

Col. Steve Clark  
Commander, 1107<sup>th</sup> AVCRAD

## AMC Housing-Arifjan

# **Report water leaks; some floors require replacement**



**Housing Mgr. Joanne Laster**

The Housing Manager at Camp Arifjan reports that water leakage in many quarters has rotted flooring and needs replaced.

JoAnne Laster says that the leaks have required re-construction of the floors in many units. Laster was deployed last year at Arifjan as part of the TACOM IRMT Team from Rock Island, Ill, and deployed again as AMC housing Officer last month.

"People need to wipe up all water after showering. We think that this excess water combined with possible leakage from an "O" ring on the shower drain is causing the particle board under the linoleum to rot," Laster said.

Crews can now completely replace the rotted floor in one day, but may require the tenant to move some furniture items around, Laster said.

If tenants notice soft, moveable flooring when walking around the shower stall and/or a moldy smell, they should report the problem immediately to the Housing Office at 430-4676 or (Cell) 720-7165. The Housing Office is located in Room 102B. The problem can also be reported to the maintenance crew in Room 105A/B.

Other reminders from the Housing Office:

- Clean the air conditioning unit filter once per week
- Insect season is here-empty your trash daily
- Do your part and help keep the housing area litter-free
- Report inoperative washers and dryers to the Housing Office

Is your microwave inoperative? Don't discard it. Laster said that it may only require a fuse replacement. Call the office and the maintenance crew will inspect your microwave.

You must obtain a Fire Permit from the Fire Station prior to cooking in the area with a barbecue grill. Stay 50 feet from structures and have a fire extinguisher present at the site.

More on the Laundry Facility--Your washed and dried clothes are "fair game" if your aren't present when the wash/dry cycles are complete. Please, no oily or greasy clothes in the washer/dryers. The grease will ruin good clothes and can be a fire hazard to the dryers. TA50 gear cannot be washed in the laundry facility.