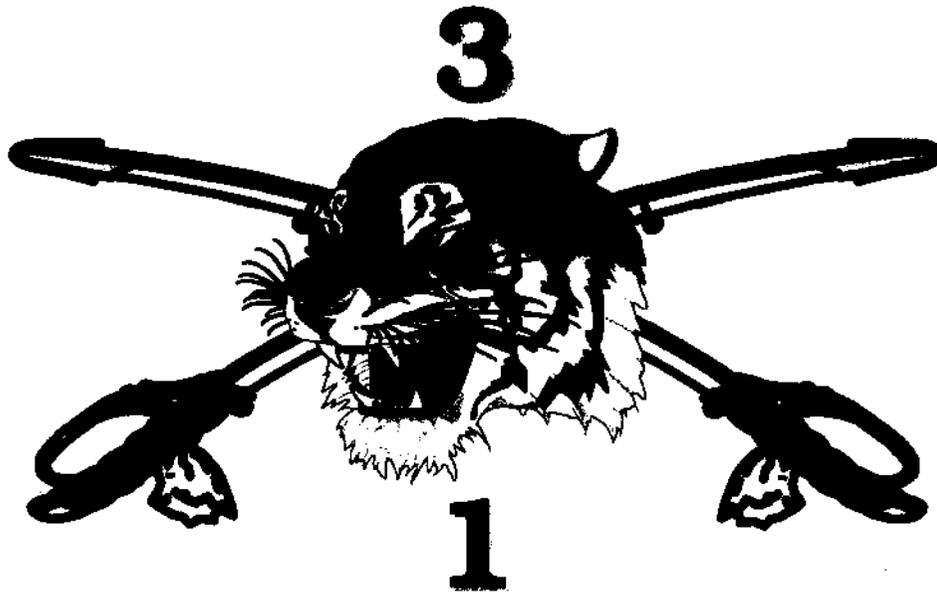


SECRETARY OF DEFENSE MAINTENANCE AWARD
PROGRAM



CATEGORY OF COMPETITION: LARGE / 860 PERSONNEL

UNIT DESIGNATION: 1st SQUADRON 3d ARMORED CAVALRY REGIMENT

UIC: WG2LAA

LOCATION: FOB Q-WEST, IRAQ

MAJOR COMMAND: FORSCOM

**MTOE NUMBER: MTOE NUMBER: 17485LFC33
EDATE: 16 October 2008**

**COMPLETE MAILING ADDRESS: HQs, 1/3 ARMORED CAVALRY REGIMENT
BUILDING 9001
ATTN: LTC ATHEY, DAVID G
FORT HOOD, TX 76545**

MESSAGE ADDRESS: CDR III CORPS FORT HOOD, TX //AFVG-PAC-C//

**DSN/COMMERCIAL PHONE NUMBERS: DSN- 737-0094
COMMERCIAL-254-663-0094**

EMAIL ADDRESS OF POC: freddy.jackson@us.army.mil



DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
1001 761ST TANK BATTALION AVENUE
FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

MAY 04 2009

AFZF-GL-M

**MEMORANDUM FOR US Army Forces Command, FCJ4, Fort McPherson, Georgia
30330**

**SUBJECT: III Corps' Nominee for the Secretary of Defense Maintenance Award
Program Fiscal Year (FY) 2008**

1. I am privileged to endorse 1st Squadron, 3d Armored Cavalry Regiment as III Corps' nominee for the FY 2008 Secretary of Defense Maintenance Award Program, Large Category.
2. The 1st Squadron, 3d Armored Cavalry Regiment maintained a high level of equipment readiness through effective use of maintenance resources, innovative management skills and assuring quality of life for all assigned Soldiers. The officers, noncommissioned officers and Soldiers' continuous involvement in the squadron's maintenance program, and more importantly, maintenance training program has laid the foundation for a solid maintenance program. The high maintenance standard established in the 1st Squadron, 3d Armored Cavalry Regiment is evident by the unit's over-all equipment readiness of 97.1% while deployed.
3. The 1st Squadron, 3d Armored Cavalry Regiment's high maintenance standards are worthy of evaluation throughout III Corps. This unit deserves recognition as a contender for the Large Category for the Secretary of Defense Maintenance Award Program FY 2008 MTO&E, Large Category.

RICK LYNCH
Lieutenant General, USA
Commanding



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
3d ARMORED CAVALRY REGIMENT
BLDG 9001 BATTALION AVENUE
FORT HOOD, TX 76544-5060



AFZF-R-RCO

1 May 2009

MEMORANDUM FOR Commander, U.S. Army Forces Command, ATTN: FCJ4, Fort
McPherson, Georgia 30330

SUBJECT: 3d Armored Cavalry Regiment Nominee for the Secretary of Defense Maintenance
Award Program Fiscal Year (FY) 2008

1. I am privileged to endorse 1st Squadron (Tiger) as the 3d Armored Cavalry Regiment nominee for the Secretary of Defense Maintenance Award Program Fiscal Year (FY) 2008, Large Category.
2. I attribute the success of this unit to the maintenance excellence competitions and the leadership of its outstanding Soldiers. Tiger Squadron has maintained a high level of OPTEMPO while conducting combat operations in support of Operation Iraqi Freedom 07-09, while the officer and noncommissioned officer involvement and continued training programs provide the foundation for their proactive maintenance program. The unit continues to excel in maintenance operations and maintains a strong maintenance program while covering an area of operations over 24,000 kilometers in size. The Squadron has maintained an overall 97.1% equipment readiness, as evidenced in this unit maintenance profile.
3. Tiger Squadron has far surpassed all standards and has set the example for all other heavy combat teams deployed forward to emulate in both equipment and maintenance operations. The officers, noncommissioned officers, and Soldiers are the epitome of maintenance excellence and deserve recognition as the winner of the Large Category for the Secretary of Defense Maintenance Award Program Fiscal Year (FY) 2008.

REGINALD E. ALLEN
COL, AR
Commanding



DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST SQUADRON, 3d ARMORED CAVALRY REGIMENT
BUILDING 9410, 19TH STREET
FORT HOOD, TEXAS 76544



REPLY TO
ATTENTION OF

AFZF-R-I-SCO

1 May 2009

MEMORANDUM FOR Commander, U.S. Army Forces Command, ATTN: FCJ4, Fort
McPherson, Georgia 30330

SUBJECT: Secretary of Defense Maintenance Award Program Fiscal Year (FY) 2008

1. I have reviewed the nomination and it is an accurate reflection of Tiger Squadron. I fully endorse 1st Squadron (Tiger), 3d Armored Cavalry Regiment for the Secretary of Defense Maintenance Award Program. The challenges of sustaining the only heavy Armored Cavalry Regiment in the United States Army, while currently forward deployed in a combat environment are extremely challenging, and the Troopers of Tiger Squadron have far exceeded any and all expectations.
2. The hard work and commitment needed in keeping four separate combat platforms and numerous support vehicles fully mission capable while operating out of a Forward Operating Base and five combat outposts proved to be no challenge for the Squadron. Tiger's resourcefulness and ingenuity enabled us to cover an area of over 24,000 square kilometers, playing a critical part in keeping the people of northern Iraq safe.
3. The most impressive aspect of the Squadron's accomplishments has been its creativity and innovation. Every challenge or problem was met head on and a safe, viable solution was found. When the Iraqi Army was unable to sustain their mission OPTEMPO due to the lack of maintenance support, Tiger Trooper's put their time and effort into training our Iraqi counterparts on proper maintenance procedures, helping the Iraqi's to take a leading roll in the fight against terrorism.
4. The success of the Squadron throughout Operation Iraqi Freedom 07-09 was a direct result of the outstanding performance at all levels of leadership. You would be hard pressed to find a unit that has accomplished as much as the brave Trooper's of Tiger Squadron. The officers, noncommissioned officers, and Soldiers are the epitome of maintenance excellence and deserve recognition as the winner of the Large Category for the Secretary of Defense Maintenance Award Program Fiscal Year (FY) 2008.

DAVID G. ATHEY
LTC, Cavalry
Commanding



TIGER SQUADRON

THE SECRETARY OF DEFENSE AWARD PROGRAM

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SECTION 1: ADMINISTRATIVE

FIELD-LEVEL NOMINATION PACKAGE INFORMATION SHEET

1. **MILITARY SERVICE:** United States Army (Active)
2. **SPECIFIC UNIT DESIGNATION OF NOMINATED UNIT:** 1st Squadron, 3d Armored Cavalry Regiment, Multi-National Division- North
3. **CATEGORY/UNIT SIZE:** Large / 860 personnel
4. **COMMANDER'S NAME AND MAILING ADDRESS:** LTC David G. Athey,
1st Squadron, 3ACR, Building 9410 19th Street, Fort Hood, TX 76544

5. **POINT OF CONTACT INFORMATION:**

<u>PRIMARY:</u>	<u>ALTERNATE:</u>
CW3 Freddy Jackson	CW3 Joe Hoover
254-663-0094 (Rear Det #)	254-663-0094 (Rear Det #)
Freddy.jackson@us.army.mil	Joe.c.hoover@us.army.mil

6. **MILITARY SERVICE POINT OF CONTACT:**

PRIMARY:
NAME: Nelson Williams
Email: Nelson.williams@us.army.mil
PHONE COM'L: 703 614-0753
DSN: 224-0753
FACSIMILE:

6. **COMPLETE MAILING ADDRESS:**

HQs, 1/3 Armored Cavalry Regiment
ATTN: LTC Athey, David G
Building 9410
Fort Hood, TX 76545

7. **MESSAGE ADDRESS:** CDR III CORPS FORT HOOD, TX // AFVG-PAC-C//

8. **BACKGROUND INFORMATION:** 1st Squadron, 3d Armored Cavalry Regiment is one of three ground cavalry squadrons in the 3d Armored Cavalry Regiment. The Squadron is comprised of three ground cavalry troops, a tank company an artillery battery and a headquarters troop. Each ground cavalry troops is comprised of two tank platoons, two scout platoons, a mortar section, a FIST section and a maintenance platoon for a total combat power of nine tanks, thirteen Bradley's and two mortar tracks. The tank company consists of three tank platoons, a maintenance section and a FIST section for a combat power of fourteen tanks and one Bradley. The artillery battery is comprised of two firing platoons, two fire direction centers, a support platoon, a maintenance



section and a headquarters platoon for a total combat power of six paladins. Headquarters Troop is made up of the squadron staff, the support platoon and the medical platoon for a total combat power of two Bradley's. While deployed in support of OIF 07-09, the squadron received as attached the habitual direct support maintenance section from the regimental support squadron. This attachment brought the squadron's deployed strength to over nine hundred Soldiers.

1st Squadron, 3d ACR redeployed from OIF III in March 2006 and subsequently moved with the Regiment to Fort Hood, Texas, in June 2006. Following their relocation, the squadron successfully reconstituted and integrated over 600 new personnel, fielded over 100 combat systems, trained for deployment culminating in NTC Rotation 07-09 and then deployed to Forward Operating Base Q-West in support of Operation Iraqi Freedom.

9. UNIT SIZE: Officers: 50, Warrant Officers: 2, Enlisted: 767, Civilian 0

10. UNIT LOCATION: FOB Q-West, Iraq APO AE 09351

11. UNIT MISSION STATEMENT: NLT 01 April 2008, 1/3 Armored Cavalry Regiment (ACR) conducts counterinsurgency operations to secure the local population and facilitate the development of the Government of Iraq's economic capacity in order to establish a sustainable security environment in area of operation (AO) Tiger by December 2008.

12. OPERATIONAL CHRONOLOGY MATRIX:

<u>Operation</u>	<u>Location</u>	<u>Number of Soldiers</u>	<u>Dates</u>
Receive Equipment for OIF 07-09	Camp Beuhring, Kuwait	785	01 Nov 07 – 20 Nov 07
LFAST/Screen all Tanks/Bradley's in preparation to move forward to FOB Qwest and HMMWV Gunnery	Camp Beuhring, Kuwait	650	13 Nov 07 - 21 Nov 07
Tiger Reaper II (Apache and Crazyhorse Troops and Dragon Company conduct CIED operations along MSR Tampa to reduce IED attacks in two IED hotspots)	Ninewah Province, Iraq	332	26 Dec 07 – 23 Jan 08
MRAP fielding	FOB Marez, Iraq	650	10 Jan 08 – 06 Jun 08
Tiger Harvest II (AO Tiger temporarily doubled in size, pushing to the Syrian border to the West. All Troops were involved in supporting this operation)	Ninewah Province, Iraq	819	15 Jan 08 – 15 Mar 08
Tiger Harvest IX and XVI (All units in 1/3 ACR participate in reconciliation and post-reconciliation raids, resulting in over 750 individuals reconciling)	Ninewah Province, Iraq	725	01 May 08 - 08 Jun 08
Tank Urban Survival Kit Draw (All maneuver units in 1/3 ACR)	FOB Marez, Iraq	90	05 Jun 08 – 01 Jul 08
Iraqi Voter Registration	Ninewah Province, Iraq	819	01 Jul 08 – 31 Jul 08
Bradley Urban Survival Kit Draw	FOB Marez, Iraq	180	Aug 08



SECTION 2: SUMMARY OF ACTIONS

A. MISSION ACCOMPLISHMENTS

The Tigris River Valley, Tiger Squadron's Area of Responsibility (AOR), has long been considered one of the most violent regions in Iraq. This was due largely to the fact that the complexities of the ethno/tribal relationships require dense troop saturation over a 24,000 kilometer area. Tiger Squadron's success in reducing the number of Improvised Explosive Devices (IEDs), increasing voter registration, improving the local economies, and establishing a lasting security environment was a direct result of our ability to maneuver and sustain our 318 combat platforms valued in excess of \$600 million through outstanding maintenance programs and innovative solutions to new problems. The Mine Resistant Ambush Protected (MRAP) vehicle is our primary weapons platform and the Squadron's ability to overcome its Class IX limitations is a legacy to our success.

(1) ACCOMPLISHMENT OF MISSION REQUIREMENTS

The Mission Essential Tasks List (METL) for Tiger Squadron includes: conduct tactical actions associated with deployment and redeployment, conduct tactical reconnaissance, conduct security operations, conduct movement to contact, conduct combat operations and provide direct support to Iraqi Security Forces (ISF), command and control the Squadron, and conduct Combat Service and Support (CSS) operations. One consistent theme throughout the METL is movement. Conducting mounted combat operations is the essence of what we do as a Squadron. Clearly, this common mission theme that so defines our METL is only possible through exemplary maintenance systems and procedures. On another level, maintenance procedures and systems provide the bedrock of mission success to even those METL tasks that aren't combat centric. For instance, during the unit's deployment in support of Operation Iraqi Freedom (OIF) 07-09, Squadron level maintenance teams provided key direct support to ISF in the form of maintenance assistance and, more important by training 21 Iraqi mechanics. Conducting CSS operations is another facet of our unit's METL that is by definition not combat centric and yet would not be possible without a deep level of involvement by maintenance personnel. By ordering and processing the Squadron's Class III(p) needs, conducting Logistical patrols, providing Quick Reaction Force (QRF) Recovery assets, and assisting with services on all assigned equipment, Tiger Squadron maintainers led the way in exemplary CSS Operations.

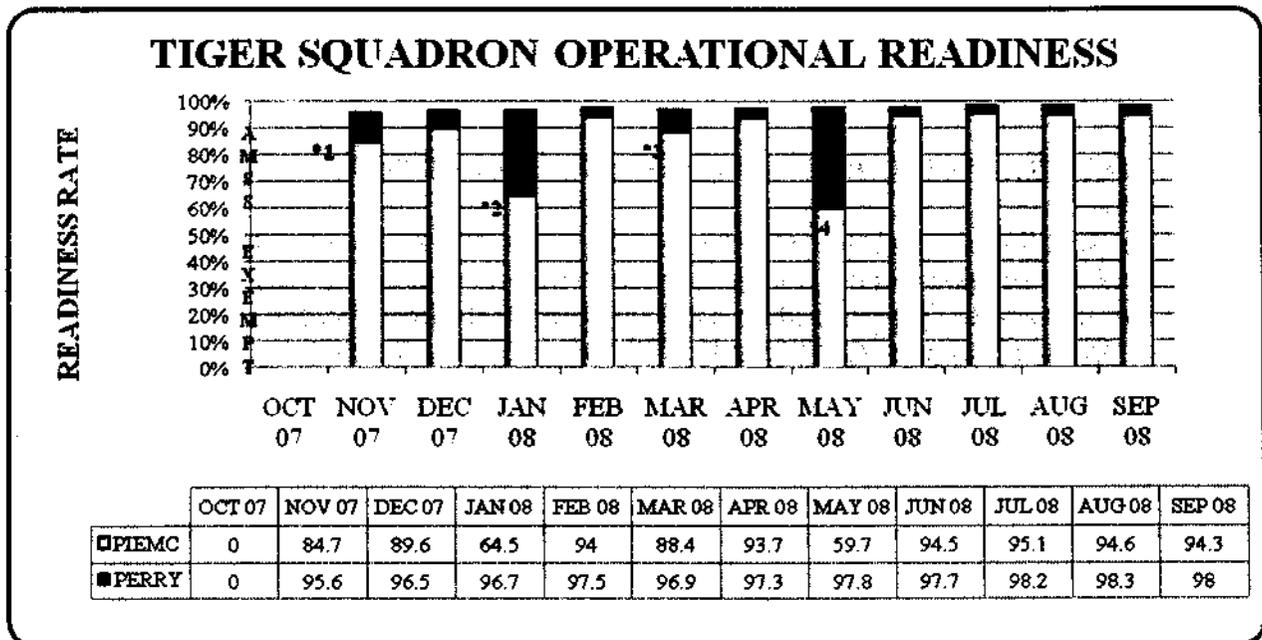
(2) WEAPON SYSTEM OR EQUIPMENT OPERATIONAL READINESS STATUS

Tiger Squadron has maintained a level of readiness that has facilitated mission accomplishment in every way. Throughout FY 08, while deployed to Iraq, the Squadron has overcome many obstacles and incorporated a myriad of unique approaches and programs to ensure the maintenance of our weapon systems and equipment remained at the highest possible level. Some of our obstacles included a 60-day window to perform post National Training Center (NTC) rotation 07-09 equipment reset and pre-embarkation services prior to deployment, M3A3 and M1A2 SEPv2 specific repair parts, establishing shop stocks and bench stocks that support an equipment fleet



175% larger than our organic Modified Table of Organization & Equipment (MTOE) and the dispersion and establishment of the squadron's maintenance assets over a 24,000 square kilometer AOR. Our success with maintaining and sustaining our equipment can be attributed to several factors. These factors include: Quarterly Platoon Reset (Tiger Stables p.7), fix forward mentality, MRAP On- the-Job Training, consolidated scheduled service team and acting on evaluations and lessons learned daily.

Displayed below is a graph and chart containing our monthly Operational Readiness rates by Percentage of On Hand Equipment Mission Capable (PERRY) and Percentage of Pacing Items on Hand Mission Capable (PIEMC) with failure data and explanations.



FAILURE DATA	
NOV 07	Note (*1): The majority of NMC time was due to NMCS and travel time from the port to Q-West. Throughout Nov 07, 21 M3A3 accrued NMCM and NMCS time. By the conclusion of the reporting period 13 of the 21 NMC vehicles were returned to an FMC status.
JAN 08	Note (*2): This equipment was attached to the Squadron. This equipment is low density with no supporting Shop Stock causing 64.5% PIEMC. Our organic PIEMC (without attached equipment) was 90.1%.
MAR 08	Note (*3): Exactly 75% of the NMC time accrued was due to NMCS. At the conclusion of the reporting period 60% of the NMC M3A3s were FMC.
MAY 08	Note (*4): This equipment was attached to the Squadron. This equipment is low density with no supporting Shop Stock causing 59.7% PIEMC. Our organic PIEMC (without attached equipment) was 91.9%.

(3) OPERATIONAL DEPLOYMENT PARTICIPATIONS AND SUCCESSES

Tiger Squadron conducted deployment operations throughout the rated period establishing up to eight Combat Outposts and spanning a distance of over 24,000 square kilometers. Despite the high operational tempo and personnel and equipment dispersion, Tiger Squadron's maintenance program facilitated an Operational Readiness Rate of 97%. By establishing and consolidating an Up Armored Wheeled Vehicle Team, the Squadron was able to simultaneously conduct tracked and wheeled vehicle scheduled services without depriving the Squadron of its essential weapons systems. As of 31 Jul 08, 78 wheeled vehicle scheduled services, 1061 weapon services, and 148



radio and Night Vision Goggle (NVG) services were conducted at the Squadron consolidated motor pool facility, while 132 tracked vehicle scheduled services were completed by the organic Troop maintenance teams operating under harsh forward deployed positions. While the 3rd Sustainment Brigade provided back up recovery assets for the entire AOR, their assets were only employed in extreme situations such as catastrophic vehicle loss. Squadron and Troop recovery assets coupled with self-recovery procedures were the hallmark of mission success. Vehicle composition for each mission was carefully slated with self-recovery capabilities at the forefront of planning factors. This practice reduced average recovery time by 45 minutes, thereby denying insurgent elements vulnerable targets. This technique had the added benefit of improving manpower utilization for each maintenance team at their dispersed locations. Tiger Squadron's vehicles were only able to negotiate this vast expanse by the maintenance team's efforts at maintaining the scheduled services as well as appropriate utilization of manpower both forward and centralized directly contributing to the near eradication of insurgent activity within the Area of Operations once considered a stronghold of insurgent violence.

(4) LOCAL OR HIGHER HEADQUARTERS EXERCISE PARTICIPATION AND SUCCESSES

Although Tiger Squadron's deployment in support of OIF 07-09 falls squarely within the award competition period, the impact of our training conducted prior to October of 2007 generated the bedrock of mission success. Tiger Squadron's Pre Deployment Readiness Reaction Field (DRRF), and Railhead Operations as part of NTC Rotation 07-09, emplaced systems that allowed for a more efficient repeat of those operations less than 60 days later as part of deployment. Outstanding training at the National Training Center, specifically Reception, Staging and Onward Integration (RSOI) as well as Rotational Unit Field Maintenance Area (RUFMA) operations created institutional knowledge that expedited similar operations at the onset of the deployment. The net result was an expedited Relief In Place (RIP)/Transfer Of Authority (TOA) despite processing over 800 Soldiers and more than 400 pieces of equipment into the Iraqi Theater of Operations.

(5) SPECIAL PROGRAMS

"TIGER ALERT"

Tiger Squadron has an enormous responsibility and mission in Northern Iraq. Due to the Operational Tempo (OPTEMPO) and mission requirements, the Squadron XO and Maintenance Officer established the Tiger Alert Reporting System. A Tiger Alert is disseminated within the Squadron much like a Safety of Use Message is within the Army. All key leaders receive the message, and there is a specific chain and timeline used to reply to the receipt and compliance of a Tiger Alert, which is established in our local Maintenance and Safety Standard Operating Procedures (SOP). The Tiger Alert is much better than simply forwarding the original message because it also contains coordinating instructions for any support necessary to comply with the instructions. We use the Tiger Alert for all applicable Urgent and Routine Modification Work Orders (MWOs), Maintenance Advisory Messages (MAMs), Ground Precautionary Messages (GPMs), and Safety of Use Messages (SOUM). The Tiger Alert Reporting System was used to disseminate and comply with the following TACOM messages:



TACOM Control #	Description	TACOM Control #	Description
GPA-08-016	MRAP fire bottle	GPM-08-010	Abrams service brake cable
SOUM-08-018	Jacking Procedures for UAH	MAM-08-020	FMTV Transmission
MAM-08-036	Light brackets (M1089A1R1)	MAM-08-019	HMMWV wheel assembly
SOUM-08-017	HMMWV geared hubs	GPM-08-006	GPK for M1151
SOUM-08-015	IBIS TEX tow bars	SOUM-07-020	M9 Pistol
MAM-08-035	HMMWV transmission jack	SOUM-08-008	M1 Gun Tube recoil
SOUM-08-014	Abrams Reactive Armor Tiles	MAM-08-030	BFVS Roadarm Bearings
SOUM-08-013	MRAP fuel tank upgrade		

“TIGER STABLES”

The Squadron Commander's intent is to “repair forward” and return to the user. This is accomplished by establishing a 10-day period where each platoon rotates back to the Forward Operating Base (FOB) for maintenance and personnel reset. During the 10-day period, all the platoon's small arms, NVGs, and radios are serviced and returned to the user. Support to the Combat Outposts is provided in between these quarterly reset periods to supplement the Troop Maintenance Teams with low density Military Occupational Skill (MOS) Soldiers from the Cavalry Support Team (CST). These two programs contribute to cost avoidance by consolidating maintenance and supply resources needed to repair and service ancillary equipment, saving the Squadron an estimated \$2.8 million.

(6) SPECIFIC CHALLENGES UNIQUE TO THE OPERATING ENVIRONMENT

The Squadron currently maintains four of the most technically advanced and lethal fleets of wheeled and tracked vehicles used in Iraq. Those primary fleets consist of 41 M1A2SEPV2 Tanks, 41 M3A3 CFVs, 4 M7 BFIST, 102 MRAPs, and 130 M1151 UAHs valued in excess of \$600 million. On any given day the leadership and logisticians within the Squadron are faced with new challenges in supporting this vast spectrum of equipment that is dispersed over two FOBs and five Combat Outposts (COPs) within the Area of Responsibility the size of the state of Massachusetts. Solving problems, overcoming challenges and coordinating logistics is crucial to our mission accomplishment.

a. Personnel

1. Challenge: The Squadron's MTOE equipment consists primarily of tracked vehicles with the maintenance MOSs that support that equipment. Once we arrived in theater the Squadron fielded 102 MRAPs and 130 Up-Armored HMMWV (UAH). This posed several challenges. The biggest of which was the lack of experienced operators and mechanics to operate and support the equipment.

Measure Taken: In the effort to meet fielding timelines and continue to conduct combat operations, the Squadron's leadership developed a systematic plan to rotate the fielding between each Troop. This plan allowed each Troop to field a platoons worth of equipment, valued between \$21 to \$24 million, at a time and conduct Drivers and New Equipment Fielding Training while ensuring the fielding did not deprive or interfere with combat operations. The Squadron also requested and received four Field Service Representatives (FSRs) to provide additional equipment and troubleshooting assistance throughout our deployment.



2. Challenge: As the Squadron's Area of Responsibility expanded so did the need for low density MOS Soldiers on-site at each FOB and COB to support maintenance and supply operations.

Measure Taken: On a quarterly basis, the CST sent an Armament and Communications team to each COP to conduct weapon and communication services. These mobile maintainers serviced over 400 ancillary systems in three days. While on-site they also accepted M1 and M3 Line Replaceable Unit (LRU) work orders for evacuation back to the Regimental Support Squadron's Armament Shop. This innovation was primarily developed to reinforce the Tiger Stables Program.

b. Environment

Challenge: All of the COPs occupied by the Squadron were built from scratch by individual Troops. The environment the Soldiers worked and lived in during the beginning phases of construction could be compared to Pre-OIF I conditions. The maintenance facilities consisted of a flat powder-like sand lot with no overhead cover, protection from the weather, or lights. In conjunction with the living conditions, we also continually experience premature failure with our brake components and air conditioning systems due to the extreme weather conditions and rough terrain of our AOR.

Measure Taken: The living conditions and maintenance facilities and the COPs have improved tremendously. The Squadron standardized, established, contracted and ordered all the assets necessary to build facilities on each COP. This feat is a work in progress and is improved on daily using the sweat equity of the troopers on each of the five COPs. Brake and air conditioning continue to be problems due to the shortage of on hand stocks in theater. We manage these two areas very closely by making coordination's with Item Managers and TACOM to acquire repair parts to reduce Order Ship Time (OST). The Repair Cycle Time (RCT) has been greatly reduced by utilizing real time reporting through daily maintenance meetings and manpower utilization processes.



c. Logistics

1. Challenge: Tiger Squadron owns one Very Small Aperture Terminal (VSAT) for Standard Army Maintenance Information Systems (STAMIS). During garrison operations, one VSAT works well because all the Troop STAMISs are co-located and the CSS Automated Information System Interface (CASI) wireless can be utilized to bridge the short distance between the individual Troops and the VSAT. During combat operations in Iraq, the 24,000 square kilometer area of responsibility far exceeded the capabilities of the CASI wireless and STAMIS connectivity was unable to be established using conventional methods to transmit maintenance and supply data across the battlefield. The short term fix was to email the data to Q-West and save the data to diskette. The diskette containing the Standard Army Retail Supply System (SARSS) data would then be dropped off at SSA and the maintenance data was rolled up into the HHT Standard Army Maintenance System-Enhanced (SAMS1-E). This process was very labor intensive and caused data loss on a regular basis.

Measure Taken: In order to facilitate SAMS and SARSS transmission from the five forward COP areas, we had to coordinate for the STAMIS to blast over the Command Post Node (CPN) located at



each COP. This process posed several problems in the beginning. It was accomplished by close coordination between the Combat Service Support Automation Management Office (CSSAMO), Regimental S-6, Civilian contractors, and on-site signal operators. We had to work through Internet Protocol Address reconfiguration at the CPN level and three separate firewalls. All the effort paid off. All STAMISs within Tiger Squadron's 24,000 square kilometer AOR can now communicate.

2. Challenge: Providing logistical support to five different COPs is no easy task. Support Platoon is responsible for the resupply of Class I thru IX to all the Squadron's COPs from the Tigris River Valley to the Syrian border. Their challenges include personnel shortages and the sheer demand of ensuring that requested resources are delivered across the Squadron's footprint.



Measure Taken: Support Platoon is comprised of 72 Soldiers at full MTOE strength; they are currently at 56% strength with 41 Soldiers assigned to the platoon. Their ability to divide their work into a rotational convoy and convoy support role has allowed the platoon to manage their personnel shortage. Manpower utilization is also maximized by prioritizing needs based off of current operations. The priorities for the following day's resupply are established in the daily Logistical Synchronization (LOGSYNC) meeting where supply and transportation requests are reviewed using the Yellow 3 report generated by each Troop. At the conclusion of the LOGSYNC meeting, Support Platoon configures and verifies/validates loads. Support Platoon is also responsible for all Class III (Bulk) resupply to all of the COPs. They have established and operate three separate retail fuel points, dispensing in excess of 3.7 million gallons of class III (Bulk) worth over \$11.1 million. As one can imagine, Support Platoon is the lifeblood of Tiger Squadron just as Preventative Maintenance Checks and Services (PMCS) is the heartbeat of this platoon.

B. EFFECTIVE USE OF MAINTENANCE RESOURCES

Tiger Squadron's maintenance personnel and Class IX stock were our primary maintenance resources. The Squadron deployed with 128 maintenance personnel. These Soldiers were the bedrock of mission success by their ability to provide maintenance support in austere conditions with an expedited Operational Tempo (OPTEMPO). By effectively managing these personnel and empowering them to assist the vehicle operators with PMCS techniques and Tactics, Techniques, and Procedures (TTP) for the vehicle platforms, the Squadron was able to keep its fleet in the fight. Upon our arrival in theater, the Squadron's Shop and Bench Stocks were enhanced and modified to support our home station as well as Theater Provided Equipment (TPE) vehicles. The challenge here was to support both fleets while abiding by the guidelines established in AR 710-2. By executing quarterly demand analysis, the Squadron was able to manage the Shop Stocks valued in excess of \$15 million.

(1) MAINTENANCE MANAGEMENT STATUS

a. Standard Operating Procedures (SOPs)

Several aspects of the manner in which Tiger Squadron conducts business have changed over the past year. These changes are primarily a result of the Squadron's deployment to Iraq and our current mission. As a result of these changes, we have modified our SOPs and established



guidelines to facilitate mission accomplishment while retaining flexibility to allow our junior leaders the latitude to incorporate innovation and ingenuity.

All of our SOPs support the Regimental and Squadron Tactical SOPs (TACSOP) and the Commanders Intent. The SOPs that required revision once we arrived in Iraq included Maintenance, Supply and Safety. The revision began with a comprehensive look at areas that were Fort Hood, TX specific and modifying them to reflect the Squadron's current environment. A portion of our ability to incorporate and apply the lessons learned and comply with Multi-National Division-North (MND-N) and Multi-National Corps-Iraq (MNC-I) guidance can be attributed to the wide dissemination and enforcement of our published Standard Operating Procedures.

b. Management of Classes of Supply

In Tiger Squadron we utilize every avenue of supplies in an effort to maximize our ability to acquire Class IX and Class II. Supply Sergeants have outfitted our troopers with equipment to accomplish every mission. The Supply Sergeants were able to find and successfully acquire the necessary Class IV and other items to improve the standard of living on their respective COPs. Supply Sergeants also utilized General Services Administration (GSA) Advantage to other items necessary to accomplish the mission. Each troop maximized their Class IX by building Shop Stock to fill the deadlines based off of proper planning and knowledge from previous deployments. We ordered Class IX priority 5 for items that were faults and priority 2 for deadlines. The Commanders and Team Chiefs monitored the requests through Commander's Exception Reports and Overaged Repairable Item List (ORILS). Command Supply Discipline was strongly enforced with guidance from the Squadron Commander down to the troop, company and battery commanders. The majority of the Squadron's Shop Stocks are stocked using a Stockage List Code (SLC) of P. This code is justified because all of the equipment our Shop Stock supports is newly fielded and has been on hand for less than two years. Each Troop maintains a Shop Stock of approximately 300 lines with a combined cumulative value of \$15,339,151.61. The key to our success was pro-active Team Chiefs aggressively pursuing maintenance and managing their Shop Stocks through Demand Analysis and procuring Mandatory Repair Parts (SLC P) for newly fielded equipment to ensure that deadlines were fixed as quickly as possible with cross-leveling between the Troops, Company and Battery.

c. Tool Control

Attention to detail is of paramount importance within the realm of tool control. Proper accountability of tools and associated maintenance equipment allows the maintenance sections to fulfill their primary job rapidly and in accordance with technical manual specifications. As a forward deployed Squadron that is working out of a FOB, accountability and well kept records of serviceability are essential. Most of the Squadron's Troops are far removed from close access to resupply chains and every resupply mission is a combat patrol that is orchestrated between several units. The Motor Sergeants and Tool Control Custodians are responsible for ensuring that tools are accounted for and serviceable, which in turn minimizes unnecessary patrols. Tool serviceability is constantly inspected as they are returned and signed out. Leader emphasis and involvement have resulted in zero tools being lost due to negligence. Being located at a Combat Outpost that is built from the ground up has provided many unique challenges to our mechanics and tool control.

d. Test Measurement and Diagnostic Equipment (TMDE)

1st Squadron 3d Armored Cavalry Regiment treats TMDE calibration process with extreme importance, knowing that failure to maintain standards could potentially cost a Soldier his/her life.



This ensures all equipment requiring calibration to be calibrated on time. The TMDE Program is closely monitored by the Motor Sergeant and CST personnel to ensure all equipment is enrolled in the TMDE program. The 632nd Maintenance Company currently has 361 pieces of TMDE equipment enrolled into the program and maintains a 0% delinquency rate. On a monthly basis, the TMDE Integrated Material Management System (TIMMS) printout report is received electronically by e-mail from the TMDE office or is picked up by the TMDE Coordinator. The printout is then scrubbed for deficiencies, updates, additions and most importantly, reviews of the calibration due dates. Any due date within a date range of 90 days or less, the coordinator notifies the Tool Room Custodian or the Chemical, Biological, Radiological and Nuclear (CBRN) NCO of any upcoming calibration of equipment. The equipment is then tagged and consolidated by the TMDE Coordinator. The equipment being turned in is signed for on a DA Form 2062 and kept on file for accountability purposes. The TMDE program is taken very seriously to ensure the safety of the Soldiers and mechanics when utilizing tools and weapons gages that require calibration IAW TB 43-180.

e. Army Oil Analysis Program (AOAP)

Currently, 1st Squadron 3d ACR has 297 components enrolled in AOAP (Army Oil Analysis Program). The high cost of hazardous waste disposal, labor hours, pipeline cost and storage of Class III and Class IX are avoided. The Squadron saved \$1.4 million by utilizing this program versus scheduled maintenance intervals recommend by the appropriate maintenance publication.

We access AOAP off Logistics Information Warehouse (LIW) at <https://liw.logsa.army.mil>. On this website, we pull from multiple reports to include the components enrolled report, resample pending report, history listing report, and the workload summary report.

Tiger Squadron currently operates out of FOB Q-West, Iraq. All samples are sent to AOAP Army Mobile Lab 3 located at FOB Speicher in Tikrit, Iraq. The transport of our samples has proven to be a challenge. Due to strict Hazardous Material (HAZMAT) guidelines and regulations, we are not allowed to use the Army Post Office to ship the samples to Mobile Lab 3. Once a month, the AOAP monitor is manifested on a flight with all of the Squadron's samples. When the squadron redeploys in February 2009, we will return to using the Fort Hood Lab.

f. Publications

As Tiger Squadron's fleet of equipment continues to grow, as a result of 130 lateral transfers and 232 pieces of new equipment being fielded, the need for new and replacement publications also grew. In November 2007, the Squadron received the UAHs from the unit we replaced in Iraq. Over 65% of the equipment was either missing the operator level publications or needed to be replaced. In December 2007, the Squadron requested a publications account through Army in Europe Publishing System (AEPUBS). We were assigned the account number of V4773. We immediately began ordering our shortages of Technical Manuals (TMs). The average customer wait time for publications is approximately 15-20 days. We take this into consideration when ordering consumable forms and maintenance tags needed to turn in unserviceable equipment. Since the Squadron is dispersed over a battle space roughly the size of the state of Massachusetts, each maintenance team was assigned a sub-account under the squadron's account number (V4773) to facilitate the ordering process. We have also completely converted from the Modern Army Record Keeping System (MARKS) to the Army Records Information Management System (ARIMS). In the maintenance platoons, mechanics have the ability to utilize the Maintenance Support Device (MSD) with the latest Interactive Electronic Technical Manuals (IETM) and Electronic Technical Manuals (ETM) to troubleshoot equipment during scheduled and unscheduled services. Some of



the unique challenges we have overcome is the translation of several series of TMs, in excess of 12,000 pages, to Arabic to facilitate the Iraqi Army Training program and procuring printed Commercial Off the Shelf (COTS) publications for the MRAPs.

g. Quality Assurance/Quality Control (QA/QC)

Quality Assurance is a challenge when four out of six units within the Squadron are forward deployed to COPs. Despite the obstacles that 24,000 square kilometers of battle space create, Tiger Squadron maintenance personnel endeavored to continuously monitor the quality of the product that maintenance teams were turning out on a daily basis. By creating a Squadron standard QA/QC checklist for each vehicle platform assigned to the Squadron, a common language was generated and the standard set. Each Troop/Company/Battery maintenance team was responsible for completing the QA/QC checklist prior to producing a dispatch for the vehicle. Then, on a rotating basis, a Squadron consolidated details of maintenance personnel double checks the adherence to the QA/QC checklist by performing on the spot checks on the FOB and at the COPs. These checks allowed for regular dispatching of more than 500 vehicles at five different COPs. The Squadron internal QA/QC program resulted in 100% compliance with all safety regulations and zero accidents due to equipment failure or improper maintenance.

h. Hazardous Materials (HAZMAT) Management

Although deployed, the Squadron's eight maintenance teams, comprised of 128 mechanics, remained stalwart in their adherence to programs. Pollution prevention initiatives were reinforced at the Troop/Company/Battery level with a focus on proper placement and usage of drip pans. All used Petroleum, Oils and Lubricants (POL) products are then collected by the unit level maintenance teams with a POL specialist who then turns in the consolidated waste to the Support Platoon Class III NCOIC. The Squadron Class III NCOIC then takes the consolidated waste and turns it in to the FOB HAZMAT yard. The Squadron POL NCOIC maintained an on hand Unit Basic Load (UBL) of more than 60 lines of POL consisting of 10,000 gallons valued at in excess of \$400,000. Environmental safeguards emplaced resulted in zero HAZMAT spills or environmental infractions for the Squadron. Despite operating over 24,000 square kilometers of battle space, more than 1,680,000 gallons of Class III (bulk) and more than 140,000 gallons of Class III (package) were processed with zero environmental infractions.

i. Manpower Utilization

Manpower utilization is the bedrock of proper expectation management and equality in distribution of the work load. As a part of the last heavy ACR in the United States Army, Tiger Squadron deployed with and inherited a wide spectrum of vehicles. With significantly more systems to maintain than the standard Heavy Brigade Combat Team (HBCT), Tiger Squadron sought creative and innovative solutions to manpower challenges. By relying on Kellogg, Brown and Root (KBR) for 2,156 30 level work orders, our attached CST team was available to assist the Squadron by providing a dedicated service team for all Theater Provided Equipment that represented a significant hurdle to the Troop/Company/Battery maintenance teams. Moreover, by utilizing the Sustainment Brigade recovery assets for off of the FOB recovery, the Squadron Recovery teams were available for QA/QC as well as spot checks of adherence to maintenance standards across the Squadron. This effective distribution of manpower directly resulted in mission success by clearly defining the Troop/Company/Battery maintenance team responsibilities while Squadron assets were available to fill in the gaps created by the extra vehicles. Critical personnel shortages were complicated by the necessity to stand up non MTOE operational platoons. Several mechanics from



across the Squadron were pulled from their Primary MOS in order to provide an Explosive Ordnance Disposal (EOD) Escort/ Quick Reaction Force (QRF) Platoon. In HHT alone, the maintenance team was short one Power Generation Equipment Repairer 52D20, a Quartermaster and Chemical Equipment Repairer 63J20 & 63J10, a Track Vehicle Repairer 63H10 and a M2/3 Bradley Fighting Vehicle System Maintainer 63M10. The lack of a 52D20 Senior Power Generation Mechanic was amplified by the fact that the Squadron acquired 15 new generator systems. This obstacle was overcome by the cross training of Wheel Vehicle Mechanic 63B personnel on generator systems thus resulting in zero power generation shortages across the Squadron for a 12 month period. In light of the success of this limited cross training program, a more comprehensive curriculum was established. All M1 Abrams Systems Maintainer 63A personnel within HHT were then cross trained as Light Wheel Vehicle Mechanic 63Bs thereby overcoming the introduction of 43 new wheeled vehicles over our MTOE authorization.

(2) MAINTENANCE TRAINING PROGRAMS STATUS

a. Training Schedules

Training Calendars are utilized to forecast and accomplish maintenance and sustainment training; however, our most valuable training is opportunity and on the job training. Currently, the Squadron has six FSRs that train and assist in troubleshooting the vast fleet of equipment we maintain on a daily basis. Their subject matter expertise is utilized at every given opportunity to increase the mechanics knowledge and proficiency. Training needs are established based on evolving equipment failures and maintenance procedures developed to overcome these challenges

b. Drivers Training

The fielding of the new vehicles required the Squadron Master Driver to attend mandatory training at a distant Forward Operating Base (FOB). His training of the Troop level driver trainers resulted in 228 licensed MRAP operators. The Squadron Master Driver program received commendable results from the Regimental Command Inspection Program (CIP) team on 13 Jul 08. The vehicle operators within the Squadron increase their proficiency on a daily basis through maneuvering the 24,000 square kilometers that make up the Squadron's AOR. Driver Recertification, Sustainment Training, Accident Avoidance Training, and a close monitoring of these systems resulted in zero non combat related accidents during 455 days of deployment operations. The Squadron Master Driver is a seasoned NCO with over 19,000 miles of OIF driving experience and three deployments to Iraq added to the overall success of the program.

c. MOS Cross Training

Challenge: Throughout the Squadron several support MOSs are below 70% MTOE strength. This personnel shortfall coupled with the large, dispersed AOR began to intensify the shortage.

Measure Taken: We had three choices to overcome this obstacle and they were to CROSS-TRAIN, CROSS-TRAIN, and CROSS-TRAIN. The ability of the Squadron's Scouts and Tankers to transition between wheeled and track vehicles and the mechanics to support such a diverse fleet has increased the capability of the Squadron to unimaginable levels. Below is a snapshot of some of our personnel shortages that are almost invisible to Squadron after cross-training was conducted:



MOS	CURRENT STRENGTH	MOS	CURRENT STRENGTH
25U20	60%	92A20	50%
63A20	55%	92F10	56%
63D10	67%	92F20	63%
63H10	57%	92Y10	60%

d. Professional Development Training

Warrant Officer Professional Development (WOPD). On 24 May 08, the Squadron hosted the monthly Q-West WOPD and trained over 30 Warrant Officers. The training was focused on the capabilities and maintenance issues on the MRAP, M88A2, M1A2SEPV2 and the M3A3. The 3rd Sustainment Brigade Commander recognized 14 Soldiers within the Squadron for their ability and level of knowledge on their equipment.



Iraqi Army Maintenance Training Program. During OIF 07-09, Tiger Squadron developed an Iraqi Army Maintenance Training Program that was designed to train the Iraqi Army Mechanics on the 210 sub-tasks required to support their 12, level-one maintenance tasks on the M1114 UAH. The two six-month programs resulted in the 21 Iraqi maintainers being able to reduce their Repair Cycle Time (RCT) therefore increasing the Operational Readiness (OR) rate of the 2nd Iraqi Army Division. In conjunction with the maintenance training program, several logisticians within the Squadron facilitated the procurement of Class IX repair parts utilizing the Iraqi Army supply and transportation systems. This effort greatly increased their capabilities for current and future maintenance operations by decreasing their Order Ship Time (OST). Quantifying these accomplishments is difficult because the Iraqi Army's previous systems were nonexistent. These two innovations will definitely add to and increase the ability and independence of the Iraqi Army.

The Squadron identified two major areas that needed attention. The areas are metal working and what would be considered organizational maintenance under our legacy maintenance system. We witnessed numerous shortcomings or lack of standards in these two areas. During the beginning phases of this program we experienced many challenges. The most difficult of which was the language barrier and the literacy level of the Iraqi Mechanics. Since then, we have had all of our Technical Manuals translated to Arabic and we now have two interpreters assigned to support this program. What began as a training event has actually increased the capabilities of the Squadron's scheduled service program. Our allied trades training is considerably shorter, it lasts about 45 days. During the training, the Iraqi Army welders are trained on the safe and correct operation of welding and cutting equipment. Due to their assigned equipment, we are limited on what we can train them on. Their capabilities at the end of the training will allow them to arc weld, braze, and cut using several different tools available to them.

e. Lessons Learned from Combat Operations

One lesson taken from the TOA was the need to conduct scheduled and unscheduled services on a fleet of TPE vehicles. The substandard condition of the vehicles the Squadron inherited resulted in a need for immediate maintenance attention. With an eye toward conversion to a more modular organization, the assigned CST took on the task as the Squadron's scheduled service team.



Their ability to undertake this endeavor while simultaneously facilitating direct support for the Squadron's maintenance teams is a valuable lesson learned and TTP to aid follow on units. Tiger Squadron maintenance personnel saw a trend in inheriting TPE vehicles and established a system by which to overcome this obstacle and prevent the Squadron's relief from confronting the same quandary.

In February 2008, the Squadron fielded 102 MRAPs, conducted NET training, and established the MRAP as its primary combat vehicle. Immediately, lessons were learned in regards to the operation and maintenance of this platform. As the months wore on and temperatures rose, vulnerabilities in the AC and engine coolant systems came to light. The manner of vehicle operation employed by the Squadron had to be adjusted to fit the MRAP's capabilities. Strict adherence to mandatory cool down/idle time for the MRAP during combat operations was observed by Tiger Squadron vehicle operators. This increased emphasis on an essential procedure resulted in a substantial decrease in engine failures during the summer's hottest months. The AC issue was addressed by establishing a consolidated AC repair team with all of the necessary troubleshooting and service equipment in the Squadron motor pool. The AC team was assigned the responsibility of installing the MRAP AC retro fit kits while simultaneously conducting unscheduled AC repairs. This team is supplemented with the MRAP FSRs who oversee and QA/QC all work performed. These two initiatives were valuable lessons learned and greatly contributed to reduced RCT and increased readiness.

C. INNOVATIVE MANAGEMENT ACCOMPLISHMENTS

(1) EQUIPMENT IMPROVEMENT RECOMMENDATIONS THAT RESULT IN AN IMPROVED READINESS POSTURE

a. Command Emphasis

The command emphasis placed on maintenance training and supporting maintenance programs has developed a level of proficiency within the Tiger Squadron and the 2nd Iraqi Army Division that is second to none. The primary programs that have daily visibility at the Squadron Level are: NMC Equipment, ORILs, AOAP, TMDE, Shop Stock Management/ Demand Analysis, Tiger Alerts, Tiger Stables, and the Iraqi Maintenance Training Program. Squadron Maintenance Meetings are held daily at 1500. During this meeting, the Troop Motor Sergeants brief changes and plans of action to meet Squadron's guidance. The Squadron LOGSYNC meeting, held every Wednesday at 1000, is the tool used for the Squadron Executive Officer (SXO) to disseminate and reinforce logistical and maintenance standards to the Squadron Staff and Troop Executive Officers (XO). In addition, the XOs are also required to report and confirm the completion or status of the above listed primary maintenance programs during this meeting.

b. CST Training

Tiger Squadron's CST is comprised of several low-density MOSs that support Field Level Automotive, Armament and Communication equipment maintenance. The CST typically serves as the Squadron's primary subject matter experts for weapon, automotive and communication equipment troubleshooting and repair. Tiger's CST is known throughout the Regiment for their troubleshooting abilities. On several occasions, NCOs from our CST has flow to other Squadron's FOBs to troubleshoot and repair equipment. The 1st CST's assistance is requested most often on the HMMWV 4L80E Transmission. By using the Tech 2 scan tool and alternate troubleshooting procedures developed by the Senior Support Maintenance Officer, the CST has trained 11



maintenance teams within the Squadron and Regiment. The CST is also the primary facilitators for the Iraqi Army Maintenance Training Program (see p.14). This platoon has honed their skills to a razor sharp edge through experience and the completion of 1471 small arms repairs, 478 communication equipment jobs as well as over 207 automotive scheduled and unscheduled services. This platoon greatly increased the Combat Readiness of the entire Squadron.

c. Low-Density Equipment Readiness Program

In Tiger Squadron we currently have four types of equipment that are low density and maintenance significant. They are the M7 Bradley Fire Integration Support Team (BFIST) vehicle (4ea), M270A1 Multiple Launch Rocket System (MLRS) (2ea), M109A6 Howitzer (2ea), and M992A2 Carrier Ammo Tracked (CAT) (2ea). This equipment is low density due to MTOE authorizations or attached strengths. In the event that any of the above listed equipment should become NMC or require Scheduled Service the priority is shifted to allocate the necessary maintenance resources to facilitate the repair or service of these weapon systems. In addition to prioritizing manpower to sustain this equipment, all available resources are utilized to procure repair parts and external maintenance support from LARs and Item Managers to reduce OST and RCT. The bottom line is that we have been very successful managing the readiness of our low density fleets. As of 15 Jul 08, the four fleets were FMC a combined total of 829 days out of an available 886 days (93.5%).

d. Systematic Maintenance Problems

MRAP recommendations that increased our readiness posture included rerouting the air conditioner lines from the condenser to the evaporator to prevent the exhaust from melting the lines and riveting in the fire sensor wire previously attached inside the hood with adhesive brackets. Under the extreme Iraq heat the adhesive brackets would allow the fire sensor wire to droop on top of the engine causing the engine fire bottle to activate. Both of these repairs seem minor; however, these two improvements prevented several MRAPs from becoming non-mission capable. During the fielding of 102 MRAPs, nine equipment modifications had to be made to prevent damage to the equipment and increase the safety of the crew. These nine modifications, to include an overhead wire deflector, were accomplished through close coordination with external and organic maintenance and supply assets. Each vehicle modification required a total of 82 man-hours to complete.

(2) RESOURCE MANAGEMENT INNOVATIONS AND IMPROVEMENTS

Cost avoidance and outsourcing are factored into all decisions made within the Squadron. Our largest contributors to cost avoidance are forecasting and planning for future maintenance operations. Our ability to procure the necessary classes of supply and materials to support scheduled and unscheduled maintenance programs, during the conception phase, allow us to explore many more cost avoidance approaches without compromising readiness. With FSRs support, we have repaired several equipment components versus replacing them. By repairing components forward the Squadron saves the difference between the unit price and the unserviceable turn in credit. As of 15 Jul 08, the Squadron has saved the Army \$1,232,229.86.

M3A3 On-site Welding

In March 2008, a Cavalry Fighting Vehicle (CFV) (C-13) received catastrophic engine compartment damage when a propeller shaft u-joint failed and knocked hole into the driver's



compartment. Normally, this would cause the vehicle to be coded non-repairable and supply transactions would follow to procure a FLOAT in place of it. Through close coordination with our on-site FSR, BAE, and PM Bradley we were able to send pictures of the damage and coordinate for a qualified welder in Kuwait to perform the repair in the Squadron's motorpool. Our efforts saved the Army money in several categories. We avoided several thousands of dollars in transportation assets for the damaged vehicle and FLOAT to be moved. We also potentially saved the Army millions of dollars by not retrograding the CFV to the factory for repair. However, the largest benefit was our readiness posture. The entire process was accomplished in nine days saving the Army an estimated \$4.2 million and 410 man hours.

(3) SAFETY PROGRAMS

The Squadron Safety Program was developed by the Squadron Safety Officer with guidance from the Army Safety Website, DA PAM 385-1, DA PAM 385-10, and FM 100-14. These resources provided standards for quarterly safety inspections at five different COPs and the Squadron's footprint on the main FOB with emphasis on the motor pool. These inspections resulted in fewer than 10 Abbreviated Ground Accident Reports (AGARs) throughout the deployment. For vehicle and equipment safety, the Squadron Executive Officer developed the Tiger Alert format in which safety alerts could be quickly distributed to and briefed at the lowest level. On average, the Squadron was able to muster two Tiger Alerts per week based off of trends throughout theater and experiences within the Regiment and Squadron. A total of more than 100 Tiger Alerts issued during the deployment resulted in incalculable dollars saved by preventing damage to equipment.

(4) TRAINING PROGRAMS

Several training programs were created and executed by the Squadron. These programs were developed in a manner that supported equipment and personnel readiness throughout the Squadron and the Iraqi Army.

A. Iraqi Army Training

Iraqi Army Maintenance Training Program: This program increased the mechanical proficiency of 15 Iraqi Army Mechanics from the 2nd Division of the Iraqi Army. This program consisted of over 12,000 hours of hands on maintenance training that covered 210 individual tasks. (Details on the program can be found on p.14)

Iraqi Army Medical Training Program: As a result of this program, 78 Iraqi Army medics graduated the course and populated the ranks of their force as qualified combat medics. Meanwhile, the Squadron Aid Station instituted a rigorous program aimed at teaching the Iraqi Army medics basic combat life saver skills. Again, every resource was brought to bear with translation of pertinent documents and curriculum. Special emphasis was given to Class VIII management, patient transportation, medical personnel management, and other administrative functions. Practical exercises were utilized in order to train on actual Combat Life Saving techniques.

B. Squadron Level Maintenance Training

The utilization of our FSRs allowed for additional training of 128 maintainers. Critical personnel shortages were created when the Squadron fleet grew exponentially beyond its MTOE strength. With the primary focus for our maintainers while in garrison being on tracked vehicles, the Squadron found itself woefully short of wheeled vehicle mechanics. This obstacle was overcome by extensive cross training. The Squadron's transition from the Legacy format to the new Modularity format allowed for the CST to cross train the Armament section on automotive maintenance thereby maximizing the number of personnel available to assist with wheeled vehicle services and routine



maintenance. Additionally, the Squadron Recovery team was cross trained on welding operations in order to facilitate the fabrication and installation of the nine modifications on 102 MRAPs.

(5) PRODUCTION QUALITY CONTROL INNOVATIONS AND IMPROVEMENTS

Tiger Squadron's 128 mechanics have benefited from several FSR and LAR led training events. The skills gained greatly contributed to the readiness of our MRAP and power generation fleets. The embedded MRAP FSRs are involved and training operators and mechanics on a daily basis. The scope of training varies from QA/QC procedures conducted during dispatching to major component replacement. On 21 May 08, the Squadron Maintenance Officer coordinated for a Communications and Electronics Command (CECOM) LAR to conduct on-site power generation training which consisted of PMCS, Troubleshooting and repair procedures. This training reduced the trend the Squadron was experiencing with power generation failures. The training also resulted in three 10KW generators being repaired and returned to the COPs, providing power to our Troopers that operate in an environment where generators are their only source of power.

D. PERSONNEL QUALITY OF LIFE PROGRAMS

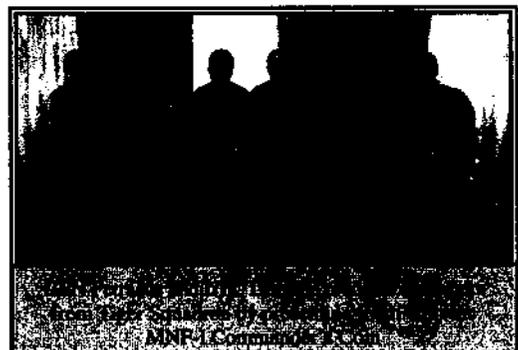
(1) SELF HELP PROGRAMS

The Squadron S-4 has coordinated for multiple projects to improve the Trooper's health and welfare. He has contracted over four million dollars of force protection, life support, MWR, and health improvements on four austere combat outposts. These outposts facilitate and house 150 troopers where they can rest and refit after continuous combat operations. When the Squadron arrived in Iraq in December of 2008 one of the outposts in Sharqat, Iraq was structured around an abandoned hotel littered with trash and human feces. Presently it stands as the model for newly constructed combat outpost in Northern Iraq.

The Squadron has spent over one million dollars on building renovations in Sharqat. We contracted local Iraqis to fix the walls, floors, ceiling, light fixtures, ventilation system, plumbing, power generation, and electrical outlets. The Iraqis also built a modernized kitchen, with a hot and cold serving line that can feed 100 plus troopers. We've procured a pool table, ping pong table, basketball gym, and a workout gym. We've also provided Crazyhorse Troop with a large plasma television package, along with Armed Force Network satellite airing American news, sports, and movies. We are in middle of constructing two other buildings in Ash Shura and Nepsa. In addition to the building renovation we've established and resourced the motor pool at each combat outpost. Each outpost has generator light sets, overhead cover, and equipment to facilitate safe maintenance operations so our mechanics can work throughout the night to fix vehicles and broken equipment.

(2) PERSONNEL RECOGNITION PROGRAMS

Tiger Squadron uses a diverse Awards Program that recognizes troopers for their hard work, dedication and ability to motivate their peers to perform at their best. Awards such as the Army Commendation Medal (ARCOM), Army Achievement Medal (AAM), and the Certificate of Appreciation (COA) have been awarded





throughout Tiger Squadron's deployment in order to recognize those that have gone above and beyond the normal job performance. In addition to the awards listed above, each troop Commander recognizes one of their troopers during the Operations and Information Briefing as being the Troop Hero. Personnel who have attained a high degree of skill while operating a motor vehicle have been recognized with being awarded the Drivers Badge. Tiger Squadron has awarded 75 drivers badges to those that showed excellence in operating their vehicles in a safe and efficient manner.

Furthermore, the Squadron has awarded 12 Mechanics Badges to the outstanding maintenance personnel that facilitate mission accomplishment on a daily basis. On 10 March 2008, six NCOs were inducted into the Ordnance Order of Samuel Sharpe for their demonstrated proficiency and dedication to the Ordnance Corps. Their actions have significantly contributed to the maintenance excellence the Squadron has achieved throughout a rigorous 15-month deployment in support of Operation Iraqi Freedom 07-09.

Tiger Squadron troopers have also received recognition from the MND-N G4 by receiving the Iron Logistics Hero of the month. This award is presented to a trooper who shows incredible work ethic, going above and beyond all expectations in order to keep the Squadron and its over 316 combat vehicles FMC. The Iron Logistics Hero of the month was awarded to nine Troopers throughout the Squadron's deployment in northern Iraq. During a visit from GEN Petraeus on 12 December 2007, 11 Soldiers were recognized and presented the MNF-I Commander's Coin for their outstanding performance and dedication to the mission in Iraq. Currently, the Squadron S-1 is processing 107 Bronze Star Medals (BSMs) and 628 Army Commendation Medals (ARCOMs) to recognize the service of our fine troopers while serving in Iraq.

(3) COMMUNITY PROJECTS

Tiger Squadron is active in the Fort Hood "Adopt a School Program." Tiger Troopers worked with the middle school students from Fairway Middle School in Killeen participating in the classroom, assisting teachers with upcoming class projects, mentoring the students during social events, and chaperoning various activities. As part of this partnership, Tiger Troopers have built a rapport with the school that we hope to build on for many years to come.

This year Central Texas experienced several storm systems that caused significant property damage throughout Bell and Coryell County. During May of 2008, Salado was hit hard with a thunderstorm causing tornado like winds. Several troopers from Tiger Squadron's rear detachment volunteered with the cleanup effort. Their efforts were primarily comprised of assisting the elderly residents by providing the manpower and tools to remove fallen trees, garbage and minor property damage repair.

(4) COMMUNICATIONS PROGRAMS

Communication with family members while deployed is a vital, yet often neglected piece of the deployment puzzle. Tiger Squadron developed new and unique methods for keeping its maintainers in touch with their loved ones in the rear. The centerpiece to this program was the Tiger Squadron's Family Readiness Group (FRG) newsletter. Articles from each troop, company and battery appeared in each month's issue that was then printed and emailed throughout the FRG and Fort Hood. Articles and pictures specific to the maintenance personnel were present in the Jul 08, Aug 08 and Sept 08 editions with an additional expose scheduled for the Jan 09 final installment of the newsletter. By displaying the hard work and grand accomplishments of Tiger Squadron maintainers, the news letter gave loved ones in the rear a glimpse into the daily lives of their Soldiers. Further communication was provided by regularly scheduled Video Teleconferences (VTC). These VTC's allowed family members and Soldiers to see and hear each other during scheduled events hosted



and organized by the FRG. Maintenance personnel participated in 17 VTC's over the course of the deployment. Two "town hall" style FRG VTC's also allowed families to pose questions to Squadron Leadership in regards to timelines for redeployment and the status of the Soldiers of Tiger. Through the mediums of print, organized events and live video, Tiger Squadron succeeded in maintaining contact between loved ones and Soldiers. The program was especially effective at highlighting the success of the mechanics throughout the Squadron.

(5) HUMANITARIAN PROJECTS AND PROGRAM

The Squadron's Humanitarian effort sought to achieve two goals; to integrate Government of Iraq (GOI) institutions in order to provide humanitarian assistance by legitimizing GOI resources and, to provide outreach to those villages and townships with the least contact with coalition forces. One method of meeting these two goals centered on Operation Iron Needle. Squadron medical personnel were integrated with their Iraqi Army counterparts and plans were drawn up to provide outlying communities with face-to-face cooperation on enhancing primary care facilities and overall medical coverage for the Southern Ninewah Province. By focusing our efforts on Cooperative Medical Engagement, the Squadron was able to meet both of its humanitarian goals. The villages of Mahkmur and Ash Shura were the first to receive Cooperative Medical Engagements and a total of seven outlying villages will have been integrated into the plan by the conclusion of Operation Iron Needle resulting in more than 3,000 patients treated. Additionally, the efforts were supplemented with targeted drops of school supplies to Iraqi children. In three months, more than 1,200 lbs of school supplies were distributed across the area of operations. In an attempt to react to serious enemy attacks on civilian populations, the Squadron developed consequence management packages and was thereby able to administer 10,000 lbs of Class IV and over 300 meals and bottled water to victims of Vehicle Born Improved Explosive Devises (VBIEDs) and other insurgent attacks.



(6) SUPPORT TO FAMILIES

The troopers and families of Tiger Squadron have a plethora of opportunities for Quality of Life programs. While at Fort Hood, the 3d ACR chaplains provided marriage retreats for Soldiers and their spouses. Single Soldier retreats were provided for Soldiers needing help in relational and financial areas. Tiger Squadron adopted Fairway Middle School to create a positive presence in the Killeen, Texas community.

Marriage Enrichment: While at Fort Hood, the Tiger Squadron Chaplain organized Married Trooper Training Retreats, for Soldiers and their spouses to take a retreat together to get practical marriage training. Using Appropriated Funds from Congress, the Chaplain was able to secure a beautiful and peaceful retreat area, with rooms and meals, away from the Fort Hood area. While at the retreat, six sessions were conducted, covering the topics of communication, finances, forgiveness and commitment, to name a few. These topics helped to prepare Soldiers and their spouses before deployment.

Single Soldier Training: Using Non-Appropriated funds through the Chapel Tithes and Offerings, the chaplain provided a night out for Soldiers to provide key life skills training. Utilizing the P.I.C.K. (How to Avoid Marrying the Wrong Person) program and Dave Ramsey's "Total Money Makeover", common relationship and financial issues were discussed to help young, single Soldiers to make wise decisions regarding finances and relationships.



PROPOSED CITATION

Tiger Squadron's maintenance program is the foundation of its phenomenal success during Operation Iraqi Freedom 07-09. The maintenance program forged innovation, discipline, responsibility, accountability and mission accomplishment by maintaining the Squadron's vehicle Fleet. The tireless efforts of all those individuals who comprise the teams of Tiger Squadron Maintenance facilitated the movement of personnel and equipment over 24,000 square kilometers of battle space resulting in mission success. By managing the two basic maintenance resources of personnel and supplies, the Squadron executed its missions to standard and with precision. Tiger Squadron outstanding Iraqi Army Maintenance Training Program and tireless efforts greatly enhanced the capabilities and Operational Readiness Rate of the 2nd Iraqi Army Division. The ability to remain flexible while executing day-to-day operations greatly added to Tiger Squadron's mission success and contributed significantly towards exceeding the DA goal of 90 percent Operational Readiness. The Squadron's unparalleled commitment to maintenance excellence reflects great credit upon Tiger Squadron, The Regiment of Mounted Riflemen, III Corps and the United States Army.